

NB

自然美

NATURAL BEAUTY

Natural Beauty Bio-Technology Limited

自然美生物科技有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

Stock Code 股份代號 : 00157



2025

ANNUAL REPORT 年報

Mission Statement 我們的使命

Natural Beauty is dedicated to cultivate our staff, customers, students and franchisees to appreciate our education, products and services, which are the mission and belief of the brand and to make modern ladies beautiful, confident and wealthy.

我們致力於使員工、顧客、學員及加盟老師們存著一份感恩的心來到自然美，學習自然美容術及使用自然美產品及服務，這都是東森自然美這個品牌一直以來的使命與信念，幫助無數女性建立美麗、自信及財富。





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Corporate Information

公司資料

(As at 24 February 2026 ("the Latest Practicable Date"))
(於二零二六年二月二十四日(「最後實際可行日期」))

BOARD OF DIRECTORS

Executive Directors

Dr. LEI Chien
(alias Joanna LEI) (*Chairperson*)
Mr. LIN Chia-Wei
Ms. LIN Yen-Ling

Non-executive Directors

Ms. LIN Shu-Hua
Mr. CHEN Shou-Huang

Independent Non-executive Directors

Mr. CHEN Ruey-Long
(alias Steve CHEN)
Mr. YANG Shih-Chien
Mr. LIN Tsalm-Hsiang
(alias William LIN)

AUTHORISED REPRESENTATIVES

Mr. LIN Chia-Wei
Ms. LEE Mei Yi (FCG, HKFCG)

COMPANY SECRETARY

Ms. LEE Mei Yi (FCG, HKFCG)

MEMBERS OF THE AUDIT COMMITTEE

Mr. CHEN Ruey-Long (*Chairman*)
(alias Steve CHEN)
Ms. LIN Shu-Hua
Mr. YANG Shih-Chien
Mr. LIN Tsalm-Hsiang
(alias William LIN)

董事會

執行董事

雷倩博士 (主席)

林家偉先生
林燕玲女士

非執行董事

林淑華女士
陳守煌先生

獨立非執行董事

陳瑞隆先生

楊世緘先生
林蒼祥先生

法定代表

林家偉先生
李美儀女士

公司秘書

李美儀女士 (FCG, HKFCG)

審核委員會成員

陳瑞隆先生 (主席)

林淑華女士
楊世緘先生
林蒼祥先生

MEMBERS OF THE REMUNERATION COMMITTEE

Mr. LIN Tsalm-Hsiang (*Chairman*)
(alias William LIN)
Dr. LEI Chien
(alias Joanna LEI)
Mr. LIN Chia-Wei
Mr. CHEN Ruey-Long
(alias Steve CHEN)
Mr. YANG Shih-Chien

MEMBERS OF THE EXECUTIVE COMMITTEE

Dr. LEI Chien (*Chairperson*)
(alias Joanna LEI)
Mr. LIN Chia-Wei
Ms. LIN Yen-Ling
Ms. LIN Shu-Hua
Mr. CHEN Shou-Huang

MEMBERS OF THE NOMINATION COMMITTEE

Mr. YANG Shih-Chien (*Chairman*)
Dr. LEI Chien
(alias Joanna LEI)
Mr. LIN Chia-Wei
Mr. CHEN Ruey-Long
(alias Steve CHEN)
Mr. LIN Tsalm-Hsiang
(alias William LIN)

REGISTERED OFFICE

P.O. Box 309
Ugland House
Grand Cayman
KY1-1104
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 1916, 19/F
Lee Garden One
33 Hysan Avenue
Causeway Bay
Hong Kong

薪酬委員會成員

林蒼祥先生(主席)

雷倩博士

林家偉先生
陳瑞隆先生

楊世緘先生

執行委員會成員

雷倩博士(主席)

林家偉先生
林燕玲女士
林淑華女士
陳守煌先生

提名委員會成員

楊世緘先生(主席)
雷倩博士

林家偉先生
陳瑞隆先生

林蒼祥先生

註冊辦事處

P.O. Box 309
Ugland House
Grand Cayman
KY1-1104
Cayman Islands

香港主要營業地點

香港
銅鑼灣
希慎道33號
利園一期
19樓1916室

Corporate Information

公司資料

(As at 24 February 2026 ("the Latest Practicable Date"))
(於二零二六年二月二十四日(「最後實際可行日期」))

AUDITORS

RSM Hong Kong
Public Interest Entity Auditor registered in accordance with the Financial Reporting Council Ordinance (Chapter 588 of the Laws of Hong Kong)
29th Floor, Lee Garden Two
28 Yun Ping Road
Causeway Bay
Hong Kong

LEGAL ADVISERS AS TO HONG KONG LAWS

Jingtian & Gongcheng LLP
Suites 3203-3209, 32/F
Edinburgh Tower, The Landmark
15 Queen's Road Central
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER AGENT

Maples Fund Services (Cayman) Limited
PO Box 1093, Boundary Hall
Cricket Square
Grand Cayman, KY1-1102
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

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

LISTING INFORMATION

The Stock Exchange of Hong Kong Limited
Stock Code: 00157

PRINCIPAL BANKERS

The Hongkong and Shanghai Banking Corporation Limited
1 Queen's Road Central
Hong Kong

核數師

羅申美會計師事務所
於香港法例第588章《財務匯報局條例》下的
註冊公眾利益實體核數師
香港
銅鑼灣
恩平道28號
利園二期29樓

香港法律之法律顧問

競天公誠律師事務所
有限法律責任合夥
香港中環皇后大道中15號
置地廣場公爵大廈32樓
3203至3209室

主要股份過戶登記處

Maples Fund Services (Cayman) Limited
PO Box 1093, Boundary Hall
Cricket Square
Grand Cayman, KY1-1102
Cayman Islands

香港股份過戶登記分處

香港中央證券登記有限公司
香港
灣仔
皇后大道東183號
合和中心17樓
1712-1716號舖

上市資料

香港聯合交易所有限公司
股份代號：00157

主要往來銀行

香港上海滙豐銀行有限公司
香港
皇后大道中1號

(As at 24 February 2026 ("the Latest Practicable Date"))
(於二零二六年二月二十四日(「最後實際可行日期」))

King's Town Bank Co., Ltd.

8F, No. 167, Dunhua N. Rd.
Taipei
Taiwan

CTBC BANK Co., Ltd.

8F, No. 168, Jingmao 2nd Road
Taipei
Taiwan

China Merchants Bank Co., Ltd.

Shanghai Branch, Jingansi Sub-branch
1465 Beijing Road (W)
Shanghai
The PRC

Bank of Communications Co., Ltd.

Shanghai Branch, Zhijiang Sub-branch
377 West Zhijiang Road
Shanghai
The PRC

CTBC BANK Co., Ltd.

Shanghai Branch
27F Shanghai World Financial Center
100 Central Avenue
Shanghai
The PRC

BANK SINOPAC (CHINA) LTD

Shanghai Branch Room 102,
1st floor, Room 202, 2nd floor,
Jiaqi Building No. 666
Gubei Road, Changning
District Shanghai The PRC

WEBSITE

www.ir-cloud.com/hongkong/00157/irwebsite

京城商業銀行股份有限公司

台灣
台北
敦化北路167號8樓

中國信託商業銀行股份有限公司

台灣
台北
經貿二路168號8樓

招商銀行股份有限公司

上海市分行靜安寺支行
中國
上海
北京西路1465號

交通銀行股份有限公司

上海市分行芷江路支行
中國
上海
芷江西路377號

中國信託商業銀行股份有限公司

上海分行
中國
上海市
世紀大道100號
上海環球金融中心27F

永豐銀行(中國)有限公司

上海分行
中國上海市
長寧區古北路666號
嘉麒大廈1樓102室、2樓202室

網址

www.ir-cloud.com/hongkong/00157/irwebsite_c





Financial Highlights

財務摘要

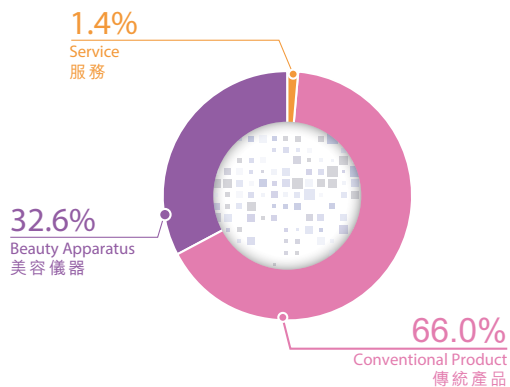
A summary of the selected financial data of Natural Beauty Bio-Technology Limited (the "Company") and its subsidiaries (collectively the "Group") for the last five financial years, is set out as below:

自然美生物科技有限公司(「本公司」)及其子公司(合稱「本集團」)過去五個財務年度的財務數據摘要如下：

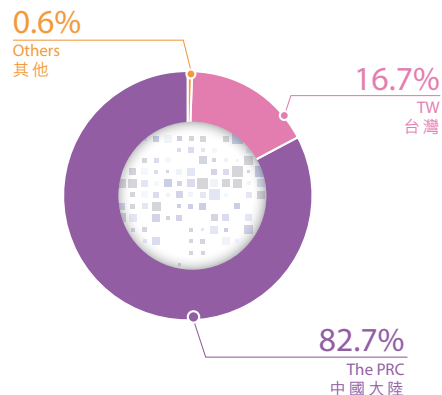
Selected Financial Data	財務數據摘要	二零二一年	二零二二年	二零二三年	二零二四年	二零二五年
HK\$'000	千港元	財政年度	財政年度	財政年度	財政年度	財政年度
(except per share data)	(每股數據除外)	FY2021	FY2022	FY2023	FY2024	FY2025
Revenue	收入	487,810	335,880	336,015	353,651	538,831
Cost of sales	銷售成本	181,812	146,750	135,670	151,321	245,489
Gross profit	毛利	305,998	189,130	200,345	202,330	293,342
Operating profit/(loss)	經營溢利/(虧損)	50,480	(19,205)	(3,738)	(97,162)	23,180
Profit/(loss) for the year	本年度溢利/(虧損)	35,264	(30,472)	(15,111)	(103,615)	10,581
Dividends	股利	6,006	0	0	0	0
Basic Earning/(loss) Per Share	每股基本盈利/(虧損)					
(HK\$)	(港元)	\$0.0176	(\$0.0152)	(\$0.0075)	(\$0.0518)	\$0.0053
Dividend Per Share (DPS) (HK\$)	每股股利(港元)	\$0.0030	\$0	\$0	\$0	\$0
Total assets	總資產	930,444	872,309	872,434	772,931	925,588
Net asset value	資產淨值	657,918	597,462	574,524	447,593	473,981
Return on Equity (ROE)	股本回報	5.4%	(5.1%)	(2.6%)	(23.1%)	2.2%
Return on Assets (ROA)	資產回報	3.8%	(3.5%)	(1.7%)	(13.4%)	1.1%



TURNOVER BY
ACTIVITIES BREAKDOWN (%)
按業務劃分之營業額(%)



TURNOVER BY
SEGMENT BREAKDOWN (%)
按分部劃分之營業額(%)







Management Discussion and Analysis

管理層討論及分析

FINANCIAL REVIEW

Overview

Revenue of the Group in 2025 increased by 52.4% to HK\$538.8 million compared to HK\$353.7 million in 2024. The increase was mainly due to an increase of HK\$180.7 million in product sales, such segment contributed to 98.6% of the Group's total revenue.

Revenue in the PRC market increased by 74.7% from HK\$255.2 million in 2024 to HK\$445.8 million in 2025. Revenue in the Taiwan market in 2025 decreased by 2.6% to HK\$89.7 million as compared to HK\$92.1 million in 2024.

Revenue from other regions, including Hong Kong, Malaysia, decreased by 48.4% from HK\$6.4 million in 2024 to HK\$3.3 million in 2025. Contribution from these regions remained at an insignificant level of just 0.6% of the Group's revenue.

The Group's overall gross profit margin decreased from 57.2% in 2024 to 54.4% in 2025 mainly due to the changes in revenue mix of products bundling in the PRC market.

財務回顧

概況

本集團之營業額由二零二四年的353,700,000港元增加52.4%至二零二五年的538,800,000港元。有關增加主要由於產品銷售增加180,700,000港元，該分部佔本集團總營業額的98.6%。

中國大陸市場之營業額由二零二四年的255,200,000港元增加74.7%至二零二五年的445,800,000港元；台灣市場之營業額則由二零二四年的92,100,000港元下降2.6%至二零二五年的89,700,000港元。

其他地區(包括香港、馬來西亞)之營業額減少48.4%，由二零二四年之6,400,000港元減少至二零二五年之3,300,000港元。該等地區對本集團營業額之貢獻維持輕微，僅佔本集團營業額0.6%。

本集團之整體邊際毛利率由二零二四年的57.2%下降至二零二五年的54.4%，主要由於大陸地區銷售的產品收入組合發生變化所致。

Revenue by activities	按業務劃分之營業額	2025		2024		Changes	
		二零二五年		二零二四年		變動	
		HK\$'000	%	HK\$'000	%	HK\$'000	%
		千港元	%	千港元	%	千港元	%
Products	產品	531,098	98.6%	350,388	99.1%	180,710	51.6%
Conventional Products	傳統產品	355,330	66.9%	321,320	91.7%	34,010	10.6%
Beauty Apparatus	美容儀器	175,768	33.1%	29,068	8.3%	146,700	504.7%
Services	服務	7,733	1.4%	3,263	0.9%	4,470	137.0%
Total	總計	538,831	100.0%	353,651	100.0%	185,180	52.4%

FINANCIAL REVIEW (Continued)

Products

The Group is principally engaged in manufacturing and sales of a range of conventional products, including skin care, beauty and aroma-therapeutic products, health supplements and make-up products under the “Natural Beauty” brand and beauty apparatus. Product sales are the Group’s key revenue source and primarily generated from franchised spas, online and other sales platforms, self-owned spas and concessionary counters at department stores. Product sales in 2025 amounted to HK\$531.1 million, or 98.6% of the Group’s total revenue, representing an increase of HK\$180.7 million or by 51.6% when compared to product sales of HK\$350.4 million in 2024. Conventional Product sales in 2025 amounted to HK\$355.3 million, or 65.9% of the Group’s total revenue, representing an increase of HK\$34.0 million or by 10.6% when compared to product sales of HK\$321.3 million in 2024. The increase in conventional product sales was mainly driven by the increase in revenue in such segment in the PRC market by 17.4% to HK\$262.6 million in 2025 as compared to HK\$223.7 million in 2024.

Beauty apparatus primarily generated from franchised spas in the PRC market. Beauty apparatus sales in 2025 amounted to HK\$175.8 million, or 32.6% of the Group’s total revenue, representing an increase of HK\$146.7 million or by 504.7% when compared to product sales of HK\$29.1 million in 2024.

Services

Service income is derived from our self-owned spas’ services, medical cosmetology services, training and other services.

The Group provides skin treatment, beauty and spa services through its self-owned spas. The Group’s strategy is to establish self-owned spas as model outlets in strategic locations to stimulate franchisees to join in. As at 31 December 2025, the Group has ten self-owned spas in the PRC.

The Group does not share any service income generated from spas run by franchisees under its current franchise arrangements. In 2025, service income increased by 137.0% to HK\$7.7 million as compared to HK\$3.3 million in 2024.

財務回顧(續)

產品

本集團主要以「自然美」品牌製造及銷售護膚產品、美容及精油產品、健康食品及化妝品等各式各樣傳統產品及美容儀器。產品銷售為本集團主要收入來源，且主要源自加盟水療中心、在線及其他銷售平台、自資經營水療中心及百貨公司專櫃。二零二五年之產品銷售額達531,100,000港元(或佔本集團總收入98.6%)，較二零二四年之產品銷售額達350,400,000港元增加180,700,000港元或51.6%。二零二五年之傳統產品銷售額達355,300,000港元(或佔本集團總收入65.9%)，較二零二四年之傳統產品銷售額達321,300,000港元增加34,000,000港元或10.6%。傳統產品銷售增加主要由於二零二五年該分部於中國大陸市場之營業額較去年同期之223,700,000港元增加17.4%至262,600,000港元。

美容儀器銷售主要源自中國大陸加盟水療中心，二零二五年之美容儀器銷售額達175,800,000港元(或佔本集團總收入32.6%)，較二零二四年之儀器銷售額達29,100,000港元增加146,700,000港元或504.7%。

服務

服務收益源自自資經營水療中心服務、醫療美容服務、培訓及其他服務。

本集團透過其自資經營水療中心提供肌膚護理、美容及水療服務。本集團之策略乃於戰略位置將自資經營水療中心打造成模範門店，以刺激加盟商的整體銷售並吸引新加盟商。於二零二五年十二月三十一日，本集團在中國大陸擁有十家自資經營水療中心。

按現行加盟經營安排，本集團不能分佔加盟商經營水療中心所得之任何服務收益。於二零二五年，服務收益較二零二四年之3,300,000港元增加137.0%至7,700,000港元。

Service income	服務收益	2025		2024		Changes	
		二零二五年		二零二四年		變動	
		HK\$'000	%	HK\$'000	%	HK\$'000	%
		千港元	%	千港元	%	千港元	%
Spa/Medical cosmetology service income	水療服務／醫療美容服務收益	7,733	100.0%	3,263	100.0%	4,470	137.0%
Total	總計	7,733	100.0%	3,263	100.0%	4,470	137.0%

FINANCIAL REVIEW (Continued)

The PRC Market

The Group's revenue in the PRC market increased by 74.7% in 2025 to HK\$445.8 million as compared with HK\$255.2 million in 2024. The increase was mainly due to an increase in the sales of beauty apparatus. Gross margin on product sales decreased from 58.8% in 2024 to 53.3% in 2025. The key reason to the aforementioned changes is: the changes in revenue mix of products bundling in the PRC market.

Taiwan Market

The Group's revenue in the Taiwan market decreased by 2.6% from HK\$92.1 million in 2024 to HK\$89.7 million in 2025. This change was primarily attributed to the increasingly cautious outlook in the overall economic environment and consumer market trends, which resulted in a slowdown in sales performance across the franchise channel. Gross profit margin on product sales increased from 53.7% in 2024 to 56.9% in 2025. This improvement was primarily attributable to ongoing enhancements in inventory management and strategic adjustments in product mix, which jointly led to greater efficiency in inventory turnover.

Benefited from the operation strategy of Eastern Media International Corporation ("EMIC") Group, the Group's products were sold through the distribution channels of EMIC. In 2025, sales revenue from TV shopping, E-commerce and telemarketing channels under EMIC in the Taiwan market contributed HK\$25.6 million to the Group, accounting for 28.6% of the product sales in Taiwan.

財務回顧(續)

中國大陸市場

本集團於中國大陸市場之營業額較二零二四年之255,200,000港元增加74.7%至二零二五年之445,800,000港元，有關增加主要由美容儀器銷售額增加所致。產品銷售毛利率從二零二四年之58.8%下降至二零二五年之53.3%。主要原因為：大陸地區銷售的產品收入組合發生變化所致。

台灣市場

本集團於台灣市場之營業額由二零二四年之92,100,000港元下降2.6%至二零二五年之89,700,000港元。主要歸因於整體經濟環境及消費市場趨勢趨於審慎，導致加盟通路銷售表現相應放緩。產品銷售毛利率由二零二四年之53.7%上漲至二零二五年之56.9%。主要受惠於持續優化庫存管理及產品結構調整，帶動存貨周轉效率改善。

得益於東森國際股份有限公司(「東森集團」)之營運策略，自然美產品透過東森旗下的分銷通路銷售。於二零二五年，台灣市場通過東森旗下的電視購物、電子商務、電話行銷通路產品銷售收入對本集團貢獻達25,600,000港元，佔台灣地區產品銷售額之28.6%。

Revenue by geographical region	按地域劃分之營業額	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	Changes 變動 HK\$'000 千港元	%
PRC	中國大陸				
Products	產品	438,339	252,749	185,590	73.4%
Services	服務	7,497	2,427	5,070	208.9%
PRC Total	中國大陸總計	445,836	255,176	190,660	74.7%
Taiwan	台灣				
Products	產品	89,690	92,013	(2,323)	-2.5%
Services	服務	27	88	(61)	-69.3%
Taiwan Total	台灣總計	89,717	92,101	(2,384)	-2.6%
Others	其他				
Products	產品	3,070	5,626	(2,556)	-45.4%
Services	服務	208	748	(540)	-72.2%
Others Total	其他總計	3,278	6,374	(3,096)	-48.6%

FINANCIAL REVIEW (Continued) Investment and other income

Investment and other income increased by 9.8% from HK\$4.2 million in 2024 to HK\$4.6 million in 2025. Other income and other gains in 2025 mainly comprised interest income from financing component in revenue contracts, government grants and rental income from properties and equipment of HK\$1.4 million, HK\$1.0 million and HK\$0.9 million respectively.

Selling and administrative expenses

Distribution and selling expenses as a percentage of the Group's revenue decreased to 37.2% in 2025 compared with 48.4% in 2024. The distribution and selling expenses increased by HK\$29.3 million from HK\$171.0 million in 2024 to HK\$200.3 million in 2025. Staff costs in relation to distribution work increased by HK\$20.3 million to HK\$97.8 million in 2025 from HK\$77.5 million in 2024. Other key expenses included advertising expenses of HK\$22.5 million, consultancy and professional fees of HK\$17.8 million, depreciation and amortisation charges of HK\$15.3 million, travelling and entertainment charges of HK\$13.3 million, transportation charges of HK\$7.3 million and meeting-related expenses of HK\$4.7 million in 2025.

Total administrative expenses decreased by HK\$8.6 million, to HK\$71.8 million in 2025 as compared to HK\$80.4 million in 2024. Administrative expenses mainly comprised staff costs and retirement benefits (including directors' emoluments) of HK\$33 million, consultancy and professional fees of HK\$10.8 million, depreciation and amortisation charges of HK\$8.5 million, office and utility expense HK\$3.3 million and research and development expenses of HK\$3.2 million in 2025.

CGU for sale of Conventional Products and Beauty Apparatus in the Mainland China (the "CGU")

The Group's sale of cosmetic products in the Mainland China has been identified as a cash generating unit (the "CGU") that is subject to annual impairment test and whenever there is indication of impairment.

As disclosed in note 22 to the consolidated financial statements, for the purpose of assessing impairment of the CGU, the recoverable amount of the CGU is determined using a value-in-use (VIU) calculation based on discounted cash flows. Cash flow projections are derived from five-year financial budgets approved by directors, incorporating key assumptions such as budgeted revenue and gross margin, which are estimated based on past performance and market development expectations.

As at 31 December 2025, the carrying amounts allocated to this CGU were approximately HK\$418.4 million for property, plant and equipment and HK\$58.1 million for right-of-use assets. The recoverable amount of the CGU was determined based on a value-in-use calculation using cash flow projections from financial budgets approved by the directors covering a five-year period.

財務回顧(續) 投資及其他收益

投資及其他收益由二零二四年之4,200,000港元增加9.8%至二零二五年之4,600,000港元。於二零二五年，其他收益和利得主要包括合約中融資成分之利息收入，政府補助金及物業設備之租金收益分別為1,400,000港元、1,000,000港元、900,000港元。

銷售及行政開支

分銷及銷售開支佔本集團營業額之百分比由二零二四年之48.4%下降至二零二五年之37.2%。分銷及銷售開支由二零二四年之171,000,000港元增加29,300,000港元至二零二五年之200,300,000港元。銷售人員成本由二零二四年之77,500,000港元增加20,300,000港元至二零二五年之97,800,000港元。於二零二五年，其他重要開支項目包括廣告費開支22,500,000港元、諮詢及專業費用17,800,000港元、折舊及攤銷開支15,300,000港元、差旅及業務招待費用13,300,000港元、銷貨運費7,300,000港元以及會議費4,700,000港元。

總行政開支由二零二四年之80,400,000港元減少8,600,000港元至二零二五年之71,800,000港元。於二零二五年，行政開支主要包括員工成本及退休福利(含董事酬金)33,000,000港元、諮詢及專業費用10,800,000港元、折舊及攤銷費用8,500,000港元、辦公室和水電開支3,300,000港元以及研究開發費用3,200,000港元。

中國大陸之常規產品及美容設備銷售現金產生單位(「現金產生單位」)

本集團於中國大陸的化妝品銷售現金產生單位(現金產生單位)須每年及出現減值跡象時進行減值測試。

根據綜合財務報表附註22披露，為評估該現金產生單位的減值情況，該現金產生單位(CGU)之可回收金額通過基於折現現金流的使用價值(VIU)計算。現金流量預測根據董事批准的五年財政預算作出，包括預算收入及毛利率等關鍵假設，該等假設乃根據過往表現及市場發展預期評估。

截至二零二五年十二月三十一日，分配至該現金產生單位的帳面值分別約為418,400,000港元(物業、廠房及設備)及58,100,000港元(使用權資產)。該現金產生單位的可收回金額根據基於折現現金流的使用價值計算。現金流量預測根據董事批准的五年期財務預算作出。

FINANCIAL REVIEW (Continued)

CGU for sale of Conventional Products and Beauty Apparatus in the Mainland China (the “CGU”) (Continued)

Management engaged an external valuer to assist in the estimation of the recoverable amount. The key assumptions used in the cash flow projections included:

- Revenue growth: A compound annual growth rate of 11.7% (2024: 16.4%) over the five-year period.
- Gross margin: A budgeted gross margin of 50% (2024: 55%).
- Terminal growth rate: A long-term growth rate of 2.0% (2024: 2.2%) beyond the five-year period.
- Discount rate: A pre-tax discount rate of 14% (2024: 14%).

Based on this assessment, the recoverable amount of the CGU was found to exceed its carrying value by HK\$98.4 million. Accordingly, no impairment loss was recognised for property, plant and equipment or right-of-use assets for the year ended 31 December 2025.

Fair value loss on investment properties

The fair value loss on investment properties decreased by HK\$13.3 million, to HK\$6.4 million in 2025 as compared to HK\$19.7 million in 2024. The fair value of the Group's investment properties at the end of reporting periods were valued on a mix of direct comparison method and income capitalisation method. The valuations were performed by independent firms of chartered surveyors. The fair value loss on investment properties are set out in note 20 to the consolidated financial statements.

Other gains and other losses

Other gains and other losses increased by HK\$8.7 million, from a loss of HK\$3.8 million in 2024 to a gain of HK\$4.9 million in 2025.

Profit/Loss before tax

Taking into account of the fact that pre-tax profit margin increased by 31.9% to 2.2% in 2025 from -29.7% in 2024 in the Group, the loss before tax was approximately HK\$105.2 million in 2024 as compared to the profit before tax of HK\$11.8 million in 2025.

財務回顧(續)

中國大陸之常規產品及美容設備銷售現金產生單位(「現金產生單位」)(續)

管理層亦委聘了外部估值師協助估計可收回金額。現金流量預測所採用的關鍵假設包括：

- 收入增長：五年期內的複合年增長率為11.7%（二零二四年：16.4%）。
- 毛利率：預算毛利率為50%（二零二四年：55%）。
- 最終增長率：五年期以後的長期增長率為2.0%（二零二四年：2.2%）。
- 折現率：稅前折現率為14%（二零二四年：14%）。

根據此項評估，該現金產生單位的可收回金額超出其帳面值98,400,000港元。因此，截至二零二五年十二月三十一日止年度，並無就物業、廠房及設備或使用權資產確認任何減值虧損。

投資物業之公平值虧損

投資物業之公平值虧損由二零二四年之19,700,000港元減少13,300,000港元至二零二五年之6,400,000港元。本集團投資物業於報告期間結算日的公平值乃以直接比較法與收入資本化法結合估值。該等估值由獨立特許測量師行進行。該投資物業之公平值虧損載於綜合財務報表附註20。

其他利得及虧損

其他利得及虧損由二零二四年之虧損3,800,000港元增加8,700,000港元至二零二五年之利得4,900,000港元。

除稅前利潤／虧損

除稅前利潤／虧損由截至二零二四年之虧損105,200,000港元至二零二五年之利潤11,800,000港元。稅前利潤率由二零二四年之-29.7%上升31.9%至二零二五年之2.2%。

FINANCIAL REVIEW (Continued)

Profit/Loss for the year

Taxation

Income taxation expenses increased by HK\$2.8 million from taxation credit HK\$1.6 million in 2024 to income taxation expense HK\$1.2 million in 2025. The effective tax rates of the Group in 2024 and 2025 were -1.5% and 10.5% respectively.

The Group's net profit was approximately HK\$10.6 million in 2025 as compared to the net loss of approximately HK\$103.6 million in 2024.

Liquidity and financial resources

Cash used in operating activities in 2025 was approximately HK\$15.5 million (cash used in operating activities HK\$13.7 million in 2024). As at 31 December 2025, the Group had cash and cash equivalents of approximately HK\$104.3 million (HK\$109.0 million as at 31 December 2024) with approximately HK\$294.9 million of external bank borrowings (HK\$192.2 million as at 31 December 2024).

In terms of gearing, the Group's gearing ratios (defined as total bank borrowings divided by shareholders' equity) in 2024 and 2025 were 43.0% and 62.2% respectively. Current ratios of the Group (defined as current assets divided by current liabilities) as at 31 December 2024 and 31 December 2025 were 1.54 times and 1.11 times respectively. As at 31 December 2024, the Group had no material contingent liabilities, other than those disclosed in its consolidated financial statements and the notes thereto. With the cash and bank balances in hand, the Group's liquidity position remains strong to meet its working capital requirements.

As at 31 December 2025, the Group's secured bank borrowings with maturities falling due within one year, in the second to fifth years without repayment on demand clause and in the second to fifth years with repayment on demand clause were HK\$119.6 million (2024: HK\$57.2 million), HK\$22.8 million (2024: HK\$11.7 million) and HK\$152.5 million (2024: HK\$123.3 million) respectively, and therefore the Group's net cash (exclude time deposits with maturities of over three months but less than one year) amounted to HK\$-190.6 million for the year ended 31 December 2025 (2024: HK\$-83.2 million). These bank borrowings were denominated in Renminbi ("RMB") and New Taiwan Dollars ("NTD") at floating rates during the year. The Group did not hedge its exposure to interest rate risk via interest rate swap.

財務回顧(續)

年內利潤／虧損

稅項

所得稅稅項支出由二零二四年之所得稅抵免1,600,000港元增加2,800,000港元至二零二五年之所得稅支出1,200,000港元。本集團於二零二四年及二零二五年之實際稅率分別為-1.5%及10.5%。

年內利潤／虧損由截至二零二四年之虧損約為103,600,000港元至二零二五年之利潤約為10,600,000港元。

流動資金及財務資源

於二零二五年之經營業務所使用現金約為15,500,000港元(二零二四年之經營業務所使用現金約為13,700,000港元)。於二零二五年十二月三十一日，本集團之現金及現金等價物約為104,300,000港元(於二零二四年十二月三十一日為109,000,000港元)，並向外界銀行借款金額約為294,900,000港元(於二零二四年十二月三十一日為192,200,000港元)。

資產負債方面，於二零二四年及二零二五年，資產負債比率(界定為總銀行借款除以股東權益)分別為43.0%及62.2%。於二零二四年十二月三十一日及二零二五年十二月三十一日，本集團之流動比率(界定為流動資產除以流動負債)分別為1.54倍及1.11倍。於二零二五年十二月三十一日，除於綜合財務報表及有關附註披露者外，本集團並無重大或然負債。憑藉所持有之現金及銀行結存，本集團之流動資金狀況維持穩健，足以滿足其營運資金所需。

於二零二五年十二月三十一日，本集團於一年內、第二至第五年(無按要求償還條款)及第二至第五年(帶有按要求償還條款)到期之有抵押銀行借款分別為119,600,000港元(二零二四年：57,200,000港元)、22,800,000港元(二零二四年：11,700,000港元)及152,500,000港元(二零二四年：123,300,000港元)，因此本集團之淨現金(不包括三個月以上一年以下到期之定期存款)為-190,600,000港元(二零二四年：-83,200,000港元)。該等銀行借款於年內按浮動利率以人民幣及新台幣計值。本集團並未通過利率掉期對沖其面臨之利率風險。

FINANCIAL REVIEW (Continued)

Pledge of assets

As at 31 December 2025, the Group's secured short-term and long-term bank borrowings were secured by certain freehold land, buildings, investment properties and right-of-use assets related to leasehold land, with carrying amounts of HK\$363.0 million (HK\$328.1 million as at 31 December 2024).

Share Schemes

Reference is made to the announcement of the Company dated 25 May 2022, where the board of directors (the "Board") has adopted two share award schemes, namely Scheme I and Scheme II (together, the "Share Award Schemes") on 25 May 2022 (the "Share Award Scheme Adoption Date") and the circular of the Company dated 1 December 2025 in relation to the adoption of the 2025 share option scheme ("2025 Share Option Scheme") and the amendment of Scheme II. The purpose and objective of Scheme I are: (i) to recognise the contributions by certain Eligible Participants who are connected person(s) of the Company and to closely align executive interests with the growth and financial achievements of the Group; and (ii) to provide a performance-driven long-term incentive award to motivate and retain key senior management. The purpose and objective of Scheme II are: (i) to recognise the contributions by certain Eligible Participants who are not connected person(s) of the Company including employee participant, related entity participant and service provider participant, provided such are non-connected person(s) of the Company, and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group.

The Share Schemes shall be valid and effective for a term of ten years commencing from the Share Award Scheme Adoption Date, while the 2025 Share Option Scheme shall be valid and effective for a term of ten years from its adoption date, being 19 December 2025. Since the respective adoption dates of the Share Award Schemes and the 2025 Share Option Scheme and up to 31 December 2025, no share award was granted under the Share Award Schemes. For details of the Share Schemes, please refer to the sections headed "Share Options" and "Share Awards" in this annual report.

Treasury policies and exposure to fluctuations in exchange rates

Most of the Group's revenues are denominated in RMB and NTD as its operations are mainly located in the PRC and Taiwan. As at 31 December 2024, approximately 44.6% (46.0% as at 31 December 2024) of the Group's bank balances and cash was denominated in RMB, while approximately 50.3% (38.2% as at 31 December 2024) was denominated in NTD. The remaining 5.1% (15.8% as at 31 December 2024) was denominated in United States Dollars, Hong Kong Dollars and Malaysian Ringgit. The Group continues to adopt a conservative approach in its foreign exchange exposure management. For the year ended 31 December 2025, the Group does not have a foreign currency hedging policy in respect of foreign currency transactions, assets and liabilities. The Group reviews its foreign exchange risks periodically and uses derivative financial instruments to hedge against such risks when necessary.

財務回顧(續)

資產抵押

於二零二五年十二月三十一日，本集團之有抵押短期及長期銀行借款以賬面值363,000,000港元之若干永久業權土地、樓宇、投資物業及與租賃土地有關之使用權資產作抵押(於二零二四年十二月三十一日為328,100,000港元)。

股份獎勵計劃

謹此提述本公司日期為二零二二年五月二十五日的公告，據此董事會(「董事會」)已於二零二二年五月二十五日(「股份獎勵計劃採納日期」)採納兩項股份獎勵計劃，即計劃一及計劃二(統稱「該等股份獎勵計劃」)以及本公司日期為二零二五年十二月一日關於採納二零二五年認股權計劃(「二零二五年認股權計劃」)及修訂計劃II的通函。計劃一之目的及目標為：(i)認可若干合資格參與者(彼等為本公司的關連人士)的貢獻，並將管理層利益與本集團增長及財務業績緊密結合；及(ii)提供績效型長期激勵獎勵，以激勵及留聘主要高級管理層。計劃二之目的及目標為：(i)認可若干非本公司關聯人士的合資格參與者(包括僱員參與者、關聯實體參與者及服務提供者參與者，前提是此等人士均為本公司的非關連人士)的貢獻，並向彼等提供獎勵，以留聘彼等為本集團的持續營運及發展提供服務；及(ii)為本集團的進一步發展招攬合適人才。

該等股份獎勵計劃須自股份獎勵計劃採納日期起計十年內有效及生效而二零二五年認股權計劃自其採納日期(即二零二五年十二月十九日)起計十年內有效及生效。自股份獎勵計劃及二零二五年認股權計劃的各自採納日期起至二零二五年十二月三十一日止，並無根據該等股份獎勵計劃授出股份獎勵。有關股份計劃之詳情，請參閱本報告內標題「購股權」及「股份獎勵」之章節。

理財政策及所承受匯率波動風險

基於本集團業務主要位於中國大陸及台灣，故其大部份收入乃以人民幣及新台幣計值。於二零二五年十二月三十一日，在本集團之銀行結存及現金中，約44.6%(於二零二四年十二月三十一日為46.0%)以人民幣計值，另約50.3%(於二零二四年十二月三十一日為38.2%)以新台幣計值。餘下5.1%(於二零二四年十二月三十一日為15.8%)則以美元、港元及馬來西亞幣計值。本集團繼續就外匯風險管理採取審慎政策。截至二零二五年十二月三十一日止年度，本集團並無就外幣交易、資產及負債制定外幣對沖政策。本集團定期檢討其所承受之外匯風險，並於有需要時使用衍生金融工具對沖有關風險。

BUSINESS REVIEW

Distribution channels

For revenue by sales channel, the Group achieved HK\$497.8 million sales from franchised/self-owned spas, medical cosmetology centers and counters in 2025 which increased by HK\$182.0 million as compared to the figure in 2024 (2024: HK\$315.8 million), representing 92.4% of the Group's total revenue (2024: 89.3%).

For sales from E-commerce, TV shopping and telemarketing channels, the Group achieved HK\$41.0 million sales which increased by HK\$3.2 million compared to 2025 (2024: HK\$37.8 million), representing 7.6% of the Group's total revenue (2024: 10.7%).

業務回顧

分銷管道

按分銷管道看，本集團來自加盟／自資經營水療中心、醫療美容中心及百貨專櫃等渠道的營業額增加182,000,000港元至二零二五年之497,800,000港元(二零二四年為315,800,000港元)，佔集團營業額92.4%(二零二四年為89.3%)。

來自電子商務、電視購物及電話行銷等行銷通路的營業額上升3,200,000港元至二零二五年之41,000,000港元(二零二四年為37,800,000港元)，佔集團營業額7.6%(二零二四年為10.7%)。

Store or point of sales Number by Ownership	按擁有權劃分之店舖或 銷售點數目	Franchisee- owned Spa or point of sales 加盟商 擁有 水療中心或 銷售點	Self-owned Spa 自資經營 水療中心	Self-owned Counter 自資經營 專櫃	Total 總計
As at 31 December 2025	於二零二五年 十二月三十一日				
PRC	中國大陸	1,763	10	13	1,786
Taiwan	台灣	288	0	0	288
Others	其他	19	0	0	19
Total	總計	2,070	10	13	2,093

Store or point of sales Number by Ownership	按擁有權劃分之店舖或 銷售點數目	Franchisee- owned Spa or point of sales 加盟商 擁有 水療中心或 銷售點	Self-owned Spa 自資經營 水療中心	Self-owned Counter 自資經營 專櫃	Total 總計
As at 31 December 2024	於二零二四年 十二月三十一日				
PRC	中國大陸	1,432	3	7	1,442
Taiwan	台灣	312	0	0	312
Others	其他	24	2	0	26
Total	總計	1,768	5	7	1,780

BUSINESS REVIEW (Continued)

Distribution channels (Continued)

The Group derives its income principally from its network of distribution channels, including spas and concessionary counters in department stores. As at 31 December 2025, there were 2,080 spas or point of sales and 13 concessionary counters. Of these, 2,070 were franchised spas or point of sales, while 10 spas and 13 concessionary counters were directly operated and owned by the Group. No concessionary counters were entrusted to third-party operators. Franchised spas or point of sales are owned by the franchisees who are responsible for the capital investment in these spas. They are obliged to use only Natural Beauty or "NB" products in their spas. A wide array of services including hydrotherapy, facial treatment, body care and skin care analysis, are provided in all spas, while skin care analysis is widely available at the concessionary counters in department stores.

Group-wide, a total of 440 (2024: 324) new stores were opened and 127 (2024: 106) stores were closed during the year ended 31 December 2025.

Products

In 2025, Natural Beauty remained committed to its core strategy of "AI Technology, Beauty, and Holistic Health." By leveraging scientific innovation and the integration of diverse channels, the Group achieved transformative growth across its brand portfolio.

Since the beginning of 2025, Natural Beauty has fully implemented a standardized conference-based sales tour strategy, with over 200 themed events held to date. The February "New Year Kickoff" tour ignited morale among franchise stores; the May "New Consumer Model" launch led industry trends; the July "Modeling Mask Culture Festival" further deepened brand recognition; and the October "Year-end Mega Sale" with "Beauty Industry Meets the New Economy" theme capitalized on year-end promotions to deepen "Value Symbiosis" between the brand and its partners. By leveraging digitalization, new consumer models, and private domain operations, the campaign reached over 1,000 stores. This successfully drove the franchise system toward a multi-dimensional symbiosis, proving the model's resilience and growth potential in the modern economic landscape.

業務回顧(續)

分銷管道(續)

本集團收益主要來自其水療中心及百貨公司專櫃等分銷管道網絡。於二零二五年十二月三十一日，本集團共有2,080間水療中心或銷售點及13個專櫃，當中包括2,070間加盟水療中心或銷售點，以及由本集團直接經營的10間水療中心及13個專櫃。並無委託協力廠商經營者經營專櫃。加盟水療中心或銷售點由加盟商擁有，彼等須承擔本身水療中心的資本投資。彼等之水療中心僅可使用自然美或「NB」品牌產品。各水療中心均提供多種服務，包括水療、面部及身體護理以及皮膚護理分析服務，而百貨公司專櫃廣泛提供皮膚護理分析。

以集團而言，於截至二零二五年十二月三十一日止年度內，本集團合共開設440間新店舖(二零二四年為324間)，另關閉127間店舖(二零二四年為106間)。

產品

二零二五年，東森自然美以「AI科技•美業•全健康」為核心戰略，依託科研創新與渠道融合，推動品牌實現跨越式增長。

自年初起，自然美全面推行標準化會銷巡演戰略，累計舉辦200餘場主題活動。二月「開門紅」點燃門店鬥志，五月「新消費模式」引領行業趨勢，七月「粉膜文化節」深化品牌認知，有效強化加盟體系認同感。十月，以「年終鉅惠」為契機，掀起「當美業遇見新經濟」主題熱潮，深度詮釋品牌與門店的「價值共生」關係－通過數字化賦能終端、新消費模式激活存量、私域運營重構客群鏈接。活動覆蓋門店超1,000家，推動加盟體系向多維共生轉型，驗證新經濟語境下的模式韌性與增長潛力。

BUSINESS REVIEW (Continued)

Products (Continued)

In April 2025, Natural Beauty hosted the launch events for its new “Crystal Peptide & Health Food” product lines successively in Anji, Zhejiang and Guilin, Guangxi. The Company also announced its exclusive national distributorship for the INDIBA Moonlight beauty device. In September, the “Origin of Nature, Pinnacle of Beauty” launch event was held at the Fengxian plant in Shanghai, debuting new skincare and health food products. A key highlight was the “Win with Ginseng Extract Drink,” jointly developed with the China Academy of Chinese Medical Sciences. By selecting five-year-old Changbai Mountain ginseng and achieving a five-fold increase in saponin content, the product represents a milestone fusion of Oriental wellness philosophy and cutting-edge biotechnology. For the full year of 2025, the Health Food series recorded revenue of HK\$44.6 million, a robust 33.0% year-on-year growth, solidifying its position as a core growth engine in the wellness sector.

The Group continues to lead the industry’s technological upgrade through a joint Industry-University-Research base with Fudan University and the implementation of a “One Product, One Code” traceability system. As the first enterprise in China’s beauty industry to collaborate with a national-level research institution, this partnership has established a full-link transparent management standard and injected new momentum into annual growth.

In terms of channel expansion, Natural Beauty continues to deepen its footprint. In 2025, the company entered into a strategic partnership with Gideon Education Group, launching five “Bio-up” Biotech Aesthetic SPA Centers in Xi’an, Shanghai and Nanchang. This innovative model creates a new paradigm for multi-sector synergy within the beauty industry.

Research and Development

In 2025, the Group continued to focus on formulation optimization and technology integration as the core of its research and development activities, strengthening the technical foundation of its anti-aging product lines and professional skincare applications. The year’s R&D priorities included application studies of functional ingredients, further advancement of human collagen-related technologies, adoption of AI-assisted R&D processes, and integration of home-use beauty devices with in-store treatment programs.

In product development, the Group continued its application research and formulation assessments on PDRN and exosome-related ingredients and further enhanced the integration of human collagen-related technologies into anti-aging formulations. Through ingredient integration and formulation refinement, the Group improved product applications in hydration balancing, overall skin condition maintenance and elasticity support, and completed the upgrade planning of the “4D Collagen Series.”

業務回顧(續)

產品(續)

在二零二五年四月，自然美先後於浙江安吉、廣西桂林兩地舉辦「晶鑽肽&健康食品」新品發佈會，同步發佈全國獨家代理INDIBA白月光儀器及成功案例分享，並在同年九月，於上海奉賢工廠舉辦「源起自然美業之巔」發佈會，推出「護膚單品&健康食品」新品，重點展示與中國中醫科學院聯合研發的「贏在人參精萃飲」，甄選長白山五年生人參，皂甘含量提升5倍，實現傳統智慧與現代科技深度融合。二零二五年全年，健康食品系列業績達44,600,000港幣，同比增長33.0%，成為大健康領域核心增長引擎。

同時，自然美與復旦大學共建產學研基地，推行「一品一碼」溯源體系，構建全鏈路透明化管理標準，持續引領美業科技化升級。作為中國美業首家與國家級權威科研機構聯合研發的企業，本次戰略合作標誌著東方養生哲學與前沿生物科技的里程碑式融合，為全年業績增長注入新動能。

渠道拓展持續深化：二零二五年與吉的堡教育集團戰略合作，於西安、上海和南昌落地5家「Bio-up法妮迪」生物科技美容SPA會所，開創美業跨產業融合新範式。

研究及開發

二零二五年，本集團持續以配方優化與技術整合為研發核心，深化抗老產品線及專業護理應用之技術基礎。年度研發重點聚焦於功能性原料之應用研究、人源膠原相關技術深化、AI輔助研發流程導入，以及居家美容儀與門店課程之整合推動。

在產品研發方面，本集團持續推進PDRN及外泌體相關原料之應用研究與配方評估，並深化人源膠原相關技術於抗老產品之配方設計。透過成分整合與配方優化，提升產品於保濕調理、膚況維持及彈性支持等面向之應用表現，並完成「4D膠原系列」之升級規劃。

BUSINESS REVIEW (Continued)

Research and Development (Continued)

In terms of R&D processes, the Group adopted AI-assisted data analysis tools for ingredient screening, combination evaluation and concentration optimization to improve development efficiency and product quality consistency. Such tools serve as decision-support mechanisms in formulation design.

In the anti-aging product segment, we completed a comprehensive upgrade of our flagship NB-1 Crystal Peptide Series, integrating multiple active ingredients and intelligent delivery systems to effectively target skin dullness, dynamic wrinkles, and collagen depletion – key concerns for mature skin in Asian women. The formulation was developed based on internal research frameworks and combines pigmentation modulation, elasticity recovery, and dermal matrix revitalization, demonstrating Natural Beauty's deep insight and expertise in functional anti-aging solutions.

In device and service applications, the Group advanced the introduction of home-use beauty devices and refined its in-store treatment framework accordingly. Device planning emphasizes multi-functional integration and parameter stability, supported by standardized operating procedures and structured training modules to enhance service consistency and operational efficiency. In parallel, the Group established a coordinated model linking in-store care with home-care extensions to improve customer skincare management processes.

In addition, the Group continued to promote industry – academia collaboration and ingredient stability studies, and incorporated green chemistry principles into product development processes to strengthen product safety and environmental responsibility. Overall, the Group continues to build a sustainable R&D foundation through structured R&D governance and technology integration.

Human Resources

As at 31 December 2025, the Group had a total of 597 employees, of whom 494 were based in the PRC, 103 in Taiwan. Total remuneration (excluding directors' emoluments) in 2025 was approximately HK\$163.9 million (HK\$148.4 million in 2024), including retirement benefit related costs of HK\$11.8 million (HK\$11.0 million in 2024). Competitive remuneration packages are maintained to attract, retain and motivate capable staff members and are reviewed on a regular basis.

Capital Expenditures

The Group's capital expenditure of HK\$46.5 million in 2025 was mainly related to the new plant construction in the PRC amounting to HK\$34.2 million, opening of new stores, renovation and equipment amounting to HK\$9.9 million.

業務回顧 (續)

研究及開發 (續)

在研發流程方面，本集團導入AI輔助之數據分析工具，應用於成分篩選、組合評估及濃度配置優化，以提升研發效率與產品品質一致性，並作為研發設計之決策支援機制。

在抗老產品領域，我們針對旗艦「晶鑽肽系列」進行技術與配方的全面升級，導入多重活性成分與智慧導入機制，有效強化針對膚色黯沉、動態紋路與膠原流失等熟齡肌膚議題的整體改善效果。該系列設計緊扣亞洲女性熟齡肌膚老化關鍵期，整合色素調理、彈性恢復、基底強化等功能模組，進一步展現自然美在功能性抗老領域的研發深度與市場洞察力。

於設備與服務應用面向，本集團推動居家美容儀之市場導入，並同步優化門店課程架構。相關儀器規劃著重多功能整合及參數穩定控制，搭配標準化操作流程與教育訓練模組，以提升門店服務一致性與作業效率；同時建立門店護理與居家保養之聯動模式，完善顧客護理流程管理。

此外，本集團持續推動產學合作及原料穩定性研究，並於產品開發流程中導入綠色化學原則，以強化產品安全性及環境友善性。整體而言，本集團持續透過制度化研發管理與技術整合，逐步建立具持續性之研發基礎架構。

人力資源

於二零二五年十二月三十一日，本集團合共僱用597名僱員，其中494名派駐中國大陸，台灣有103名。於二零二五年之總酬金（不包括董事酬金）約為163,900,000港元（二零二四年為148,400,000港元），其中包括退休福利相關成本11,800,000港元（二零二四年為11,000,000港元）。為招聘、留聘及鼓勵表現卓越的僱員，本集團保持並定期檢討具競爭力之酬金組合。

資本開支

本集團於二零二五年之資本開支為46,500,000港元，其主要包括中國大陸新工廠建設34,200,000港元、新開店裝修及設備9,900,000港元。

BUSINESS REVIEW (Continued)

Right-of-use Assets and Lease Liability

Hong Kong Financial Reporting Standards No. 16 – Lease (HKFRS 16) came into effect on 1 January 2019. At the commencement date, the Group should recognise a right-of-use asset and a lease liability. The related right-of-use assets and lease liabilities are mainly located in the PRC and Taiwan. As at 31 December 2025, the Group's right-of-use assets were HK\$65.5 million (HK\$34.9 million as at 31 December 2024) and its lease liabilities were HK\$24.4 million (HK\$19.9 million as at 31 December 2024). In 2025, depreciation charges of right-of-use assets amounted to HK\$8.4 million and interest charges of lease liabilities amounted to HK\$1.0 million.

Future plans for material investments or capital assets

Save as otherwise disclosed this annual report, there were no material investments or additions of capital assets authorised by the Board at the date of this annual report.

OUTLOOK FOR 2025

The year of 2025 shall be pivotal for Natural Beauty to achieve structural breakthroughs. The Company is steadily expanding its diversified business portfolio, entering a new phase of high-quality growth. Revenue from international high-end smart beauty equipment showed strong growth, with core proprietary products delivering outstanding performance. The Company has increased strategic investment and deeply leveraged the Fengxian Smart Factory, adopting a “tri-fold” model of “Empowerment × Tourism × Experience” to build it into a “Brand House” that empowers channels and deeply connects with consumers. The factory continues to advance intelligent manufacturing through the deep integration of industrial robots, AGV systems, and AI vision technology, and plans to introduce AI intelligent scheduling systems to drive cost reduction and efficiency improvement in production. The Fengxian Smart Factory serves not only as a core production base but also as an AI-driven digital strategic engine driving the optimization of operational efficiency and profitability growth for the entire Group.

Natural Beauty fully embraces AI technology, integrating it into the entire chain from supply chain forecasting to after-sales service. We are committed to building an authoritative AI skin health detection platform, trained on millions of samples, to provide consumers with precise skincare solutions. On the marketing front, we fully implement the strategy of “AI Digital Marketing + Online Livestreaming + Offline Conferences,” utilizing AI digital human technology to achieve 24-hour uninterrupted livestreaming outreach. Through precise analysis via AI customer profiling, we have significantly enhanced market penetration and conversion efficiency. While accurately capturing new consumption opportunities, we are focusing on improving operational refinement and service standardization, laying a solid foundation for long-term steady development.

業務回顧(續)

使用權資產和租賃負債

《香港財務報告準則第16號 – 租賃》(香港財務報告準則第16號)於二零一九年一月一日正式生效。在開始日期，需對租賃事項確認使用權資產和租賃負債，相關使用權資產及租賃負債主要位於中國大陸及台灣地區。於二零二五年十二月三十一日，本集團之使用權資產為65,500,000港元(於二零二四年十二月三十一日為34,900,000港元)，租賃負債為24,400,000港元(於二零二四年十二月三十一日為19,900,000港元)。於二零二五年，使用權資產折舊費用共計8,400,000港元、租賃負債利息費用共計1,000,000港元。

重大投資及資本資產的未來計劃

除本年報所披露者外，於本年報日期，董事會概無授權進行重大投資或增加資本資產。

二零二五年未來展望

二零二五年是自然美實現結構性突破的關鍵元年。公司穩步拓展多元業務版圖，邁入高品質增長新階段。國際化高端智慧美容設備收入增長強勁，核心獨規產品表現亮眼。公司加大戰略投入並深度依託奉賢智慧工廠，通過「賦能×觀光×體驗」三位一體模式，將其傾力打造為賦能管道與深度連結消費者的「品牌之家」。工廠持續推進智能製造，通過工業機器人、AGV系統與AI視覺技術的深度集成，並計劃引入AI智能排產等系統，推動生產端的降本增效。奉賢智慧工廠不僅是核心生產基地，更是驅動全集團營運效率優化與盈利能力增長的AI數位化戰略引擎。

自然美全面擁抱AI大模型技術，將其融入從供應鏈預測到客戶售後服務的全鏈路，我們致力於打造權威的AI肌膚大健康檢測平台，通過數百萬級樣本訓練，為消費者提供精準護理方案。行銷端全面落實「AI數位化營銷+線上直播+線下會議」策略，利用AI數字人技術實現24小時直播不間斷觸達，並透過AI客戶畫像精確分析，大幅提升市場滲透率與轉化效率。我們在精準捕捉新消費機會的同時，著力提升營運精細度與服務標準化品質，為長期穩健發展夯實基礎。

OUTLOOK FOR 2025 (Continued)

Key Market Development Strategies

– PRC: We continue to implement a multi-channel and multi-brand strategy, deeply cultivating the beauty and healthcare sector. The Company is accelerating the layout of its agent network, focusing on six core regions, with 14 provincial agents developed to date. Through deep collaboration with local core agents and leveraging their regional resources, we are accelerating store expansion and business implementation. In 2025, 420 new franchise stores were opened in Mainland China, significantly enhancing terminal penetration and consumer reach efficiency. Single-store revenue achieved steady growth, and overall operational quality continued to improve. Regarding brand building, B.U.T. ESSE continued to expand its footprint in first-tier business districts. By the end of 2025, it had opened a total of 11 counters and 8 directly-operated stores in core commercial districts such as Shanghai Xintiandi, Century Link, and Hopson One, successfully establishing the “Counter × Beauty Salon” dual operating model. In the future, we will embed AI beauty consultants in stores to provide customers with immediate and professional skin consultations, further strengthening the brand’s technological appeal and market recognition.

– Taiwan: In 2025, the Taiwan market continued to advance the dual-track strategy of “multi-channel marketing” and “high-repurchase products,” flexibly integrating the momentum of online platforms and physical stores to steadily expand brand influence and revenue performance. The Company actively promoted the “AI Smart Store Upgrade Plan,” assisting franchise stores in transitioning from traditional manual services to a data-driven smart beauty model, optimizing profit models, and strengthening terminal competitiveness. Simultaneously, through livestreaming guides, social media interaction, and digital advertising, the brand expanded its reach and drove traffic conversion, laying a solid foundation for business growth.

Looking ahead, the Group will continue to implement the “AI Technology • Beauty Industry • Holistic Health” strategy. Relying on strategic cooperation with Baidu and Fudan University, we will deeply explore the core empowering role of AI technology in product R&D, digital store construction, smart marketing, and automated management system upgrades. AI will no longer be merely a technical support but will become a core competitiveness for the Group to expand its holistic health business territory and accelerate business development.

二零二五年未來展望(續)

重要市場發展策略

– 中國大陸：我們繼續貫徹多管道、多品牌策略，深耕美業大健康領域，公司加速推進代理商體系佈局，重點聚焦六大核心區域，已開發14個省級代理商，通過與本地核心代理商開展深度協作，依託其區域資源加速門店拓展與業務落地。二零二五年，中國大陸新開加盟店420家，終端滲透力與觸達效率顯著增強，單店營收穩步增長，經營品質持續向好。品牌建設方面，B.U.T. ESSE持續拓展一線商圈版圖，截至二零二五年底，于上海新天地、世紀匯、合生匯等核心商圈累計開出11家專櫃及8家直營店，成功落地「專櫃×美容院」雙模運營模式。未來，我們將在門店中嵌入AI美容顧問，為顧客提供即時、專業的肌膚諮詢，進一步強化品牌科技感與市場認可度。

– 台灣：二零二五年，台灣市場持續推進「多通路行銷」與「高回購力產品」雙軌策略，靈活整合線上平台與實體門店動能，穩健拓展品牌影響力與營收表現。公司積極推動「AI智慧門店升級計劃」，協助加盟店從傳統手工服務轉向數據驅動的智慧美容模式，優化營利模式，強化終端競爭力。同步透過直播導購、社群互動與數字廣宣擴大品牌觸及，帶動流量轉化，為業績增長奠定堅實基礎。

展望未來，本集團持續貫徹「AI科技•美業•大健康」戰略，依託與百度、復旦大學的戰略合作，深挖AI技術在產品研發、數位化門店、智慧化行銷以及自動化管理體系升級等方面的核心賦能作用。AI將不再僅是技術支撐，而是集團拓展大健康業務版圖，加速業務發展的核心競爭力。

Report on Corporate Governance

企業管治報告

The Board hereby presents this Corporate Governance Report in the Group's Annual Report for the year ended 31 December 2025.

董事會謹此提呈載列於本集團截至二零二五年十二月三十一日止年度年報內之企業管治報告。

CORPORATE GOVERNANCE OF THE COMPANY

The Company firmly believes that strong corporate governance is the foundation to delivering the corporate objective of maximizing return to its stakeholders over the long term. The core of the governance structure is an effective and qualified Board which is committed to maintaining a high standard of corporate governance, sound internal control and effective risk management to enhance transparency, accountability, integrity and honesty, in order to earn the confidence from our shareholders and other stakeholders and to safeguard the interests of shareholders.

The Board had adopted Corporate Governance Guidelines (the "CG Guidelines") (available on the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite) which gives guidance on how corporate governance principles are applied to the Company.

本公司的企業管治常規

本公司堅信，健全的企業管治能奠定牢固的基礎，讓公司得以達致企業目標，為持份者提供最大的長期回報。能幹稱職之董事會是公司管治架構的核心，董事會竭力維持高水準之企業管治、穩健的內部監控系統，以及有效的風險管理，致力提高透明度、問責性、公信力及坦誠度，努力贏取股東及其他持份者的信心及保障股東利益。

董事會已採納《企業管治指引》（「企管指引」）（可於本公司網站查閱：www.ir-cloud.com/hongkong/00157/irwebsite_c），為本公司於企業管治原則的應用方面提供指引。

Compliance with the Listing Rules and the CG Code

The Board is of the view that throughout the year 2025, the Company applied the principles and complied with all the code provisions set out in the Corporate Governance Code (the "CG Code") contained in Appendix C1 of the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The following summarizes the Company's corporate governance practices and explains deviations, if any, from the CG Code.

遵守上市規則及企業管治守則常規

董事會認為，在整個二零二五年度，本公司已應用及全面遵守香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）附錄C1所載《企業管治守則》（「企業管治守則」）之原則及所有守則條文。下文概述本公司之企業管治常規及闡述偏離企業管治守則（如有）之情況。

In addition to complying with applicable statutory requirements, we aim to continually review and enhance our corporate governance practices in light of local and international best practices.

除了遵守適用法定規定外，本公司致力根據本地及國際最佳慣例，不斷檢討及提升本公司之企業管治常規。

BOARD OF DIRECTORS

The Company is headed by an effective Board which assumes responsibility for its leadership and control and be collectively responsible for promoting the Company's success by directing and supervising the Company's affairs. Directors take decisions objectively in the best interests of the Company.

The Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business and regularly reviews the contribution required from a Director to perform his responsibilities to the Company and whether the Director is spending sufficient time performing them that are commensurate with their role and the Board responsibilities. The Board includes a balanced composition of Executive Directors and Non-executive Directors (including Independent Non-executive Directors) so that there is a strong independent element on the Board, which can effectively exercise independent judgement.

Board Composition

The Board currently comprises eight members, consisting of three Executive Directors, two Non-executive Directors and three Independent Non-executive Directors. The list of all Directors is set out under "Corporate Information" on page 2 of this Annual Report. The composition of the Board, by category of Directors, including the names of the Executive Directors, Non-executive Directors and Independent Non-executive Directors are disclosed in all corporate communications issued by the Company from time to time pursuant to the Listing Rules.

The biographical information of the Directors is set out in the section headed "Directors' and Senior Management Profiles" of this Annual Report. The relationships between the Directors are disclosed in the respective Director's biography under the section "Directors' and Senior Management Profiles" of this Annual Report. Save as disclosed in this annual report, there are no relationships (including financial, business, family or other material/relevant relationship(s)) between the Board members and in particular, between the Chairman and the Chief Executive Officer.

董事會

本公司以一個行之有效的董事會為首；董事會負有領導及監控本公司的責任，並集體負責統管並監督本公司事務以促使本公司成功。董事應該客觀行事，所作決策須符合本公司利益。

董事會根據本公司業務而具備適當所需技巧、經驗及多樣的觀點與角度，並定期檢討董事為履行其對本公司的責任所需作出的貢獻及確保各董事能按其角色及董事會職責向本公司投入足夠時間並作出貢獻。董事會由彼等之執行董事與非執行董事(包括獨立非執行董事)組成，使董事會有強大的獨立元素，能夠有效地作出獨立判斷。

董事會組成

董事會現由八名成員組成，其中包括三名執行董事、兩名非執行董事及三名獨立非執行董事。全體董事名單載於本年報第2頁之「公司資料」內。所有本公司不時發佈的公司通訊均根據上市規則，按董事類別披露董事會成員，包括執行董事、非執行董事及獨立非執行董事之姓名。

董事的履歷資料載於本年報的「董事及高級管理層履歷」內。董事之間的關係於「董事及高級管理層履歷」披露。除本年報中所披露者外，董事會成員之間，尤其是董事長與首席執行官之間不存在任何關係(包括財務、業務、家庭或其他重大／相關關係)。

BOARD OF DIRECTORS (Continued)

Board Meetings

The Board meets four times during a year as a minimum and, during 2025, it met seven times. It involves active participation, either in person or through electronic means of communication, of a majority of Directors.

Directors' attendance and training records

Details of composition of each of the Board Committees, the Directors' attendance records at the meetings of the Board and each of the Board Committees and the general meetings as well as the Directors' training records during the year ended 31 December 2025 are as follows:

董事會(續)

董事會會議

董事會每年至少舉行四次會議，於二零二五年舉行了七次會議。大部分董事均有親身出席，或透過電子通訊方法積極參與。

董事出席及培訓記錄

截至二零二五年十二月三十一日止年度內，各個董事委員會之成員組成詳情，每位董事於董事會會議、各個董事委員會會議和股東大會之出席記錄，以及董事培訓記錄如下：

		Remuneration Committee Meeting 薪酬委員會 會議	Audit Committee Meeting 審核委員會 會議	Nomination Committee Meeting 提名委員會 會議	Board Meeting 董事會 會議	Annual General Meeting 股東週年 大會	Extraordinary General Meeting 股東特別 大會	Training Course 培訓 課程 Note 附註
Executive Directors								
Dr. LEI Chien	雷倩博士	4/4	n/a 不適用	1/1	7/7	1/1	1/1	a, b, c
Mr. LIN Chia-Wei	林家偉先生	4/4	n/a 不適用	1/1	7/7	0/1	1/1	a, c
Ms. LIN Yen-Ling	林燕玲女士	n/a 不適用	n/a 不適用	n/a 不適用	6/7	0/1	1/1	a, c
Non-executive Directors								
Ms. LIN Shu-Hua	林淑華女士	n/a 不適用	6/6	n/a 不適用	7/7	0/1	1/1	a, b, c
Mr. CHEN Shou-Huang	陳守煌先生	n/a 不適用	n/a 不適用	n/a 不適用	7/7	0/1	1/1	a, b, c
Independent Non-executive Directors								
Mr. CHEN Ruey-Long	陳瑞隆先生	4/4	6/6	1/1	7/7	1/1	1/1	a, b, c
Mr. YANG Shih-Chien	楊世臧先生	4/4	5/6	1/1	7/7	0/1	0/1	a, b, c
Mr. LIN Tsalm-Hsiang	林蒼祥先生	4/4	6/6	1/1	7/7	1/1	1/1	a, b, c

BOARD OF DIRECTORS (Continued)

Directors' attendance and training records (Continued)

Those Directors who were not able to attend the Board and Committee meetings in person could appoint another Director as their respective proxy to attend and vote on his/her behalf. For indication purpose, attendance by proxy was not counted as attendance by the Director himself/herself in the above summary.

Notes:

- (a) Attended training course that was organised by the Company.
- (b) Attended other continuous professional development training course(s) that was/were not organised by the Company.
- (c) Studied relevant reading materials and / or received training materials provided by the Company.
- (d) No Executive Committee meeting was held during the year ended 31 December 2025.

The Company generally gives notice and draft agenda of regular Board meetings at least 14 days in advance. Directors are consulted to include any matter in the agenda for regular Board meetings. For other Board and Committee meetings, notice is generally given pursuant to the Company's articles of association (the "Articles") and the respective Charters of the Committees.

The agenda of Board meetings or Committee meetings and the accompanying Board papers are sent to all Directors at least three days before each Board meeting or Committee meeting for their review and to keep the Directors apprised of the latest developments and financial position of the Company so as to enable them to make informed decisions.

All Directors have access to the Chief Legal Counsel and the Company Secretary who are responsible for ensuring that Board procedures are complied with and advising the Board on corporate governance and compliance matters.

董事會(續)

董事出席及培訓記錄(續)

未能親身出席董事會及委員會會議之董事，均可委任另一名董事作為彼等各自的受委代表，代其出席會議並於會上投票。為說明起見，就上述摘要而言，由受委代表代為出席之會議並不計入有關董事之出席記錄。

附註：

- (a) 出席由本公司籌辦之培訓課程。
- (b) 出席非本公司籌辦的其他持續專業進修培訓課程。
- (c) 閱讀相關材料及／或取得本公司提供的培訓資料。
- (d) 執行委員會於截至二零二五年十二月三十一日止年度內並無舉行會議。

本公司一般於最少十四日前就董事會常規會議發出事先通知及提供議程初稿。本公司會諮詢董事，以便董事提出商議事項列入董事會常規會議議程。而其他董事會及委員會會議一般按照本公司組織章程細則(「細則」)和各委員會憲章給予通知。

董事會會議或委員會會議議程及隨附之董事會文件會於各董事會會議及委員會會議舉行前至少三天寄發予所有董事傳閱，以通知董事本公司的最新發展及財務狀況，讓彼等能夠作出明智決策。

全體董事均可接觸首席法律顧問和公司秘書。首席法律顧問和公司秘書負責確保董事會程序獲得遵守，並就企業管治及合規事宜向董事會提供建議。

BOARD OF DIRECTORS (Continued)

Directors' attendance and training records (Continued)

Draft minutes will be sent to Directors and Board Committees members within a reasonable time (generally within 14 days) after each meeting. These minutes are available for review and inspection by Directors and Board Committee members.

The CG Guidelines allow Directors to take independent professional advice at the Company's expenses.

Instead of by way of circulation, full Board meetings will be held for any material transaction with connected persons. Independent Non-executive Directors who, and whose associates, have no material interest in the transaction should be present at such meeting.

The Company's Articles provide for voting and quorum requirements that are conformity with the requirements of the CG Code.

Securities transactions made by Directors and relevant employees

The Company has adopted a code of conduct regarding Directors' securities transactions on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix C3 to the Listing Rules. Having made specific enquiries with all Directors, all Directors have confirmed that the required standard of the Model Code has been complied with throughout the year ended 31 December 2025 and up to the date of this Annual Report.

The Company has adopted written guidelines (the "Company's Guidelines"), which are equally stringent as the Model Code, in respect of securities transactions by relevant employees of the Company who are likely to be in possession of unpublished inside information of the Company pursuant to code provision C.1.3. No incident of non-compliance with the Model Code or the Company's Guidelines by the Company's relevant employees has been noted after making reasonable enquiry.

董事會(續)

董事出席及培訓記錄(續)

會議記錄初稿將於每次會議後之合理時間內(一般為十四日內)送交各董事及董事委員會成員審閱。

企管指引允許董事徵詢獨立專業意見，費用由本公司支付。

本公司將會就其與關連人士進行之任何重大交易召開全體董事會會議，而並非以傳閱方式公佈資料。本身及其聯繫人並無於交易中擁有重大權益之獨立非執行董事應出席有關會議。

本公司之細則有關表決及法定人數之規定符合企業管治守則規定。

董事和相關僱員進行之證券交易

本公司已採納有關董事進行證券交易之操守準則，有關操守準則條款不比上市規則附錄C3所載上市發行人董事進行證券交易之標準守則(「標準守則」)所載規定標準寬鬆。經向全體董事作出具體查詢後，全體董事已確認於截至二零二五年十二月三十一日止年度內及截至本年報日期期間一直遵守標準守則載列之規定標準。

就可能得知本公司未公開內幕消息之本公司相關僱員所進行的證券交易，本公司已根據守則條文第C.1.3條採納不比標準守則寬鬆的書面指引(「公司指引」)。本公司於進行合理查詢後知悉並無相關僱員不遵守標準守則或公司指引之事宜。

BOARD OF DIRECTORS (Continued)

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board should assume responsibility for leadership and control of the Company, and is collectively responsible for directing and supervising the Company's affairs. The Board directly, and indirectly through its committees, leads and provides direction to management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place.

The Board reserves for its decision all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and co-ordinating the daily operation and management of the Company are delegated to management team.

There is a defined schedule of matters reserved for full Board decision, including:

- long-term objectives and strategies;
- extension of Group activities into new business areas;
- preliminary announcements of interim and annual results;
- material banking facilities;
- material acquisitions and disposals;
- material connected transactions; and
- annual internal controls assessment.

董事會(續)

董事會及管理層的職責、問責及貢獻

董事會負有領導及監控本公司的責任，並應集體負責統管並監督本公司的事務。董事會直接及間接透過其委員會帶領並指導管理層，其工作包括制定戰略和監督其實施、監督本集團的營運和財務表現，並確保建立健全的內部監控和風險管理系統。

董事會對本公司所有重要事項保留其決定，當中包括政策事項、策略及預算、內部監控及風險管理、重大交易(特別是可能涉及利益衝突的交易)、財務資料、董事委任及其他重要業務事宜。有關執行董事會決策、指導及協調本公司日常營運及管理之職責轉授予管理層。

本公司設有一個明確的預定計劃，列明須留待全體董事會批准之事項，包括：

- 長期目標及策略；
- 拓展本集團業務至新業務領域；
- 中期及全年業績之初步公告；
- 重大銀行融資；
- 重大收購及出售事項；
- 重大關連交易；及
- 年度內部監控評估。

BOARD OF DIRECTORS (Continued)

Chairperson and Chief Executive Officer

Dr. LEI Chien serves as the Chairperson, while Mr. CHENG Chi-Chung is the Chief Executive Officer. The roles of the Chairperson and Chief Executive Officer are separate. The Chairperson focuses on Group strategic and Board issues, while the Chief Executive Officer has the overall responsibility for operations and development.

The Chairperson has a clear responsibility to provide the whole Board with all information relevant to the discharge of the Board's responsibilities.

Code provision C.2.7 stipulates that the chairman should at least annually hold meetings with the independent non-executive directors without the presence of other directors. The Chairperson met the independent non-executive Directors once without the presence of other Directors during the year ended 31 December 2025.

Independent Non-executive Directors

During the year ended 31 December 2025, the Board, at all times, met the requirements of the Listing Rules relating to the appointment of at least three independent non-executive directors, representing at least one-third of the Board with at least one independent non-executive Director possessing appropriate professional qualifications, or accounting or related financial management expertise.

The Company has received from each of our independent non-executive Directors an annual confirmation of his independence pursuant to the requirements of the Listing Rules. We consider all independent non-executive Directors to be independent in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules.

Board Independence Evaluation

The Company has established a Board Independence Evaluation Mechanism which sets out the processes and procedures to ensure a strong independent element on the Board, which allows the Board effectively exercises independent judgment to better safeguard Shareholders' interests.

During the year ended 31 December 2025, the Board reviewed the implementation and effectiveness of the Board Independence Evaluation Mechanism and the results were satisfactory.

董事會(續)

主席及行政總裁

雷倩博士出任主席，鄭吉崇先生為行政總裁。主席及行政總裁之角色由不同人士擔當。主席專注於本集團策略及董事會事務，而行政總裁則全面負責營運及發展事務。

主席有明確責任向全體董事會成員提供有關履行董事會職責之所有資料。

守則條文第C.2.7條規定，主席應至少每年與獨立非執行董事舉行一次沒有其他董事出席的會議。截至二零二五年十二月三十一日止年度，主席在沒有其他董事出席的情況下與獨立非執行董事會面一次。

獨立非執行董事

截至二零二五年十二月三十一日止年度內，董事會一直符合上市規則有關委任至少三名獨立非執行董事，及董事會人數三分之一以上而其中至少一名獨立非執行董事具備適當專業資格，或會計或相關之財務管理專業知識的規定。

本公司已接獲各獨立非執行董事根據上市規則就彼等之獨立性而發出之年度確認書。本公司認為全體獨立非執行董事根據上市規則第3.13條所載之獨立指引，均屬獨立人士。

董事會獨立性評估機制

本公司建立了董事會獨立性評估機制，列明確保董事會具有強大獨立性的流程及程序，使董事會能够有效行使獨立判斷，以更好地維護股東利益。

截至二零二五年十二月三十一日止年度內，董事會檢討董事會獨立評估機制的執行情況及成效，結果令人滿意。

BOARD OF DIRECTORS (Continued)

Appointments, re-election and removal

Directors with service contracts or letters of appointment, including Executive Directors and Non-executive Directors, generally serve one-year term and are subject to re-election pursuant to the Articles and the Listing Rules.

In accordance with Article 117 of the Articles, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then a number not less than one-third, shall retire from office by rotation at each annual general meeting ("AGM"). Ms. LIN Yen-Ling, Mr. YANG Shih-Chien and Mr. LIN Tsalm-Hsiang will retire by rotation according to the Articles and all of them, being eligible, will offer themselves for re-election at the forthcoming AGM.

To further enhance accountability, any appointment of an Independent Non-executive Director who has served on the Board for more than nine years will be subject to a separate resolution to be approved by shareholders. We will state in the related circular and notice of the AGM the reason why we consider the Independent Non-executive Director is still independent and our recommendation to shareholders to vote in favour of the re-election of such Independent Non-executive Director. During the year ended 31 December 2025, Mr. CHEN Ruey-Long, an existing Independent Non-executive Director, has served on the Board for more than nine years.

董事會(續)

委任、重選連任及撤換

訂有服務合約或委任函之董事(包括執行董事及非執行董事)一般任期為期一年，並須根據細則及上市條例重選連任。

根據細則第117條，在每屆股東週年大會(「股東週年大會」)上，三分之一的在職董事(或倘人數並非三或三之倍數，則不少於三分之一的董事)須輪值告退。林燕玲女士、楊世緘先生及林蒼祥先生根據細則將於應屆股東週年大會輪值告退，彼等均符合資格並願意膺選連任。

為進一步提高問責性，凡服務董事會超過九年之獨立非執行董事，均須獲股東以獨立決議案形式批准後方可連任。本公司會在相關通函及股東週年大會通告中列明我們認為有關獨立非執行董事仍屬獨立人士之理由，以及建議股東投票贊成有關獨立非執行董事重選連任之理由。截至二零二五年十二月三十一日止年度內，現任獨立非執行董事陳瑞隆先生服務董事會超過九年。

BOARD OF DIRECTORS (Continued)

Appointments, re-election and removal (Continued)

Disclosure of information of Directors and Chief Executive Officer pursuant to Rule 13.51B(1) of the Listing Rules

Position(s) held with the other members of the Group

Mr. LIN Chia-Wei (i) resigned as Vice President of the Investment Department of Eastern Media International Corporation (TWSE: 2614), a company listed on the Taiwan Stock Exchange, effective on October 31, 2025; and (ii) was appointed as Vice President of the Chairman's Office of the Company, effective November 1, 2025.

Other major appointments

Mr. CHEN Ruey-Long, an Independent Non-executive Director of the Company, (i) resigned as Chairman of BES Engineering Corporation (TWSE: 2515), a company listed on the Taiwan Stock Exchange with effect from November 19, 2025; (ii) resigned as Chief Executive Officer of China Petrochemical Development Corporation (TWSE: 1314), a company listed on the Taiwan Stock Exchange, with effect from October 1, 2025; (iii) previously served as a Director of Tatung Company (TWSE: 2371), a company listed on the Taiwan Stock Exchange, until May 28, 2025; and (iv) resigned as Vice Chairman of the Cross-Strait CEO Summit with effect from July 17, 2025.

Mr. YANG Shih-Chien, an Independent Non-executive Director of the Company resigned as Independent Director of Topkey Corporation (TWSE: 4536) with effect from May 28, 2025.

Approval of Director's service contract

On 19 December 2025, the Board approved all the service contracts and letter of appointment entered into between the Company and each of the Directors for a term of one year commencing on 1 January 2026.

All Directors' fees for the Company remain unchanged.

董事會(續)

委任、重選連任及撤換(續)

根據上市規則第13.51B(1)條披露董事及行政總裁資料

在本集團其他成員擔任的職位

本公司執行董事林家偉先生於(i)二零二五年十月三十一日辭任在台灣證券交易所上市的東森國際股份有限公司(TWSE:2614)投資部副總經理一職;(ii)二零二五年十一月一日獲聘為本公司董事長室副總經理。

其他主要委任

本公司獨立非執行董事陳瑞隆先生於(i)二零二五年十一月十九日，辭任在台灣證券交易所上市的中華工程股份有限公司(TWSE: 2515)之董事長一職; (ii) 於二零二五年十月一日辭任在台灣證券交易所上市的中國石油化學工業開發股份有限公司(TWSE: 1314)執行長一職; (iii) 二零二五年五月二十八日，彼亦曾任於台灣證券交易所上市的大同股份有限公司(TWSE: 2371)之董事一職; (iv)二零二五年七月十七日，辭任兩岸企業家峰會副理事長。

本公司獨立非執行董事楊世緘先生於二零二五年五月二十八日辭任拓凱實業股份有限公司(TWSE: 4536)之獨立董事一職。

批准董事服務合約

於二零二五年十二月十九日，董事會批准本公司與各董事訂立的所有服務合約及委任函，自二零二六年一月一日起生效，為期一年。

本公司所有董事酬金均保持不變。

BOARD OF DIRECTORS (Continued)

Continuing professional development for Directors

All Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills in order to ensure that their contribution to the Board remains informed and relevant. During the year ended 31 December 2025, the Company organised one Directors' training on environmental, social and governance matters.

There were compliance manuals provided to each of the Directors and members of senior management, which set out (a) the principal continuing obligations of the Company and the Directors as a result of the listing of the securities of the Company on the Main Board of the Stock Exchange; and (b) the systems and procedures that the Company, its Directors and senior management should follow in order to ensure compliance with such obligations.

Newly appointed Directors, if any, will be given comprehensive formal and tailored orientation training to explain the responsibilities and duties, and other regulatory requirements.

The Company Secretary is responsible for keeping all Directors updated on the Listing Rules and other statutory requirements.

During the year 2025, all Independent Non-executive Directors are members of the Audit Committee, Remuneration Committee and Nomination Committee. Some Non-executive Directors are members of the Executive Committee and the Audit Committee.

The attendance records of individual Directors for all Board and Board Committee meetings in 2025 are set out under "Directors' Attendance and Training Records" on page 27 of this Annual Report.

董事會(續)

董事之持續專業發展

本公司鼓勵全體董事參與持續專業發展以發展和更新彼等的知識與技能，從而確保彼等繼續在具備全面資訊及切合所需情況下對董事會作出貢獻。截至二零二五年十二月三十一日止年度內，本公司安排了一次董事培訓，培訓內容有關環境、社會及管治議題。

各董事及高級管理人員均獲提供合規手冊，當中載列(a)本公司及各董事因本公司證券在聯交所主板上市而須負上之主要持續責任；及(b)本公司、各董事及高級管理人員須遵守之制度及程序以確保該等責任獲得遵守。

如有新董事獲委任時，將獲提供全面正式及定制的入職培訓，旨在說明職責、職務及其他監管規定。

公司秘書負責向全體董事提供上市規則及其他法定規定之最新資料。

於二零二五年度內，全體獨立非執行董事均為審核委員會、薪酬委員會及提名委員會成員。部分非執行董事為執行委員會及審核委員會成員。

各董事出席二零二五年度之所有董事會會議及董事委員會會議之出席記錄載於本年報第27頁「董事出席及培訓記錄」部分。

BOARD COMMITTEES

The Board has established four Board Committees (namely the Audit Committee, Remuneration Committee, Executive Committee and Nomination Committee) that undertake work on its behalf with specific terms of reference setting out their roles and functions available at the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite.

Board Committees present their respective reports to the Board after each meeting, which address their work and, if any, findings.

Nomination Committee

As at the date of this Annual Report, the Nomination Committee comprises three Independent Non-executive Directors and two Executive Directors, namely Mr. YANG Shih-Chien (Chairman), Mr. CHEN Ruey-Long, Mr. LIN Tsalm-Hsiang, Dr. LEI Chien and Mr. LIN Chia-Wei respectively.

The Nomination Committee is responsible for, including but not limited to, determining the policy for the nomination of Directors, reviewing the structure, size, composition and diversity of the Board annually and making recommendations to the Board on selection of candidates for directorships pursuant to the Board Diversity Policy. It also assesses the independence of Independent Non-executive Directors. Full terms of reference (Nomination Committee Charter) are available on the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite and the Stock Exchange's website.

The Company provided sufficient resources for the Nomination Committee to perform its duties. Where necessary, the Nomination Committee could seek independent professional advice at the Company's expenses, to perform its duties.

The Nomination Committee held one meeting during the year ended 31 December 2025. During the year 2025, the Nomination Committee reviewed the Board Diversity Policy and the Director Nomination Policy and conducted an annual review of the structure, size, composition and diversity of the Board pursuant to the CG Guidelines and code provision B.3.1 of the CG Code. The Nomination Committee also assessed the independence of Independent Non-executive Directors. The Nomination Committee considered an appropriate balance of diversity perspectives of the Board is maintained and no material matter was identified during the year.

Save as the above, the Nomination Committee has performed corporate governance functions set out in code provision A.2.1 of the CG Code for the year ended 31 December 2025.

董事委員會

董事會轄下設有四個董事委員會(分別為審核委員會、薪酬委員會、執行委員會及提名委員會)代替其工作,列明其角色及職務之特定職權範圍可於本公司網站查閱:www.ir-cloud.com/hongkong/00157/irwebsite_c。

董事委員會將於每次會議後,向董事會呈交各自之報告,當中涵蓋彼等之工作陳述及(如有)發現。

提名委員會

於本年報日期,提名委員會由三名獨立非執行董事及兩名執行董事組成,分別為楊世緘先生(主席)、陳瑞隆先生、林蒼祥先生、雷倩博士和林家偉先生。

提名委員會負責(包括但不限於)釐定提名董事的政策,每年檢討董事會之架構、規模、組成和多元化及按照董事會多元化政策就甄選董事候選人向董事會提出建議。此外,其亦負責評估獨立非執行董事的獨立性。全面職權範圍(提名委員會憲章)可於本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)及聯交所網站查閱。

本公司提供足夠資源予提名委員會,以便提名委員會履行其職責。如有需要,提名委員會可尋求獨立專業意見以便履行職責,費用由本公司支付。

提名委員會在截至二零二五年十二月三十一日止年度內舉行了一次會議。於二零二五年度內,提名委員會審閱了董事會多元化政策及董事提名政策,並已根據企管指引和企業管治守則守則條文第B.3.1條對董事會之架構、規模、組成和多元化進行了年度審閱。提名委員會亦評估了獨立非執行董事的獨立性。提名委員會認為董事會維持著適當的多元化平衡,且於本年度尚未發現任何重大問題。

除上文所述外,提名委員會已於截至二零二五年十二月三十一日止年度內履行企業管治守則守則條文第A.2.1條載列的企業管治職能。

BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

Board Diversity Policy

The Company has adopted a Board Diversity Policy aiming at setting out the approach to achieve diversity on the Company's Board and having an appropriate proportion of Directors who have direct experience in our key markets, with different ethnic background, of both genders, reflecting our business strategy. All appointment will be based on merit.

Pursuant to the Board Diversity Policy, the Nomination Committee will conduct an annual review of the structure, size and composition of the Board and, where appropriate, makes recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced and diverse profile. In relation to reviewing and assessing the Board's composition, the Nomination Committee is committed to promoting diversity at all levels and will consider a number of aspects, including but not limited to gender, age, cultural and educational background, ethnicity, experience, expertise, qualifications, skills and knowledge as well as independence of the Board. The Company aims to maintain an appropriate balance of diverse perspectives that support the Company's business growth and is also committed to ensuring that recruitment and selection practices at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered.

As at the date of this report, the Board comprises five male Directors and three female Directors. The Nomination Committee considered that the Board had achieved gender diversity and possessed skill and expertise and a diverse mix appropriate for the business of the Company and will review the composition and diversity of the Board on a regular basis to ensure its continued effectiveness.

As at 31 December 2025, the Group's workforce (including senior management and the Board) is approximately 76.6% female, among which, approximately 52.9% of the Group's senior management roles are held by women. The Board is satisfied that the Company has achieved gender diversity in its workforce. The Company intends that it shall continue to maintain at least one-third of the Group's management roles be held by women.

董事委員會(續)

提名委員會(續)

董事會多元化政策

本公司已採納董事會多元化政策，旨在列載本公司董事會為達致成員多元化而採取的方針及有合適比例的董事，彼等應具有直接服務公司主要市場之經驗，以及來自不同的種族背景和性別，以反映本公司的業務策略。所有董事委任必以任用賢能為先。

根據董事會成員多元化政策，提名委員會將每年檢討董事會的架構、人數及組成，並在合適情況下，就董事會變動作出推薦建議，以協助執行本公司的企業策略及確保董事會保持多元化的均衡組合。就檢討及評估董事會組成而言，提名委員會致力在各方面達致多元化，並將考慮多項因素，包括但不限於性別、年齡、文化及教育背景、種族、經驗、專業知識、資格、技能及知識以及董事會的獨立性。本公司旨在維持切合本公司業務增長的適當多元化平衡，亦致力確保妥善組織各級別(由董事會至下屬組織)的招聘及甄選常規，以便考慮多元化的人選。

於本報告日期，董事會由五名男性董事及三名女性董事組成。提名委員會認為董事會已達成性別多元化並具備有利於本公司業務發展之各種技能、專長及多元化組合，並會定期檢討董事會之組成及多元性以確保其持續有效。

於二零二五年十二月三十一日，本集團工作團隊(包括高級管理層及董事會)約76.6%為女性。其中女性擔任本集團高級管理層職位約為52.9%。董事會認為，本公司已經實現員工性別多元化。本公司擬繼續保持至少三分之一的管理層職位由女性擔任。

BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

Director Nomination Policy

The Company has also adopted a Director Nomination Policy aiming at setting out the criteria and process in the nomination and appointment of Directors of the Company and ensuring the Board has a balance of skills, experiences and diversity of perspectives appropriate to the Company as well as the Board continuity and appropriate leadership at Board level.

A summary of the director nomination policy is set out below:

Criteria adopted for selection and recommendation for directorship

In evaluating and selecting any candidate for directorship, the following criteria should be considered:

- Character and integrity.
- Qualifications including professional qualifications, skills, knowledge and experience and diversity aspects under the Board Diversity Policy that are relevant to the Company's business and corporate strategy.
- Any measurable objectives adopted for achieving diversity on the Board.
- Requirement for the Board to have independent directors in accordance with the Listing Rules and whether the candidate would be considered independent with reference to the independence guidelines set out in the Listing Rules.
- Any potential contributions the candidate can bring to the Board in terms of qualifications, skills, experience, independence and gender diversity.

董事委員會(續)

提名委員會(續)

董事提名政策

本公司亦已採納董事提名政策，旨在列明提名及委任本公司董事之準則及程序，確保董事會具備切合本公司業務所需的技巧、經驗及多元觀點，並確保本公司董事會的持續性及維持其領導角色。

董事提名政策概述如下：

甄選及推薦董事人選所採納之標準

評估及挑選任何董事人選時須考慮以下準則：

- 品格與誠實。
- 資格，包括專業資格、技巧、知識及本公司業務及策略相關的經驗，以及董事會多元化政策所提述的多元化因素。
- 為達致董事會多元化而採納的任何可計量目標。
- 根據上市規則之規定，董事會須擁有獨立董事，及參考載於上市規則的獨立指引考慮候選人的獨立性。
- 候選人的專業資格、技能、經驗、獨立性及性別多元化方面可為董事會帶來的任何潛在貢獻。

BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

Director Nomination Policy (Continued)

Criteria adopted for selection and recommendation for directorship (Continued)

- Willingness and ability to devote adequate time to discharge duties as a member of the Board and/or Board committee(s) of the Company.
- Such other perspectives that are appropriate to the Company's business and succession plan and where applicable, may be adopted and/or amended by the Board and/or the Nomination Committee from time to time for nomination of directors and succession planning.

Nomination process

- (a) Appointment of new director
- (i) The Nomination Committee and/or the Board should, upon receipt of the proposal on appointment of new director and the biographical information (or relevant details) of the candidate, evaluate such candidate based on the criteria as set out above to determine whether such candidate is qualified for directorship.
 - (ii) If the process yields one or more desirable candidates, the Nomination Committee and/or the Board should rank them by order of preference based on the needs of the Company and reference check of each candidate (where applicable).
 - (iii) The Nomination Committee should then recommend to the Board to appoint the appropriate candidate for directorship, as applicable.
 - (iv) For any person that is nominated by a shareholder for election as a director at the general meeting of the Company, the Nomination Committee and/or the Board should evaluate such candidate based on the criteria as set out above to determine whether such candidate is qualified for directorship.

Where appropriate, the Nomination Committee and/or the Board should make recommendation to shareholders in respect of the proposed election of director at the general meeting.

董事委員會(續)

提名委員會(續)

董事提名政策(續)

甄選及推薦董事人選所採納之標準(續)

- 是否願意及是能否夠投放足夠時間履行身為董事會及／或董事委員會成員的職責。
- 董事會及／或提名委員會可於適用時就提名董事及繼任規劃不時採納及／或修訂其他適用於本公司業務及繼任計劃的觀點。

提名程序

- (a) 委任新董事
- (i) 提名委員會及／或董事會應在收到委任新董事的建議及候選人的履歷資料(或相關詳情)後，依據上述標準評估該候選人，以釐定該候選人是否適合擔任董事。
 - (ii) 如過程涉及一名或多名合適的候選人，提名委員會及／或董事會應根據本公司的需要及各候選人的背景調查(如適用)排列彼等的優先次序。
 - (iii) 提名委員會應隨後就委任合適候選人為董事向董事會提出推薦意見(如適用)。
 - (iv) 就任何於本公司股東大會上經由股東提名選舉為董事的人士，提名委員會及／或董事會應依據上述準則評估該候選人，以釐定該候選人是否符合董事資格。

提名委員會及／或董事會應就於股東大會上選舉董事的提案向股東提出推薦意見(如適用)。

BOARD COMMITTEES (Continued)

Nomination Committee (Continued)

Director Nomination Policy (Continued)

Nomination process (Continued)

- (b) Re-election of Director at general meeting
- (i) The Nomination Committee and/or the Board should review the overall contribution and service to the Company of the retiring director and the level of participation and performance on the Board.
 - (ii) The Nomination Committee and/or the Board should also review and determine whether the retiring director continues to meet the criteria as set out above.
 - (iii) The Nomination Committee and/or the Board should then make recommendation to shareholders in respect of the proposed re-election of director at the general meeting.

Where the board proposes a resolution to elect or re-elect a candidate as director at the general meeting, the relevant information of the candidate will be disclosed in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting in accordance with the Listing Rules and/or applicable laws and regulations.

Audit Committee

As at the date of this Annual Report, the Audit Committee comprises three Independent Non-executive Directors and one Non-executive Director, namely Mr. CHEN Ruey-Long (Chairman), Mr. LIN Tsalm-Hsiang, Mr. YANG Shih-Chien and Ms. LIN Shu-Hua, respectively. The majority of the Audit Committee members are Independent Non-executive Directors, with Mr. LIN Tsalm-Hsiang possessing the appropriate professional qualifications and accounting and related financial management expertise.

Draft minutes are sent to members of the Audit Committee within 14 days of each meeting. None of the Audit Committee members serve as a partner of the external auditors of the Company.

董事委員會(續)

提名委員會(續)

董事提名政策(續)

提名程序(續)

- (b) 於股東大會上重選董事
- (i) 提名委員會及／或董事會應檢討退任董事對本公司的整體貢獻及服務，以及在董事會的參與程度及表現。
 - (ii) 提名委員會及／或董事會亦應檢討及確定退任董事是否仍然符合上述準則。
 - (iii) 提名委員會及／或董事會應隨後就於股東大會上重選董事的提案向股東提出推薦意見。

倘董事會擬於股東大會上提呈決議案選舉或重選一名候選人為董事，隨附有關股東大會通告的致股東函函及／或說明函件中將會根據上市規則及／或相關適用法律及法規的要求披露有關候選人的資料。

審核委員會

於本年報日期，審核委員會由三名獨立非執行董事和一名非執行董事組成，分別為陳瑞隆先生(主席)、林蒼祥先生、楊世緘先生及林淑華女士。審核委員會大部分成員為獨立非執行董事，其中林蒼祥先生具備適當的專業資格以及會計及相關的財務管理專長。

會議記錄初稿於每次會議後十四日內送交各審核委員會成員。審核委員會中無任何成員是本公司外聘核數師合夥人。

BOARD COMMITTEES (Continued)

Audit Committee (Continued)

The Audit Committee is authorized by the Board to investigate any activity within its terms of reference; to seek any information it requires from any employee and all employees are directed to cooperate with any request made by the Audit Committee; to obtain outside legal or other independent professional advice; and to secure the attendance of outsiders with relevant experience and expertise to their meetings if necessary. Sufficient resources are provided to the Audit Committee to discharge its duty.

Full terms of reference (Audit Committee Charter) explaining the Audit Committee's role and authority are available on the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite and the Stock Exchange's website.

The Audit Committee held six meetings during the year ended 31 December 2025. During the year 2025, the Audit Committee reviewed the annual results in respect of the year ended 31 December 2024 and interim results for the six months ended 30 June 2025 and significant issues on the financial reporting and compliance procedures and arrangements for employees to raise concerns about possible improprieties. During the year 2025, the Audit Committee also met with the external auditors three times to discuss audit issues, before recommending to the Board for approval of publication of results.

There is an agreed procedure for Audit Committee members to take independent professional advice at the Company's expenses.

There were no material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

The Audit Committee did not have any different view from the Board regarding the selection and re-appointment of external auditors.

There was a whistle-blowing policy which forms part of the employee's handbook.

董事委員會(續)

審核委員會(續)

審核委員會獲董事會授權，可調查其職權範圍內之任何事項；向任何僱員索取任何所需資料，而所有僱員均已接獲指示，彼等須就審核委員會之要求作出通力合作；向外界法律人士或其他獨立專業人士尋求意見；以及於有需要時邀請具有相關經驗及專才之外界人士參與會議。審核委員會獲提供足夠資源以履行其職責。

闡釋審核委員會角色和職責之全面職權範圍(審核委員會憲章)可於本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)及聯交所網站查閱。

審核委員會在截至二零二五年十二月三十一日止年度內舉行了六次會議。於二零二五年度內，審核委員會已審閱截至二零二四年十二月三十一日止年度的年度業績和截至二零二五年六月三十日止六個月的中期業績，並已審閱財務報告和合規程序的相關重要事項及就僱員舉報可能發生之不正當行為的安排。於二零二五年度內，審核委員會與外聘核數師進行三次會議以商討審計事項，然後建議董事會批准刊發有關業績。

本公司已商訂程序，審核委員會可尋求獨立專業意見，費用由本公司支付。

並無任何重大不明朗事件或情況可能會嚴重影響本公司持續經營之能力。

就甄選及續聘外聘核數師而言，審核委員會與董事會並無持分歧意見。

本公司設有舉報政策，其為僱員手冊之一部分。

BOARD COMMITTEES (Continued)

Remuneration Committee

As at the date of this Annual Report, the Remuneration Committee comprises three Independent Non-executive Directors and two Executive Directors, namely Mr. LIN Tsalm-Hsiang (Chairman), Mr. CHEN Ruey-Long, Mr. YANG Shih-Chien, Dr. LEI Chien and Mr. LIN Chia-Wei respectively.

The main duties of the Remuneration Committee include determining the policy and structure for the remuneration of Executive Directors, assessing performance of Executive Directors and approving the terms of Executive Directors' service contracts, and determining or making recommendations to the Board on the Company's remuneration packages of individual Executive and Non-executive Directors and senior management. The Remuneration Committee has adopted the recommendation model described in code provision E.1.2(c)(ii) of the CG Code.

In conducting its work in relation to the remuneration of Directors and senior management, the Remuneration Committee ensures that no director or any of his/her associates was involved in determining his or her own remuneration. It also ensures that remuneration levels should be sufficient to attract and retain directors to run the Company successfully.

The roles and functions of the Remuneration Committee are set out in its terms of reference. Full terms of reference (Remuneration Committee Charter) are available on the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite and the Stock Exchange's website.

The Remuneration Committee held four meetings during the year ended 31 December 2025. During the year 2025, the Remuneration Committee has reviewed and recommended the approval of the proposed bonus awards for all employees and senior management; reviewed and recommended the remuneration of Mr. CHENG Chi-Chung, reviewed and recommended the adoption of the Share Option Scheme and the amended and restated Share Award Scheme. Reviewed and recommended the renewal of Director's service contracts and letters of appointment of all Directors. With reference to the Remuneration Committee Charter, the Remuneration Committee members had carefully reviewed and considered the contribution of each of the Directors to the Group, the Directors' experience in the beauty and spa business and the market rate paid by comparable companies.

Independent professional advice would be sought to supplement internal resources where appropriate.

董事委員會(續)

薪酬委員會

於本年報日期，薪酬委員會由三名獨立非執行董事及兩名執行董事組成，分別為林蒼祥先生(主席)、陳瑞隆先生、楊世緘先生、雷倩博士和林家偉先生。

薪酬委員會職責主要包括釐定執行董事之薪酬政策和架構、評核執行董事之表現及批准執行董事之服務合約條款，以及釐定或向董事會建議個別執行董事、非執行董事及高級管理人員之薪酬待遇。薪酬委員會已採納企業管治守則守則條文E.1.2(c)(ii)所述的建議模式。

在進行有關董事和高級管理人員薪酬的工作時，薪酬委員會確保並無個別董事或其任何聯繫人參與釐定其自身薪酬。薪酬委員會還確保薪酬水準應足以吸引和挽留董事以成功經營本公司。

薪酬委員會的角色與職能載列於其職權範圍。全面職權範圍(薪酬委員會憲章)可於本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)及聯交所網站查閱。

薪酬委員會在截至二零二五年十二月三十一日止年度內舉行了四次會議。於二零二五年度內，薪酬委員會審議並建議批准向全體僱員及高級管理人員建議發放的獎金；審議並建議鄭吉崇先生的薪酬；審議並建議採納認股權計畫及經修訂及重列之股份獎勵計劃及審議並建議續訂所有董事的董事服務合約及委任函。根據薪酬委員會憲章，各薪酬委員會成員仔細審閱及考慮了各董事對本集團作出之貢獻、董事於美容及水療業務之經驗及可資比較公司所付市值酬金。

在合適情況下，薪酬委員會可尋求獨立專業意見，以補充內部資源。

BOARD COMMITTEES (Continued)

Remuneration Committee (Continued)

When determining the remuneration basis and structure of the Directors and Executives, the following factors will be taken into account: (1) contributions to the Group, (2) experience in related businesses of the Group, (3) respective responsibilities and performance, (4) market average level, and (5) the overall financial status of the Group.

Details of the remuneration of the senior management by band are set out in note 15 to the consolidated financial statements.

Executive Committee

In addition to the Remuneration Committee, Audit Committee and Nomination Committee described above, details of the Executive Committee are set out below.

As at the date of this Annual Report, the Executive Committee comprises three Executive Directors and two Non-executive Directors, namely Dr. LEI Chien (Chairperson), Mr. LIN Chia-Wei, Ms. LIN Yen-Ling, Ms. LIN Shu-Hua and Mr. CHEN Shou-Huang respectively.

Executive Committee is primarily responsible for formulating business policies, making decisions on key business issues and policies, facilitating the approval of certain corporate actions and exercising the powers and authority delegated by the Board in respect of matters arising between regularly scheduled Board meetings, and to review financial, marketing, retail, operation and other business performance, as well as to review and approve annual budget and key performance indicators ("KPIs") and track performance.

No Executive Committee meeting was held during the year ended 31 December 2025.

董事委員會(續)

薪酬委員會(續)

在釐定董事及高管之酬金基準及架構時，將考慮以下因素：(1)對本集團所作貢獻，(2)在本集團相關業務之經驗，(3)各自之職責、責任及表現，(4)市場平均水平，及(5)本集團之整體財政狀況。

有關高級管理層按薪酬範圍劃分的薪酬的詳情，載於本年報綜合財務報表附註15。

執行委員會

除了上文所述之薪酬委員會、審核委員會及提名委員會外，執行委員會之詳情載列如下。

於本年報日期，執行委員會由三名執行董事及兩名非執行董事組成，分別為雷倩博士(主席)、林家偉先生、林燕玲女士、林淑華女士及陳守煌先生。

執行委員會之主要職責為制訂業務政策、就重要業務事宜及政策作出決定、協助批准若干企業行動、就董事會定期會議間隔期間發生之事宜行使董事會轉授之權力及授權，以及檢討財務、市場推廣、零售、營運及其他業務表現，並審批年度預算案及重要業務指標("KPI")及過往表現。

執行委員會於截至二零二五年十二月三十一日止年度內並無舉行會議。

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledged its responsibility for the risk management and internal control systems and reviewing their effectiveness. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems.

The Audit Committee assists the Board in leading the management and overseeing their design, implementation and monitoring of the risk management and internal control systems.

The Company has developed and adopted various risk management procedures and guidelines with defined authority for implementation by key business processes and office functions, including project management, manufacturing and procurement, financial reporting, human resources and information technology.

The Company's risk management and internal control systems have been developed with the following principles, features and processes:

The Company's risk management and internal control systems are designed with the principles to enhance the operation effectiveness, reduce loss in assets, ensure the reliability of financial reports and ensure compliance with relevant legislation and regulations.

The systems cover the factors including, among others, environment control, risk assessment, activity control, information and communication, and internal surveillance.

The Company organises personnel and seeks assistance from external professional advisory institutions to establish the risk management and internal control systems which are subject to the review by the Company's management team and approval by the Audit Committee and the Board.

風險管理及內部監控

董事會承認其須對風險管理及內部監控系統負責，並有責任檢討該等系統的有效性。該等系統旨在管理而非消除未能達成業務目標的風險，而且只能就不會有重大的失實陳述或損失作出合理而非絕對的保證。

董事會負責整體評估及釐定本公司達成策略目標時所願意接納的風險性質及程度，並確保本公司設立及維持合適及有效的風險管理及內部監控系統。

審核委員會協助董事會領導管理層並監督其對風險管理及內部監控系統的設計、實施及監察。

本公司已制定並採納多項列明權責的風險管理程序及指引，以實施關鍵業務程序及辦公職能，包括項目管理、製造及採購、財務匯報、人力資源及資訊科技。

本公司的風險管理及內部監控系統乃按下列原則、特質及程序制定：

本公司的風險管理及內部監控系統乃按照促進運營效率、減少資產損失、確保財務報告的可靠性和對相關法律法規的遵循性原則制定。

該等系統涵蓋控制環境、風險評估、控制活動、資訊與溝通及內部監督等要素。

風險管理及內部監控系統由公司組織人員並引進外部專業顧問機構配合編製，經公司管理層審核，並由審核委員會及董事會批准。

RISK MANAGEMENT AND INTERNAL CONTROL

(Continued)

All departments conducted internal control assessment regularly to identify risks that potentially impact the business of the Group and various aspects including key operational and financial processes, regulatory compliance and information security. Self-evaluation has been conducted annually to confirm that control policies are properly complied with by each department.

The management regularly reviews the effectiveness of the risk management and internal control systems and compliance with best practices. In coordination with department heads, the management assesses the likelihood of risk occurrence, provides treatment plans, and monitors the risk management progress, and reports to the Audit Committee on all findings and the effectiveness of the systems. The head of internal audit also reports to the Audit Committee on the implementation of internal control.

The Internal Audit Department was established in early 2016 to enhance risk management and internal control systems in a timely manner. The Internal Audit Department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The Internal Audit Department examines key issues in relation to the accounting practices and all material controls and provides the effectiveness of its implementation and recommendations for improvement to the Audit Committee.

The Company has adopted a whistle-blowing policy to facilitate its employees to raise, in confidence, concerns about possible improprieties in financial reporting control or other matters of the Company.

The Company has adopted an anti-corruption policy to strictly prohibits any form of fraud or bribery and to observe and uphold high standards of business integrity, honesty, fairness, impartiality and transparency in all its business dealings at all times.

During the year ended 31 December 2025, the Board conducted an annual review of the risk management and internal control systems covering the year 2025 and considered that such systems of the Group had been implemented effectively and adequately. The Board's review will also consider the adequacy of resources, qualifications and experience of the staff of the Company's accounting and financial reporting function, and their training programmes and budget.

風險管理及內部監控(續)

所有部門均定期進行內部監控評估，以辨識可能影響本集團業務的風險及關鍵營運和財務程序、監管規定合規性以及資訊安全等方面。本集團已每年進行自我評估，確認各部門是否皆妥善遵守控制政策。

管理層定期檢討風險管理及內部監控系統的有效性及其是否符合最佳常規。管理層與部門主管共同評估出現風險的可能性，提供處理計劃並監察風險管理的進展，向審核委員會報告所有發現結果及系統的有效性。稽核主管亦向審核委員會報告有關內部監控的執行情況。

內部審核部門於二零一六年初設立，以適時提升風險管理及內部監控系統。內部審核部門負責對風險管理和內部監控系統的充分性和有效性進行獨立審查。內部審核部門檢查有關會計常規及所有重大監控的關鍵問題，並向審核委員會提供其執行的效益及改善建議。

本公司設有舉報政策，以協助僱員有信心舉報有關財務匯報控制可能發生之不正當行為或本公司其他事宜。

本公司設有反貪污政策，以嚴格禁止任何形式的舞弊和貪污並在任何時候的所有業務交易中遵守和維護高標準的商業誠信、誠實、公平、公正和透明度。

截至二零二五年十二月三十一日止年度，董事會已就涵蓋二零二五年的風險管理及內部監控系統進行年度檢討，並認為本集團的有關系統已有效且充足實施。董事會檢討亦考慮到本公司會計及財務匯報職能的資源、員工資歷及經驗，以及員工所接受的培訓課程及有關預算是否足夠。

RISK MANAGEMENT AND INTERNAL CONTROL

(Continued)

The Company has developed its disclosure policy which provides a general guide to the Company's Directors, officers, senior management and Relevant Employees in handling confidential information, monitoring information disclosure and responding to enquiries.

Control procedures have been implemented to ensure that unauthorized access and use of inside information are strictly prohibited.

The Board confirms that it has received confirmation from the management that the Company's risk management and internal control systems are effective for the year ended 31 December 2025.

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

Management provided explanation and information to the Board to enable the Board to make an informed assessment of the financial and other information put before the Board for approval.

Directors are provided with reports on the management's strategic plans, updates on lines of business, financial objectives, plans and actions. The Directors are responsible for keeping proper accounting records and preparing accounts for each financial period, which give a true and fair view of the state of affairs of the Group and of the results and cash flow for that period. In preparing the accounts for the year ended 31 December 2025, the Directors have:

- approved the adoption of all applicable Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants;
- selected and applied consistently appropriate accounting policies;
- made judgements and estimates that are prudent and reasonable; and
- prepared the accounts on a going concern basis.

A statement by the auditors about their reporting responsibilities is included in the Independent Auditor's Report set out on pages 92 to 103.

風險管理及內部監控(續)

本公司已制定披露政策，為本公司董事、高級人員、高級管理層及相關僱員處理機密資料、監管信息披露及回應查詢提供了一般指引。

本公司已執行監控程序，嚴禁未經授權而取得及使用內部消息。

董事會確認已收到管理層の確認函，確認本公司至二零二五年十二月三十一日止年度的風險管理及內部監控系統乃屬有效。

董事關於財務報告之責任

管理層已向董事會提供解釋及資料，以便董事會就提交予董事會批准財務及其他資料前作出知情之評估。

董事獲提供有關管理層策略計劃、各業務最新資料、財務目標、計劃及行動之報告。董事負責存管恰當會計記錄及編製各財務期間之賬目，有關賬目須真實而公平地反映本集團於該期間之事務狀況、以及業績及現金流量。在編製截至二零二五年十二月三十一日止年度之賬目時，董事已：

- 批准採納香港會計師公會頒佈之所有適用香港財務報告準則；
- 選擇及貫徹應用合適之會計政策；
- 作出審慎而合理之判斷及估計；及
- 按持續經營基準編製賬目。

核數師就其報告責任作出之聲明載於第92頁至103頁之獨立核數師報告書內。

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS (Continued)

Management provided all members of the Board with monthly updates giving a balanced and understandable assessment of the Company's performance, position and prospects in sufficient details to enable the Board as a whole and each Director to discharge their duties.

The Directors acknowledged their responsibility for preparing the accounts, and the financial statements have been prepared on a going concern basis.

The Board will present a balanced, clear and understandable assessment to annual and interim reports, other announcements in relation to inside information and other financial disclosures required under the Listing Rules, and report to regulators as well as information required to be disclosed pursuant to statutory requirements.

AUDITOR'S REMUNERATION

During the year under review, the remuneration paid to the Group's auditors, in respect of audit services amounted to HK\$2,148,000 and non-audit services of review of interim results amounted to HK\$200,000 which were reviewed and approved by the Audit Committee.

COMPANY SECRETARY

During the year 2025, Ms. LEE Mei Yi of Vistra group, is an external service provider and was engaged by the Company as its Secretary. Ms. LEE main contact person at the Company is Ms. Jenny ZHU (Chief Legal Counsel).

Ms. LEE has confirmed that she has undertaken no less than 15 hours of relevant professional training during the year 2025.

董事關於財務報告之責任(續)

管理層每月向全體董事會成員提供更新資料，載列有關本公司之表現、財務狀況及前景之公正及易於理解之評估，內容足以讓整體董事會及各董事履行彼等之職責。

董事確認，彼等有責任編製賬目，而財務報表已按持續經營基準編製。

董事會會在年報與中期報告、根據上市規則規定須予披露有關內幕消息及其他財務資料之其他公告、向監管者提交之報告及根據法例規定須予披露之資料內，對公司表現作出平衡、清晰及容易理解之評估。

核數師酬金

於回顧年度內，本集團就審計服務及非審計服務(中期報告審閱)已支付核數師之酬金分別為2,148,000港元及200,000港元，有關酬金已由審核委員會審閱及批准。

公司秘書

於二零二五年度內，卓佳集團公司的李美儀女士為外部服務提供者，已獲委聘為本公司的公司秘書。李女士在本公司的主要聯絡人為朱旋女士(首席法律顧問)。

李女士確認於二零二五年度內已接受超過十五小時的相關專業培訓。

SHAREHOLDERS' RIGHTS

The procedure for shareholders to convene an extraordinary general meeting can be found in Article 73 of the Articles of the Company, which is available at the Company's website (www.ir-cloud.com/hongkong/00157/irwebsite) and the Stock Exchange's website.

Documents relating to the Procedures for Nomination of Directors by Shareholders and the Shareholder Communication Policy are available for download from the Company's website (www.ir-cloud.com/hongkong/00157/irwebsite).

There is a dedicated section of "Shareholder Services" in the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite to provide comprehensive information related to shareholders.

For putting forward any enquiries to the Board of the Company, shareholders may send their enquiries or requests to the following:

Address: 958 Changping Road, Jing'an District, Shanghai, China
Fax: +86 21 5256-0455
Email: ir@nblife.com

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

During the year 2025, the Company has not made any amendment to its Memorandum and Articles of Association. The Company's Memorandum and Articles is available on the Company's website (www.ir-cloud.com/hongkong/00157/irwebsite) and the Stock Exchange's website.

股東權利

有關股東召開股東特別大會之程序載於本公司細則第73條，本公司之細則可於本公司網站 (www.ir-cloud.com/hongkong/00157/irwebsite_c) 及聯交所網站下載。

本公司有關股東提名董事之程序及股東通訊政策之文件可於本公司網站 (www.ir-cloud.com/hongkong/00157/irwebsite_c) 下載。

本公司網站 (www.ir-cloud.com/hongkong/00157/irwebsite_c) 特設「股東服務」環節，專門提供股東適用之相關全面資訊。

如欲向本公司董事會提出任何查詢，股東可通過以下方式發送查詢或請求：

地址：中國上海市靜安區昌平路958號
傳真：+86 21 5256-0455
電子郵件：ir@nblife.com

為免存疑，股東必須備存及發送經妥為簽署的正本書面申請書、通知或聲明或查詢(視情況而定)至上述地址並提供其全名、聯繫詳情和身份證明以使之生效。股東資料可根據法律要求予以披露。

於二零二五年，本公司未對其組織章程大綱及細則作出任何修訂。本公司的組織章程大綱及細則的最新版本可於本公司網站 (www.ir-cloud.com/hongkong/00157/irwebsite_c) 及聯交所網站查閱。

INVESTOR RELATIONS

The Company considers that effective communication with Shareholders is essential for good investor relations and investor understanding of the Group's business performance and strategies. The Company also recognises the importance of transparency and timely disclosure of corporate information.

Separate resolutions are proposed at the meeting on each substantially separate issue, including the election of individual Directors.

Chairperson of the Board and Chairmen of the Board Committees or their respective delegates are requested to attend the forthcoming AGM.

The Company has held one AGM on 22 May 2025 and one Extraordinary General Meeting on 19 December 2025 since the issuance of the last annual report.

Code provision F.1.3 stipulates that the chairman of the board of a listed issuer should attend the AGM. The chairman of the board should also invite the chairmen of the audit, remuneration, nomination and any other committees to attend. In their absence, the chairman of the board should invite another member of the committee or failing this, his duly appointed delegate, to attend. These persons should be available to answer questions at the AGM.

On the AGM held on 22 May 2025, Mr. YANG Shih-Chien, the Chairman of the Nomination Committee was unable to attend the Company's AGM. The Board arranged for Mr. CHEN Ruey-Long, an Independent Non-executive Director and a member of the Nomination Committee, who is well versed in all business activities and operations of the Group, to attend the 2025 AGM to respond to shareholders' questions.

The Company has optimized the planning and procedures of general meetings by, for example, giving adequate time to all Directors to accommodate their work arrangements and providing all necessary support for their presence and participation at general meetings, such that the Chairperson of the Board and all Directors will be able to attend future general meetings of the Company.

The Company arranged for the notice to shareholders for the 2025 AGM at least 20 clear business days before the meeting.

Additional shareholders' services can be found in the investor relations section of the Company's website: www.ir-cloud.com/hongkong/00157/irwebsite.

投資者關係

本公司認為與股東有效溝通，對良好投資者關係及投資者對本集團業務表現及策略的了解而言實屬關鍵。本公司亦深明透明度及適時披露公司資訊的重要性。

於會議上，本公司會就每項實際獨立之事宜（包括選舉個別董事）個別提呈決議案。

董事會主席及董事委員會主席或彼等各自之委派代表須出席應屆股東週年大會。

自上一份年報刊發以來，本公司於二零二五年五月二十二日舉行一次股東週年大會及於二零二五年十二月十九日舉行一次股東特別大會。

守則條文第F.1.3條規定，上市發行人之董事會主席應出席股東週年大會。董事會主席並應邀請審核委員會、薪酬委員會、提名委員會及任何其他委員會的主席出席。若有關委員會主席未能出席，董事會主席應邀請另一名委員（或如該名委員未能出席，則其正式委任的代表）出席。該等人士須在股東週年大會上回答提問。

於二零二五年五月二十二日舉行之股東週年大會，提名委員會主席楊世絨先生未能親自出席本公司股東週年大會。董事會已安排對本集團一切業務活動及營運瞭如指掌的陳瑞隆先生（本公司獨立非執行董事兼提名委員會成員）出席二零二五年度股東週年大會及回答股東提問。

本公司致力完善股東大會的規劃程序，如透過給予全體董事充足時間以提前安排工作，並為彼等出席及參與股東大會提供一切所需支持，以便董事會主席及全體董事能夠出席本公司日後的股東大會。

就二零二五年度股東週年大會而言，本公司已安排在大會舉行前至少足二十個營業日向股東發送通知。

其他股東服務之資料登載於本公司網站（www.ir-cloud.com/hongkong/00157/irwebsite_c）投資者關係環節。

INVESTOR RELATIONS (Continued)

Voting by poll

Procedures for conducting a poll were set out in the notice of the 2025 AGM. These procedures were also explained at the commencement of 2025 AGM.

The Company's branch share registrar, Computershare Hong Kong Investors Services Limited, was appointed as scrutineer during the 2025 AGM.

Poll results were published on the same day following the 2025 AGM and posted on the website of the Stock Exchange and that of the Company at www.ir-cloud.com/hongkong/00157/irwebsite.

Shareholders Communication Policy

The Company has in place a Shareholders' Communication Policy. The policy aims to enable shareholders to exercise their rights in an informed manner, and to allow shareholders and the investment community to engage actively in the Company. The Board reviewed the implementation and effectiveness of the Shareholders' Communication Policy and the results were satisfactory.

The Company has established a number of channels for maintaining an on-going dialogue with its shareholders as follows:

(a) **Shareholders' enquiries**

Shareholders should direct their questions about their shareholdings to the Company's share registrar.

(b) **Corporate Communication**

"Corporate Communication" refers to any document issued or to be issued by the Company for the information or action of holders of any of its securities, including, but not limited to, the directors' report and annual accounts together with a copy of the auditor's report, interim report, notice of meeting, circular and proxy form. Corporate communication will be provided to Shareholders in plain language and in both English and Chinese versions to facilitate Shareholders' understanding.

投資者關係(續)

按股數投票表決

進行按股數投票表決之程序載於二零二五年度股東週年大會通告內，該等程序亦已於二零二五年度股東週年大會開始時解釋。

本公司香港股份過戶登記處香港中央證券登記有限公司之代表獲委任為於二零二五年度股東週年大會之監票員。

按股數投票表決結果在二零二五年度股東週年大會舉行後同日刊發，並在聯交所網站及本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)刊載。

股東通訊政策

本公司設有股東通訊政策。本政策旨在確保股東可在知情情況下行使權力，也讓股東及投資人士與本公司加強溝通。董事會審閱股東通訊政策的實施情況及成效，並認為結果令人滿意。

本公司設立多個傳訊途徑與股東保持對話如下：

(a) **股東查詢**

股東如對名下持股有任何問題，應向本公司的股份過戶登記處提出。

(b) **公司通訊**

「公司通訊」指本公司已經或將刊發的任何文件，包括(但不限於)董事會報告及年度賬目連同核數師報告、中期報告、會議通告、通函及代表委任表格等，以供其參閱或採取行動。向股東發放之公司通訊以淺白中、英雙語編寫，以利便股東了解通訊內容。

INVESTOR RELATIONS (Continued)

Shareholders Communication Policy (Continued)

(c) Corporate Website

A dedicated Investor Relations section is available on the Company's website at www.ir-cloud.com/hongkong/00157/irwebsite. Information on the Company's website is updated on a regular basis.

(d) Shareholders' Meetings

Shareholders are encouraged to participate in general meetings or to appoint proxies to attend and vote at meetings for and on their behalf if they are unable to attend the meetings. Board members, in particular, either the chairmen or deputy chairmen of Board committees or their delegates, appropriate management executives and external auditors will attend annual general meetings to answer Shareholders' questions.

Dividend Policy

The Company has adopted a Dividend Policy setting out the principle and guidelines to be applied by the Company in respect of declaration, payment or distribution of its net profits as dividends to the shareholders.

投資者關係(續)

股東通訊政策(續)

(c) 公司網站

本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)專設「投資者關係」欄目。本公司網站上登載的資料定期更新。

(d) 股東大會

股東宜參與股東大會，如未克出席，可委派代表代其出席並於會上投票。董事會成員尤其是董事會轄下各委員會的主席或副主席或其代表、適當的行政管理人員及外聘核數師均會出席股東周年大會回答股東提問。

股息政策

本公司已採納股息政策，其中載列本公司就向股東宣派、派付或派發其純利作為股息時擬應用的原則及指引。

Directors' and Senior Management Profiles

董事及高級管理層履歷

CHAIRPERSON AND EXECUTIVE DIRECTOR:

DR. LEI CHIEN (ALIAS JOANNA LEI)

Aged 67, is the Chairperson of the Company. She was appointed as the Company's Executive Director on 26 October 2018. She is also the chairperson of Executive Committee and a member of Nomination Committee and Remuneration Committee. She is currently a director of the Company's subsidiaries in Malaysia and Hong Kong. Dr. Lei is currently an executive director of Pacific Construction Co., Limited* (太平洋建設股份有限公司), a company listed on Taiwan Stock Exchange (TWSE: 2506). She is also a non-executive independent director and chairperson of the board of GSS Energy Limited (SGX: 41F.SI), a company listed on the Singapore Exchange. Dr. Lei is also serving on the board of a number of non-profit organisations such as the Chinese Childrenhome and Shelter Association* (中華育幼機構兒童關懷協會) and the National Women's League* (中華民國婦女聯合會). She has over 30 years of experience in the media and broadcasting sector and corporate management. Dr. Lei began her career as a media and development scholar at the University of Pennsylvania from 1984 to 1987. From 1987 to 1996, she worked in the media conglomerate Capital Cities/ABC, Inc. in New York. She was eventually promoted to vice president and was one of the highest ranking Asians in mainstream American media. From 1997 to 2002, Dr. Lei was an investment partner of Baring Communication Equity Asia in Singapore. Her investment activities included equity investment, debt restructuring, and merger and acquisitions in telecom, media, and information technology industries across the Asia Pacific region excluding Japan. In 2000, Dr. Lei returned to Taiwan and from 2003 to 2004, she was an executive director of Eastern Broadcasting Company Co., Ltd ("EBC"). She has been elected as senator at the Legislative Yuan of the Republic of China in 2005 and until 2008. Dr. Lei was appointed as the chairman of a government-owned enterprise, Kinmen Kaoliang Liquor Co., Limited* (金門酒廠實業股份有限公司) in 2008. From 2009 to 2017, Dr. Lei has worked again in EBC as a board director. Dr. Lei served three consecutive terms as an independent director in the IBF Financial Holdings Co., Ltd., previously known as Waterland Financial Holding Co., Ltd.* (國票金融控股公司), a company listed on Taiwan Stock Exchange (TWSE: 2889). Dr. Lei obtained a bachelor of arts degree in foreign languages and literature from the National Taiwan University in June 1980. She has received a master of arts degree in June 1983 and a doctor of philosophy in June 1996 from the University of Pennsylvania (Philadelphia).

主席兼執行董事：

雷倩博士

67歲，為本公司主席。彼於二零一八年十月二十六日獲委任為本公司執行董事，彼亦為執行委員會主席、提名委員會及薪酬委員會成員。彼目前亦為本公司在馬來西亞及香港附屬公司的董事。雷博士目前為台灣證券交易所上市公司太平洋建設股份有限公司(TWSE：2506)之執行董事。雷博士亦為新加坡交易所上市的GSS Energy Limited(SGX：41F.SI)之非執行獨立董事及董事會主席。雷博士亦擔任中華育幼機構兒童關懷協會及中華民國婦女聯合會等多個非牟利機構之董事會成員。雷博士在媒體及廣播領域以及公司管理方面擁有超過30年經驗。雷博士於一九八四年至一九八七年在賓夕法尼亞大學開展其事業，擔任媒體及發展學者。雷博士於一九八七年至一九九六年曾在位於紐約的媒體集團Capital Cities/ABC, Inc.工作。雷博士最終獲晉升為副總裁，並且是美國主流媒體中職位最高的亞洲人之一。一九九七年至二零零二年，雷博士為新加坡Baring Communication Equity Asia之一名投資合夥人。雷博士參與之投資活動包括股票投資、債務重組以及亞太區(不包括日本)之電訊、媒體及信息技術行業的併購。雷博士於二零零零年返回台灣，於二零零三年至二零零四年，彼擔任Eastern Broadcasting Company Co., Ltd (「EBC」)之執行董事。彼於二零零五年至二零零八年被選為中華民國立法院參議員。雷博士於二零零八年獲委任為政府所有企業金門酒廠實業股份有限公司之董事長。自二零零九年至二零一七年，雷博士再次加入EBC工作，擔任董事會董事。雷博士曾擔任三屆台灣證券交易所上市公司國票金融控股公司(TWSE：2889)之獨立董事。雷博士於一九八零年六月取得國立台灣大學外語及文學學士學位。彼於一九八三年六月取得賓夕法尼亞大學(費城)文學碩士學位及於一九九六年六月取得賓夕法尼亞大學(費城)哲學博士學位。

* For identification purpose only.

Directors' and Senior Management Profiles 董事及高級管理層履歷

EXECUTIVE DIRECTOR:

MR. LIN CHIA-WEI

Aged 54, was appointed as the Company's Executive Director on 1 January 2023. He is also a member of Executive Committee, Nomination Committee and Remuneration Committee of the Company. He is currently the vice general manager of the subsidiary of the Company in Taiwan. Mr. Lin has over 20 years' experience in investment bank and private fund. He is a Certified Securities and Investment Analyst of the Republic of China. He also holds a master degree in Business Administration from Tunghai University.

EXECUTIVE DIRECTOR:

MS. LIN YEN-LING

Aged 62, was appointed as the Company's Executive Director on 1 January 2024. She is also a member of Executive Committee of the Company. She graduated with a Bachelor of Arts degree from National Chengchi University in Taiwan. Ms. Lin has been working in Eastern Group since May 2018, and was serving as Chief Marketing & Sales Officer of Eastern Media International Corp., Chief Marketing Officer of Eastern Home Shopping & Leisure Co., Ltd., and Chief Sales Officer of ETtoday Co., Ltd. till 2018. From 2018 to 2024, Ms. Lin was the Chief Executive Officer of the Company and its subsidiaries (the "Group") and general manager of the Group in the People's Republic of China. Ms. Lin was a director from 2024 to 2025 and vice president in 2024 of all subsidiaries of the Group in the People's Republic of China. Prior to the appointment as the Chief Executive Officer of the Group, Ms. Lin was the general manager of Lintas China Group from 2016 to 2017. From 1997 to 2016, Ms. Lin had worked at Eastern Broadcasting Co., Ltd. as Chief Operation and Sales Officer and Havas Worldwide as Executive Vice President of Greater China and Chief Executive Officer of Taiwan.

執行董事：

林家偉先生

54歲，於二零二三年一月一日獲委任為本公司執行董事。彼亦為本公司執行委員會、提名委員會及薪酬委員會成員。林先生現為本公司之台灣子公司副總經理。林先生於國內外投資銀行及私募基金擁有逾20年經驗，並為中華民國證券分析師。他持有東海大學企管碩士學位。

執行董事：

林燕玲女士

62歲，於二零二四年一月一日獲委任為本公司執行董事。彼亦為本公司執行委員會成員。彼畢業於台灣國立政治大學，取得文學學士學位。林女士從二零一八年五月開始服務於東森集團，並曾至二零一八年擔任東森國際公司業務執行長，東森得易購公司行銷長及東森新聞雲公司業務長。自二零一八年至二零二四年，林女士曾擔任本公司及其附屬公司（「本集團」）行政總裁及本集團中華人民共和國總經理。林女士分別於二零二四年至二零二五年期間及於二零二四年曾任命為本集團所有於中華人民共和國的附屬公司之董事及副董事長。在獲委任為本集團行政總裁前，林女士於二零一六年至二零一七年期間，擔任中國靈獅廣告公司總經理。自一九九七年至二零一六年，林女士曾先後任職於東森電視公司擔任營銷長及漢威士靈智廣告公司擔任大中華區執行副總裁暨台灣區行政總裁。

* For identification purpose only.

NON-EXECUTIVE DIRECTOR:

MS. LIN SHU-HUA

Aged 63, was appointed as the Company's Non-executive Director on 16 November 2018. She is also a member of both Executive Committee and Audit Committee of the Company. She is currently also a director of some of the Company's subsidiaries. Ms. Lin is currently an independent director of Cashbox Partyworld Co., Ltd. (TWSE: 8359), a company listed on the Taiwan Stock Exchange. Ms. Lin was the vice president of the finance department of Eastern Home Shopping & Leisure Co., Ltd.* (東森得易購股份有限公司) between January 2005 and September 2008. In April 2016, Ms. Lin re-joined the same company, holding the same position since then. After obtaining her qualification as a Certified Public Accountant of the Republic of China in August 1996, Ms. Lin has since then worked at the finance department of various companies, including Eastern Broadcasting Co., Ltd.* (東森電視事業股份有限公司), Eastern Multimedia Co., Ltd.* (東森媒體科技股份有限公司) and Sensen Home Shopping Co., Ltd.* (森森百貨股份有限公司), accumulating over 20 years of experience in total. Ms. Lin graduated from the Department of Accounting at National Chung Hsing University in 1987 and obtained an executive master degree of business administration from the National Taiwan University in 2016.

NON-EXECUTIVE DIRECTOR:

MR. CHEN SHOU-HUANG

Aged 73, was appointed as the Company's Non-executive Director on 25 January 2019. He is also a member of Executive Committee of the Company. He obtained a master degree in law from the Chinese Culture University and subsequently obtained a doctoral degree in law from the National Taiwan Ocean University. He is currently an independent director of Shin Kong Bank Co., Ltd. He used to serve as a part-time professor in the Institute of Marine Law of the National Taiwan Ocean University, parliamentary vice minister of Taiwan Ministry of Justice, the prosecutor of the Supreme Court Prosecutor's Office, the Chief Prosecutor of the High Court of Taiwan and the Head Prosecutor of various districts in Taiwan. During the period when he served as the Chief Prosecutor of the High Court, he was appointed as the president of Taiwan After-Care Association and the Association for Victims Support.

非執行董事：

林淑華女士

63歲，於二零一八年十一月十六日獲委任為本公司非執行董事。彼亦為本公司執行委員會及審核委員會成員。彼目前亦為本公司若干附屬公司的董事。林女士現為台灣證券交易所上市公司錢櫃企業股份有限公司(TWSE: 8359)之獨立董事。林女士於二零零五年一月至二零零八年九月擔任東森得易購股份有限公司財務部副總裁。於二零一六年四月，林女士重新加入同一家公司，自此擔任同一職務。林女士於一九九六年八月取得中華民國註冊會計師資格後，曾於多家公司之財務部門工作，包括東森電視事業股份有限公司、東森媒體科技股份有限公司及森森百貨股份有限公司，共累積逾20年經驗。林女士於一九八七年畢業於國立中興大學會計系，並於二零一六年獲得國立台灣大學高級管理人員工商管理碩士學位。

非執行董事：

陳守煌先生

73歲，於二零一九年一月二十五日獲委任為本公司非執行董事。彼亦為本公司執行委員會成員。彼畢業於中國文化大學法律學研究所，取得法學碩士學位，其後於國立台灣海洋大學海洋法律研究所取得法學博士學位。陳先生現為台灣新光商業銀行之獨立董事。陳先生曾擔任國立台灣海洋大學海洋法律研究所兼任教授、台灣法務部政務次長、最高法院檢察署檢察官、台灣高等法院檢察署檢察長以及台灣多個地區的主任檢察官等職務。擔任台灣高等法院檢察署檢察長期間，彼同時擔任財團法人台灣更生保護會、財團法人犯罪被害人保護協會董事長。

* For identification purposes only

INDEPENDENT NON-EXECUTIVE DIRECTOR:

MR. CHEN RUEY-LONG (ALIAS STEVE CHEN)

Aged 77, was appointed as the Company's Independent Non-executive Director on 1 February 2010. He is also the Chairman of the Audit Committee and a member of both the Remuneration Committee and Nomination Committee of the Company. He obtained his Bachelor degree of Economics from National Chung Hsing University in 1970. He was the Minister of the Ministry of Economic Affairs of Taiwan from 2006 to 2008. Prior to that, he held various positions and represented the Ministry of Economic Affairs of Taiwan in various countries and was based in Switzerland from 1987 to 1996 and in Belgium from 1974 to 1979. Mr. Chen was the Board Chairman of the Institute for Information Industry in Taiwan from 2008 to 2009. Mr. Chen is currently the Board Chairman of SINOCON Industrial Standards Foundation in Taiwan. He is currently a non-executive director of Asia Cement (China) Holdings Corporation (HKSE: 743), listed on the Hong Kong Stock Exchange. He is also a director of Asia Cement Corporation (TWSE: 1102); a managing director and independent director of Formosa Chemicals and Fibre Corporation (TWSE: 1326); an independent director of INVENTEC CORPORATION (TWSE: 2356), which are listed on the Taiwan Stock Exchange. Starting from 31 January 2020, he is the Board Chairman of China Petrochemical Development Corporation, Ltd. (TWSE: 1314), listed on the Taiwan Stock Exchange and ceased to be an independent director and Chief Executive Officer on 31 January 2020 and 1 October 2025 respectively, and re-appointed as a Chief Executive Officer on 25 June 2024. From June 2011 until 10 June 2014, he was an independent director of E-Ton Solar Tech. Co., Ltd. (GTSM: 3452), listed on the Taiwan GreTai Securities Market. He was a director of GINTECH ENERGY CORPORATION (TWSE: 3514), listed on the Taiwan Stock Exchange, until 30 October 2017. He was an independent director of Walsin Lihwa Corporation (TWSE: 1605), listed on the Taiwan Stock Exchange, until 29 May 2020. He was the Board Chairman and Chief Operating Officer of Powerchip Technology Corporation (GTSM: 5346), listed on the Taiwan GreTai Securities Market, until 12 August 2020. He was a director of HannStar Board Corporation (TWSE: 5469), listed on the Taiwan Stock Exchange, until 15 June 2023. He was also a director of Bank of Panhsin in Taiwan, Teknowledge Development Corporation and Powerchip Semiconductor Manufacturing Corp. From 9 September 2021 to 17 July 2025, he was the vice president of Cross-Strait CEO Summit. From 20 November 2021 to 28 May 2025, he was a director of Tatung Company (TWSE: 2371), a company listed on the Taiwan Stock Exchange. From 16 September 2022 to 19 September 2025, he was the chairman of the board of BES Engineering Corporation (TWSE: 2515), listed on the Taiwan Stock Exchange.

獨立非執行董事：

陳瑞隆先生

77歲，於二零一零年二月一日獲委任為本公司獨立非執行董事。彼亦為本公司審核委員會主席、薪酬委員會及提名委員會成員。彼於一九七零年獲國立中興大學頒授經濟學學士學位。彼於二零零六年至二零零八年期間擔任台灣經濟部部長。在此之前，他曾出任多個要職，並在多個國家代表台灣經濟部，並於一九八七年至一九九六年獲派駐瑞士及於一九七四年至一九七九年獲派駐比利時。陳先生於二零零八年至二零零九年出任台灣財團法人資訊工業策進會董事長。陳先生現為台灣財團法人華聚產業共同標準推動基金會董事長。彼現為香港聯交所上市的亞洲水泥(中國)控股公司(HKSE: 743)之非執行董事。彼同時也是在台灣證券交易所上市的亞洲水泥股份有限公司(TWSE: 1102)；台灣化學纖維股份有限公司(TWSE: 1326)常務董事及獨立董事；及英業達股份有限公司(TWSE: 2356)之獨立董事。彼於二零二零年一月三十一日開始擔任在台灣證券交易所上市之中國石油化學工業開發股份有限公司(TWSE: 1314)董事長，於二零二零年一月三十一日及於二零二五年十月一日分別不再擔任獨立董事及執行長。於二零一一年六月至二零一四年六月十日，他曾擔任在台灣證券櫃檯買賣中心上市的益通光能科技股份有限公司(GTSM: 3452)獨立董事。直至二零一七年十月三十日，彼擔任在台灣證券交易所上市的昱晶能源科技股份有限公司(TWSE: 3514)之董事。直至二零二零年五月二十九日，彼擔任在台灣證券交易所上市的華新麗華股份有限公司(TWSE: 1605)之獨立董事。直至二零二零年八月十二日，彼擔任在台灣證券櫃檯買賣中心上市的力晶科技股份有限公司(GTSM: 5346)董事長及營運總監。直至二零二三年六月十五日，彼擔任在台灣證券交易所上市的瀚宇博德股份有限公司(TWSE: 5469)之董事。彼亦曾任台灣板信商業銀行、智仁科技開發股份有限公司及力晶積成電子製造股份有限公司董事。於二零二二年九月十六日至二零二五年十一月十九日，彼擔任在台灣證券交易所上市之中華工程股份有限公司(TWSE: 2515)之董事長。於二零二一年九月九日至二零二五年七月十七日，彼曾任兩岸企業家峰會副理事長。於二零二一年十一月二十日至二零二五年五月二十八日，彼亦曾任於台灣證券交易所上市之大同股份有限公司(TWSE: 2371)之董事。

INDEPENDENT NON-EXECUTIVE DIRECTOR:

Mr. LIN TSALM-HSIANG (ALIAS WILLIAM LIN)

Aged 70, was appointed as the Company's Independent Non-executive Director on 1 January 2023. He is also the Chairman of Remuneration Committee and a member of both the Audit Committee and Nomination Committee of the Company. He is currently an independent director of CAPITAL Securities Corporation (TWSE: 6005) and Eastern Media International Corporation (TWSE: 2614), which are listed on the Taiwan Stock Exchange. Mr. Lin is an Honorary Chairman of the Financial Engineering Association of Taiwan. Mr. Lin is also an Honorary Professor at the Department of Banking & Finance at Tamkang University, in which he retired as a full-time professor at the end of July 2024. Mr. Lin used to serve as a director of TWSE and a member of Securities Listing Review Committee. He also served as an independent director of Global Lighting Technologies Inc. (TWSE: 4935) and a director of various listed companies in Taiwan. Mr. Lin had been working as an adjunct professor at Taiwan University, Zhejiang University and Xiamen University, etc.. He holds Bachelor's degree of Science (Physics) at Taiwan University, and Ph.D. in Finance at Boston University in Massachusetts, United States of America.

INDEPENDENT NON-EXECUTIVE DIRECTOR:

MR. YANG SHIH-CHIEN

Aged 81, was appointed as the Company's Independent Non-executive Director on 16 November 2018. He is also the Chairman of Nomination Committee and a member of both Audit Committee and Remuneration Committee. He is currently the chairman and chief executive officer of Global Strategic Investment Management Inc., a board director of Tecom Co., Ltd. (TWSE: 2321), Yageo Corporation (TWSE: 2327) and Mitac Inc. (formerly listed TWSE: 8122), an independent director of WUS Printed Circuit Co., Ltd (TWSE: 2316). He was a board director of TECO Electric and Machinery Co., Ltd (TWSE: 1504) from June 2018 to July 2021 and an independent director of Tong Hsing Electronic Industries, Ltd. (TWSE: 6217) from June 2019 to June 2022. Mr. Yang was a national policy advisor to the President of the Republic of China between January 2009 and May 2016. Prior to that, Mr. Yang already worked in the government of the Republic of China for more than 28 years, such as the director of the Planning and Evaluation Division of the National Science Council, Senior Vice Minister of the Ministry of Economic Affairs and Minister of State. Mr. Yang also worked as a research engineer at the Chung Shan Institute of Science & Technology between November 1973 and January 1978. He was an independent director of TOPKEY Corporation (TWSE: 4536) until 28 May 2025. Mr. Yang obtained a bachelor's degree in electrical engineering from the National Taiwan University in June 1967. Mr. Yang subsequently obtained a master and a doctor degree in electrical engineering from Northwestern University in June 1971 and August 1973 respectively.

獨立非執行董事：

林蒼祥先生

70歲，於二零二三年一月一日獲委任為本公司獨立非執行董事。彼亦為本公司薪酬委員會主席、審核委員會及提名委員會成員。林先生亦為在台灣證券交易所上市的群益金鼎證券股份有限公司(TWSE: 6005)及東森國際股份有限公司(TWSE: 2614)獨立董事。林先生是台灣財務工程學會榮譽理事長。林先生亦為台灣淡江大學財務金融系教授，並於二零二四年七月底自淡江大學財務金融系專任教授退休。林先生曾擔任台灣證券交易所董事及有價證券上市審議委員會委員。他亦曾擔任過茂林光電科技股份有限公司(TWSE: 4935)獨立董事以及多家台灣上市公司的董事職務。林先生曾於台灣大學、浙江大學、廈門大學等多所大學擔任兼職教授。林先生擁有台灣大學物理學學士，及美國波士頓大學財務金融博士學位。

獨立非執行董事：

楊世緘先生

81歲，於二零一八年十一月十六日獲委任為本公司獨立非執行董事。彼亦為本公司提名委員會主席、審核委員會及薪酬委員會成員。彼目前為全球策略管理顧問(股)公司董事長兼行政總裁、東訊股份有限公司(TWSE: 2321)、國巨公司(TWSE: 2327)及神通電腦股份有限公司(前TWSE上市8122)之董事及楠梓電子股份有限公司(TWSE: 2316)之獨立董事。彼於二零一八年六月至二零二一年至七月曾為東元電機股份有限公司(TWSE: 1504)擔任董事及於二零一九年六月至二零二二年六月曾為同欣電子工業股份有限公司(TWSE: 6217)擔任獨立董事。楊先生於二零零九年一月至二零一六年五月擔任中華民國總統府之國策顧問。在此之前，楊先生已於中華民國政府工作超過28年，例如國家科學委員會企劃考核處(Planning and Evaluation Division)處長、經濟部政務次長及行政院政務委員。楊先生於一九七三年十一月至一九七八年一月亦於中山科學研究院擔任副研究員。彼曾為拓凱實業股份有限公司(TWSE: 4536)之獨立董事，直至二零二五年五月二十八日止。楊先生於一九六七年六月獲得國立台灣大學電機工程學士學位。楊先生其後於一九七一年六月及一九七三年八月分別獲得西北大學電機工程碩士及博士學位。

GROUP CHIEF EXECUTIVE OFFICER:

MR. CHENG CHI-CHUNG

aged 59, was appointed as the Chief Executive Officer of the Group on 16 July 2024. Mr. Cheng graduated from Taiwan University with a bachelor degree and Tsinghua University in Beijing with a degree of Executive Master of Business Administration. Mr. Cheng has 30 years of experience (including 14 years in the groups in the People's Republic of China) in media, retailing and e-commerce, large chain groups and listed companies. Mr. Cheng previously worked as the general manager of Eastern Broadcasting Co., Ltd. And ETV America Corporation and the director of Eastern Broadcasting News Channel (東森電視新聞台) from 1998 through 2006. He also served as the chief executive officer of Beijing Gome Online Co., Ltd.* (北京國美在線有限公司) from 2008 through 2010. From 2011 through 2018, Mr. Cheng worked as the chief executive officer and chairman of SMI Holdings Group Limited (formerly listed on the Main Board of the Hong Kong Stock Exchange (HKSE: 00198)).

COMPANY SECRETARY:

MS. LEE MEI YI

Ms. Lee has been appointed as a company secretary of the Company since August 2025. Ms. Lee is an Executive Director of Company Secretaries Services of Vistra, a global professional services provider specializing in integrated business, corporate and investor services. Ms. Lee has over 25 years of experience in the corporate secretarial field. Ms. Lee is familiar with the Listing Rules of the Stock Exchange, the Companies Ordinance as well as compliance work for offshore companies. She has been providing professional corporate and compliance services to Hong Kong listed companies, multinational corporations, Hong Kong private or public companies, companies limited by guarantee and offshore companies. Ms. Lee is currently a member of the Companies Registry Customer Liaison Group. Ms. Lee is a Chartered Secretary, a Chartered Governance Professional and a Fellow of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom. Ms. Lee is the holder of Bachelor of Accountancy (Hons) degree. Prior to joining Tricor group which has been merged with Vistra group in 2023, she was a corporate secretarial executive of Ernst & Young. (Note: The Company has engaged Vistra (Formerly known as Tricor) as external service provider and appointed Ms. Lee as the Company's company secretary since 5 August 2025.)

集團行政總裁：

鄭吉崇先生

59歲，於二零二四年七月十六日獲委任為本集團行政總裁。鄭先生畢業於台灣大學(學士學位)及北京清華大學(高級工商管理碩士學位)。鄭先生擁有三十年媒體、零售電商、大型連鎖集團及上市公司管理經驗，其中包括十四年於中華人民共和國的集團管理經驗。鄭先生於一九九八年至二零零六年擔任東森電視事業股份有限公司及東森美洲電視總經理及東森電視新聞台台長。他亦曾在二零零八年至二零一零年期間獲委任為北京國美在線有限公司首席執行官。自二零一一年至二零一八年，鄭先生擔任星美控股集團有限公司(曾於香港聯交所主板上市(HKSE: 198))行政總裁及董事局主席。

公司秘書：

李美儀女士

李女士於二零二五年八月獲委任為本公司公司秘書。李女士現為卓佳集團公司秘書服務執行董事，該公司為全球性的專業服務公司，專門從事提供商務、企業及投資者綜合服務。李女士擁有逾25年的豐富公司秘書工作經驗。李女士熟悉聯交所上市規則、公司條例和離岸公司的合規工作。她負責為上市公司、跨國公司、私人公司或公眾公司、擔保有限公司及離岸公司提供公司秘書及合規服務。她亦是香港公司註冊處客戶聯絡小組之委員。李女士為特許秘書、特許企業管治專業人員及香港公司治理公會及英國特許公司治理公會資深會士。李女士持有會計學(榮譽)學士學位。加入卓佳集團之前(該公司於二零二三年與Vistra卓佳集團合併)，李女士為香港安永會計師事務所公司秘書部經理。(註：本公司聘用卓佳為外聘服務機構及自二零二五年八月五日起委任李女士為本公司的公司秘書。)

The Directors are pleased to present the annual report and the audited consolidated financial statements for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company acts as an investment holding company. The Group is principally engaged in (a) manufacturing and sales of a range of products including skin care, beauty, aroma-therapeutic products, health supplements and make-up products under the "Natural Beauty" brand and beauty apparatus and (b) provision of skin treatments, beauty and spa services, medical cosmetology services, skin care consulting and beauty training. The activities of its principal subsidiaries are set out in note 23 to the consolidated financial statements.

BUSINESS REVIEW

Please refer to the section headed "Management discussion and analysis" for the discussion of business review of the Group's businesses for the year ended 31 December 2025.

Management of Major Risks

Since the Group operates in a highly dynamic and competitive landscape, continuous and effective risk management is vital for sustainable business operation. Some major risks currently being managed are:

Product Competitiveness

Facing increasingly fierce competition in the industry, it is particularly important to maintain brand and product competitiveness. The Group will continue to invest, actively develop new product lines and promote the diversification of the customer base in order to pursue greater development.

Inventory management

Inventory management and control plays a significant role in the Company's liquidity since bloated inventories will tie up unnecessary funds.

Online Threats

Online business is the current hot spot in the market. Since 2019, the Group introduced Korean brands to open its self-owned online business in the mainland. In the future, in the face of fierce competition in the online business, the Group will continue to interact with customers through a diversified channel strategy and provide services to customers of different consumption and age levels.

董事欣然呈交彼等截至二零二五年十二月三十一日止年度之年度報告書及經審核綜合財務報表。

主要業務

本公司為投資控股公司。本集團主要從事(a)以「自然美」品牌製造及銷售護膚產品、美容及精油產品、健康食品 and 化妝品等各式各樣產品及美容儀器及(b)提供肌膚護理、美容及水療服務、醫療美容服務、肌膚護理顧問服務及美容培訓。本集團主要附屬公司之業務載於綜合財務報表附註23。

業務回顧

有關本集團截至二零二五年十二月三十一日止年度業務之業務回顧的討論，請參閱「管理層討論及分析」一節。

主要風險的管理

集團在瞬息萬變和市場競爭激烈的環境下營運，持續及有效的風險管理乃可持續經營的關鍵。目前管理的若干主要風險為：

產品競爭力

行業競爭日趨激烈，保持品牌及產品競爭力顯得尤為重要，集團將持續投入，積極開拓新的產品線及推動客戶群多元化，以追求更大的發展。

庫存管理

管理和監控庫存在公司的資金流動性中極其重要，過多的庫存會捆綁不必要的資金。

線上業務的挑戰

線上業務是目前市場熱點，集團自二零一九年引進韓國品牌開啓大陸地區自營的線上業務，未來，面對線上業務的激烈競爭，集團將持續透過渠道多元化的策略與客戶互動、為不同消費和年齡層級的客戶提供服務。

BUSINESS REVIEW (Continued)

Donations for charity

The Group made donations for charity to a total amount of HK\$2,831,972 in year 2025.

Compliance with the relevant laws and regulations

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

Relationship with employees

Competitive remuneration packages are maintained to attract, retain and motivate capable staff members and are reviewed on a regular basis. The Group maintains good relations with its employees and is committed to their training and development. Professional training courses are offered to beauticians employed by the Group and to franchisees on a regular basis.

Relationship with suppliers, customers and other stakeholders

The Group understands the importance of maintaining good relationships with its suppliers and customers to meet its immediate and long-term goals. During the year ended 31 December 2025, there were no material and significant disputes between the Group and its suppliers, customers and other stakeholders.

Environmental policies and performance

The Group is committed to the long-term sustainability of the environment and communities in which it operates. Acting in an environmentally responsible manner, the Group endeavors to comply with the applicable environmental laws and regulations and to adopt effective measures to ensure the efficient usage of resources, energy conservation and waste reduction. Such initiatives include the recycling of used papers, the adoption of energy saving measures. During the year ended 31 December 2025, the Group had not been subject to any fines or other penalties due to any non-compliance with health, safety or environmental regulations.

For details of the Company's environment policy and performance, please refer to the Environmental, Social and Governance Report of the Company for the year 2025, which will be published on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.ir-cloud.com/hongkong/00157/irwebsite) under the section of "Announcements" in due course.

業務回顧(續)

公益捐贈

本集團在二零二五年公益捐贈支出金額為2,831,972港元。

遵守相關法例及規例

據董事會及管理層所知，本集團於所有重大方面皆已遵守對本集團業務及營運具重大影響之相關法例及規例。於截至二零二五年十二月三十一日止年度內，本集團概無嚴重違反或不遵守適用法例及規例。

僱員關係

為招聘、留聘及鼓勵表現卓越的僱員，本集團保持並定期檢討具競爭力之酬金組合。本集團與其僱員維持良好合作關係，並致力於彼等的培訓及發展，更定期為本集團聘用之美容師及加盟商提供專業培訓課程。

供應商、客戶和其他持份者關係

本集團深明與供應商及客戶維持良好關係對達成其短期及長期目標的重要性。於截至二零二五年十二月三十一日止年度內，本集團與其供應商、客戶及其他持份者並無發生重大糾紛。

環境政策和績效

本集團致力於其經營環境和社區的長期可持續發展。以對環境負責任的方式行事，本集團努力遵守有關環境保護的法例及規例，並採取有效措施，以實現資源的高效利用，節省能源和減少廢物。該等舉措包括廢紙回收利用及採用節能措施。於截至二零二五年十二月三十一日止年度，本集團概無因不遵守健康、安全或環境法規遭處以任何罰款或其他懲處。

有關本公司的環境政策及表現之詳情，請參閱本公司二零二五年度的環境、社會及管治報告，其將於適當的時候刊載聯交所之網站(www.hkexnews.hk)及本公司網站(www.ir-cloud.com/hongkong/00157/irwebsite_c)之「公告」部分。

RESULTS AND APPROPRIATIONS

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on page 104.

No interim dividend (2024: Nil) was paid to the shareholders during the year. At the Board meeting held on 9 March 2026, the Directors did not recommend the payment of any final dividend (2024: Nil). Details of the dividends are set out in note 17 to the consolidated financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

During the year, about 5.5% and 9.5% of the Group's revenue from sales of goods or rendering of services were attributable to the Group's largest customer and the 5 largest customers combined.

During the year, about 37.9% of the Group's total purchases (instrument) was attributable to the Group's largest supplier, and about 61.0% of the Group's total purchases was attributable to the Group's 5 largest suppliers combined. To the best knowledge of the Directors after making all reasonable enquiries, no Director, close associate of each Director, or any shareholder of the Company (which to the knowledge of the Directors own more than 5% of the number of issued shares of the Company) has any interest in the suppliers and/or customers mentioned above.

INVESTMENT PROPERTIES

The Group's investment properties held during the year and as at 31 December 2025 were fair valued by an independent firm of professional property valuers. The fair value loss on investment properties amounting to HK\$6,356,000 has been recognized in the consolidated statement of profit or loss.

Details of movements during the year in the investment properties of the Group are set out in note 20 to the consolidated financial statements.

PROPERTY, PLANT AND EQUIPMENT

Details of movements during the year in the property, plant and equipment of the Group are set out in note 19 to the consolidated financial statements.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year are set out in note 35 to the consolidated financial statements.

FIVE-YEAR SUMMARY

A summary of the results for the year and of the assets and liabilities of the Group as at 31 December 2025 and for the previous four financial years are set out on page 8 of this Annual Report.

業績及分派

本集團截至二零二五年十二月三十一日止年度之業績載於第104頁之綜合損益及其他全面收益表。

年內，本公司概無向股東派發中期股息（二零二四年：無）。於二零二六年三月九日召開之董事會會議上，董事建議不派付任何末期股息（二零二四年：無）。有關股息詳情載於綜合財務報表附註17。

主要客戶及供應商

年內，本集團最大客戶及五大客戶合計佔本集團銷售貨品或提供服務所得收入分別為5.5%和9.5%。

年內，第一大供應商（儀器）的採購金額佔本集團總採購額比例約為37.9%及五大供應商的總採購額佔本集團總採購額的比例約為61.0%。據董事經作出一切合理查詢後所知，有關任何董事、董事的緊密聯繫人或本公司任何股東（據董事所知擁有本公司已發行股份數目5%以上的股東）在上述供應商及／或客戶中不佔有任何權益。

投資物業

本集團於本年度及截至二零二五年十二月三十一日所持有之投資物業由獨立專業物業估值師行按公平值基準進行估值。投資物業之公平值虧損6,356,000港元已確認在綜合損益。

本集團之投資物業於年內之變動詳情載於綜合財務報表附註20。

物業、廠房及設備

本集團之物業、廠房及設備於年內之變動詳情載於綜合財務報表附註19。

股本

本公司之股本於年內之變動詳情載於綜合財務報表附註35。

五年概要

本集團截至二零二五年十二月三十一日止年度及過去四個財政年度的業績、資產及負債概要，載於本年報第8頁。

DIRECTORS

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

Executive Directors:

Dr. LEI Chien (alias Joanna LEI)

Mr. LIN Chia-Wei

Ms. LIN Yen-Ling

Non-executive Directors:

Ms. LIN Shu-Hua

Mr. CHEN Shou-Huang

Independent Non-executive Directors:

Mr. CHEN Ruey-Long (alias Steve CHEN)

Mr. YANG Shih-Chien

Mr. LIN Tsalm-Hsiang (alias William LIN)

In addition, in accordance with Article 117 of the Company's Articles, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then a number not less than one-third, shall retire from office by rotation at each annual general meeting. Ms. LIN Yen-Ling, Mr. YANG Shih-Chien and Mr. LIN Tsalm-Hsiang shall retire by rotation pursuant this article.

All the above-mentioned Directors, being eligible, offer themselves for re-election at the forthcoming AGM.

The Company has received, from each of the Independent Non-executive Directors, an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules on the Stock Exchange. The Company considers all the Independent Non-executive Directors are independent.

Directors are required to declare their direct or indirect interests, if any, in any proposals or transactions to be considered by the Board at Board meetings and withdraw if appropriate.

董事

年內及截至本報告刊發日期，本公司董事如下：

執行董事：

雷倩博士

林家偉先生

林燕玲女士

非執行董事：

林淑華女士

陳守煌先生

獨立非執行董事：

陳瑞隆先生

楊世緘先生

林蒼祥先生

此外，根據本公司細則第117條，在每屆股東週年大會上，三分之一的在職董事(或倘人數並非三或三之倍數，則不少於三分之一的董事)須輪值告退。根據該細則，林燕玲女士、楊世緘先生及林蒼祥先生、將輪值退任。

所有上列董事皆符合資格，並願意於下屆股東週年大會上膺選連任。

本公司已接獲各獨立非執行董事根據聯交所證券上市規則第3.13條就彼等之獨立性而發出之年度確認書。本公司認為，全體獨立非執行董事均屬獨立。

董事須申報彼等在由董事會會議所審議的任何建議或交易中的直接或間接利益(如有)，並酌情避席。

CHAIRPERSON AND BOARD COMMITTEES

The Chairperson of the Board and the members of each of the committees of the Company during the year and up to the date of this report were:

Chairperson

Dr. LEI Chien (*Chairperson of the Board*)

Members of Audit Committee:

Mr. CHEN Ruey-Long (*Chairman*)

Ms. LIN Shu-Hua

Mr. YANG Shih-Chien

Mr. LIN Tsalm-Hsiang

Members of Remuneration Committee:

Mr. LIN Tsalm-Hsiang (*Chairman*)

Dr. LEI Chien

Mr. LIN Chia-Wei

Mr. CHEN Ruey-Long

Mr. YANG Shih-Chien

Members of Executive Committee:

Dr. LEI Chien (*Chairperson*)

Mr. LIN Chia-Wei

Ms. LIN Yen-Ling

Ms. LIN Shu-Hua

Mr. CHEN Shou-Huang

Members of Nomination Committee:

Mr. YANG Shih-Chien (*Chairman*)

Dr. LEI Chien

Mr. LIN Chia-Wei

Mr. CHEN Ruey-Long

Mr. LIN Tsalm-Hsiang

主席及董事委員會

年內及截至本報告書刊發日期，董事會主席及本公司轄下各委員會之成員如下：

主席

雷倩博士(*董事會主席*)

審核委員會成員：

陳瑞隆先生(*主席*)

林淑華女士

楊世緘先生

林蒼祥先生

薪酬委員會成員：

林蒼祥先生(*主席*)

雷倩博士

林家偉先生

陳瑞隆先生

楊世緘先生

執行委員會成員：

雷倩博士(*主席*)

林家偉先生

林燕玲女士

林淑華女士

陳守煌先生

提名委員會成員：

楊世緘先生(*主席*)

雷倩博士

林家偉先生

陳瑞隆先生

林蒼祥先生

CHAIRPERSON AND BOARD COMMITTEES (Continued)

The compositions of the Audit Committee, the Remuneration Committee, the Executive Committee and the Nomination Committee of the Company as well as the Chairperson of the Company as of date of this report are set out below:

主席及董事委員會(續)

下表載列截至本報告書刊發日期，本公司審核委員會、薪酬委員會、執行委員會及提名委員會之組成人員以及本公司主席：

Board of Directors	董事會成員	Board Committees 董事委員會			
		Audit Committee 審核委員會	Remuneration Committee 薪酬委員會	Executive Committee 執行委員會	Nomination Committee 提名委員會
Executive Directors	執行董事				
Dr. LEI Chien (<i>Chairperson of the Board</i>)	雷倩博士(董事會主席)	–	M	C	M
Mr. LIN Chia-Wei	林家偉先生	–	M	M	M
Ms. LIN Yen-Ling	林燕玲女士	–	–	M	–
Non-executive Directors	非執行董事				
Ms. LIN Shu-Hua	林淑華女士	M	–	M	–
Mr. CHEN Shou-Huang	陳守煌先生	–	–	M	–
Independent Non-executive Directors	獨立非執行董事				
Mr. CHEN Ruey-Long	陳瑞隆先生	C	M	–	M
Mr. YANG Shih-Chien	楊世緘先生	M	M	–	C
Mr. LIN Tsalm-Hsiang	林蒼祥先生	M	C	–	M

Notes:

C Chairman/Chairperson of the relevant Board committees
M Member of the relevant Board committees

附註：

C 有關董事委員會的主席
M 有關董事委員會的成員

DISTRIBUTABLE RESERVES OF THE COMPANY

As at 31 December 2025, in the opinion of the Directors of the Company, the Company's reserves available for distribution to shareholders were approximately HK\$2,607,000 which represents the share premium and retained profits of the Company.

本公司之可供分派儲備

於二零二五年十二月三十一日，本公司董事認為，本公司可供分派予股東之儲備約為2,607,000港元，該等儲備乃本公司之股份溢價及保留溢利。

DIRECTORS' SERVICE CONTRACTS

Each of the Executive Directors and Non-executive Directors has entered into a Director's service contract with the Company for an initial term of one year from 1 January 2026, which may be terminated by either party giving to the other party at least one month's notice in writing.

董事服務合約

各執行董事及非執行董事已與本公司訂立董事服務合約，自二零二六年一月一日起初步為期一年，可由任何一方透過向對方發出至少一個月之書面通知予以終止。

DIRECTORS' SERVICE CONTRACTS (Continued)

Each of the Independent Non-executive Directors has entered into a letter of appointment with the Company for an initial term of one year from 1 January 2026, which may be terminated by either party giving to the other party at least one month notice's in writing.

Save as disclosed above, no Director has any unexpired service contract or letter of appointment which is not terminable by the Group within one year without payment of compensation, other than normal statutory obligations.

Management contracts

No contracts concerning the management and/or administration of the whole or any substantial part of the business of the Company were entered into or existed during the year 2025.

Remuneration of Directors, chief executives and senior management

Details of the remuneration of the Directors and chief executives on a named basis and the senior management by band, are set out in notes 15 and 16 to the consolidated financial statements respectively.

Permitted indemnity

Pursuant to the Company's Articles, every Director shall be indemnified out of the assets of the Company against all costs, charges, expenses, losses and liabilities which he/she may sustain or incur in the execution of his/her office or otherwise in relation thereto.

The Company has taken out insurance against the liability and costs associated with defending any proceedings which may be brought against directors of the Group.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS IN SHARES

As at 31 December 2025, so far as known to any Directors, none of the Directors or chief executives of the Company or any of their close associates had or was deemed to have any interests 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 were taken or deemed to have under such provisions of the SFO), or which were required to be recorded in the register to be kept by the Company pursuant to section 352 of the SFO, or which were required, pursuant to section 347 of the SFO and the Model Code, to be notified to the Company and the Stock Exchange.

董事服務合約(續)

各獨立非執行董事已與本公司訂立委任函，自二零二六年一月一日起初步為期一年，可由任何一方透過向對方發出至少一個月之書面通知予以終止。

除上文披露者外，本集團並無與董事訂立任何不可於一年內免付補償(一般法定補償除外)予以終止之未屆滿服務合約或委任函。

管理層合約

於二零二五年度，本公司概無訂立涉及管理及／或執行本公司業務的全部或任何主要部分的合約，亦無有關合約存在。

董事、主要行政人員及高級管理人員的薪酬

董事及主要行政人員以名列形式及高級管理人員按薪酬範圍劃分的薪酬詳情分別載於綜合財務報表附註15及16。

獲准許的彌償

根據本公司細則的規定，本公司每名董事應有權從本公司獲得於其資產中補償所有因執行職務或與此有關的其他方面可能蒙受或招致之所有成本、費用、開支、損失及責任。

本公司已就本集團之董事可能面對任何訴訟辯護時產生的責任和相關的費用購買保險。

董事及主要行政人員持有之股份權益

於二零二五年十二月三十一日，就任何董事所知，概無董事或本公司主要行政人員或彼等任何緊密聯繫人於本公司或其相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債券中，擁有或被視為擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉(包括根據證券及期貨條例的有關條文彼等被當作或視為擁有的權益及淡倉)，或須登記於根據證券及期貨條例第352條本公司須予存置的登記冊的權益或淡倉，或根據證券及期貨條例第347條及標準守則須知會本公司及聯交所的權益或淡倉。

SHARE OPTIONS

The Company

Particulars of the Company's share option scheme are set out in note 38 to the consolidated financial statements.

On 19 December 2025, the Company adopted a share option scheme the ("Share Option Scheme") whereby the Board can grant options for the subscription of the Company's shares to any eligible participants including employee participants, related entity participants and service provider participants including franchisees, distributors, agents, consultants and advisers, in order to provide them with incentives in order to retain them for the continual operation and development of the Group, and to attract suitable personnel for further development of the Group.

During the year ended 31 December 2025, no share option was granted, cancelled or lapsed under the Share Option Scheme.

As at 31 December 2025 and 2024, the number of shares in respect of which options had been granted and remained outstanding under the Share Option Scheme was nil.

SHARE AWARDS

The Company

Particulars of the Company's share awards schemes are set out in note 38 to the consolidated financial statements.

On 25 May 2022 (the "Adoption Date"), the Company adopted two share award schemes, namely Scheme I and Scheme II (together, the "Share Award Schemes") and on 1 December 2025, the Company adopted the amendment of Scheme II. The purpose and objective of Scheme I are: (i) to recognise the contributions by certain eligible participants who are connected person(s) of the Company and to closely align executive interests with the growth and financial achievements of the Group; and (ii) to provide a performance-driven long-term incentive award to motivate and retain key senior management. The eligible participants of Scheme I include (i) any directors and employees of the Group; (ii) any directors and employees of the holding companies, fellow subsidiaries or associated companies of the Company; (iii) any person who provide services to the Group on a continuing or recurring basis in its ordinary and usual course of business which are material to the long-term growth of the Group as determined by the Remuneration Committee; and/or (iv) such other persons permitted by the Listing Rules to be participants of the Scheme I, who is also a connected person of the Company.

認股權

本公司

本公司認股權計劃之詳情載於綜合財務報表附註38。

本公司於二零二五年十二月十九日採納認股權計劃(「認股權計劃」)，據此，於授出認股權予董事會釐定的人士時，董事會可向本集團任何合資格參與者包括僱員參與者、關聯實體參與者以及服務提供者參與者(包括加盟商、分銷商、代理商、顧問及諮詢人士)，旨在向彼等提供激勵，以留聘彼等維持本集團持續營運及發展，並吸引合適人才推動本集團進一步發展。

於截至二零二五年十二月三十一日止年度期間，無認股權根據認股權計劃被授出、取消或失效。

於二零二五年及二零二四年十二月三十一日，根據認股權計劃已授出但尚未行使之認股權所涉股份數目為零。

股份獎勵計劃

本公司

本公司股份獎勵計劃之詳情載於綜合財務報表附註38。

本公司於二零二二年五月二十五日(「採納日」)採納兩項股份獎勵計劃，即計劃一及計劃二。(統稱「股份獎勵計劃」)。本公司於二零二五年十二月一日採納修訂計劃二。股份獎勵計劃一旨在：(i)認可若干合資格參與者(彼等為本公司的關連人士)的貢獻，並將管理層利益與本集團增長及財務業績緊密結合；及(ii)提供績效型長期激勵獎勵，以激勵及留聘主要高級管理層。計劃一的合資格參與者包括：(i)集團任何董事及僱員；(ii)公司控股公司、同系附屬公司或聯營公司的任何董事及僱員；(iii)於本集團一般日常業務過程中持續或經常性向本集團提供服務之任何人士，而薪酬委員會就此釐定對本集團之長期增長屬重大；及/或(iv)根據上市規則允許成為計劃一參與者的其他人士，且該人士亦為公司的關連人士。

SHARE AWARDS (Continued)

The Company (Continued)

The purpose and objective of Scheme II are: (i) to recognise the contributions by certain eligible participants who are not connected person(s) of the Company and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group. The eligible participants of Scheme II are non-connected person(s) of the Company, including (i) employee participants; (ii) related entity participants; and (iii) service provider participants, including franchisees, distributors, agents, consultants and advisers.

The Scheme Mandate of the Share Schemes provides that the total number of Shares, which may be issued in respect of all share options and share awards to be granted under the 2025 Share Option Scheme, Scheme II and other share option scheme(s) and share award scheme(s) (if any), shall not in aggregate exceed 10% of the issued Shares (excluding treasury shares (if any)) as at the adoption date, being 200,210,093 Shares. Furthermore, the service provider sublimit provides that the total number of Shares which may be issued in respect of all share options and share awards to be granted to all service provider participants under 2025 Share Option Scheme, Scheme II and other share option scheme(s) and share award scheme(s) (if any), which must not in aggregate exceed 7% of the total number of Shares in issue (excluding treasury shares (if any)) as at the adoption date, being 140,147,065 Shares.

During the year ended 31 December 2025, no share award nor share option was granted under the Share Schemes. Since adoption, no share award nor share option was granted, vested, cancelled or lapsed under the Share Schemes.

股份獎勵計劃(續)

本公司(續)

股份獎勵計劃二旨在：(i)認可若干合資格參與者(彼等並非為本公司的關連人士)的貢獻，並向彼等提供獎勵，以留聘彼等為本集團的持續營運及發展提供服務；及(ii)為本集團的進一步發展招攬合適人才。計劃二的合資格參與者本公司的非關連人士，包括：(i)僱員參與者；(ii)關聯實體參與者；及(iii)服務提供者參與者，包括加盟商、分銷商、代理商、顧問及諮詢人士。

股份計劃的計劃授權規定，根據二零二五年認股權計劃、計劃II及其他認股權計劃及股份獎勵計劃(如有)將授出的所有認股權及股份獎勵所涉及的股份總數，合計不得超過採納日期已發行股份(不包括庫存股份(如有))總數的10%，即200,210,093股股份。此外，服務提供者分項上限規定，根據二零二五年認股權計劃、計劃II及其他認股權計劃及股份獎勵計劃(如有)向所有服務提供者參與者授出的認股權及股份獎勵所涉及的股份總數，合計不得超過採納日期已發行股份(不包括庫存股份(如有))總數的7%，即140,147,065股股份。

於截至二零二五年十二月三十一日止年度期間，並無根據股份計劃授出股份獎勵及認股權。自採納以來，概無根據股份計劃授出、歸屬、註銷或失效任何股份獎勵或認股權。

ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

Other than the share option scheme and share award schemes disclosed above, at no time during the year 2025 was the Company, its holding companies, or any of its subsidiaries or fellow subsidiaries, a party to any arrangements to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Purchase, sale or redemption of the Company's listed securities

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

SUBSTANTIAL SHAREHOLDERS

As at 31 December 2025, within the knowledge of the Directors, the following persons or corporations had or deemed or taken to have an interest or a short position in the shares or underlying shares of the Company which were required to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO:

購買股份或債券之安排

除上文所披露之認股權計劃及股份獎勵計劃外，於二零二五年內任何時間，本公司、其控股公司、其任何附屬公司或同系附屬公司均無參與訂立任何安排，致令本公司董事可藉收購本公司或任何其他法人團體之股份或債券而獲得利益。

購買、出售或贖回本公司上市證券

截至二零二五年十二月三十一日止年度內，本公司或其任何附屬公司並無購買、出售或贖回本公司任何上市證券。

主要股東

於二零二五年十二月三十一日，就董事所知，下列人士或法團於本公司股份或相關股份中擁有或被視為擁有根據證券及期貨條例第XV部第2及3分部須向本公司披露的權益或淡倉，或須登記於根據證券及期貨條例第336條本公司須予存置的登記冊的權益或淡倉：

SUBSTANTIAL SHAREHOLDERS (Continued)
Long position in shares and underlying shares of the Company
Ordinary shares of HK\$0.10 each of the Company

主要股東(續)
於本公司股份及相關股份之好倉
本公司每股面值0.10港元之普通股

Name of substantial shareholder	Notes	Nature of interest	Number of ordinary shares beneficially held	Approximate percentage of the issued share capital of the Company
主要股東姓名／名稱	附註	權益性質	實益持有 普通股數目	佔本公司已發行 股本概約百分比
Eastern Media International Corporation ("EMIC") 東森國際股份有限公司 ("東森國際")	1	Interest of controlled companies 受控制公司權益	600,630,280(L)	30.00%
Far Eastern Silo & Shipping (Panama) S.A. ("FESS") 遠東倉儲航運(巴拿馬)股份有限公司 ("遠東倉儲航運")	1	Beneficial owner 實益擁有人	600,630,280(L)	30.00%
CHAO Shih-Heng 趙世亨	2	Interest of controlled companies 受控制公司權益	455,630,196(L)	22.76%
Good Titanic Limited	2	Interest of controlled companies 受控制公司權益	455,630,196(L)	22.76%
Insbro Holdings Limited 保經控股有限公司	2	Beneficial owner 實益擁有人	455,630,196(L)	22.76%
TSAI Yen-Yu 蔡燕玉	3	Interest of controlled companies 受控制公司權益	445,315,083(L)	22.24%
LEE Ming-Ta 李明達	4	Interest of spouse 配偶權益	445,315,083(L)	22.24%
Next Focus Holdings Limited	5	Beneficial owner/Interest of controlled companies 實益擁有人／受控制公司權益	445,315,083(L)	22.24%
Starsign International Limited	5	Interest of controlled companies 受控制公司權益	292,958,524(L)	14.63%
Standard Cosmos Limited	5	Beneficial Owner/Interest of controlled companies 實益擁有人／受控制公司權益	292,958,524(L)	14.63%

(L) : Long position

(L) : 好倉

SUBSTANTIAL SHAREHOLDERS (Continued)
Long position in shares and underlying shares of the Company
(Continued)

Ordinary shares of HK\$0.10 each of the Company (Continued)

Notes:

- (1) Far Eastern Silo & Shipping (Panama) S.A. is a wholly-owned subsidiary of EMIC. As such, the shares of the Company in which Far Eastern Silo & Shipping (Panama) S.A. is interested were attributable to EMIC.
- (2) Insbro Holdings Limited is wholly owned by Good Titanic Limited, which is in turn owned as to 100% by Mr. CHAO Shih-Heng. Mr. CHAO Shih-Heng is the sole director of each of Insbro Holdings Limited and Good Titanic Limited. As such, the shares of the Company in which Insbro Holdings Limited is interested were attributable to Good Titanic Limited and Mr. CHAO Shih-Heng.
- (3) Dr. TSAI Yen-Yu directly owns 40% of Next Focus Holdings Limited. Next Focus Holdings Limited is therefore regarded as a controlled corporation of Dr. TSAI Yen-Yu and the interest of 445,315,083 shares of the Company owned by Next Focus Holdings Limited was attributable to Dr. TSAI Yen-Yu.
- (4) Mr. LEE Ming-Ta is the spouse of Dr. TSAI Yen-Yu and is therefore deemed to be interested in the 445,315,083 shares of the Company attributable to Dr. TSAI Yen-Yu pursuant to the SFO.
- (5) Next Focus Holdings Limited directly holds 152,356,559 shares of the Company and directly owns 100% of Starsign International Limited. Starsign International Limited is the sole shareholder of Standard Cosmos Limited, which, in turn, is the sole shareholder of Efficient Market Investments Limited, Adventa Group Limited and Fortune Bright Group Limited. As such, the 290,618,524 shares of the Company collectively held by Efficient Market Investments Limited, Adventa Group Limited and Fortune Bright Group Limited and 2,340,000 shares of the Company held directly by Standard Cosmos Limited (totalling 292,958,524 shares of the Company) were attributable to Standard Cosmos Limited and Starsign International Limited.

Save as disclosed above, as at 31 December 2025, to the best knowledge of the Directors, they are not aware of any other person (other than the Directors or chief executives of the Company) who had an interest or short position in the shares or underlying shares of the Company as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO.

主要股東(續)
於本公司股份及相關股份之好倉(續)

本公司每股面值0.10港元之普通股(續)

附註：

- (1) 遠東倉儲航運(巴拿馬)股份有限公司為東森國際之全資附屬公司。因此，遠東倉儲航運(巴拿馬)股份有限公司所擁有之本公司股份權益可歸於東森國際。
- (2) 保經控股有限公司由Good Titanic Limited全資擁有，而Good Titanic Limited由趙世亨先生擁有100%權益。趙世亨先生為保經控股有限公司及Good Titanic Limited各自之唯一董事。因此，保經控股有限公司所擁有之本公司股份權益可歸於Good Titanic Limited及趙世亨先生。
- (3) 蔡燕玉博士直接擁有Next Focus Holdings Limited的40%權益。Next Focus Holdings Limited因此為蔡燕玉博士之受控制法團，且Next Focus Holdings Limited所擁有之445,315,083股本公司股份之權益可歸於蔡燕玉博士。
- (4) 李明達先生為蔡燕玉博士之配偶，根據證券及期貨條例，李明達先生被視作於蔡燕玉博士應佔之445,315,083股本公司股份中擁有權益。
- (5) Next Focus Holdings Limited直接持有本公司152,356,559股股份，且直接擁有Starsign International Limited 100%權益。Starsign International Limited為Standard Cosmos Limited之唯一股東，而Standard Cosmos Limited為Efficient Market Investments Limited、Adventa Group Limited及Fortune Bright Group Limited之唯一股東。因此，由Efficient Market Investments Limited、Adventa Group Limited及Fortune Bright Group Limited共同持有之290,618,524股本公司股份以及由Standard Cosmos Limited直接持有之2,340,000股本公司股份(合共292,958,524股本公司股份)權益可歸於Standard Cosmos Limited及Starsign International Limited。

除上文所披露者外，於二零二五年十二月三十一日，據董事作出一切合理查詢後所知，概無任何其他人士(董事或本公司主要行政人員除外)於本公司股份或相關股份中擁有已登記於根據證券及期貨條例第336條本公司須予存置的登記冊的權益或淡倉。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE

The Group had the following continuing connected transactions with connected persons:

1. ET New Media Cooperation Agreement

On 12 May 2023, Natural Beauty Bio-Technology Company Limited (自然美生物科技股份有限公司) ("Taiwan NB"), an indirect wholly-owned subsidiary of the Company, entered into a cooperation agreement (the "ET New Media Cooperation Agreement") with ET New Media Holding Limited Company (東森新媒體控股股份有限公司) ("ET New Media").

The major terms of the ET New Media Cooperation Agreement are summarised as follows:

Subject matter

Taiwan NB agreed to engage ET New Media to produce, publish and broadcast advertisements and to organise media events, with a view to enhance the image of the "Natural Beauty" brand and to raise public awareness on the brand (the "Advertising Service").

主旨事項

In accordance with the framework as agreed under the ET New Media Cooperation Agreement, Taiwan NB may from time to time instruct ET New Media to carry out advertising projects. The parties shall separately agree on the timing, manner and fees of each specific advertising project at the appropriate time.

台灣自然美同意委聘東森新媒體製作、發佈及廣播廣告及組織媒體活動，旨在提升「自然美」品牌形象及增加此品牌的公眾知名度（「廣告服務」）。

根據東森新媒體合作協議協定之框架，台灣自然美可不時指示東森新媒體開展廣告項目。訂約方將適時分別協定各個特定廣告項目之時間、方式及費用。

Pricing

For each advertising project, ET New Media shall offer at least 50% discount to the list price of such advertising project (being prices ET New Media offer to its clients which are Independent Third Parties) to be specified on the supplementary contracts to be entered between the parties regarding each advertising project.

定價

就各個廣告項目而言，東森新媒體將對該廣告項目的標價（即東森新媒體向其獨立第三方客戶提供之價格）提供至少50%折扣，該標價將於訂約方之間就各個廣告項目訂立的補充合約中訂明。

關連交易及董事於重大合約之權益

本集團曾與關連人士進行下列持續關連交易：

1. 東森新媒體合作協議

於二零二三年五月十二日，自然美生物科技股份有限公司（本公司之間接全資附屬公司，「台灣自然美」）與東森新媒體控股股份有限公司（「東森新媒體」）訂立合作協議（「東森新媒體合作協議」）。

東森新媒體合作協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

1. ET New Media Cooperation Agreement (Continued)

Annual cap

年度上限

Pursuant to the ET New Media Cooperation Agreement, the annual cap in respect of the fees payable by Taiwan NB to ET New Media shall be as follows:

根據東森新媒體合作協議，台灣自然美應付東森新媒體費用之年度上限如下：

- NT\$10,000,000 (equivalent to approximately HK\$2,548,772) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣10,000,000元(相當於約2,548,772港元)；
- NT\$20,000,000 (equivalent to approximately HK\$5,097,544) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣20,000,000元(相當於約5,097,544港元)；
- NT\$35,000,000 (equivalent to approximately HK\$8,920,702) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣35,000,000元(相當於約8,920,702港元)；及
- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣50,000,000元(相當於約12,743,860港元)。

Term 期限

From 1 September 2023 to 31 August 2026.

自二零二三年九月一日起至二零二六年八月三十一日。

ET New Media is a company incorporated in Taiwan with limited liability. It is principally engaged in operation of internet news outlet, sale of advertising, and audio-video production. It is the first news, media and communication networks in Taiwan.

As of the Latest Practicable Date, ET New Media is a direct non-wholly owned subsidiary of EMIC. Since EMIC is the 100% shareholder of FESS and FESS is a controlling shareholder of the Company, ET New Media is a connected person of the Company for the purposes of the Listing Rules and the transactions contemplated under the ET New Media Cooperation Agreement constitute continuing connected transactions of the Company.

關連交易及董事於重大合約之權益(續)

1. 東森新媒體合作協議(續)

東森新媒體為於台灣註冊成立之有限公司。其主要從事運營互聯網新聞媒體、廣告銷售及製作音頻及視頻。其為台灣首間社群新聞網站。

截至最後實際可行日期，東森新媒體為東森國際之直接非全資附屬公司。由於東森國際為遠東倉儲航運之100%股東，而遠東倉儲航運為本公司控股股東，根據上市規則，東森新媒體為本公司之關連人士，且東森新媒體合作協議項下擬進行之交易構成本公司之持續關連交易。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement

On 12 May 2023, Taiwan NB entered into a consignment agreement (the "Eastern Home Consignment Agreement") in respect of (a) product consignment, (b) cost sharing in relation to the sales of products and (c) trademark licensing with Eastern Home Shopping & Leisure Co., Ltd. (東森得易購股份有限公司) ("Eastern Home").

The major terms of the Eastern Home Consignment Agreement are summarised as follows:

Subject matter

主旨事項

a. EH Products Consignment

a. 東森得易購產品代銷

Taiwan NB shall engage Eastern Home to sell cosmetic and skin care products manufactured, distributed or sold by Taiwan NB (the "EH Target Products") which are selected by Eastern Home as target products (the "EH Products Consignment"). 台灣自然美委聘東森得易購銷售台灣自然美所製造、分銷或銷售之化妝及護膚產品(「東森得易購目標產品」)，而東森得易購選擇該等產品作為目標產品(「東森得易購產品代銷」)。

Taiwan NB shall authorise Eastern Home to sell the EH Target Products to end customers and to use related promotional materials for such purpose.

台灣自然美授權東森得易購向終端客戶銷售東森得易購目標產品及就該目的使用相關宣傳材料。

Eastern Home shall be responsible for marketing and selling the EH Target Products to end customers through its own distribution channels or third party distribution channels.

東森得易購負責透過其本身分銷渠道或第三方分銷渠道向終端客戶推銷及銷售東森得易購目標產品。

b. EH Cost Sharing

b. 東森得易購成本分攤

Taiwan NB shall be fully responsible for the costs in relation to the sale of EH Products Consignment to end customers, including the costs associated with marketing, transportation and programme production ("EH Cost Sharing").

台灣自然美須悉數承擔向終端客戶銷售東森得易購產品代銷有關的成本，包括與營銷、運輸及計劃生產相關的成本(「東森得易購成本分攤」)。

關連交易及董事於重大合約之權益(續)

2. 東森得易購代銷協議

於二零二三年五月十二日，台灣自然美與東森得易購股份有限公司(「東森得易購」)就(a)產品代銷、(b)產品銷售成本分攤及(c)商標許可訂立代銷協議(「東森得易購代銷協議」)。

東森得易購代銷協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement (Continued)

Pricing 定價

c. EH Trademark Licensing

c. 東森得易購商標許可

Eastern Home shall pay Taiwan NB a royalty for licence to use the trademarks of "Natural Beauty" (the "EH Royalty").

東森得易購須就獲許可使用「自然美」商標向台灣自然美支付使用費(「東森得易購使用費」)。

a. EH Products Consignment

a. 東森得易購產品代銷

The price of the EH Target Products sold by Taiwan NB to Eastern Home shall be at 50% to 90% discount to their retail price, or 20% to 60% discount to their gross profit margin if the EH Target Products are original equipment manufacturing ("OEM") or original design manufacturing ("ODM") products.

台灣自然美向東森得易購所售東森得易購目標產品之價格須為零售價格50%至90%之折扣，或倘東森得易購目標產品為原始設備製造(「OEM」)或原始設計製造(「ODM」)產品，則為毛利率20%至60%之折扣。

b. EH Cost Sharing

b. 東森得易購成本分攤

Taiwan NB shall pay a sale commission at 2% of the internet sale proceeds during the month to Eastern Home. Taiwan NB shall additionally pay a marketing sponsorship fee at 3% of the relevant sale proceeds to Eastern Home for such EH Target Products sold during the month.

台灣自然美將按當月互聯網銷售所得款項之2%向東森得易購支付銷售佣金。台灣自然美將就當月出售的該等東森得易購目標產品按相關銷售所得款項之3%向東森得易購額外支付營銷贊助費。

c. EH Trademark Licensing

c. 東森得易購商標許可

Eastern Home shall pay Taiwan NB a EH Royalty fee at 5% of the selling price (before tax; and after deduction of any discount) from the sale of mutually agreed products. 東森得易購須按銷售共同協定產品售價(除稅前；及經扣除任何折扣)之5%向台灣自然美支付東森得易購使用費。

關連交易及董事於重大合約之權益(續)

2. 東森得易購代銷協議(續)

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement (Continued)

Annual cap

年度上限

Pursuant to the Eastern Home Consignment Agreement, the annual cap in relation to EH Products Consignment, EH Cost Sharing by Taiwan NB and the aggregate EH Royalty payable by Eastern Home shall be as follows:

根據東森得易購代銷協議，東森得易購產品代銷、台灣自然美應付東森得易購成本分攤及東森得易購應付總東森得易購使用費之年度上限如下：

a. EH Products Consignment

a. 東森得易購產品代銷

- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣50,000,000元（相當於約12,743,860港元）；
- NT\$200,000,000 (equivalent to approximately HK\$50,975,440) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣200,000,000元（相當於約50,975,440港元）；
- NT\$300,000,000 (equivalent to approximately HK\$76,463,160) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣300,000,000元（相當於約76,463,160港元）；及
- NT\$500,000,000 (equivalent to approximately HK\$127,438,600) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣500,000,000元（相當於約127,438,600港元）。

關連交易及董事於重大合約之權益(續)

2. 東森得易購代銷協議(續)

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement (Continued)

b. EH Cost Sharing

b. 東森得易購成本分攤

- NT\$2,800,000 (equivalent to approximately HK\$713,656) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣2,800,000元（相當於約713,656港元）；
- NT\$12,000,000 (equivalent to approximately HK\$3,058,526) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣12,000,000元（相當於約3,058,526港元）；
- NT\$17,000,000 (equivalent to approximately HK\$4,332,912) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣17,000,000元（相當於約4,332,912港元）；及
- NT\$28,000,000 (equivalent to approximately HK\$7,136,561) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣28,000,000元（相當於約7,136,561港元）。

c. EH Royalty

c. 東森得易購使用費

- NT\$2,000,000 (equivalent to approximately HK\$509,754) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣2,000,000元（相當於約509,754港元）；
- NT\$5,000,000 (equivalent to approximately HK\$1,274,386) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣5,000,000元（相當於約1,274,386港元）；

關連交易及董事於重大合約之權益 (續)

2. 東森得易購代銷協議 (續)

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement (Continued)

- NT\$5,000,000 (equivalent to approximately HK\$1,274,386) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣5,000,000元（相當於約1,274,386港元）；及
- NT\$5,000,000 (equivalent to approximately HK\$1,274,386) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣5,000,000元（相當於約1,274,386港元）。

Term 期限

From 1 September 2023 to 31 August 2026.
自二零二三年九月一日起至二零二六年八月三十一日。

Eastern Home is a company incorporated in Taiwan with limited liability. It is principally engaged in distribution of goods through TV shopping and e-commerce in Taiwan. It is the first TV shopping company in Taiwan.

As of the Latest Practicable Date, Eastern Home was accounted for and consolidated in the audited consolidated accounts of EMIC as a subsidiary thereof since EMIC could during the relevant time, directly or indirectly, control the composition of a majority of the board of directors of Eastern Home. Since 1 January 2019, EMIC can no longer directly or indirectly control the composition of a majority of the board of directors of Eastern Home, and since then Eastern Home has not been and will not be accounted for and consolidated in the audited consolidated accounts of EMIC as a subsidiary.

關連交易及董事於重大合約之權益(續)

2. 東森得易購代銷協議(續)

東森得易購為於台灣註冊成立之有限公司。其主要透過電視購物及電子商務在台灣從事商品分銷。其為台灣首間電視購物公司。

截至最後實際可行日期，東森得易購作為東森國際之附屬公司於東森國際之經審核綜合賬目內合併入賬，乃由於東森國際於相關期間內可直接或間接控制東森得易購董事會大多數成員的組成。自二零一九年一月一日起，東森國際不再直接或間接控制東森得易購董事會大多數成員的組成，而自此，東森得易購概無且將不再作為附屬公司於東森國際之經審核綜合賬目內合併入賬。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

2. Eastern Home Consignment Agreement (Continued)

However, given that (a) EMIC is holding, directly or indirectly, altogether approximately 25.87% of the shareholding in Eastern Home, (b) one member of the board of directors of Eastern Home, namely Mr. Liao Shang-Wen, is also the chairperson of EMIC, (c) FESS is a controlling shareholder of the Company, and EMIC is the 100% shareholder of FESS, (d) the vice president of Eastern Home, namely Mr. Chao Shih Heng, is the sole ultimate beneficial owner of Insbro which is holding 22.76% of the issued Shares, (e) one member of the board of directors of Eastern Home, namely Dr. Lei Chien, is also the chairperson and an executive Director of the Company, (f) the finance vice president of Eastern Home, namely Ms. Lin Shu-Hua, is also a non-executive Director of the Company; and (g) the Eastern Home Consignment Agreement, the Eastern Home Franchise Agreement and the Eastern Home Procurement Agreement (for further details, please refer to items 3 and 7 of this section) have been entered into on the same date as the other transactions disclosed in this section, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Eastern Home Consignment Agreement shall constitute continuing connected transactions of the Company.

關連交易及董事於重大合約之權益(續)

2. 東森得易購代銷協議(續)

然而，由於(a)東森國際直接或間接持有東森得易購合共約25.87%股權；(b)東森得易購之一名董事會成員(即廖尚文先生)亦為東森國際之主席；(c)遠東倉儲航運為本公司之控股股東，及東森國際為擁有遠東倉儲航運100%股權之股東；(d)東森得易購之副董事長(即趙世亨先生)為保經之唯一最終實益擁有人，而保經持有22.76%之已發行股份；(e)東森得易購之一名董事會成員(即雷倩博士)亦為本公司之主席兼執行董事；(f)東森得易購之財務副總裁(即林淑華女士)亦為本公司之非執行董事；及(g)東森得易購代銷協議、東森得易購加盟協議及東森得易購採購協議(有關進一步詳情，請參閱本節第3及7項)已與本章節所披露之其他交易於同日訂立，董事認為將東森得易購自願視為本公司之關連人士屬適當，且須相應遵守上市規則第14A章。因此，東森得易購代銷協議項下擬進行之交易應構成本公司之持續關連交易。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

3. Eastern Home Franchise Agreement

On 12 May 2023, Taiwan NB entered into a franchise agreement (the "Eastern Home Franchise Agreement") with Eastern Home.

The major terms of the Eastern Home Franchise Agreement are summarised as follows:

Subject matter

Taiwan NB shall grant Eastern Home a non-exclusive licence to use certain trademarks in respect of certain skin care products and provide Eastern Home with consultancy services in connection with Eastern Home's operation and management of spa business under the brand name "Natural Beauty".

主旨事項

Eastern Home may from time to time make wholesale purchase of Taiwan NB products, and Taiwan NB shall sell such products to Eastern Home at certain discount to relevant retail price for on-sale by Eastern Home.

台灣自然美須授予東森得易購一項非獨家許可權，以就若干護膚品使用若干商標，並就東森得易購經營及管理「自然美」品牌旗下水療業務向東森得易購提供諮詢服務。

東森得易購可不時批量採購台灣自然美產品及台灣自然美將按相關零售價之一定折扣向東森得易購出售該等產品，以由東森得易購進行轉售。

Pricing

The price of the target products sold by Taiwan NB to Eastern Home shall be at 50% to 80% discount to their retail price, or 80% to 90% discount to their retail price if it is test products, salon-only products or near expiry products.

定價

台灣自然美向東森得易購出售之目標產品價格須為其零售價50%至80%之折扣，或倘為測試產品、沙龍專用產品或接近到期之產品，則其價格須為其零售價80%至90%之折扣。

Annual cap

Pursuant to the Eastern Home Franchise Agreement, the annual cap in respect of the fees payable by Eastern Home to Taiwan NB shall be as follows:

年度上限

根據東森得易購加盟協議，東森得易購應付台灣自然美費用之年度上限如下：

- NT\$10,000,000 (equivalent to approximately HK\$2,548,772) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣10,000,000元(相當於約2,548,772港元)；

關連交易及董事於重大合約之權益(續)

3. 東森得易購加盟協議

於二零二三年五月十二日，台灣自然美與東森得易購訂立加盟協議(「東森得易購加盟協議」)。

東森得易購加盟協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

3. Eastern Home Franchise Agreement (Continued)

- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣50,000,000元(相當於約12,743,860港元)；
- NT\$80,000,000 (equivalent to approximately HK\$20,390,176) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣80,000,000元(相當於約20,390,176港元)；及
- NT\$100,000,000 (equivalent to approximately HK\$25,487,720) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣100,000,000元(相當於約25,487,720港元)。

Term
期限

From 1 September 2023 to 31 August 2026.
自二零二三年九月一日起至二零二六年八月三十一日。

As disclosed in item 2 above, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Eastern Home Franchise Agreement shall constitute continuing connected transactions of the Company.

4. Eastern Global Sale Agreement

On 12 May 2023, Taiwan NB entered into a sale agreement (the "Eastern Global Sale Agreement") with Eastern Global Business Co., Ltd. (東森全球事業股份有限公司) ("Eastern Global"), formerly known as Eastern Tenmax Direct Co., Ltd. (東森天美仕直銷股份有限公司).

關連交易及董事於重大合約之權益(續)

3. 東森得易購加盟協議(續)

誠如上文第2項所披露，董事認為將東森得易購自願視為本公司之關連人士屬適當，且須相應遵守上市規則第14A章。因此，東森得易購加盟協議項下擬進行之交易應構成本公司之持續關連交易。

4. 東森全球銷售協議

於二零二三年五月十二日，台灣自然美與東森全球事業股份有限公司(「東森全球」，前稱東森天美仕直銷股份有限公司)訂立銷售協議(「東森全球銷售協議」)。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

4. Eastern Global Sale Agreement (Continued)

The major terms of the Eastern Global Sale Agreement are summarised as follows:

Subject matter

A sales and procurement framework had been established between Taiwan NB and Eastern Global, whereby Taiwan NB may from time to time sell and Eastern Global may from time to time make wholesale purchase of Taiwan NB products such as health supplements, skin care products and cosmetic products.

主旨事項

台灣自然美與東森全球已設立銷售及採購框架，據此，台灣自然美可不時出售，而東森全球可不時批量採購台灣自然美產品(例如保健品、護膚品及化妝品)。

Pricing

(1) At 50% to 80% discount to the relevant retail price; and (2) at 20% to 60% discount to the gross profit margin if it is OEM products and ODM products.

定價

(1)較相關零售價折扣50%至80%；及(2)倘為OEM產品及ODM產品，則較毛利率折扣20%至60%。

Annual cap

Pursuant to the Eastern Global Sale Agreement, the annual cap in respect of the fees payable by Eastern Global to Taiwan NB shall be as follows:

年度上限

根據東森全球銷售協議，東森全球應付台灣自然美之費用的年度上限如下：

- NT\$20,000,000 (equivalent to approximately HK\$5,097,544) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣20,000,000元(相當於約5,097,544港元)；
- NT\$80,000,000 (equivalent to approximately HK\$20,390,176) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣80,000,000元(相當於約20,390,176港元)；
- NT\$150,000,000 (equivalent to approximately HK\$38,231,580) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣150,000,000元(相當於約38,231,580港元)；及
- NT\$200,000,000 (equivalent to approximately HK\$50,975,440) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣200,000,000元(相當於約50,975,440港元)。

Term 期限

From 1 September 2023 to 31 August 2026.

自二零二三年九月一日起至二零二六年八月三十一日。

關連交易及董事於重大合約之權益(續)

4. 東森全球銷售協議(續)

東森全球銷售協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

4. Eastern Global Sale Agreement (Continued)

Eastern Global is a company incorporated in Taiwan with limited liability. It is principally engaged in wholesale and retailing of various goods.

As of the Latest Practicable Date, to the best of the Directors' knowledge, information and belief having made all reasonable enquiry, each of Eastern Global and its ultimate beneficial owners is an Independent Third Party. However, given that (a) one member of the board of directors and the vice-president of Eastern Global, namely Mr. Chao Shih Heng, is the sole ultimate beneficial owner of Insbro which is holding 22.76% of the issued Shares, and (b) the Eastern Global Sale Agreement and the Eastern Global Procurement Agreement (for further details, please refer to item 8 of this section) have been entered into on the same date as the other transactions disclosed in this section, the Directors consider that it is appropriate to voluntarily treat Eastern Global as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Eastern Global Sale Agreement shall constitute continuing connected transactions of the Company.

5. ET New Retail Consignment Agreement

On 12 May 2023, Taiwan NB entered into a consignment agreement (the "ET New Retail Consignment Agreement") in respect of (a) product consignment and (b) cost sharing in relation to the sales of products with Eastern New Retail Department Store Company Limited (東森新零售百貨股份有限公司) ("ET New Retail").

The major terms of the ET New Retail Consignment Agreement are summarised as follows:

Subject matter 主旨事項

a. ET New Retail Products Consignment a. 東森新零售產品代銷

Taiwan NB agreed to engage ET New Retail to sell cosmetic and skin care products (the "ET New Retail Target Products") supplied by Taiwan NB. Taiwan NB shall authorise ET New Retail to sell the ET New Retail Target Products to end customers and to use related promotional materials for such purpose ("ET New Retail Products Consignment").

台灣自然美同意委聘東森新零售銷售台灣自然美所供應的化妝及護膚產品(「東森新零售目標產品」)。台灣自然美授權東森新零售向終端客戶銷售東森新零售目標產品及就該目的使用相關宣傳材料(「東森新零售產品代銷」)。

關連交易及董事於重大合約之權益(續)

4. 東森全球銷售協議(續)

東森全球為於台灣註冊成立之有限公司。其主要從事各種商品之批發及零售。

截至最後實際可行日期，據董事作出一切合理查詢後深知、盡悉及確信，東森全球及其最終實益擁有人均為獨立第三方。然而，由於(a)東森全球之董事會成員兼副董事長(即趙世亨先生)為保經之唯一最終實益擁有人，而保經持有22.76%之已發行股份；及(b)東森全球銷售協議及東森全球採購協議(進一步詳情請參閱本節第8項)已與本節所披露之其他交易於同日訂立，董事認為將東森全球自願視為本公司之關連人士屬適當，且須相應遵守上市規則第14A章。因此，東森全球銷售協議項下擬進行之交易應構成本公司之持續關連交易。

5. 東森新零售代銷協議

於二零二三年五月十二日，台灣自然美與東森新零售百貨股份有限公司(「東森新零售」)就(a)產品代銷及(b)產品銷售成本分攤訂立代銷協議(「東森新零售代銷協議」)。

東森新零售代銷協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

5. ET New Retail Consignment Agreement (Continued)

ET New Retail shall be responsible for marketing and selling the ET New Retail Target Products to end customers through its own distribution channels or third party distribution channels.

東森新零售負責透過其本身分銷渠道或第三方分銷渠道向終端客戶推銷及銷售東森新零售目標產品。

b. ET New Retail Cost Sharing

b. 東森新零售成本分攤

Taiwan NB shall be responsible for the costs in relation to the sale of ET New Retail Products Consignment to end customers, including the costs associated with the marketing, transportation and programme production ("ET New Retail Cost Sharing").

台灣自然美將負責有關向終端客戶銷售東森新零售產品代銷的成本，包括營銷、運輸及計劃生產的相關成本（「東森新零售成本分攤」）。

Pricing 定價

a. ET New Retail Products Consignment

a. 東森新零售產品代銷

The price of the ET New Retail Target Products sold by Taiwan NB to ET New Retail shall be at 50% to 90% discount to their retail price, or 20% to 60% discount to their gross profit margin if the ET New Retail Target Products are OEM or ODM products.

台灣自然美向東森新零售出售之東森新零售目標產品價格須為其零售價50%至90%之折扣，或倘東森新零售目標產品為OEM或ODM之產品，則其價格須為其毛利率20%至60%之折扣。

b. ET New Retail Cost Sharing

b. 東森新零售成本分攤

Taiwan NB shall pay a sale commission at 2% of the internet sale proceeds during the month to ET New Retail. Taiwan NB shall additionally pay a marketing sponsorship fee at 3% of the relevant sale proceeds to ET New Retail for such ET New Retail Target Products sold during the month.

台灣自然美將按當月互聯網銷售所得款項之2%向東森新零售支付銷售佣金。台灣自然美將就當月出售的該等東森新零售目標產品按相關銷售所得款項之3%向東森新零售額外支付營銷贊助費。

關連交易及董事於重大合約之權益(續)

5. 東森新零售代銷協議(續)

ET New Retail shall be responsible for marketing and selling the ET New Retail Target Products to end customers through its own distribution channels or third party distribution channels.

東森新零售負責透過其本身分銷渠道或第三方分銷渠道向終端客戶推銷及銷售東森新零售目標產品。

b. ET New Retail Cost Sharing

b. 東森新零售成本分攤

Taiwan NB shall be responsible for the costs in relation to the sale of ET New Retail Products Consignment to end customers, including the costs associated with the marketing, transportation and programme production ("ET New Retail Cost Sharing").

台灣自然美將負責有關向終端客戶銷售東森新零售產品代銷的成本，包括營銷、運輸及計劃生產的相關成本（「東森新零售成本分攤」）。

a. ET New Retail Products Consignment

a. 東森新零售產品代銷

The price of the ET New Retail Target Products sold by Taiwan NB to ET New Retail shall be at 50% to 90% discount to their retail price, or 20% to 60% discount to their gross profit margin if the ET New Retail Target Products are OEM or ODM products.

台灣自然美向東森新零售出售之東森新零售目標產品價格須為其零售價50%至90%之折扣，或倘東森新零售目標產品為OEM或ODM之產品，則其價格須為其毛利率20%至60%之折扣。

b. ET New Retail Cost Sharing

b. 東森新零售成本分攤

Taiwan NB shall pay a sale commission at 2% of the internet sale proceeds during the month to ET New Retail. Taiwan NB shall additionally pay a marketing sponsorship fee at 3% of the relevant sale proceeds to ET New Retail for such ET New Retail Target Products sold during the month.

台灣自然美將按當月互聯網銷售所得款項之2%向東森新零售支付銷售佣金。台灣自然美將就當月出售的該等東森新零售目標產品按相關銷售所得款項之3%向東森新零售額外支付營銷贊助費。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

5. ET New Retail Consignment Agreement (Continued)

Annual cap

年度上限

Pursuant to the ET New Retail Consignment Agreement, the annual caps in relation to ET New Retail Products Consignment and ET New Retail Cost Sharing by Taiwan NB shall be as follows:

根據東森新零售代銷協議，台灣自然美有關東森新零售產品代銷及東森新零售成本分攤之年度上限如下：

a. ET New Retail Products Consignment

a. 東森新零售產品代銷

- NT\$20,000,000 (equivalent to approximately HK\$5,097,544) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣20,000,000元（相當於約5,097,544港元）；
- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣50,000,000元（相當於約12,743,860港元）；
- NT\$80,000,000 (equivalent to approximately HK\$20,390,176) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣80,000,000元（相當於約20,390,176港元）；及
- NT\$120,000,000 (equivalent to approximately HK\$30,585,264) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣120,000,000元（相當於約30,585,264港元）。

b. ET New Retail Cost Sharing

b. 東森新零售成本分攤

- NT\$900,000 (equivalent to approximately HK\$229,389) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣900,000元（相當於約229,389港元）；
- NT\$2,300,000 (equivalent to approximately HK\$586,218) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣2,300,000元（相當於約586,218港元）；
- NT\$3,600,000 (equivalent to approximately HK\$917,558) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣3,600,000元（相當於約917,558港元）；及

關連交易及董事於重大合約之權益 (續)

5. 東森新零售代銷協議 (續)

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

5. ET New Retail Consignment Agreement (Continued)

- NT\$5,400,000 (equivalent to approximately HK\$1,376,337) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣5,400,000元(相當於約1,376,337港元)。

Term
期限

From 1 September 2023 to 31 August 2026.
自二零二三年九月一日起至二零二六年八月三十一日。

ET New Retail is a company incorporated in Taiwan with limited liability. It is principally engaged in distribution of goods through e-commerce in Taiwan.

ET New Retail is a wholly-owned subsidiary of Eastern Home. As disclosed in item 2 above, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company. As such, the Directors consider that it is also appropriate to voluntarily treat ET New Retail as a connected person of the Company and to comply with Chapter 14A of the Listing Rules. Accordingly, the transactions contemplated under the ET New Retail Consignment Agreement shall constitute continuing connected transactions of the Company.

關連交易及董事於重大合約之權益 (續)

5. 東森新零售代銷協議 (續)

東森新零售為台灣註冊成立之有限公司。其主要透過電子商務在台灣從事商品分銷。

東森新零售為東森得易購的全資附屬公司。誠如上文第2項所披露，董事認為將東森得易購自願視為本公司之關連人士屬適當。因此，董事認為，將東森新零售自願視為本公司之關連人士亦屬適當，且須遵守上市規則第14A章。因此，東森新零售代銷協議項下擬進行之交易應構成本公司之持續關連交易。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

6. Strawberry Sale Agreement

On 12 May 2023, Natural Beauty China Holding Company Limited (自然美中國控股有限公司) ("NB China"), a wholly-owned subsidiary of the Company, entered into a sale agreement (the "Strawberry Sale Agreement") with Strawberry Cosmetics (Services) Limited (東森新零售百貨股份有限公司) ("Strawberry").

The major terms of the Strawberry Sale Agreement are summarised as follows:

Subject matter

A sales and procurement framework had been established between NB China and Strawberry, whereby NB China may from time to time sell and Strawberry may from time to time make wholesale purchase of products from NB China such as food and cosmetic products for on-sale to end customers.

主旨事項

自然美中國與Strawberry已設立銷售及採購框架，據此，自然美中國可不時出售，而Strawberry可不時向自然美中國批量採購產品(例如食品及化妝品)，以向終端客戶轉售。

Pricing

(1) At 50% to 75% discount to the relevant retail price; and (2) at 20% to 60% discount to the gross profit margin if it is OEM products and ODM products.

定價

(1)較相關零售價折扣50%至75%；及(2)倘為OEM產品及ODM產品，則較毛利率折扣20%至60%。

Annual rebate

5% of the aggregated annual purchase amount by Strawberry will be rebated to Strawberry when the aggregated annual purchase amount reaches NT\$3,923,458 (equivalent to approximately HK\$1,000,000);

7% of the aggregated annual purchase amount by Strawberry will be rebated to Strawberry when the aggregated annual purchase amount reaches NT\$11,770,374 (equivalent to approximately HK\$3,000,000);

9% of the aggregated annual purchase amount by Strawberry will be rebated to Strawberry when the aggregated annual purchase amount reaches NT\$19,617,290 (equivalent to approximately HK\$5,000,000); and

年度返利

13% of the aggregated annual purchase amount by Strawberry will be rebated to Strawberry when the aggregated annual purchase amount reaches NT\$31,387,664 (equivalent to approximately HK\$8,000,000).

當綜合年度採購金額達新台幣3,923,458元(相當於約1,000,000港元)時，Strawberry的綜合年度採購金額5%將返還予Strawberry；

當綜合年度採購金額達新台幣11,770,374元(相當於約3,000,000港元)時，Strawberry的綜合年度採購金額7%將返還予Strawberry；

當綜合年度採購金額達新台幣19,617,290元(相當於約5,000,000港元)時，Strawberry的綜合年度採購金額9%將返還予Strawberry；及

當綜合年度採購金額達新台幣31,387,664元(相當於約8,000,000港元)時，Strawberry的綜合年度採購金額13%將返還予Strawberry。

關連交易及董事於重大合約之權益(續)

6. Strawberry銷售協議

於二零二三年五月十二日，本公司全資附屬公司自然美中國控股有限公司(「自然美中國」)與東森新零售百貨股份有限公司(「Strawberry」)訂立銷售協議(「Strawberry銷售協議」)。

Strawberry銷售協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

6. Strawberry Sale Agreement (Continued)

Annual cap

年度上限

Pursuant to the Strawberry Sale Agreement, the annual cap in respect of the fees payable by Strawberry to NB China shall be as follows:

根據Strawberry銷售協議，Strawberry應付自然美中國之費用的年度上限如下：

- HK\$40,000,000 from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，40,000,000港元；
- HK\$60,000,000 from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，60,000,000港元；
- HK\$80,000,000 from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，80,000,000港元；及
- HK\$100,000,000 from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，100,000,000港元。

Term

期限

From 1 September 2023 to 31 August 2026.

自二零二三年九月一日起至二零二六年八月三十一日。

Strawberry is a company incorporated in Hong Kong with limited liability. It is principally engaged in sale of internationally renowned skin care and beauty products through internet.

As disclosed in item 2 above, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company. As at the Latest Practicable Date, (a) Strawberry is an indirect wholly-owned subsidiary of Eastern Home and (b) Strawberry Sale Agreement was entered into on the same date as the other transactions disclosed in this section, the Directors consider that it is appropriate to voluntarily treat Strawberry as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Strawberry Sale Agreement shall constitute continuing connected transactions of the Company

關連交易及董事於重大合約之權益(續)

6. Strawberry銷售協議(續)

Strawberry為於香港註冊成立之有限公司。其主要透過互聯網從事銷售國際知名護膚及美容產品。

誠如上文第2項所披露，董事認為自願將東森得易購視為本公司關連人士屬適當。於最後實際可行日期，(a) Strawberry為東森得易購之間接全資附屬公司及(b) Strawberry銷售協議乃與本節所披露之其他交易於同日訂立，董事認為，將Strawberry自願視為本公司之關連人士屬適當，且須相應遵守上市規則第14A章。因此，Strawberry銷售協議項下擬進行交易應構成本公司之持續關連交易。

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

7. Eastern Home Procurement Agreement

On 12 May 2023, Taiwan NB entered into a procurement agreement (the "Eastern Home Procurement Agreement") with Eastern Home.

The major terms of the Eastern Home Procurement Agreement are summarised as follows:

Subject matter

A sales and procurement framework had been established between Taiwan NB and Eastern Home, whereby Eastern Home may from time to time sell and Taiwan NB may from time to time make wholesale purchase of products such as health supplements, commodities and food from Eastern Home for on-sale at its franchised/self-owned spas, medical cosmetology centers and counters.

主旨事項

台灣自然美與東森得易購已設立銷售及採購框架，據此，東森得易購可不時出售，而台灣自然美可不時向東森得易購批量採購產品(例如保健品、商品及食品)，以於其加盟／自資經營水療中心、醫療美容中心及百貨專櫃轉售。

Pricing

(1) At 50% to 80% discount to the relevant retail price; or (2) at 10% to 30% discount to the gross profit margin.

定價

(1)較相關零售價折扣50%至80%；或(2)較毛利率折扣10%至30%。

Annual cap

Pursuant to the Eastern Home Procurement Agreement, the annual cap in respect of the fees payable by Eastern Home to Taiwan NB shall be as follows:

年度上限

根據東森得易購採購協議，東森得易購應付台灣自然美費用之年度上限如下：

- NT\$15,000,000 (equivalent to approximately HK\$3,823,158) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣15,000,000元(相當於約3,823,158元)；
- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣50,000,000元(相當於約12,743,860港元)；
- NT\$100,000,000 (equivalent to approximately HK\$25,487,720) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣100,000,000元(相當於約25,487,720港元)；及
- NT\$150,000,000 (equivalent to approximately HK\$38,231,580) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣150,000,000元(相當於約38,231,580港元)。

關連交易及董事於重大合約之權益(續)

7. 東森得易購採購協議

於二零二三年五月十二日，台灣自然美與東森得易購訂立採購協議(「東森得易購採購協議」)。

東森得易購採購協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

7. Eastern Home Procurement Agreement (Continued)

Term From 1 September 2023 to 31 August 2026.
期限 自二零二三年九月一日起至二零二六年八月三十一日。

As disclosed in item 2 above, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Eastern Home Procurement Agreement shall constitute continuing connected transactions of the Company.

8. Eastern Global Procurement Agreement

On 12 May 2023, Taiwan NB entered into a procurement agreement (the "Eastern Global Procurement Agreement") with Eastern Global.

The major terms of the Eastern Global Procurement Agreement are summarised as follows:

Subject matter

A sales and procurement framework had been established between Taiwan NB and Eastern Global, whereby Eastern Global may from time to time sell and Taiwan NB may from time to time make wholesale purchase of products such as health supplements, commodities and food, and Eastern Global shall sell such products to Taiwan NB.

主旨事項

台灣自然美與東森全球已設立銷售及採購框架，據此，東森全球可不時出售，而台灣自然美可不時批量採購產品(例如保健品、商品及食品)，而東森全球將向台灣自然美出售該等產品。

Pricing

(1) At 50% to 80% discount to the relevant retail price; and (2) at 10% to 30% discount to the gross profit margin if it is OEM products and ODM products.

定價

(1)較相關零售價折扣50%至80%；及(2)倘為OEM產品及ODM產品，則較毛利率折扣10%至30%。

Annual cap

Pursuant to the Eastern Global Procurement Agreement, the annual cap in respect of the fees payable by Eastern Global to Taiwan NB shall be as follows:

年度上限

根據東森全球採購協議，東森全球應付台灣自然美費用之年度上限如下：

- NT\$15,000,000 (equivalent to approximately HK\$3,823,158) from 1 September 2023 to 31 December 2023;
- 二零二三年九月一日至二零二三年十二月三十一日，新台幣15,000,000元(相當於約3,823,158港元)；
- NT\$30,000,000 (equivalent to approximately HK\$7,646,316) from 1 January 2024 to 31 December 2024;
- 二零二四年一月一日至二零二四年十二月三十一日，新台幣30,000,000元(相當於約7,646,316港元)；

關連交易及董事於重大合約之權益(續)

7. 東森得易購採購協議(續)

誠如上文第2項所披露，董事認為將東森得易購自願視為本公司之關連人士屬適當，且須相應地遵守上市規則第14A章。因此，東森得易購採購協議項下擬進行之交易應構成本公司之持續關連交易。

8. 東森全球採購協議

於二零二三年五月十二日，台灣自然美與東森全球訂立採購協議(「東森全球採購協議」)。

東森全球採購協議之主要條款概述如下：

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

8. Eastern Global Procurement Agreement (Continued)

- NT\$50,000,000 (equivalent to approximately HK\$12,743,860) from 1 January 2025 to 31 December 2025; and
- 二零二五年一月一日至二零二五年十二月三十一日，新台幣50,000,000元(相當於約12,743,860港元)；及
- NT\$100,000,000 (equivalent to approximately HK\$25,487,720) from 1 January 2026 to 31 August 2026.
- 二零二六年一月一日至二零二六年八月三十一日，新台幣100,000,000元(相當於約25,487,720港元)。

Term
期限

From 1 September 2023 to 31 August 2026.
自二零二三年九月一日起至二零二六年八月三十一日。

As disclosed in item 2 above, the Directors consider that it is appropriate to voluntarily treat Eastern Home as a connected person of the Company and to comply with Chapter 14A of the Listing Rules accordingly. As such, the transactions contemplated under the Eastern Home Procurement Agreement shall constitute continuing connected transactions of the Company.

誠如上文第2項所披露，董事認為將東森得易購自願視為本公司之關連人士屬適當，且須相應地遵守上市規則第14A章。因此，東森得易購採購協議項下擬進行之交易應構成本公司之持續關連交易。

For further details regarding the agreements discussed in items 1 through 8 above, please refer to the announcements of the Company dated 12 May 2023 and 27 June 2023, and the circular of the Company dated 4 August 2023.

有關上文第1至8項所述協議的進一步詳情，請參閱本公司日期為二零二三年五月十二日及二零二三年六月二十七日的公告，以及本公司日期為二零二三年八月四日的通函。

The above transactions are regarded as “continuing connected transactions” and “connected transactions” of the Company pursuant to Chapter 14A of the Listing Rules.

根據上市規則第十四A章，上述交易被視為本公司之「持續關連交易」及「關連交易」。

The Group confirms that the above disclosure has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules.

本集團確認上述披露已符合上市規則第十四A章的披露規定。

The Independent Non-executive Directors confirmed that the transactions have been entered into by the Group in the ordinary and usual course of its business, on normal commercial term or better and in accordance with the terms of the respective agreements governing such transactions that are fair and reasonable and are in the interests of the Company and its shareholders as a whole.

獨立非執行董事已確認，上述交易乃於本集團的一般及日常業務過程中訂立，且按一般商務條款或更佳條款及根據監管有關交易之各協議條款訂立，而交易條款屬公平合理，且符合本公司及其股東之整體利益。

The board of Directors confirmed that the Group's auditors have confirmed the matters set out in Rule 14A.56 of the Listing Rules.

董事會確認，本集團核數師已確認載於上市規則第14A.56條的事項。

關連交易及董事於重大合約之權益 (續)

8. 東森全球採購協議 (續)

CONNECTED TRANSACTIONS AND DIRECTORS' INTEREST IN CONTRACTS OF SIGNIFICANCE (Continued)

Save as disclosed above:

- (i) no contracts of significance subsisted to which the Company or any of its subsidiaries was a party and in which a Director of the Company, an entity connected with a Director, a Controlling Shareholder or any of its subsidiaries had a material interest, whether directly or indirectly, subsisted at the end of the year ended 31 December 2025 or at any time during such year; and
- (ii) there were no related party transactions of the Group for the year ended 31 December 2025 as set out in note 43 to the consolidated financial statements which need to be disclosed as connected transactions or continuing connected transaction (as the case may be) in accordance with the requirements of the Listing Rules.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the year, none of the Directors had any interest in any business which competes or is likely to compete, either directly or indirectly, with the business of the Group.

EMOLUMENT POLICY

The emolument policy of the employees of the Group is adopted by the Board on the basis of their merit, qualifications and competence.

The emoluments of the Directors and chief executives of the Company are recommended by the Remuneration Committee and are decided by the Board, as authorized by shareholders at the annual general meeting, having regard to the Company's operating results, individual performance and comparable market statistics.

The Company has adopted two share awards schemes as an incentive to Directors and eligible employees, details of the scheme is set out in note 38 to the consolidated financial statements.

關連交易及董事於重大合約之權益(續)

除上文披露者外：

- (i) 本公司或其任何附屬公司概無訂立本公司董事、與董事有關聯的實體、控股股東或其任何附屬公司直接或間接於其中擁有重大權益，且於截至二零二五年十二月三十一日止年度末或該年內任何時間仍然生效之任何重大合約；及
- (ii) 並無任何綜合財務報表附註43所載本集團截至二零二五年十二月三十一日止年度之其他關聯人士交易需要按照上市規則之規定披露為關連交易或持續關連交易(視情況而定)。

董事於競爭業務的權益

年內，概無董事與本集團之業務有直接或間接競爭或可能存在競爭之任何業務中擁有任何權益。

酬金政策

本集團僱員之酬金政策由董事會根據僱員之專長、資歷及能力而採納。

本公司董事及主要行政人員之酬金乃由薪酬委員會經考慮本公司經營業績、個人表現及可資比較市場數據後提出建議，再由董事會作出決定，並經股東在股東週年大會上授權。

本公司已採納兩項股份獎勵計劃，以獎勵董事及合資格僱員。該計劃之詳情載於綜合財務報表附註38。

PENSION AND EMPLOYEE BENEFITS SCHEME

The Group contributes to defined contribution retirement schemes which are available to all employees. Contributions to the schemes by the Group and employees are calculated as a percentage of employees' basic salaries. The retirement benefit scheme cost charged to profit or loss represents contributions payable by the Group to the funds. For further details, please refer to note 34 of the consolidated financial statements.

No forfeited contributions (by employers on behalf of employees who leave the scheme prior to vesting fully in such contributions) were used to reduce the existing level of contributions and no forfeited contribution was available as at 31 December 2025 and 2024 to reduce future years' contributions.

PRE-EMPTIVE RIGHTS

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

PUBLIC FLOAT

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

AUDITORS

The consolidated financial statements have been audited by RSM Hong Kong who will retire and, being eligible, offer themselves for re-appointment.

PROFESSIONAL TAX ADVICE RECOMMENDED

Shareholders who are unsure about the taxation implications of purchasing, holdings, disposing of, dealing in, or the exercise of any rights in relation to, the Shares, are suggested to consult an expert.

退休基金及員工福利計劃

本集團向所有僱員均可參加的定額供款退休計劃供款。本集團及僱員對計劃的供款按僱員基本薪金的百分比計算。計入損益的退休福利計劃成本指本集團應付給基金的供款。有關進一步詳情，請參閱綜合財務報表附註34。

不存在放棄的供款(由雇主代表在完全可行使此類供款之前離開該計劃的僱員)降低現有的供款水平，並且截至二零二五年十二月三十一日和二零二四年十二月三十一日不存在被放棄的供款減少未來年份的供額。

優先購買權

本公司細則或開曼群島法例並無有關優先購買權之條文，規定本公司須按比例向現有股東提呈發售新股份。

公眾持股量

根據本公司獲得的公開資訊及董事所知悉，截至本年報最後實際可行日期，本公司已發行總股本至少25%由公眾持有。

核數師

綜合財務報表已經由羅申美會計師事務所審核。羅申美會計師事務所將任滿告退，惟合資格並願意膺選連任。

推薦專業稅務諮詢

如果股東不確定購買、持有、處置、交易或行使與股份有關的任何權利的稅務影響，建議諮詢專家。

MAJOR EVENTS AFTER THE REPORTING PERIOD

The Directors are not aware of any major events requiring disclosure that has taken place subsequent to 31 December 2025 and up to the date of this report.

REVIEW OF AUDITED 2025 ANNUAL FINANCIAL STATEMENTS

The audited consolidated financial statements of the Company for the year ended 31 December 2025 have been reviewed by the Audit Committee which is of the opinion that such statements comply with the applicable accounting standards, legal requirements and the Listing Rules, and that adequate disclosures have been made.

On behalf of the Board

LEI Chien

Chairperson

Hong Kong

9 March 2026

報告期後之重大事項

在二零二五年十二月三十一日後及截至本年報日期期間，董事並不知悉任何須予披露之重大事項。

經審核二零二五年度財務報表之審閱

本公司截至二零二五年十二月三十一日止年度之經審核綜合財務報表已由審核委員會審閱。審核委員會認為該等報表符合適用的會計準則、法律規定及上市規則，並已作出充分披露。

代表董事會

雷倩

主席

香港

二零二六年三月九日

Independent Auditor's Report

獨立核數師報告書

RSM

**TO THE SHAREHOLDERS OF
NATURAL BEAUTY BIO-TECHNOLOGY LIMITED**
(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Natural Beauty Bio-Technology Limited (the "Company") and its subsidiaries (the "Group") set out on pages 104 to 240, which comprise the consolidated statement of financial position as at 31 December 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 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), as applicable to auditors of financial statement of public interest entities. 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. The key audit matters we identified are:

1. Revenue recognition for sales of beauty apparatus
2. Impairment assessment on trade receivables
3. Impairment assessment of Cash Generating Unit of Sales of Conventional Products and Beauty Apparatus in Mainland China (the "CGU")

致自然美生物科技
有限公司股東
(於開曼群島註冊成立之有限公司)

意見

本核數師(以下簡稱「我們」)已審計載列於第104頁至第240頁有關自然美生物科技有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表，此綜合財務報表包括於二零二五年十二月三十一日的綜合財務狀況報表，與截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表和綜合現金流量表，以及綜合財務報表附註，包括重要會計政策資料。

我們認為，綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則真實而公平地反映了貴集團於二零二五年十二月三十一日的綜合財務狀況和貴集團截至該日止年度的綜合財務表現及綜合現金流量，並已按照《香港公司條例》的披露規定妥善編製。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》(「香港審計準則」)進行審計。我們就該等準則承擔的責任在本報告「核數師就審計綜合財務報表承擔的責任」部分中進一步闡述。根據香港會計師公會的《專業會計師道德守則》(以下簡稱「守則」)(適用於公眾利益實體財務報表核數師)，我們獨立於貴集團。我們已根據守則履行其他道德責任。我們相信，我們所獲得的審計證據能充分及適當地為我們的意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的職業判斷，對於本期綜合財務報表的審計最為重要的事項。該等事項在我們審計整體綜合財務報表及出具意見時進行處理。我們不會對該等事項提供單獨的意見。我們識別的關鍵審計事項為：

1. 銷售美容儀器之收入確認
2. 貿易應收賬款減值評估
3. 於中國大陸銷售傳統產品及美容儀器之現金產生單位(「現金產生單位」)減值評估

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
1. Revenue recognition for sales of beauty apparatus 1. 銷售美容儀器的收入確認 Refer to notes 4(t)(ii) and 8 to the consolidated financial statements. 請參閱綜合財務報表附註4(t)(ii)及8。 For the year ended 31 December 2025, the Group recognised total revenue of HK\$538,831,000. The sales of beauty apparatus products to franchisees contributed HK\$175,768,000 or approximately 33% to the total revenue for the year. 截至二零二五年十二月三十一日止年度，貴集團確認總收入538,831,000港元。向加盟商銷售的美容儀器產品貢獻175,768,000港元，佔本年度總收入約33%。 The Group's contracts with customers for the sales of beauty apparatus contain terms providing customers with material rights that they can utilise to redeem for future products. The allocation of the transaction price to these material rights based on their relative stand-alone selling prices, and the subsequent timing of revenue recognition, involves complex accounting treatments and management estimation. 貴集團與客戶訂立的美容儀器銷售合約包含向客戶提供重大權利的條款，使其能夠兌換未來貨品。交易價格根據該等重大權利的相對單獨售價進行分配，以及其後的收入確認時間，均涉及複雜的會計處理及管理層估計。	Our audit procedures in relation to revenue recognition for sales of beauty apparatus included the following, among others: 我們有關銷售美容儀器的收入確認的審計程序包括(其中包括)以下各項： - Obtaining an understanding and assessing the design, implementation, and operating effectiveness of key controls over the revenue recognition processes. - 理解並評估收入確認流程中關鍵控制措施的設計、實施及運作成效。 - Engaging our internal specialists over information technology ("IT") systems, identified and evaluated the relevant IT systems and the design, implementation and operating effectiveness of key automated controls over the recognition of revenue. - 委聘內部的資訊科技("IT")系統專家，識別並評估相關IT系統，以及收入確認過程中關鍵自動化控制措施的設計、實施及運作成效。 - Inspecting sales contracts, on a sample basis, to identify the performance obligations and evaluating whether management's assessment of the timing of revenue recognition is consistent with the Group's accounting policies and the HKFRS 15's requirements. - 抽樣檢查銷售合約以識別履約義務，並評估管理層對收入確認時間的判斷是否符合貴集團的會計政策以及香港財務報告準則第15號的規定。 - Conducting physical visits to random selected franchisees, to observe customer presence and sales activities, and to corroborate the existence of the customers involved in the transactions. - 實地走訪隨機抽取的加盟商，觀察顧客流量與銷售活動，並核實交易涉及的顧客是否存在。 - Conducting substantive testing of occurrence and accuracy from the sales of beauty apparatus, on a sample basis, with reference to the underlying documentation, including customer orders, goods delivery notes, customer acceptance records. - 參考相關文件(包括客戶訂單、送貨單、客戶驗收記錄)，以抽樣形式對美容儀器銷售有否發生及是否準確進行實質性測試。

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
1. Revenue recognition for sales of beauty apparatus (Continued) 1. 銷售美容儀器的收入確認(續) In addition, a portion of the Group's beauty apparatus sales was subject to internal financing, where customers elect to settle the consideration through instalment payment arrangements with collection periods extending beyond 12 months. Such arrangement may give rise to significant financing component and require management estimation in determining the appropriate discount rate, which reflects the credit characteristics of the customer, to adjust the promised transaction price for the time value of money. 此外，貴集團部分美容儀器銷售涉及內部融資，客戶可選擇透過分期付款安排償付代價，收款期超過12個月。該等安排可能產生重大融資成分，需要管理層估計適當折現率(該折現率須反映客戶的信貨特徵)，以就貨幣時間價值調整承諾交易價格。 Furthermore, the Group has cooperative arrangements with third party finance companies to provide financing options to customers purchasing beauty apparatus. 另外，貴集團與第三方融資公司訂有合作協議，為購買美容儀器的客戶提供融資方案。 In cases where customers arrange financing through third-party finance companies, the Group enters into agreements to pay a fee to these third parties to subsidise the customers' interest expenses. 當客戶透過第三方融資公司安排融資時，貴集團將簽訂協議向該等第三方支付費用，以補貼客戶的利息支出。	Our audit procedures in relation to revenue recognition for sales of beauty apparatus included the following, among others: (Continued) 我們有關銷售美容儀器的收入確認的審計程序包括(其中包括)以下各項:(續) - Evaluating management's methodology for identifying and assessing any remaining unsatisfied performance obligations associated with the material rights, including assessing the reasonableness of the assumptions applied in determining the portion of the transaction price allocated to these obligations, and testing the subsequent recognition of revenue when customers utilise the related selection options. - 評估管理層識別及評估與重大權利相關的未履行義務的方法，包括評估在釐定分配至該等義務的交易價格的比例時所採用的假設是否合理，並測試後續收入確認(在客戶行使相關選擇權時)的程序。 - For sales involving instalment payment arrangements, assessing management's evaluation of whether a significant financing component exists and determining whether the relevant accounting treatments are appropriately applied in accordance with HKFRS 15. - 對於涉及分期付款安排的銷售，評估管理層對是否存在重大融資成分的判斷，並釐定是否已根據香港財務報告準則第15號應用相關的會計處理。 - Engaging auditor's valuation specialist to assist in assessing the appropriateness of the discount rate adopted by management for instalment sales. This included evaluating their competence, capabilities and objectivity, reviewing the methodology applied, testing the key inputs and assumptions used by the specialist against market observable interest rates, and considering customer credit risk and prevailing economic conditions. - 委聘核數師的估值專家協助評估管理層採用的分期付款折現率是否恰當。這項工作包括評估其專業能力、技術水平及客觀性，審閱所應用的方法，將專家使用的關鍵輸入數據及假設與市場可觀察利率進行基準測試，並考慮客戶信貸風險及現行經濟狀況。

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
1. Revenue recognition for sales of beauty apparatus (Continued) 1. 銷售美容儀器的收入確認(續) We identified revenue recognition for the sales of beauty apparatus as a key audit matter because revenue is a key performance indicator of the Group and represents a quantitatively significant balance to the consolidated statement of profit or loss. Furthermore, the complexities inherent in the contract terms, specifically regarding the allocation of material rights, the calculation of internal significant financing components, and the accounting deductions for third-party interest subsidies, involving significant management judgment and estimation. There is also an inherent risk that revenue could be recorded in an incorrect accounting period or manipulated to meet financial targets and expectations. 我們將銷售美容儀器的收入確認識別為關鍵審計事項，乃由於收入為貴集團的關鍵績效指標，且其代表著綜合損益表中一筆金額可觀的結餘。此外，合約條款本身存在複雜性，特別是有關重大權利的分配、內部重大融資成分的計算，以及第三方利息補貼的會計扣除，均涉及管理層的重大判斷與估計。此外，存在固有風險，即收入可能被記錄於錯誤的會計期間，或遭操控以達成財務目標與期望。	Our audit procedures in relation to revenue recognition for sales of beauty apparatus included the following, among others: (Continued) 我們有關銷售美容儀器的收入確認的審計程序包括(其中包括)以下各項:(續) - Performing recalculations of the interest arising from the significant financing component, on a sample basis, using the discount rate adopted by management, and comparing the results with management's computations to assess mathematical accuracy. - 採用管理層採用的折現率，以抽樣方式重新計算重大融資成分產生的利息，並將結果與管理層的計算結果進行對比，以評估數學計算精確性。 - For sales involving third-party financing arrangements, inspecting the relevant agreements with independent finance companies, on a sample basis, and testing whether the payment made to the finance companies by the Group are correctly recorded as a reduction of the transaction price at the point of revenue recognition. - 對於涉及第三方融資安排的銷售，抽樣檢視與獨立融資公司簽訂的相關協議，並測試貴集團支付予融資公司的款項是否於收入確認的時點正確記錄為交易價格的扣減。 - Performing revenue cut off testing on a sample sales transaction recorded before and after the year-end by examining the relevant goods delivery notes to assess whether revenue are recognised in the appropriate reporting period, having regard to the timing of delivery and transfer of control. - 透過檢視相關送貨單，對年結日前後記錄的樣本銷售交易進行收入截止測試，以評估收入是否於適當的報告期間確認，並須考慮交付及控制權轉移的時間。

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
2. Impairment assessment on trade receivables 2. 貿易應收賬款減值評估 Refer to notes 4(ab), 6(b) and 26 to the consolidated financial statements. 請參閱綜合財務報表附註4(ab)、6(b)及26。 As at 31 December 2025, the carrying amount of the Group's trade receivables amounted to HK\$137,955,000. During the year, the Group introduced an instalment payment arrangement for beauty apparatus sales. This gave rise to a new category of trade receivables with characteristics materially different from those of the Group's conventional products, including larger individual transaction amounts, longer credit terms, and an absence of historical loss experience. 於二零二五年十二月三十一日，貴集團的貿易應收賬款之賬面值為137,955,000港元。年內，貴集團為美容儀器銷售引入分期付款安排。此舉產生一類新的貿易應收賬款，其特徵與貴集團傳統產品有重大差異，包括個別交易金額較大、信貸期較長，以及缺乏過往虧損經驗。 The Group segregated its trade receivables into two distinct portfolios for the purpose of expected credit loss ("ECL") assessment, applying different methodologies under HKFRS 9: 為進行預期信貸虧損（「預期信貸虧損」）評估，貴集團將其貿易應收賬款分為兩組，並應用香港財務報告準則第9號下的不同方法： - Conventional Products: - 傳統產品： Management continues to apply the simplified approach, measuring the loss allowance at an amount equal to lifetime ECL using a provision matrix. The loss rates are derived from the Group's historical default experience, and are adjusted for current conditions and forward-looking information. 管理層繼續應用簡化法，使用撥備矩陣計量按相等於存續期預期信貸虧損的金額計量虧損撥備。虧損率乃根據貴集團的過往違約經驗得出，並就當前情況及前瞻性信息進行調整。	Our audit procedures in respect of the impairment assessment on trade receivables included the following, among others: 我們有關貿易應收賬款減值評估的審計程序包括(其中包括)以下各項： - Assessing the inherent risk of material misstatement associated with the ECL allowance by considering the degree of estimation uncertainty and other relevant inherent risk factors, particularly noting the absence of historical loss data for the receivable from the sales of newly launched beauty apparatus instalment payment arrangement. - 透過考慮估計不確定性的程度及其他相關固有風險因素(特別計及來自銷售新推出的美容儀器的分期付款安排的應收賬款缺乏過往虧損數據)來評估預期信貸虧損撥備的固有重大錯誤陳述風險。 - Obtaining an understanding and assessing the design, implementation and operating effectiveness of key controls over the monitoring of trade receivables and management's ECL impairment assessment process. - 理解並評估監控貿易應收賬款的關鍵控制措施的設計、實施及運作成效以及管理層的預期信貸虧損減值評估流程。 - Evaluating the outcome of the prior period assessment of the impairment of trade receivables to assess the effectiveness of management's estimation process. - 評估貿易應收賬款於過往期間的減值評估結果，以衡量管理層的估計流程的成效。 - Evaluating the competence, capabilities, and objectivity of the auditor's valuation specialist assisted in the evaluation of the sufficiency and reasonableness of loss allowance for ECL. - 評估核數師的估值專家的專業能力、技術水準及客觀性，協助評估預期信貸虧損撥備的充足性與合理性。 - For receivables from the sales of conventional products, engaging our external valuation expert as the auditor's expert to review management's ECL calculation model. With the assistance of the auditor's expert, our procedures included: - 對於來自銷售傳統產品的應收賬款，委聘外部估值專家擔任核數師的專家，以審閱管理層的預期信貸虧損計算模型。在核數師專家的協助下，我們的程序包括：

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
2. Impairment assessment on trade receivables (Continued) 2. 貿易應收賬款減值評估(續) - Beauty Apparatus: - 美容儀器： Given the longer credit terms extended to customers under instalment payment arrangements ranging from 13 months to 36 months, these receivables contain a significant financing component in accordance with HKFRS 15, and consequently qualify for the application of the general approach under HKFRS 9. Under this three-stage model, management assesses on an individual basis whether a significant increase in credit risk has occurred since initial recognition, and recognises either 12-month ECL (Stage 1) or lifetime ECL (Stages 2 and 3) accordingly. As these receivables lack historical loss experience, management was required to exercise significant judgement and estimation in determining: (i) indicators of significant increases in credit risk; (ii) the probability of default, loss given default, and exposure at default; and (iii) the incorporation of forward-looking information into the ECL measurement. 鑒於在分期付款安排下授予客戶的信貨期較長(介乎13個月至36個月)，根據香港財務報告準則第15號，該等應收賬款包含重大融資成分，因此符合應用香港財務報告準則第9號一般方法的條件。在此三階段模型下，管理層按個別基準評估自初步確認以來信貨風險是否已顯著增加，並相應確認12個月預期信貸虧損(第1階段)或存續期預期信貸虧損(第2及第3階段)。由於該等應收賬款缺乏過往虧損經驗，管理層需要在釐定以下各項時作出重大判斷及估計：(i)信貨風險顯著增加的跡象；(ii)違約概率、違約損失率及違約風險敞口；及(iii)將前瞻性信息納入預期信貸虧損計量。	Our audit procedures in respect of the impairment assessment on trade receivables included the following, among others: (Continued) 我們有關貿易應收賬款減值評估的審計程序包括(其中包括)以下各項：(續) - Assessing the appropriateness of the ECL calculation model used by the Group; - 評估 貴集團採用的預期信貸虧損計算模型的適當性； - Testing the accuracy and completeness of data used by the management to determine historical loss rates and assessing the relevance and reliability of that data; - 測試管理層用以釐定過往虧損率的數據的準確性與完整性，並評估該等數據的相關性與可靠性； - Testing the calculation of historical loss rates; - 測試過往虧損率的計算過程； - Testing the calculation of the expected credit loss provisions; and - 測試預期信貸虧損撥備的計算過程；及 - Assessing the appropriateness of forward-looking adjustments to historical loss rates. - 評估對過往虧損率進行前瞻性調整的適當性。 For receivables from the sales of beauty apparatus, engaging our external valuation expert as the auditor's expert to review ECL calculation model adopted by the management. With the assistance of the auditor's expert, our procedures included: 對於來自銷售美容儀器的應收賬款，委聘外部估值專家擔任核數師的專家，以審閱管理層採用的預期信貸虧損計算模型。在核數師專家的協助下，我們的程序包括：

KEY AUDIT MATTERS (Continued)

關鍵審計事項 (續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
2. Impairment assessment on trade receivables (Continued) 2. 貿易應收賬款減值評估(續) We identified the impairment assessment of trade receivables as a key audit matter due to the significance of the trade receivables balance to the consolidated financial statements, combined with the high degree of uncertainty and subjectivity inherent in the ECL assessment and the introduction of new instalment payment arrangement without historical credit loss data. 我們將貿易應收賬款減值評估識別為關鍵審計事項，乃由於貿易應收賬款結餘對綜合財務報表的重要性，加上預期信貸虧損評估本身具有高度不確定性與主觀性，且引入新的分期付款安排缺乏過往信貸虧損數據。	Our audit procedures in respect of the impairment assessment on trade receivables included the following, among others: (Continued) 我們有關貿易應收賬款減值評估的審計程序包括(其中包括)以下各項：(續) ○ Evaluating the appropriateness of the ECL calculation model against HKFRS 9; ○ 評估預期信貸虧損計算模型是否符合香港財務報告準則第9號； ○ Challenging the significant judgements and estimation made by management, including the identification of significant increases in credit risk, and the staging of receivables. ○ 質疑管理層作出的重大判斷與估計，包括識別信貸風險顯著上升的情況，以及應收賬款的分階段處理； ○ Testing the reasonableness of key assumptions, including the probability of default, loss given default, exposure at default, and ○ 測試關鍵假設的合理性，包括違約概率、違約損失率、違約風險敞口；及 ○ Assessing the appropriateness of the adjustments for forward-looking information incorporated into the ECL measurement. ○ 評估將前瞻性信息納入預期信貸虧損計量所作調整的適當性。 • Assess the adequacy of the ECL allowance by reviewing subsequent settlements after the reporting date and considering whether the allowance reflected conditions existing at the end of the period. • 透過審閱報告日期後的後續結算，並考慮撥備是否反映了報告期末存在的狀況，評估信貸虧損撥備的充足性。

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
3. Impairment assessment of Cash Generating Unit of Sales of Conventional Products and Beauty Apparatus in Mainland China 3. 於中國大陸銷售傳統產品及美容儀器之現金產生單位減值評估 Refer to notes 4(aa), 5(b) and 19 to the consolidated financial statements. 請參閱綜合財務報表附註4(aa)、5(b)及19。 As of 31 December 2025, as disclosed in note 19, the Group identified indicators of impairment for certain property, plant, and equipment ("PPE") and right-of-use ("ROU") assets allocated to the sales of conventional products and beauty apparatus in the Mainland China Cash-Generating Unit ("the CGU"). 截至二零二五年十二月三十一日，誠如附註19所披露，貴集團識別出分配至於中國大陸銷售傳統產品及美容儀器的現金產生單位(「現金產生單位」)內的若干物業、廠房及設備(「物業、廠房及設備」)以及使用權資產(「使用權資產」)存在減值跡象。 As at 31 December 2025, the carrying amounts allocated to this CGU were approximately HK\$418,402,000 for PPE and HK\$58,129,000 for ROU assets. Consequently, management performed an impairment test by engaging independent qualified valuer to estimate the recoverable amount of the CGU. 於二零二五年十二月三十一日，分配至該現金產生單位的物業、廠房及設備賬面值約為418,402,000港元及使用權資產賬面值約為58,129,000港元。因此，管理層委聘獨立合資格估值師進行減值測試以估計現金產生單位的可收回金額。	Our audit procedures in relation to management's impairment assessment included the following, among others: 我們有關管理層減值評估的審計程序包括下列(其中包括)： - Understanding and evaluating management's key controls over the impairment assessment process and assessing the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factor; - 了解並評估管理層就減值評估過程的關鍵控制方法，並透過考慮估計不確定性的程度及其他內在風險因素水平以評估重大錯誤陳述的內在風險； - Evaluating the outcome of prior period impairment assessment of the CGU to assess the effectiveness of management's estimation process; - 對過往期間現金產生單位的減值評估結果作出評價，以評估管理層估算過程的有效性； - Obtaining and evaluating management's approved cash flow forecasts, testing the mathematical accuracy of the underlying value in use calculations and agreeing them to the approved cash flow forecasts; - 獲得並評估管理層批准的現金流量預測，測試相關使用價值計算的數學準確性，以及同意與批准的現金流量預測一致； - Reviewing the valuation report from independent qualified valuer and holding discussion with management and independent qualified valuer to understand the valuation basis, methodology used and underlying assumptions applied;

KEY AUDIT MATTERS (Continued)

關鍵審計事項(續)

Key Audit Matters 關鍵審計事項	How our audit addressed the Key Audit Matter 在審計中對關鍵審計事項的處理方法
3. Impairment assessment of Cash Generating Unit of Sales of Conventional Products and Beauty Apparatus in Mainland China (Continued) 3. 於中國大陸銷售傳統產品及美容儀器之現金產生單位減值評估(續) Based on the management's assessment, the recoverable amount of the CGU was resulted to exceed its carrying value by HK\$98,369,000. Accordingly, no impairment loss was recognised for PPE or ROU assets for the year ended 31 December 2025. 根據管理層的評估，現金產生單位的可收回金額而超出其賬面值98,369,000港元。因此，截至二零二五年十二月三十一日止年度，並無就物業、廠房及設備或使用權資產確認減值虧損。 The impairment assessment was based on value-in-use model and management was required to exercise significant judgements and estimations including sales growth rates, gross profit margin and long-term growth rates used to estimate future cash flows and discount rate applied to the forecasted future cash flows of the underlying CGU. Accordingly, these areas are considered a key audit matter. 減值評估乃基於使用價值模型作出，且管理層須作出重大判斷及估計，包括用於估計未來現金流量的銷售增長率、毛利率及長期增長率，以及應用於相關現金產生單位預測未來現金流量的折現率。因此，該等方面被視為關鍵審計事項。	Our audit procedures in relation to management's impairment assessment included the following, among others: (Continued) 我們有關管理層減值評估的審計程序包括下列(其中包括)：(續) • 審閱獨立合資格估值師的估值報告，並與管理層及獨立合資格估值師進行討論以了解估值基礎、使用的方法及應用的相關假設； • Evaluating the competence, capabilities and objectivity of the independent qualified valuer; • 評估獨立合資格估值師的才幹、能力及客觀性； • Challenging the reasonableness of key assumptions based on our knowledge of the business and industry; and • 基於我們對業務及行業的了解，對主要假設的合理性提出質疑；及 • Assessing the appropriateness of the discount rate used with the assistance of our external valuation specialists. • 在我們外部估值專家的協助下，評估所使用的折現率之適當性。

OTHER INFORMATION

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

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF DIRECTORS AND AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

其他資料

董事須對其他資料負責。其他資料包括年報內所包含的所有資料，惟綜合財務報表及我們就此發出的核數師報告書除外。

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

在我們審計綜合財務報表時，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況有重大抵觸或者是否似是有重大錯誤陳述。基於我們已執行的工作，如果我們的結論是其他資料有重大錯誤陳述，我們需要報告該事實。我們在這方面並無內容可報告。

董事及審核委員會就綜合財務報表承擔的責任

董事負責根據香港會計師公會頒佈的香港財務報告準則會計準則及《香港公司條例》的披露規定，編製真實而公平的綜合財務報表，並對其認為為使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述所須的內部監控負責。

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

審核委員會協助董事履行監督貴集團財務報告過程的責任。

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion 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 skepticism throughout the audit. We also:

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

核數師就審計綜合財務報表承擔的責任

我們的目標是合理確定整體而言此等綜合財務報表是否不存在由於欺詐或者錯誤而導致的重大錯誤陳述，並發出包含我們意見的核數師報告書。我們僅向閣下整體報告我們的意見，且並無其他目的。我們概不會就本報告內容向任何其他人士承擔或負上任何責任。

合理確定屬高層次的核證，但不能擔保根據香港審計準則進行的審計工作總能發現所有存在的重大錯誤陳述。錯誤陳述可源於欺詐或錯誤，倘個別或整體在合理預期情況下可影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

我們根據香港審計準則進行審計的工作之一，是運用職業判斷，在整個審計過程中保持職業懷疑態度。我們也：

- 識別及評估綜合財務報表中由於欺詐或錯誤而導致的重大錯誤陳述風險，因應這些風險設計及執行審計程序，獲取充足及適當的審計證據為我們的意見提供基礎。由於欺詐可能涉及串通、偽造、故意遺漏、誤導性陳述或凌駕於內部監控之上，因此未能發現由此造成的重大錯誤陳述風險比未能發現由於錯誤而導致的重大錯誤陳述的風險更高。
- 了解與審計有關的內部監控，以設計適當的審計程序，但並非旨在對貴集團內部監控的有效性發表意見。
- 評估所採用會計政策是否適當，會計估計及董事作出的相關披露是否合理。
- 對董事採用持續經營會計基礎的適當性作出結論，並根據所獲取的審計證據，確定是否存在與事項或情況有關的重大不確定性，從而可能對貴集團的持續經營能力產生重大影響。倘若我們總結認為存在重大不確定因素，我們需要在核數師報告書中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則修訂我們的意見。我們的結論是基於截至核數師報告書日期止所取得的審計證據。然而，未來事項或情況可能導致貴集團不再具有持續經營能力。

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

- 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 consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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, action taken to eliminate threats or safeguards applied.

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

The engagement partner on the audit resulting in this independent auditor's report is Mr. Szeto Tai Shun (Practising certificate number: P07359).

RSM Hong Kong
Certified Public Accountants
29th Floor, Lee Garden Two
28 Yun Ping Road
Causeway Bay
Hong Kong

9 March 2026

核數師就審計綜合財務報表承擔的責任(續)

- 評估綜合財務報表(包括資料披露)的整體呈報方式、結構及內容，以及綜合財務報表是否已公允地反映及呈報相關交易及事項。
- 規劃並執行集團審計工作，以就貴集團內實體或業務單位的財務資料獲取充足適當的審計證據，作為出具綜合財務報表意見的基準。我們負責指導、監督和審閱就集團審計工作開展的審計工作。我們須為我們的審計意見承擔全部責任。

我們就審計工作的計劃範圍和時間、在審計過程中的重大審計發現(包括內部監控的任何重大缺陷)及其他事項與審核委員會進行溝通。

我們亦向審核委員會作出聲明，確認我們已遵守有關獨立性的相關道德要求，並就所有被合理認為可能影響核數師獨立性的關係和其他事宜以及為消除威脅而採取的行動或相關保障措施(如適用)，與審核委員會溝通。

我們通過與審核委員會溝通，確認哪些是對本期綜合財務報表審計工作的最重要事項，即關鍵審計事項。除非法律或法規不允許公開披露此等事項，或在極端罕見的情況下，我們認為披露此等事項可合理預期的不良後果將超過公眾知悉此等事項的利益而不應在報告中予以披露，否則我們會在核數師報告書中描述此等事項。

出具本獨立核數師報告書的審計項目合夥人為司徒大信先生(執業證書編號：P07359)。

羅申美會計師事務所
執業會計師
香港
銅鑼灣
恩平道28號
利園二期29樓

二零二六年三月九日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

		Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue	收入	8	538,831	353,651
Cost of sales	銷售成本		(245,489)	(151,321)
Gross profit	毛利		293,342	202,330
Investment and other income	投資及其他收益	9	4,637	4,224
(Allowance)/reversal of allowance for trade receivables, net	貿易應收賬款(撥備)/撥備撥回，淨額	10	(1,219)	124
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	19	—	(4,153)
Impairment loss on goodwill	商譽減值虧損	22	—	(24,806)
Fair value loss on investment properties	投資物業之公平值虧損		(6,356)	(19,727)
Distribution and selling expenses	分銷及銷售開支		(200,335)	(171,014)
Administrative expenses	行政開支		(71,816)	(80,372)
Other gains/(losses)	其他收益/(虧損)		4,927	(3,768)
Profit/(loss) from operations	經營溢利/(虧損)		23,180	(97,162)
Share loss of an associate	分佔一間聯營公司虧損		(895)	—
Finance costs	融資成本	12	(10,469)	(8,045)
Profit/(loss) before tax	除稅前溢利/(虧損)		11,816	(105,207)
Income tax (expenses)/credit	所得稅(開支)/抵免	13	(1,235)	1,592
Profit/(loss) for the year	本年度溢利/(虧損)	14	10,581	(103,615)
Other comprehensive income:	其他全面收益：			
<i>Item that will not be reclassified to profit or loss:</i>	<i>不會被重新分類至損益表之項目：</i>			
Remeasurement gains on defined benefit pension plans	定額福利退休金計劃之重新計量收益		(499)	230
<i>Item that may be reclassified to profit or loss:</i>	<i>可能被重新分類至損益表之項目：</i>			
Exchange differences on translating foreign operations	換算海外業務產生之匯兌差額		16,306	(23,546)

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

		Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Other comprehensive income for the year, net of tax	本年度其他全面收益，扣除稅項		15,807	(23,316)
Total comprehensive income for the year	本年度全面收益總額		26,388	(126,931)
Profit/(loss) for the year attributable to:	以下人士應佔本年度溢利／(虧損)：			
Owners of the Company	本公司擁有人		10,581	(103,615)
Total comprehensive income for the year attributable to:	以下人士應佔本年度全面收益總額：			
Owners of the Company	本公司擁有人		26,388	(126,931)
Earnings/(loss) per share	每股盈利／(虧損)	18		
Basic	基本		HK cents 0.53 0.53港仙	(HK cents 5.18) (5.18港仙)
Diluted	攤薄		N/A 不適用	N/A 不適用

Consolidated Statement of Financial Position

綜合財務狀況報表

At 31 December 2025

於二零二五年十二月三十一日

		Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	19	447,740	239,614
Investment properties	投資物業	20	12,747	190,021
Right-of-use assets	使用權資產	21	65,533	34,871
Investment in an associate	於一間聯營公司之投資	23	2,412	–
Trade and other receivables	貿易及其他應收賬款	26	17,111	–
Retirement benefits plan assets	退休福利計劃資產	34(b)(iv)	2,163	1,543
Deferred tax assets	遞延稅項資產	33	23,557	18,123
			571,263	484,172
Current assets	流動資產			
Inventories	存貨	25	95,018	81,204
Trade and other receivables	貿易及其他應收賬款	26	147,185	89,614
Contract costs	合約成本	27	–	196
Restricted bank balance	受限制銀行結存		–	1,238
Bank and cash balances	銀行及現金結存	28	112,122	116,507
			354,325	288,759
Current liabilities	流動負債			
Trade and other payables	貿易及其他應付賬款	29	115,407	93,452
Amount due to a related party	應付一位關聯方款項	43(b)	425	284
Contract liabilities	合約負債	31	14,676	18,339
Borrowings	借款	30	177,532	68,209
Lease liabilities	租賃負債	32	9,454	6,090
Current tax liabilities	即期稅項負債		1,797	1,134
			319,291	187,508
Net current assets	流動資產淨值		35,034	101,251
Total assets less current liabilities	總資產減流動負債		606,297	585,423

Consolidated Statement of Financial Position

綜合財務狀況報表

At 31 December 2025
於二零二五年十二月三十一日

		Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current liabilities	非流動負債			
Borrowings	借款	30	117,329	124,043
Lease liabilities	租賃負債	32	14,987	13,787
			132,316	137,830
NET ASSETS	資產淨值		473,981	447,593
Capital and reserves	股本及儲備			
Share capital	股本	35	200,210	200,210
Reserves	儲備		273,771	247,383
TOTAL EQUITY	總權益		473,981	447,593

Approved by the Board of Directors on 9 March 2026 and are signed on its behalf by:

於二零二六年三月九日獲董事會批准，並由以下代表簽署：

Dr. LEI Chien
雷倩博士

Mr. LIN Chia-Wei
林家偉先生

Consolidated Statement of Changes in Equity

綜合權益變動表

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔								
		Share capital	Capital surplus	Share premium	Statutory reserve	Translation reserve	Property revaluation reserve	Remeasurement of defined benefit pension plans	Retained earnings	Total equity
		股本	資本盈餘	股份溢價	法定儲備	匯兌儲備	物業重估儲備	定額福利退休金計劃之重新計量	保留溢利	權益總額
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元
		(note 35)	(note 37(b)(i))	(note 37(b)(ii))	(note 37(b)(iii))	(note 37(b)(iv))	(note 37(b)(v))			
		(附註35)	(附註37(b)(i))	(附註37(b)(ii))	(附註37(b)(iii))	(附註37(b)(iv))	(附註37(b)(v))			
At 1 January 2024	於二零二四年一月一日	200,210	42,554	29,004	180,448	50,682	29,157	3,348	39,121	574,524
Total comprehensive income for the year	本年度全面收益總額	-	-	-	-	(23,546)	-	230	(103,615)	(126,931)
Changes in equity for the year	本年度權益變動	-	-	-	-	(23,546)	-	230	(103,615)	(126,931)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	200,210	42,554	29,004	180,448	27,136	29,157	3,578	(64,494)	447,593
Total comprehensive income for the year	本年度全面收益總額	-	-	-	-	16,306	-	(499)	10,581	26,388
Changes in equity for the year	本年度權益變動	-	-	-	-	16,306	-	(499)	10,581	26,388
At 31 December 2025	於二零二五年十二月三十一日	200,210	42,554	29,004	180,448	43,442	29,157	3,079	(53,913)	473,981

Consolidated Statement of Cash Flows

綜合現金流量表

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

	Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
CASH FLOWS FROM OPERATING ACTIVITIES 經營活動所得之現金流量			
Profit/(loss) before tax	除稅前溢利／(虧損)	11,816	(105,207)
Adjustments for:	就下列各項調整：		
Interest income on bank deposit	銀行存款利息收入	(558)	(847)
Finance costs	融資成本	10,469	8,045
Depreciation of property, plant and equipment	物業、廠房及設備折舊	30,422	26,305
Loss/(gain) on disposal of property, plant and equipment	出售物業、廠房及設備之虧損／(收益)	1,368	(181)
Written off property, plant and equipment	物業、廠房及設備撇銷	1,683	255
Fair value loss on investment properties	投資物業之公平值虧損	6,356	19,727
Depreciation of right-of-use assets	使用權資產折舊	8,369	5,362
Gain on disposal of right-of-use assets	出售使用權資產之收益	(190)	(5)
Gain on derecognition on trade and other payables	終止確認貿易及其他應付賬款之收益	(2,578)	—
Share of loss from an associate	分佔一間聯營公司虧損	895	—
Allowance for slow-moving inventories	滯銷存貨撥備	4,204	4,232
Inventories written-off	存貨撇銷	—	1,968
Allowance/(reversal) of allowance for trade receivables, net	貿易應收賬款撥備／(撥備撥回)，淨額	1,219	(124)
Impairment loss on goodwill	商譽減值虧損	—	24,806
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	—	4,153
Operating profit/(loss) before working capital changes	營運資金變動前之經營溢利／(虧損)	73,475	(11,511)
Increase in inventories	存貨增加	(17,009)	(8,217)
(Increase)/decrease in trade and other receivables	貿易及其他應收賬款(增加)／減少	(76,004)	9,206
Decrease in contract costs	合約成本減少	196	42
Decrease/(increase) in restricted bank balance	受限制銀行結存減少／(增加)	1,238	(1,238)
Increase in trade and other payables	貿易及其他應付賬款增加	13,512	4,737
Increase in amount due to related parties	應付關聯方款項增加	141	43
Decrease in contract liabilities	合約負債減少	(3,663)	(1,300)
Decrease in retirement benefit obligation	退休福利責任減少	(620)	(152)
Cash used in operations	經營業務所用之現金	(8,734)	(8,390)
Income tax paid	已付所得稅	(5,775)	(4,771)
Interest on lease liabilities	租賃負債利息	(996)	(585)
Net cash used in operating activities	經營活動所用之現金淨額	(15,505)	(13,746)

Consolidated Statement of Cash Flows 綜合現金流量表

For the year ended 31 December 2025

截至二零二五年十二月三十一日止年度

	Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
CASH FLOWS FROM INVESTING ACTIVITIES	投資活動所得之現金流量		
Purchases of property, plant and equipment and investment properties	購買物業、廠房及設備以及投資物業	(68,254)	(41,211)
Investment in an associate	於一間聯營公司之投資	(3,333)	–
Proceeds from disposals of property, plant and equipment	出售物業、廠房及設備之所得款項	2,641	192
Interest received	已收利息	558	847
Net cash used in investing activities	投資活動所用之現金淨額	(68,388)	(40,172)
CASH FLOWS FROM FINANCING ACTIVITIES	融資活動所得之現金流量		
Repayment of borrowings	償還借款	(72,741)	(167,761)
Borrowings raised	籌集借款	164,794	195,288
Principal elements of lease payments	租賃付款的本金部分	(7,442)	(4,725)
Bank loan interest paid	已付銀行貸款利息	(9,473)	(7,460)
Net cash generated from financing activities	融資活動所得之現金淨額	75,138	15,342
NET DECREASE IN CASH AND CASH EQUIVALENTS	現金及現金等價物減少淨額	(8,755)	(38,576)
Effect of foreign exchange rate changes	匯率變動之影響	4,018	(11,129)
CASH AND CASH EQUIVALENTS AT 1 JANUARY	於一月一日之現金及現金等價物	109,038	158,743
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	於十二月三十一日之現金及現金等價物	104,301	109,038
ANALYSIS OF THE CASH AND CASH EQUIVALENTS	現金及現金等價物分析		
Bank and cash balances	銀行及現金結存	112,122	116,507
Less: Time deposits with maturities of over three months but less than one year	減：三個月以上一年以下到期之定期存款	(7,821)	(7,469)
		104,301	109,038

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

1. GENERAL INFORMATION

Natural Beauty Bio-Technology Limited (the “Company”) was incorporated in the Cayman Islands on 29 June 2001 as an exempted company with limited liability. The address of its registered office is P.O. Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands. The address of its principal place of business is Room 1916, 19/F, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong and effective on 10 January 2025. The Company’s shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

The Company is an investment holding company. The principal activities of its subsidiaries are set out in note 24 to the consolidated financial statements.

In the opinion of the directors of the Company, as at 31 December 2025, Far Eastern Silo & Shipping (Panama) S.A, Insbro Holdings Limited and Next Focus Holdings Limited are substantial corporate shareholders of the Company.

2. BASIS OF PREPARATION

These consolidated financial statements have been prepared in accordance with all applicable HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”). HKFRS Accounting Standards comprise Hong Kong Financial Reporting Standards (“HKFRS”); Hong Kong Accounting Standards (“HKAS”); and Interpretations. These consolidated financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange and with the disclosure requirements of the Companies Ordinance (Cap. 622).

The HKICPA has issued certain new and revised HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 3 provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting periods reflected in these consolidated financial statements.

1. 一般資料

自然美生物科技有限公司(「本公司」)於二零零一年六月二十九日在開曼群島註冊成立為獲豁免有限公司。其註冊辦事處之地址為P.O. Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands。其主要營業地點為香港銅鑼灣希慎道33號利園一期19樓1916室，並於二零二五年一月十日生效。本公司股份在香港聯合交易所有限公司(「聯交所」)主板上市。

本公司是一家投資控股公司。其附屬公司的主要業務載於綜合財務報表附註24。

本公司董事認為，於二零二五年十二月三十一日，遠東倉儲航運(巴拿馬)股份有限公司、保經控股有限公司及Next Focus Holdings Limited為本公司主要企業股東。

2. 編製基準

該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈之所有適用香港財務報告準則會計準則編製。香港財務報告準則會計準則包括香港財務報告準則(「香港財務報告準則」)；香港會計準則(「香港會計準則」)；及詮釋。該等綜合財務報表亦符合聯交所證券上市規則之適用披露條文及《公司條例》(第622章)之披露規定。

香港會計師公會已頒佈若干新訂及經修訂香港財務報告準則，該等準則於本集團當前會計期間首次生效或可供提早採納。附註3載列該等綜合財務報表內所反映於當前及過往會計期間因首次應用該等與本集團有關之新訂及經修訂準則而引致之任何會計政策變動的資料。

Notes to the Consolidated Financial Statements 綜合財務報表附註

For the year ended 31 December 2025
截至二零二五年十二月三十一日止年度

3. ADOPTION OF NEW AND REVISED HONG KONG FINANCIAL REPORTING STANDARDS

(a) Application of new and revised HKFRSs

The Group has adopted all of the new or amended HKFRS Accounting Standards and Interpretations issued by the HKICPA that are mandatory for the current reporting period. There was no material impact to the consolidated financial statements as a result of the adoption of these standards.

(b) Revised HKFRS Accounting Standards Accounting Standards in issue but not yet effective

Up to the date of issue of these consolidated financial statements, the HKICPA has issued a number of new standards and amendments to standards and interpretation, which are not effective for the year ended 31 December 2025 and which have not been early adopted by the Group for the annual reporting period ended 31 December 2025. The company's assessment of the impact of these new or amended HKFRS Accounting Standards and Interpretations, most relevant to the company, are set out below:

3. 採納新訂及經修訂香港財務報告準則

(a) 應用新訂及經修訂香港財務報告準則

本集團已採納由香港會計師公會頒佈、於當前報告期間強制生效的所有新訂或經修訂香港財務報告準則會計準則及詮釋。採納該等準則並未對綜合財務報表產生重大影響。

(b) 已頒佈但尚未生效之經修訂香港財務報告準則會計準則

截至該等綜合財務報表刊發日期，香港會計師公會已頒佈多項新訂準則以及準則及詮釋的修訂，惟截至二零二五年十二月三十一日止年度該等準則及詮釋尚未生效，亦未獲本集團就截至二零二五年十二月三十一日止年度報告期間提前採納。本公司對該等新訂或經修訂香港財務報告準則會計準則及詮釋（與本公司最相關者）之影響評估載列如下：

Effective for accounting periods beginning on or after
於以下日期或之後開始之會計期間生效

Amendments to HKFRS 9 and HKFRS 7 – Classification and Measurement of Financial Instruments	1 January 2026
香港財務報告準則第9號及香港財務報告準則第7號的修訂 – 金融工具的分類及計量	二零二六年一月一日
Annual Improvements to HKFRS Accounting Standards – Volume 11	1 January 2026
香港財務報告準則會計準則的年度改進 – 第11冊	二零二六年一月一日
HKFRS 18 – Presentation and Disclosure in Financial Statements	1 January 2027
香港財務報告準則第18號 – 財務報表的呈列及披露	二零二七年一月一日
Amendments to HK Int 5 – Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2027
香港詮釋第5號的修訂 – 財務報表的呈列 – 借款人對包含可隨時要求償還條款的定期貸款的分類	二零二七年一月一日

3. ADOPTION OF NEW AND REVISED HONG KONG FINANCIAL REPORTING STANDARDS (Continued)

(b) Revised HKFRS Accounting Standards in issue but not yet effective (Continued)

The directors of the Company are in the process of making an assessment of what the impacts of these new standards, amendments to standards and interpretation are expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.

HKFRS 18 “Presentation and Disclosure in Financial Statements”

HKFRS 18 will replace HKAS 1 “Presentation of financial statements”, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, HKFRS 18 introduces significant changes to the presentation of financial statements, with a focus on information about financial performance present in the statement of profit or loss, which will affect how the Group present and disclose financial performance in the financial statements. The key changes introduced in HKFRS 18 relate to (i) the structure of the statement of profit or loss, (ii) required disclosures for management-defined performance measures (which are referred to alternative or non-GAAP performance measures), and (iii) enhanced requirements for aggregation and disaggregation of information.

The new accounting standard introduces the following key new requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities’ net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

3. 採納新訂及經修訂香港財務報告準則(續)

(b) 已頒佈但尚未生效之經修訂香港財務報告準則會計準則(續)

本公司董事現正評估該等新訂準則、準則及詮釋的修訂於首次應用期間之預期影響。目前所得結論為採用該等新訂準則、準則及詮釋的修訂不會對綜合財務報表造成重大影響。

香港財務報告準則第18號「財務報表的呈列及披露」

香港財務報告準則第18號將取代香港會計準則第1號「財務報表的呈列」，引入新規定，有助於實現類似實體財務表現的可比性，並為使用者提供更多相關資料及透明度。儘管香港財務報告準則第18號並不影響綜合財務報表項目的確認或計量，但香港財務報告準則第18號對財務報表的呈列方式引入重大變動，聚焦於損益表中呈列的財務表現資料，其將影響本集團於財務報表中呈列及披露財務表現的方式。香港財務報告準則第18號引入的主要變動涉及：(i)損益表的結構；(ii)管理層定義的業績計量(即替代或非公認會計原則業績計量)的披露要求；及(iii)強化信息彙總及細分的要求。

新會計準則引入以下主要新規定：

- 實體須將所有收入及開支分類為損益表中的五個類別，即經營、投資、融資、已終止經營及所得稅類別。實體亦須呈列新定義的經營溢利小計。實體的淨利潤將保持不變。
- 管理層定義的業績計量(MPM)在財務報表的單一附註中披露。
- 就如何在財務報表中匯總信息提供強化指引。

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3. ADOPTION OF NEW AND REVISED HONG KONG FINANCIAL REPORTING STANDARDS (Continued)

(b) Revised HKFRS Accounting Standards in issue but not yet effective (Continued)

HKFRS 18 “Presentation and Disclosure in Financial Statements” (Continued)

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is currently assessing the impact of HKFRS 18, with respect to the structure of the Group’s statement of profit or loss, the statements of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements. Preliminary assessments indicate the following key impacts:

- The Group will need to reclassify certain income and expense items (e.g., interest income and foreign exchange gains/losses) into the new categories, namely investing and financing categories.
- The Statement of Cash Flows will also be impacted, as the operating profit subtotal will be the required starting point for the indirect method.

3. 採納新訂及經修訂香港財務報告準則(續)

(b) 已頒佈但尚未生效之經修訂香港財務報告準則會計準則(續) 香港財務報告準則第18號「財務報表的呈列及披露」(續)

此外，所有實體在採用間接法呈列經營現金流量時，必須使用經營溢利小計作為現金流量表的起點。

本集團目前正在評估香港財務報告準則第18號對本集團損益表結構、現金流量表以及管理層定義的業績計量所需額外披露的影響。本集團亦在評估其對財務報表中信息匯總方式的影響。初步評估顯示以下主要影響：

- 本集團需要將若干收入及開支項目(例如，利息收入及外匯收益／虧損)重新分類至新類別，即投資及融資類別。
- 現金流量表也將受到影響，因為經營溢利小計將成為間接法規定的起點。

3. ADOPTION OF NEW AND REVISED HONG KONG FINANCIAL REPORTING STANDARDS (Continued)**(b) Revised HKFRS Accounting Standards in issue but not yet effective** (Continued)***Amendments to the Classification and Measurement of Financial Instruments – Amendments to HKFRS 9 and HKFRS 7***

The HKICPA issued targeted amendments to HKFRS 9 and HKFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

3. 採納新訂及經修訂香港財務報告準則 (續)**(b) 已頒佈但尚未生效之經修訂香港財務報告準則會計準則** (續)***金融工具的分類及計量的修訂 – 香港財務報告準則第9號及香港財務報告準則第7號的修訂***

香港會計師公會發佈對香港財務報告準則第9號及香港財務報告準則第7號的針對性修訂，以回應在近期實踐中出現的問題，並對金融機構及公司實體提出新要求。該等修訂：

- 澄清了某些金融資產和金融負債的確認及終止確認日期，並針對某些以電子支付系統結算的金融負債增加了一項豁免規定；
- 對評估一項金融資產是否滿足僅為本金及未償付本金額之利息(SPPI)的支付標準作出澄清並提供進一步指引；
- 針對包含可能會導致現金流量發生變更的合同條款的特定金融工具(如一些具備實現環境、社會及管治目標特徵的金融工具)增加新的披露要求；及
- 更新了針對指定為按公平值計入其他全面收益(FVOCI)的權益工具的披露要求。

應用該等修訂預期不會對本集團的財務狀況及表現產生重大影響。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

These consolidated financial statements have been prepared under the historical cost convention, unless mentioned otherwise in the accounting policies below (e.g. investment properties that are measured at fair value).

The preparation of consolidated financial statements in conformity with HKFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 5.

The material accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to 31 December. Subsidiaries are entities over which the Group has control. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Group has power over an entity when the Group has existing rights that give it the current ability to direct the relevant activities, i.e. activities that significantly affect the entity's returns.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date the control ceases.

4. 重要會計政策資料

除非下述會計政策另有提述(如按公平值計量的投資物業)，否則該等綜合財務報表乃根據歷史成本慣例編製。

綜合財務報表乃遵照香港財務報告準則編製，當中要求使用若干重要會計估計。其亦要求管理層於應用本集團會計政策過程中作出判斷。涉及高度判斷或複雜程度的範疇或對綜合財務報表而言屬重大假設及估計之範疇乃於附註5披露。

編製該等綜合財務報表時應用的重要會計政策載列如下。除另有指明外，該等政策已於所有呈報年度貫徹應用。

(a) 綜合賬目

綜合財務報表包括本公司及其附屬公司截至十二月三十一日止的財務報表。附屬公司指受本集團控制的實體。當本集團可承擔或有權享有因參與實體營運而獲得之浮動回報，並有能力透過其權力影響實體的該等回報，則本集團對實體具有控制權。當本集團現有權利令其目前有能力主導相關活動(即對實體回報構成重大影響的活動)，則本集團對該實體擁有權力。

附屬公司在控制權轉移至本集團當日起綜合入賬。附屬公司在控制權終止當日起停止綜合入賬。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(a) Consolidation (Continued)

Intragroup transactions, balances and unrealised profits are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

(b) Separate financial statements

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment loss, unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale). Cost includes direct attributable costs of investments. The results of subsidiaries are accounted for by the Company on the basis of dividend received or receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

(c) Goodwill

Goodwill is measured at cost less accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units ("CGUs") or groups of CGUs that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the Group at which the goodwill is monitored for internal management purposes. Goodwill impairment reviews are undertaken annually, or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to its recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

4. 重要會計政策資料(續)**(a) 綜合賬目(續)**

集團內之交易、結餘及未變現溢利均予對銷。未變現虧損亦會對銷，除非該交易有證據顯示所轉讓資產出現減值則作別論。附屬公司的會計政策已按需要變更，以確保與本集團所採納政策貫徹一致。

(b) 獨立財務報表

於本公司財務狀況報表內，於一家附屬公司之投資乃按成本扣除減值虧損列賬，惟分類為持作待售（或計入分類為持作待售之一組出售組別）之投資除外。成本包括投資直接應佔成本。本公司按已收或應收股息基準將附屬公司業績入賬。

在接獲於附屬公司的投資的股息後，倘股息超出附屬公司於宣派股息期內之全面收益總額，或倘於獨立財務報表之投資賬面值高於被投資公司資產淨值（包括商譽）於綜合財務報表之賬面值，則須對該等投資進行減值測試。

(c) 商譽

商譽按成本減累計減值虧損計量。就減值測試而言，於業務合併中所獲商譽會分配至預期將受益於合併協同效應之各現金產生單位（「現金產生單位」）或現金產生單位組別。獲分配商譽之各單位或單位組別指本集團就內部管理目的而監察商譽之最低層次。須就商譽每年進行減值檢討，或當有事件出現或情況改變顯示可能出現減值時，作出更頻密檢討。包含商譽之現金產生單位賬面值與可收回金額作比較，可收回金額為使用價值與公平值減出售成本之較高者。任何減值即時確認為開支，且其後不會撥回。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(d) Associates

Associates are entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of an entity but is not control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible, including potential voting rights held by other entities, are considered when assessing whether the Group has significant influence. In assessing whether a potential voting right contributes to significant influence, the holder's intention and financial ability to exercise or convert that right is not considered.

Investment in an associate is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the associate in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of the investment over the Group's share of the net fair value of the associate's identifiable assets and liabilities is recorded as goodwill which is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group's share of an associate's post-acquisition profits or losses and other comprehensive income is recognised in consolidated statement of profit or loss and other comprehensive income. When the Group's share of losses in an associate equals or exceeds its interest in the associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

4. 重要會計政策資料(續)

(d) 聯營公司

聯營公司是指本集團對其具有重大影響力的實體。重大影響力是指參與實體的財務和經營政策決策的權力，但並非對該等政策的控制權或共同控制權。在評估本集團是否具有重大影響力時，會考慮目前可行使或可轉換的潛在表決權的存在和影響，包括其他實體持有的潛在表決權。在評估潛在表決權是否促成重大影響力時，不考慮持有人行使或轉換該權利的意圖和財務能力。

於聯營公司的投資採用權益法於綜合財務報表中入賬，並按成本初步確認。進行收購時，聯營公司的可識別資產及負債按收購日期的公平值計量。投資成本超出本集團應佔聯營公司可識別資產及負債公平值淨額的部分，列為商譽並計入投資賬面值。本集團應佔可識別資產及負債公平值淨額超出收購成本的任何部分，於綜合損益表中確認。

本集團評估是否存在客觀證據顯示於聯營公司的權益可能出現減值。當存在任何客觀證據時，將根據香港會計準則第36號將投資的全部賬面值(包括商譽)作為單一資產進行減值測試，方法是將其可收回金額(使用價值與公平值減出售成本兩者中的較高者)與其賬面值進行比較。任何已確認的減值虧損不會分配至構成投資賬面值一部分的任何資產(包括商譽)。減值虧損的任何撥回根據香港會計準則第36號確認，惟以投資可收回金額其後的增幅為限。

本集團應佔聯營公司收購後損益及其他全面收益於綜合損益及其他全面收益表中確認。當本集團應佔聯營公司虧損相等於或超過其於聯營公司之權益(包括實質上構成本集團於聯營公司投資淨額一部分的任何長期權益)時，本集團不會確認進一步虧損，除非本集團已代表聯營公司承擔義務或作出付款。倘聯營公司其後錄得溢利，本集團僅在應佔溢利相等於未確認的應佔虧損後，方恢復確認應佔該等溢利。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(e) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Hong Kong Dollars ("HK\$") which is the Company's functional and presentation currency.

(ii) Transactions and balances in each entity's financial statements

Transactions in foreign currencies are translated into the functional currency on initial recognition using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the end of each reporting period. Gains and losses resulting from this translation policy are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates. The transaction date is the date on which the company initially recognises such non-monetary assets or liabilities. Non-monetary items that are measured at fair value in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

4. 重要會計政策資料(續)

(e) 外幣換算

(i) 功能及呈列貨幣

本集團各實體的財務報表所列項目，均以該實體營運所在主要經濟環境的貨幣（「功能貨幣」）計量。綜合財務報表乃以本公司的功能及呈列貨幣港元（「港元」）呈列。

(ii) 各實體財務報表中的交易及結餘

外幣交易於初步確認時採用於交易日期之現行匯率換算為功能貨幣。以外幣呈列的貨幣資產及負債按各報告期間結算日之匯率換算。此換算政策產生的收益及虧損均於損益確認。

以外幣列值並以歷史成本計量的非貨幣資產及負債乃使用於交易日期適用的外匯匯率換算。交易日期為公司初始確認該非貨幣性資產或負債的日期。按公平值計量並以外幣呈列的非貨幣項目乃按釐定公平值當日之匯率換算。

當非貨幣項目之收益或虧損於其他全面收益確認時，該收益或虧損之任何匯兌部分於其他全面收益確認。當非貨幣項目之收益或虧損於損益確認時，該收益或虧損之任何匯兌部分於損益確認。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(e) Foreign currency translation (Continued)

(iii) Translation on consolidation

The results and financial position of all foreign operation (none of which has the currency of hyperinflation economy) that have a functional currency different from the Company's presentation currency are translated into the Company's presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- Income and expenses are translated at average exchange rates for the period (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the exchange rates on the transaction dates); and
- All resulting exchange differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

On consolidation, exchange differences arising from the translation of monetary items that form part of the net investment in foreign entities are recognised in other comprehensive income and accumulated in the foreign currency translation reserve. When a foreign operation is sold, such exchange differences are reclassified to consolidated profit or loss as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

4. 重要會計政策資料(續)

(e) 外幣換算(續)

(iii) 綜合賬目時換算

所有海外業務之功能貨幣倘有別於本公司之呈列貨幣，則其業績及財務狀況(該等業務之貨幣概無出現惡性通貨膨脹之經濟狀況)須按以下方式換算為本公司之呈列貨幣：

- 各財務狀況報表所示資產及負債按該財務狀況報表日期的收市匯率換算；
- 收入及開支按期內平均匯率換算，除非此平均匯率不足以合理概約反映於交易日期現行匯率的累計影響，在此情況下，收入及開支則按交易日期的匯率換算；及
- 所有由此產生的匯兌差額於其他全面收益確認，並於外幣匯兌儲備累計。

於綜合賬目時，因換算為於海外實體投資淨額一部分的貨幣項目而產生的匯兌差額於其他全面收益確認，並於外幣匯兌儲備累計。當出售海外業務時，該等匯兌差額乃重新分類至綜合損益作為出售收益或虧損一部分。

因收購海外實體而產生之商譽及公平值調整被視為有關海外實體之資產及負債，並按收市匯率換算。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(f) Property, plant and equipment

Property, plant and equipment are held for use in the production or supply of goods or services, or for administrative purposes (other than properties under construction as described below). Property, plant and equipment are stated in the consolidated statement of financial position at cost, less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as “right-of-use assets” in the consolidated statement of financial position except for those that are classified and accounted for as investment properties under the fair value model. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

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

4. 重要會計政策資料(續)**(f) 物業、廠房及設備**

物業、廠房及設備乃為用作生產或供應貨品或服務或行政用途而持有(除下述在建物業外)。物業、廠房及設備於綜合財務狀況報表按成本減日後累計折舊及日後累計減值虧損(如有)列賬。

當本集團就物業所有權權益(包括租賃土地及樓宇部分)付款時，全部代價按初始確認時的相對公平值比例在租賃土地與樓宇部分之間分配。在有關款項可進行可靠分配的情況下，租賃土地權益於綜合財務狀況報表內呈列為「使用權資產」，惟分類為及入賬列作公平值模式項下投資物業者除外。倘代價無法在相關租賃土地的非租賃樓宇部分與未分割權益之間可靠分配，所有物業將分類為物業、廠房及設備。

僅在與項目相關的未來經濟利益有可能流入本集團並能夠可靠計量項目成本的情況下，其後成本方會計入資產賬面值或確認為獨立資產(視適用情況而定)。所有其他維修及維護成本於其產生期間在損益確認。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(f) Property, plant and equipment (Continued)

Depreciation of property, plant and equipment is calculated at rates sufficient to write-off their cost less their residual values over the estimated useful lives on a straight-line basis. The principal annual rates are as follows:

Buildings	2.5% – 5%
樓宇	2.5%–5%
Leasehold improvements	The shorter of the unexpired period of the lease and estimated useful lives of 3 – 10 years
租賃物業裝修	未屆滿租賃期間及估計可使用年期3至10年(以較短者為準)
Machinery	10% – 20%
機器	10%–20%
Motor vehicles	12.5% – 20%
汽車	12.5%–20%
Furniture, fixture and equipment	7% – 50%
傢具、裝置及設備	7%–50%

The residual values, useful lives and depreciation method are reviewed and adjusted, if appropriate, at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Construction in progress represents buildings under construction and plant and equipment pending installation, and is stated at cost less impairment losses. Depreciation begins when the relevant assets are available for use.

The gain or loss on disposal of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognised in profit or loss.

4. 重要會計政策資料(續)

(f) 物業、廠房及設備

物業、廠房及設備以直線法於估計可使用年內按足以撇銷其成本減去剩餘價值的比率計算折舊。主要年率如下：

剩餘價值、可使用年期及折舊方法於各報告期間結算日進行檢討及調整(如適用)，而任何估計變動的影響按預期基準入賬。

在建工程指在建樓宇以及待安裝廠房及設備，且按成本扣除減值虧損列賬。折舊於相關資產可供使用時開始計提。

出售物業、廠房及設備的收益或虧損指銷售所得款項淨額與有關資產賬面值兩者之間的差額，並於損益確認。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(g) Investment properties

Investment properties are land and/or buildings which are owned or held under a leasehold interest to earn rentals and/or for capital appreciation. These include land held for a currently undetermined future use and property that is being constructed or developed for future use as investment property.

Investment properties are stated at fair value, unless they are still in the course of construction or development at the end of the reporting period and their fair value cannot be reliably measured at that time.

Gains or losses arising from changes in the fair value of investment properties are recognised in profit or loss for the period in which they arise.

Transfers of investment properties to property, plant and equipment are made only when there is a change in use, evidenced by the commencement of owner occupation. A change in management's intention alone does not constitute a transfer. Where an investment property measured at fair value is transferred to property, plant and equipment, the fair value of the property at the date of change in use is deemed to be its cost for subsequent accounting under HKAS 16 Property, Plant and Equipment. Any gain or loss arising from changes in fair value prior to the transfer has been recognised in profit or loss.

An investment property is derecognised upon disposal or when the investment property is withdrawn from use. Any gain or loss on disposal of an investment property is the difference between the net sales proceeds and the carrying amount of the property, and is recognised in profit or loss. Rental income from investment properties is accounted for as described in note 4(s) to the consolidated financial statements.

4. 重要會計政策資料(續)

(g) 投資物業

投資物業是指為了賺取租金及／或為資本增值而以租賃權益擁有或持有之土地及／或樓宇，當中包括就目前尚未確定未來用途而持有的土地及正在興建或發展未來作為投資物業的物業。

投資物業按公平值列賬，除非投資物業於報告期間結算日尚在興建或發展中及其公平值於當時無法可靠計量。

投資物業公平值變動所產生之收益或虧損於產生期間在損益確認。

投資物業僅於用途改變(以開始業主自用作證明)時方會轉撥至物業、廠房及設備。單是管理層意圖改變並不構成轉撥。倘按公平值計量之投資物業轉撥至物業、廠房及設備，則該物業於用途改變當日之公平值被視為其其後根據香港會計準則第16號物業、廠房及設備入賬之成本。於轉撥前因公平值變動而產生之任何收益或虧損已於損益確認。

投資物業於出售或當投資物業之用途撤銷時終止確認。出售投資物業之任何收益或虧損為銷售所得款項淨額與物業賬面值兩者之間的差額，並會在損益確認。投資物業之租金收益按綜合財務報表附註4(s)所述入賬。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(h) Leases

At inception of a contract, the Group assesses whether the 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. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) *The Group as a lessee*

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

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method.

Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

4. 重要會計政策資料(續)

(h) 租賃

於合約開始時，本集團會評估該合約是否為或包含租賃。倘合約為換取代價而給予在一段時間內控制已識別資產使用的權利，則該合約為或包含租賃。倘客戶有權指示已識別資產的使用及從該使用中獲得絕大部分經濟利益，則表示擁有控制權。

(i) *本集團作為承租人*

倘合約包含租賃組成部分及非租賃組成部分，本集團已選擇不分開非租賃組成部分並就所有租賃將各租賃組成部分及任何相關非租賃組成部分作為單一租賃組成部分入賬。

於租賃開始日期，本集團確認使用權資產及租賃負債，惟租期為12個月或以下的短期租賃及低價值租賃則除外。當本集團就低價值資產訂立租賃，則本集團決定是否按個別租賃基準將租賃資本化。與該等尚未資本化的租賃有關的租賃付款於租期內按系統化基準確認為開支。

倘租賃已資本化，則租賃負債初步於租期內按應付租賃付款的現值確認，並使用租賃中隱含的利率進行折現，或倘該利率無法輕易釐定，則使用相關增量借款利率。於初步確認後，租賃負債按攤銷成本計量，而利息支出則使用實際利率法計算。

不取決於指數或利率的可變租賃付款並不計入租賃負債的計量，故於其產生的會計期間自損益扣除。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(h) Leases (Continued)**(i) The Group as a lessee** (Continued)

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the relevant subsidiary, which does not have recent third-party financing; and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

If a readily observable amortising loan rate is available to the individual lessee (through recent financing or market data) which has a similar payment profile to the lease, then the group entities use that rate as a starting point to determine the incremental borrowing rate.

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses, except for the right-of-use assets that meet the definition of investment property are carried at fair value in accordance with note 4(f).

4. 重要會計政策資料(續)**(h) 租賃(續)****(i) 本集團作為承租人(續)**

為確定增量借款利率，本集團應：

- 在可能的情况下，以個別承租人最近收到的第三方融資為起點，並進行調整以反映融資條件自收到第三方融資後的變化，
- 對於近期末獲得第三方融資的相關附屬公司持有的租賃，採用以無風險利率為起點的累加法，並按照租賃的信貸風險進行調整，及
- 針對租賃作出特定調整，如租賃期、國家、貨幣及抵押。

若個別承租人可獲得可隨時觀察到的攤銷貸款利率(透過最近的融資或市場數據)，且其付款情況與租賃相似，則本集團實體以該利率作為釐定增量借款利率的起點。

於租賃資本化時確認的使用權資產初步按成本計量，當中包括租賃負債的初步金額加任何於開始日期或之前作出的租賃付款及所產生的任何初步直接成本。在適用的情況下，使用權資產成本亦包括拆卸及移除相關資產或將相關資產或相關資產所在地復原的成本估計，按其現值折現並扣減任何已收租賃優惠。使用權資產其後按成本減累計折舊及減值虧損列賬，惟根據附註4(f)符合按公平值列賬的投資物業定義的使用權資產除外。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(h) Leases (Continued)

(i) *The Group as a lessee* (Continued)

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

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

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

The lease liability is also remeasured when there is a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract ("lease modification") that is not accounted for as a separate lease. In this case, the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

4. 重要會計政策資料(續)

(h) 租賃(續)

(i) 本集團作為承租人(續)

本集團合理確定於租期結束時獲得相關租賃資產擁有權的使用權資產自開始日期起至可使用年期結束止計提折舊。否則，使用權資產於其估計可使用年期及租期兩者中的較短者按直線法計提折舊。

已支付可退還租賃按金根據香港財務報告準則第9號入賬，初步按公平值計量。初步確認時對公平值的調整被視為額外租賃付款，並計入使用權資產的成本。

倘未來租賃付款因指數或利率變動而出現變動，或本集團剩餘價值擔保項下預期應付的金額估計出現變動，或因重新評估本集團是否將合理確定行使購買、延長或終止選擇權而產生變動，則重新計量租賃負債。倘租賃負債以此方式重新計量，則對使用權資產的賬面值作出相應調整，或倘使用權資產的賬面值已調減至零，則於損益內列賬。

當租賃範疇發生變化或租賃合約原先並無規定的租賃代價發生變化(「租賃修訂」)，且未作為單獨的租賃入賬時，則亦對租賃負債進行重新計量。在此情況下，租賃負債根據經修訂的租賃付款及租賃期限，使用經修訂的折現率在修訂生效日重新計量。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(h) Leases (Continued)**(ii) The Group as a lessor**

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. If this is not the case, the lease is classified as an operating lease.

(i) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average basis. The cost of finished goods and work in progress comprises raw materials, direct labour and an appropriate proportion of all production overhead expenditure, and where appropriate, subcontracting charges. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(j) Other contract costs

Other contract costs are either the incremental costs of obtaining a contract with a customer or the costs to fulfil a contract with a customer which are not capitalised as inventory, property, plant and equipment or intangible assets.

Incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer that it would not have incurred if the contract had not been obtained. Incremental costs of obtaining a contract are capitalised when incurred if the costs are expected to be recovered, unless the expected amortisation period is one year or less from the date of initial recognition of the asset, in which case the costs are expensed when incurred. Other costs of obtaining a contract are expensed when incurred.

4. 重要會計政策資料(續)**(h) 租賃(續)****(ii) 本集團作為出租人**

倘本集團擔任出租人，則於租賃開始時釐定各租賃是否為融資租賃或經營租賃。倘租賃將相關資產擁有權附帶的絕大部分風險及回報轉移至承租人，則分類為融資租賃。倘不屬於以上情況，則租賃分類為經營租賃。

(i) 存貨

存貨以成本及可變現淨值較低者入賬。成本使用加權平均基準釐定。製成品及在製品的成本包括原材料、直接勞工及所有生產經常性開支的適當部分以及(如適用)分包費用。可變現淨值按日常業務過程中之估計售價減估計完成成本及進行銷售估計所需成本計算。

(j) 其他合約成本

其他合約成本是取得客戶合約之遞增成本或履行客戶合約之成本，其並無資本化為存貨、物業、廠房及設備或無形資產。

取得合約之遞增成本是本集團為取得客戶合約而產生之該等成本，倘並無取得合約則不會產生該等成本。倘預期將可收回成本，取得合約之遞增成本於產生時資本化，惟除非預期攤銷期為自資產初步確認之日起一年或一年以下，則成本於產生時支銷。取得合約之其他成本於產生時支銷。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(j) Other contract costs (Continued)

Costs to fulfil a contract are capitalised if the costs relate directly to an existing contract or to a specifically identifiable anticipated contract; generate or enhance resources that will be used to provide goods or services in the future; and are expected to be recovered. Costs that relate directly to an existing contract or to a specifically identifiable anticipated contract may include direct labour, direct materials, allocations of costs, costs that are explicitly chargeable to the customer and other costs that are incurred only because the Group entered into the contract. Other costs of fulfilling a contract, which are not capitalised as inventory, property, plant and equipment or intangible assets, are expensed as incurred.

Capitalised contract costs are stated at cost less accumulated amortisation and impairment losses. Impairment losses are recognised to the extent that the carrying amount of the contract cost asset exceeds the net of (i) remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the asset relates, less (ii) any costs that relate directly to providing those goods or services that have not yet been recognised as expenses.

Amortisation of capitalised contract costs is charged to profit or loss when the revenue to which the asset relates is recognised.

(k) Contract assets and contract liabilities

Contract asset is recognised when the Group recognises revenue before being unconditionally entitled to the consideration under the payment terms set out in the contract. Contract assets are assessed for expected credit losses ("ECL") in accordance with the policy set out in note 4(aa) and are reclassified to receivables when the right to the consideration has become unconditional.

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue. A contract liability would also be recognised if the group has an unconditional right to receive consideration before the Group recognizes the related revenue. In such cases, a corresponding receivable would also be recognised.

For a single contract with the customer, either a net contract asset or a net contract liability is presented. For multiple contracts, contract assets and contract liabilities of unrelated contracts are not presented on a net basis.

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method.

4. 重要會計政策資料(續)

(j) 其他合約成本(續)

倘成本直接與現有合約或可特別認定的預計合約有關；產生或增加日後將用於提供貨品或服務的資源；及預期將被收回，完成合約的成本會資本化。直接與現有合約或可特別認定的預計合約有關的成本可能包括直接勞工、直接材料、費用分攤、可明確向客戶收取的成本及僅因本集團訂立合約而產生的其他成本。完成合約的其他成本(未資本化為存貨、物業、廠房及設備或無形資產)於產生時支銷。

資本化合約成本按成本減累計攤銷及減值虧損列賬。當合約成本資產的賬面值超過(i)本集團預期因交換資產相關貨品或服務而將收取的代價餘額減(ii)尚未確認為開支的直接與提供該等貨品或服務相關的任何成本的淨額時，確認減值虧損。

資本化合約成本攤銷於確認資產相關收入時自損益扣除。

(k) 合約資產及合約負債

合約資產於本集團在無條件享有合約所載支付條款項下代價前確認收益時確認。合約資產按附註4(aa)所載政策評估預期信貸虧損(「預期信貸虧損」)，並於收取代價之權利成為無條件時重新分類為應收賬款。

當客戶在本集團確認相關收入前支付代價，則確認合約負債。倘本集團在確認相關收入前無條件收取代價之權利，亦會確認合約負債。在該等情況下，亦會確認相應之應收賬款。

如與客戶訂立一份合約，將呈列合約資產淨值或合約負債淨額。如為多份合約，不相關合約之合約資產及合約負債不會以淨額基準呈列。

當合約包含重大融資組成部分時，合約結餘包括根據實際利率法應計之利息。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(I) Recognition and derecognition of financial instruments

Financial assets and financial liabilities are recognised in the consolidated statement of financial position when the Group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss ("FVTPL")) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

4. 重要會計政策資料(續)**(I) 確認及終止確認金融工具**

當本集團旗下實體成為工具合約條文之訂約方時，便會於綜合財務狀況報表確認金融資產及金融負債。

金融資產及金融負債初步按公平值計量。收購或發行金融資產及金融負債(按公平值計入損益(「按公平值計入損益」)之金融資產及金融負債除外)直接產生之交易成本乃於初步確認時在金融資產或金融負債(視何者適用)之公平值計入或扣除。收購按公平值計入損益之金融資產或金融負債直接產生之交易成本即時於損益確認。

本集團僅會於資產之現金流量合約權利屆滿時，或當本集團轉讓金融資產且有關資產擁有權之絕大部分風險及回報已轉移予另一實體時，終止確認有關金融資產。倘若本集團並無轉移或保留擁有權之絕大部分風險及回報，並繼續控制所轉讓資產，則本集團就可能需支付之金額確認資產及相關負債之保留權益。倘若本集團保留已轉讓金融資產擁有權之絕大部分風險及回報，則本集團將繼續確認有關金融資產，並就已收取所得款項確認有抵押借款。

本集團於(及僅於)其責任已被解除、註銷或屆滿時，終止確認金融負債。終止確認之金融負債賬面值與已付及應付代價(包括已轉讓的任何非現金資產或所承擔的負債)之間的差額，乃於損益確認。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(m) Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Debt investments

Debt investments held by the Group are classified into one of the following measurement categories:

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

4. 重要會計政策資料(續)

(m) 金融資產

所有正常途徑買賣的金融資產以交易日作為確認和終止確認基礎。正常途徑買賣是指須按一般市場規定或慣例在一定期間內交付資產的金融資產買賣。所有已確認金融資產其後根據該項金融資產的分類以其整體按攤銷成本或公平值計量。

債務投資

本集團持有的債務投資分類為以下其中一個計量類別：

- 攤銷成本，倘持有投資的目的為收取合約現金流量，即純粹為獲取本金及利息付款。投資所得利息收入乃使用實際利率法計算。
- 按公平值計入其他全面收益（「按公平值計入其他全面收益」）-可劃轉，倘投資之合約現金流量僅包括本金及利息付款，並且按目標為收回合約現金流量及銷售之業務模式持有投資。公平值之變動於其他全面收益確認，惟預期信貸虧損（「預期信貸虧損」）、利息收入（按實際利率法計算）及匯兌收益及虧損則於損益確認。於終止確認該投資時，於其他全面收益累計之金額由權益轉入損益。
- 按公平值計入損益，倘投資不符合按攤銷成本計量或按公平值計入其他全面收益（可劃轉）之標準。投資（包括利息）之公平值變動於損益確認。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(m) Financial assets (Continued)**Equity investments**

An investment in equity securities is classified as FVTPL unless the equity investment is not held for trading purposes and on initial recognition of the investment the Group makes an election to designate the investment at FVTOCI (non-recycling) such that subsequent changes in fair value are recognised in other comprehensive income. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. Where such an election is made, the amount accumulated in other comprehensive income remains in the fair value reserve (non-recycling) until the investment is disposed of. At the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings. It is not recycled through profit or loss. Dividends from an investment in equity securities, irrespective of whether classified as at FVTPL or FVTOCI, are recognised in profit or loss as other income.

(n) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method less allowance for credit losses.

4. 重要會計政策資料(續)**(m) 金融資產(續)****股本投資**

於股本證券之投資被分類為按公平值計入損益，除非有關股本投資並非以買賣目的而持有且於初步確認投資時，本集團選擇指定投資按公平值計入其他全面收益(不可劃轉)，因此，其後公平值變動於其他全面收益確認。該等選擇以個別工具基準作出，並僅於發行人認為投資符合股本定義時方可作出。作出該選擇後，於其他全面收益累計之金額仍將保留在公平值儲備(不可劃轉)直至出售投資為止。於出售時，於公平值儲備(不可劃轉)累計之金額轉入保留溢利，且不會轉入損益。股本證券投資(不論分類為按公平值計入損益或按公平值計入其他全面收益)之股息於損益確認為其他收益。

(n) 貿易及其他應收賬款

應收賬款於本集團有無條件權利收取代價時予以確認。倘代價到期支付前只須時間流逝，則收取代價的權利為無條件。如收入在本集團有無條件權利收取代價前經已確認，則金額呈列為合約資產。

倘貿易應收賬款按公平值確認，則首次按無條件代價金額確認，除非其包含重大融資部分。本集團以收取合約現金流量為目的持有貿易應收賬款，因此其後使用實際利率法按攤銷成本減信貸虧損撥備計量。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(o) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECLs.

(p) Financial liabilities and equity instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument under HKFRSs. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. The accounting policies adopted for specific financial liabilities and equity instruments are set out in notes (p) to (r) below.

(q) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred, and subsequently measured at amortised cost using the effective interest method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless, at the end of the reporting period, the Group has a right to defer settlement of the liability for at least 12 months after the reporting period.

4. 重要會計政策資料(續)

(o) 現金及現金等價物

現金及現金等價物包括銀行及手頭現金、存放在銀行及其他金融機構之活期存款，以及可隨時兌換作確定數目現金之短期高流通投資，該等投資之到期日為獲得日期起三個月內，且價值變動風險不大。現金及現金等價物已評估預期信貸虧損。

(p) 金融負債及股本工具

金融負債及股本工具乃根據所訂立合約安排的內容及香港財務報告準則有關金融負債及股本工具之定義進行分類。股本工具指證明於扣減本集團之所有負債後於其資產中餘下權益之任何合約。就特定金融負債及股本工具採納之會計政策載列於下文附註(p)至(r)。

(q) 借款

借款初步按公平值扣除所產生交易成本確認，其後則以實際利率法按攤銷成本計量。所得款項(扣除交易成本)與贖回金額之間的任何差額使用實際利率法於借貸期間在損益確認。倘貸款融資很有可能部分或全部被提取，則設立貸款融資時所支付之費用確認為貸款交易成本。在此情況下，費用遞延至提取發生為止。倘並無證據顯示該貸款很有可能部分或全部被提取，則該費用資本化作為流動資金服務之預付款項，並於有關融資期間攤銷。

除非本集團有權於報告期間結算日將負債的償還日期押後至報告期後至少12個月，否則借款分類為流動負債。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(q) Borrowings (Continued)

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

(r) Trade and other payables

Trade and other payables are recognised initially at their fair value and 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.

(s) Equity instruments

An equity instrument is any contract that evidence a residual interest in the assets of an equity after deducting all of its liabilities. Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue cost.

(t) Revenue and other income

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

(i) Sale of Conventional Products

Sale of Conventional Products – to Franchisees and Distributors

Revenue from the sale of skincare, beauty, aroma-therapeutic, health supplement, and make-up products to franchisees and distributors is recognised at the point in time when the goods are delivered to the franchisee's or distributor's designated location. Upon delivery, control of the goods transfers to the customer, as the franchisee or distributor obtains full discretion over the pricing and further distribution of the goods, assumes primary responsibility for their onward sales, and bears the associated risks of obsolescence and loss. A trade receivable is recognised at the time of delivery, as the Group's right to consideration becomes unconditional.

4. 重要會計政策資料(續)**(q) 借款(續)**

在將附帶契諾的貸款安排分類為流動或非流動時，會考慮本集團須於報告期間結算日或之前遵守的契諾。本集團於報告期後須遵守的契諾不影響於報告日期的分類。

(r) 貿易及其他應付賬款

貿易及其他應付賬款初步按公平值確認，其後則以實際利率法按攤銷成本計量，除非折現影響輕微，在該情況下按成本列賬。

(s) 股本工具

股本工具指能證明在實體之資產擁有剩餘權益(已扣除其所有負債)之任何合約。本公司發行之股本工具按已收取之所得款項經扣除直接發行成本後列賬。

(t) 收入及其他收益

收入於產品或服務控制權按本集團預期有權獲取之承諾代價金額(不包括代第三方收取之金額)轉讓予客戶時確認。收入不包括增值稅或其他銷售稅，並經扣除任何貿易折扣。

(i) 銷售傳統產品

銷售傳統產品 – 予加盟商及分銷商

向加盟商及分銷商銷售護膚產品、美容及精油產品、健康食品及化妝品之收入於貨品運至加盟商或分銷商指定地點(交付)時確認。於交付後，貨品控制權轉移至客戶，此乃由於加盟商或分銷商可全權酌情決定銷售貨品的分銷方式及價格，承擔銷售貨品之主要責任，並承擔與貨品相關的陳舊及損失風險。本集團於貨品交付時確認貿易應收賬款，因為此乃收取代價的權利成為無條件的時間點。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(t) Revenue and other income (Continued)

(i) Sale of Conventional products (Continued)

Right of Return and Exchange

Under the Group's standard contractual arrangements, franchisees and distributors are granted the right to return or exchange goods within a specified period and up to an agreed monetary limit. At the point of sale, the Group recognises a refund liability together with a corresponding reduction in revenue for the portion of goods expected to be returned or exchanged. Concurrently, the Group recognises a right-to-returned-goods asset, accompanied by a corresponding reduction in cost of sales, to reflect its entitlement to recover such goods upon return.

The expected volume of returns and exchanges is estimated at the portfolio level using the expected value method, based on the Group's accumulated historical experience. Based on the consistently stable pattern of returns observed in prior reporting periods, the Group considers it highly probable that no significant reversal of cumulative revenue will occur.

Sale of Conventional Products – through Retail Outlets

Revenue from the sale of skincare, beauty, aroma-therapeutic, health supplement, and make-up products through the Group's retail outlets is recognised at the point in time when the customer takes possession of the goods at the outlet. Payment is due immediately at the point of purchase.

(ii) Sale of Beauty Apparatus

Revenue from the sale of Beauty Apparatus is recognised when control of the apparatus transfers to the customer, which generally occurs upon delivery to the customer's designated location, at which point the customer is able to direct the use of, and obtain substantially all of the remaining benefits from, the apparatus. Revenue is measured at the amount of consideration to which the Group expects to be entitled, excluding sales taxes and net of trade discounts.

4. 重要會計政策資料(續)

(t) 收入及其他收益(續)

(i) 銷售傳統產品(續)

退貨及換貨權

根據本集團的標準合約安排，加盟商及分銷商有權在協定的期限內及協定的金額內退貨或換貨。於銷售時，本集團就預期將退貨或換貨的該等產品確認退款負債及相應的收入減少。同時，本集團確認退貨資產權，並對銷售成本作出相應減少，以反映其於退貨時收回該等產品的權利。

本集團利用其累積的過往經驗，以預期價值法估計組合層面的預期退貨及換貨次數。基於過往報告期間觀察到持續穩定的退貨模式，本集團認為累計已確認收入極有可能不會出現重大撥回。

銷售傳統產品 – 透過零售店

透過本集團零售店銷售護膚產品、美容及精油產品、健康食品及化妝品之收入於客戶在零售店取得貨品時確認。交易價格付款於客戶購買產品時立即支付。

(ii) 銷售美容儀器

銷售美容儀器之收入於儀器控制權轉讓予客戶時確認，通常於運至客戶指定地點交付時發生，此時客戶能夠指示儀器的使用方式，並獲得其絕大部分剩餘利益。收入按本集團預期有權獲取的承諾代價金額計量，不包括銷售稅及經扣除貿易折扣。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(t) Revenue and other income (Continued)**(iii) Sale of Beauty Apparatus (Continued)***Significant Financing Component (Internal Financing)*

Customers purchasing Beauty Apparatus may elect to settle the consideration through instalment payment arrangements. Where the payment schedule gives rise to a significant financing component in accordance with HKFRS 15, the transaction price is adjusted solely to reflect the time value of money. The discount rate applied reflects the credit characteristics of the customer and the financing terms at contract inception.

The difference between the nominal amount of consideration and its present value is recognised as interest income over the instalment period using the effective interest method. Revenue from the sale of Beauty Apparatus is recognised at the present value of the consideration when control of the apparatus transfers to the customer.

Contracts Containing Redemption Rights of Certain Prescribed Products

Contracts with customers may include multiple element arrangements where performance obligations include both delivery of products and material rights that the customers can utilise to redeem for prescribed products. The Group separates the sales transaction into identifiable performance obligations in order to reflect the substance of the transaction based on the stand-alone selling prices of these obligations. The Group assess the stand-alone selling prices available for the individual components and allocates the revenue of the total transaction accordingly. Revenue derived from sales of beauty apparatus are recognised at the point of time when control of the apparatus transfer to the customers, whilst the revenue from redemption of prescribed products are recognised when those products were delivered to customers at a later time.

4. 重要會計政策資料(續)**(t) 收入及其他收益(續)****(iii) 銷售美容儀器(續)***重大融資成分(內部融資)*

購買美容儀器的客戶可選擇透過分期付款安排結算代價。倘付款時間表根據香港財務報告準則第15號產生重大融資成分，交易價格會作出調整，僅為反映貨幣時間價值。所應用的折現率反映合約開始時客戶的信貨特性及融資條款。

代價名義金額與其現值之間的差額，於分期付款期間採用實際利率法確認為利息收入。銷售美容儀器的收入於儀器控制權轉讓予客戶時，按代價的現值確認。

包含若干指定產品兌換權的合約

與客戶訂立的合約可能包含多重元素安排，其中履約義務既包括產品交付，亦包括客戶可用以兌換指定產品的重大權利。本集團將銷售交易拆分為可識別的履約義務，以根據該等義務的單獨售價反映交易實質。本集團評估個別組成部分的可得單獨售價，並相應分配總交易收入。銷售美容儀器產生的收入於儀器控制權轉讓予客戶時確認，而兌換指定產品產生的收入則於該等產品其後交付予客戶時確認。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(t) Revenue and other income (Continued)

(ii) Sale of Beauty Apparatus (Continued)

Third-Party Financing and Interest Subsidies

In certain cases, customers arrange financing through independent third-party finance companies. While these finance companies remit the full purchase price to the Group on the customer's behalf, the Group may enter into separate agreements to pay a fee to the finance companies to cover the customer's interest expenses. In accordance with HKFRS 15, such payments are treated as consideration payable to a customer as they are made to a third party on the customer's behalf. Accordingly, these fees are recognised as a reduction of the transaction price of the sales of beauty apparatus at the point when the sale is recognised.

(iii) Services Income

Revenue arising from skin treatment, beauty and spa services provided at the Group's self-owned spas, as well as medical cosmetology services rendered through the Group's self-owned medical beauty clinics, is recognised over time. This reflects the fact that customers simultaneously receive and consume the benefits of the services as they are performed. Progress toward the satisfaction of the performance obligations is measured using an output-based method, determined by reference to the value of services delivered to date relative to the total services contracted with the customer.

(iv) Other Income

Interest income is recognised as it accrues using the effective interest method. For financial assets measured at amortised cost or FVTOCI income (recycling) that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset. For credit-impaired financial assets, the effective interest rate is applied to the amortised cost (i.e. gross carrying amount net of loss allowance) of the asset.

4. 重要會計政策資料(續)

(t) 收入及其他收益(續)

(ii) 銷售美容儀器(續)

第三方融資及利息補貼

在若干情況下，客戶透過獨立第三方融資公司安排融資。雖然該等融資公司代客戶向本集團匯付全部購買價款，但本集團可能訂立單獨協議，向融資公司支付費用以支付客戶的利息開支。根據香港財務報告準則第15號，由於該等款項是代客戶支付予第三方，因此被視為應付客戶代價。據此，該等費用在確認銷售時，確認為美容儀器銷售交易價格的扣減。

(iii) 服務收益

本集團於自資經營水療中心提供肌膚護理、美容及水療服務，以及透過自資經營醫療美容診所提供的醫療美容服務所產生的收入，隨時間確認。此舉反映客戶於本集團履約時同時收取及耗用履約所帶來的利益。完成履約義務的進度採用產出法計量，根據迄今已交付服務的價值相對於與客戶訂約的服務總值釐定。

(iv) 其他收益

利息收入於應計時採用實際利率法確認。就按攤銷成本或按公平值計入其他全面收益(可劃轉)計量且並無出現信貸減值的金融資產而言，實際利率適用於資產的賬面總值。就出現信貸減值的金融資產而言，實際利率適用於資產的攤銷成本(即扣除虧損撥備的賬面總值)。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(t) Revenue and other income (Continued)**(iv) Other Income** (Continued)

Dividend income is recognised when the shareholders' rights to receive payment are established.

Rental income receivable under operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset.

(u) Research and development expenditure

Expenditure on research activities is recognised as expenses in the period in which it is incurred.

(v) Employee benefits**(i) Employee leave entitlements**

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

Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

(ii) Pension obligations

The Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

The Group contributes to defined contribution retirement schemes which are available to all employees. Contributions to the schemes by the Group and employees are calculated as a percentage of employees' basic salaries. The retirement benefit scheme cost charged to profit or loss represents contributions payable by the Group to the funds.

Obligation for contributions to the local government of the People's Republic of China (the "PRC") defined contribution retirement schemes pursuant to the relevant labour rules and regulations in the PRC are recognised as an expense in profit or loss as incurred.

4. 重要會計政策資料(續)**(t) 收入及其他收益(續)****(iv) 其他收益(續)**

股息收益於股東收取款項的權利確立時確認。

根據經營租賃應收的租金收入，於租期涵蓋的期間內以等額分期方式在損益中確認，除非有其他基準更能反映使用租賃資產所得利益的模式則作別論。

(u) 研發支出

研究活動支出在其產生之期間被確認為開支。

(v) 僱員福利**(i) 僱員應享假期**

僱員應享年假及長期服務假期於賦予僱員時確認。截至報告期間結算日已就僱員因所提供服務享有的年假及長期服務假期的估計負債作出撥備。

僱員應享之病假及產假將於正式休假時方可確認。

(ii) 退休金責任

本集團設有多項僱員離職後計劃，包括定額福利及定額供款退休金計劃。

本集團向所有僱員適用之定額供款退休計劃供款。本集團及僱員向有關計劃作出之供款乃根據僱員之基本薪金的百分比計算。自損益扣除之退休福利計劃成本乃指本集團應付予基金之供款。

根據中華人民共和國(「中國」)有關勞動規則和法規對中國地方政府定額供款退休計劃供款的責任，於產生時在損益中確認為開支。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(v) Employee benefits (Continued)

(ii) Pension obligations (Continued)

For the defined benefit retirement plans, the liability (asset) recognised in the consolidated statement of financial position is the present value of the defined benefit obligation less the fair value of plan assets. When there is a surplus in a defined benefit plan, the net defined benefit asset is measured at the lower of the surplus in the defined benefit plan and the asset ceiling. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating the terms of the related pension obligation. If there is no deep market in such bonds, the market rates on government bonds denominated in that currency are used.

Remeasurements of the net defined benefit liability (asset) – which include actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability (asset)), and any change in the effect of the asset ceiling (excluding amounts included in net interest on the net defined benefit liability (asset)) – are recognised in other comprehensive income in the period in which they arise and will not be reclassified to profit or loss. Service costs and net interest on the net defined benefit liability (asset) are recognised immediately in profit or loss.

4. 重要會計政策資料(續)

(v) 僱員福利(續)

(ii) 退休金責任(續)

於綜合財務狀況報表就定額福利退休計劃確認的負債(資產)為定額福利債務現值減計劃資產的公平值。如定額福利計劃有盈餘，則定額福利資產淨值按定額福利計劃盈餘與資產上限之間的較低者計量。定額福利債務每年由獨立精算師採用預期單位信貸法計算。定額福利債務的現值通過採用優質公司債券的息率折現估計未來現金流出釐定，該等債券乃以將予支付福利的貨幣計值，且屆滿年期與相關退休金責任的年期相若。倘有關債券並無交投活躍的市場，則採用以該貨幣計值的政府債券的市場息率。

重新計量定額福利負債(資產)淨額(包括精算盈虧；計劃資產回報(不包括定額福利負債(資產)淨額的利息淨額所包含的金額)；以及資產上限影響之任何變動(不包括定額福利負債(資產)淨額的利息淨額所包含的金額))於產生期間在其他全面收益確認，並將不會重新分類至損益。定額福利負債(資產)淨額的服務成本及利息淨額即時於損益確認。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(v) Employee benefits (Continued)

(ii) Pension obligations (Continued)

Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. However, if the Group remeasures the net defined benefit liability or asset before plan amendment, curtailment or settlement, the Group determines net interest for the remainder of the annual reporting period after the plan amendment, curtailment or settlement using the benefits offered under the plan and the plan assets after the plan amendment, curtailment or settlement and the discount rate used to remeasure such net defined benefit liability or asset, taking into account any changes in the net defined benefit liability or asset during the period resulting from contributions or benefit payments.

(iii) Termination benefits

Termination benefits are recognised at the earlier of the dates when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs and involves the payment of termination benefits.

(w) Share-based payments

The Group can issue equity-settled share-based payments to certain employees and others providing similar services. Equity-settled share-based payments are measured at fair value (excluding the effect of non-market based vesting conditions) of the equity instruments at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest and adjusted for the effect of non-market based vesting conditions.

4. 重要會計政策資料(續)

(v) 僱員福利(續)

(ii) 退休金責任(續)

利息淨額按期初定額福利負債或資產淨額的折現率計算。然而，倘本集團於計劃修訂、削減或結算前重新計量定額福利負債或資產淨額，本集團將於計劃修訂、削減或結算後使用計劃及計劃資產所提供利益釐定計劃修訂、削減或結算後剩餘年度報告期間的利息淨額以及重新計量該定額福利負債或資產淨額所使用的折現率，並計及期內因供款或福利付款而產生的定額福利負債或資產淨額的任何變動。

(iii) 終止服務福利

終止服務福利在以下兩種情況中以較早發生的日期時確認：當本集團不可撤回該等福利的要約，及當本集團確認重組成本並涉及支付終止服務福利。

(w) 以股份為基礎之付款

本集團可向若干僱員及提供類似服務的其他人士發行以股本結算以股份為基礎付款。以股本結算以股份為基礎付款乃按股本工具於授出日期之公平值計量(撇除非市場歸屬條件之影響)。公平值乃於以股本結算以股份為基礎付款之授出日期釐定，並根據本集團估計最終歸屬股份按歸屬期和就非市場歸屬條件之影響作出調整以直線法支銷。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(w) Share-based payments (Continued)

The Group issues equity-settled share-based payments to certain directors, employees and consultants. Equity-settled share-based payments to directors and employees are measured at the fair value (excluding the effect of non-market based vesting conditions) of the equity instruments at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest and adjusted for the effect of non-market based vesting conditions.

Equity-settled share-based payments to consultants are measured at the fair value of the services rendered or, if the fair value of the services rendered cannot be reliably measured, at the fair value of the equity instruments granted. The fair value is measured at the date the Group receives the services and is recognised as an expense.

(x) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are 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, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

4. 重要會計政策資料(續)

(w) 以股份為基礎之付款(續)

本集團向若干董事、僱員及顧問發行以股本結算以股份為基礎付款。向董事及僱員發行之以股本結算以股份為基礎付款乃按股本工具於授出日期之公平值計量(撇除非市場歸屬條件之影響)。公平值乃於以股本結算以股份為基礎付款之授出日期釐定，並根據本集團估計最終歸屬股份按歸屬期和就非市場歸屬條件之影響作出調整以直線法支銷。

向顧問發行之以股本結算以股份為基礎付款乃按所提供服務之公平值計量，或倘所提供服務之公平值無法可靠計量，則按所授出股本工具之公平值計量。公平值於本集團接獲服務當日計量，並確認為開支。

(x) 借款成本

直接用於購買、興建或生產合資格資產(即需待頗長時間方可達致其擬定用途或出售之資產)之借款成本，一律撥充作為該等資產之部分成本，直至該等資產大致上可作擬定用途或出售為止。特定借款於用作合資格資產開支前之臨時投資所賺取之投資收入於合資格資本化之借款成本中扣減。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(x) Borrowing costs (Continued)

To the extent that funds are borrowed generally and used for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation is determined by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the Group that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Any specific borrowing that remain outstanding after the related asset is ready for its intend use or sales included in the general borrowing pool for calculation of capitalisation rate on general borrowing.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(y) Government grants

A government grant is recognised when there is reasonable assurance that the Group will comply with the conditions attaching to it and that the grant will be received.

Government grants relating to income are deferred and recognised in profit or loss over the period to match them with the costs they are intended to compensate.

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

4. 重要會計政策資料(續)

(x) 借款成本(續)

倘借入資金之一般目的及用途為獲取合資格資產，合資格資本化之借款成本金額則採用資本化率計算該項資產開支之方法釐定。資本化率為適用於本集團該期間未償還借款之借款成本的加權平均值(為獲得合資格資產之特別借款除外)。任何於相關資產可作擬定用途或出售之後仍未償還的特別借款於計算一般借款的資本化率時計入一般借款池。

所有其他借款成本均於產生期間在損益內確認。

(y) 政府補助金

在能夠合理保證本集團將符合政府補助金所附帶之條件及將會獲取補助金時，本集團確認政府補助金。

與收入相關之政府補助金遞延入賬，並就擬以有關補助金作補償之成本相匹配之期間在損益中確認。

本集團將可收取作為開支或已產生虧損之補償之政府補助金，或為了提供即時財務援助予本集團且並無日後相關成本之政府補助金，於其可予收取期間在損益中確認。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(z) Taxation

Income tax represents the sum of the current tax and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit recognised in profit or loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses or unused tax credits can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of transaction does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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 profits will be available to allow all or part of the asset to be recovered.

4. 重要會計政策資料(續)

(z) 稅項

所得稅指即期稅項及遞延稅項之總和。

即期應付稅項按年內應課稅溢利計算。由於應課稅溢利不包括其他年度之應課稅或可扣減收入或開支項目，亦不包括毋須課稅或可扣減之項目，故與在損益確認的溢利不同。本集團即期稅項負債按報告期間結算日已頒佈或實際上已頒佈稅率計算。

遞延稅項乃就綜合財務報表之資產及負債賬面值與計算應課稅溢利時作相應稅基用途之資產及負債賬面值兩者之間的暫時差額確認。遞延稅項負債一般就所有應課稅暫時差額確認。遞延稅項資產一般在很可能取得應課稅溢利而令可扣減暫時差額、未動用稅項虧損或未動用稅項抵免得以運用之情況下，就所有可扣減暫時差額確認。如自商譽或於初步確認(業務合併除外)交易之其他資產及負債時產生暫時差額不影響應課稅溢利或會計溢利，以及交易當時並無產生同等應課稅及可扣減暫時差額，則有關資產及負債不予確認。

本集團會就附屬公司投資產生之應課稅暫時差額確認遞延稅項負債，惟如本集團能控制有關暫時差額之撥回，且暫時差額可能不會於可見未來撥回則除外。

本集團會於各報告期間結算日檢討遞延稅項資產之賬面值並予以調低，以不再可能取得足夠之應課稅溢利可供收回全部或部分資產為限。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(z) Taxation (Continued)

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is recognised in profit or loss, except when it relates to items recognised in other comprehensive income or directly in equity, in which case the deferred tax is also recognised in other comprehensive income or directly in equity.

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

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered through sale, unless the presumption is rebutted. The presumption is rebutted when the investment properties are depreciable and are held within a business model of the Group whose business objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. If the presumption is rebutted, deferred tax for such investment properties is measured based on the expected manner as to how the properties will be recovered.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

4. 重要會計政策資料(續)**(z) 稅項(續)**

遞延稅項乃按於報告期間結算日已頒佈或實際上已頒佈之稅率，按預期於清償負債或變現資產期間應用之稅率計算。遞延稅項乃於損益中確認，惟倘遞延稅項與在其他全面收益確認或直接於權益確認的項目有關時，則在此情況下亦會於其他全面收益或直接於權益確認。

遞延稅項資產及負債之計量反映本集團預期於報告期間結算日收回或償還資產及負債賬面值產生之稅務後果。

就計量遞延稅項而言，利用公平值模式計量之投資物業之賬面值乃假設通過銷售收回，除非該假設被推翻則除外。當投資物業可予折舊及於本集團之業務模式(其業務目標是隨時間流逝而非透過銷售消耗投資物業所包含之絕大部分經濟利益)內持有時，有關假設會被推翻。倘有關假設被推翻，該等投資物業之遞延稅項則按物業預期之收回方式計量。

就計量本集團確認使用權資產及相關租賃負債的租賃交易的遞延稅項而言，本集團首先釐定稅項扣減是否歸因於使用權資產或租賃負債。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(z) Taxation (Continued)

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 requirements to right-of-use assets and lease liabilities separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised and a deferred tax liability for all taxable temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

In assessing any uncertainty over income tax treatments, the Group considers whether it is probable that the relevant tax authority will accept the uncertain tax treatment used, or proposed to be used by individual group entities in their income tax filings. If it is probable, the current and deferred taxes are determined consistently with the tax treatment in the income tax filings. If it is not probable that the relevant taxation authority will accept an uncertain tax treatment, the effect of each uncertainty is reflected by using either the most likely amount or the expected value.

4. 重要會計政策資料(續)

(z) 稅項(續)

就稅項扣減歸因於租賃負債之租賃交易而言，本集團將香港會計準則第12號規定分別應用於使用權資產及租賃負債。如有應課稅溢利可能用以抵扣可扣減暫時差額，本集團確認與租賃負債相關之遞延稅項資產，並就所有應課稅暫時差額確認遞延稅項負債。

當有可依法強制執行的權利將即期稅項資產與即期稅項負債抵銷，而其與同一稅務機構徵收的所得稅相關時，則可將遞延稅項資產與負債抵銷，且本集團擬按淨額基準結算其即期稅項資產及負債。

在評估所得稅處理方法的任何不確定性時，本集團考慮相關稅務機構是否可能接受獨立組別實體於其所得稅備案內所使用或擬使用的不確定稅項處理方法。若屬可能，即期及遞延稅項會按與所得稅備案一致的稅項處理方法釐定。若相關稅務機構不可能接受不確定稅項處理方法，各不確定性的影響會使用最近似金額或預期價值反映。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(aa) Impairment of non-financial assets (other than goodwill)

The carrying amounts of other non-financial assets are reviewed at each reporting date for indications of impairment and where an asset is impaired, it is written down as an expense through the consolidated statement of profit or loss to its estimated recoverable amount. The recoverable amount 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. If this is the case, recoverable amount is determined for the CGU to which the asset belongs. Recoverable amount is the higher of value in use and the fair value less costs of disposal of the individual asset or the CGU.

Value in use is the present value of the estimated future cash flows of the asset/CGU. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset/CGU whose impairment is being measured.

Impairment losses for CGUs are allocated first against the goodwill of the unit and then pro rata amongst the other assets of the CGU. Subsequent increases in the recoverable amount caused by changes in estimates are credited to profit or loss to the extent that they reverse the impairment.

4. 重要會計政策資料(續)

(aa) 非金融資產減值(商譽除外)

其他非金融資產之賬面值於各報告日期檢討有無減值跡象，倘資產已減值，則作為開支透過綜合損益表撇減至其估計可收回金額。可收回金額就個別資產釐定，惟倘資產並無產生大部分獨立於其他資產或資產組別之現金流入除外。在此情況下，可收回金額就資產所屬之現金產生單位釐定。可收回金額按個別資產或現金產生單位之使用價值與公平值減出售成本兩者中之較高者計算。

使用價值為資產／現金產生單位估計未來現金流量之現值。現值按反映貨幣時間價值及資產／現金產生單位(已計量減值)之特有風險之稅前折現率計算。

現金產生單位減值虧損首先就該單位之商譽進行分配，然後按比例在現金產生單位其他資產間進行分配。因估計變動而造成其後可收回金額增加將撥回減值計入損益。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

The Group recognises a loss allowance for expected credit losses on trade and other receivables, contract cost and bank and cash balances. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade receivables, with significant financing component and contract cost. The ECL on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments and trade receivables with significant financing component, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument and trade receivables with significant financing component has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

4. 重要會計政策資料(續)

(ab) 金融資產及合約資產減值

本集團就貿易及其他應收賬款、合約成本以及銀行及現金結存以及財務擔保合約的預期信貸虧損確認虧損撥備。預期信貸虧損金額於各報告日期更新以反映信貸風險自各金融工具初步確認以來的變動。

本集團一直就包含重大融資成分的貿易應收賬款及合約成本確認存續期預期信貸虧損。該等金融資產之預期信貸虧損基於本集團過往信貸虧損經驗、根據債務人特定因素、整體經濟狀況及於報告日期對當前狀況及未來狀況預測評估(包括貨幣時間價值，倘適用)調整之撥備矩陣進行估計。

就所有其他金融工具及包含重大融資成分的貿易應收賬款而言，本集團於初步確認以來信貸風險大幅增加時確認存續期預期信貸虧損。然而，倘金融工具及包含重大融資成分的貿易應收賬款的信貸風險自初步確認以來並無大幅增加，本集團按相等於12個月預期信貸虧損之金額計量金融工具之虧損撥備。

存續期預期信貸虧損指於金融工具之預計年期內所有可能違約事件而產生的預期信貸虧損。相較之下，12個月預期信貸虧損指於報告日期後12個月內因可能發生的金融工具違約事件而預期產生的部分存續期預期信貸虧損。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

(Continued)

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;

4. 重要會計政策資料(續)

(ab) 金融資產及合約資產減值

信貸風險顯著增加

評估金融工具的信貸風險是否自初步確認以來顯著增加時，本集團比較金融工具於報告日期發生違約的風險與金融工具於初步確認日期發生違約的風險。作出該評估時，本集團會考慮合理及可靠的定量及定性資料，包括過往經驗及無需付出過多成本或努力即可得的前瞻性資料。所考慮的前瞻性資料包括本集團債務人所處行業的未來前景資料(來自經濟專家報告、財經分析員、政府機構、相關智庫和其他類似組織)，以及與本集團核心業務相關實際及預測經濟資料之多個外部來源的考慮因素。

具體而言，評估信貸風險是否自初步確認以來顯著增加時會考慮以下資料：

- 金融工具外部(如有)或內部信貸測評的實際或預期顯著惡化；
- 特定金融工具的信貸風險的外部市場指標顯著惡化；
- 業務、財務或經濟情況目前或預期將有不利變動，預計將導致債務人償還債項的能力顯著下降；

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

(Continued)

Significant increase in credit risk (Continued)

- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- (i) the financial instrument has a low risk of default;
- (ii) the debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

4. 重要會計政策資料(續)

(ab) 金融資產及合約資產減值(續)

信貸風險顯著增加(續)

- 債務人經營業績實際或預期顯著惡化；
- 同一債務人其他金融工具之信貸風險大幅增加；
- 債務人的監管、經濟或技術環境有實際或預期的顯著不利變動，導致債務人償還債項的能力顯著下降。

無論上述評估的結果如何，本集團假設倘合約付款逾期超過30日，則金融資產的信貸風險自初步確認以來顯著增加，除非本集團有能說明信貸風險並無顯著增加的合理及可靠資料，則作別論。

儘管有上述規定，若於報告日期金融工具被判定為具有較低信貸風險，本集團會假設金融工具信貸風險自初步確認以來並無顯著增加。在下列情況下，金融工具會被判定為具有較低信貸風險：

- (i) 金融工具具有較低違約風險；
- (ii) 債務人有很強的能力履行近期的合約現金流量責任；及
- (iii) 經濟及商業環境的長期不利變動有可能但未必會降低借款人履行合約現金流量責任的能力。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

(Continued)

Significant increase in credit risk (Continued)

The Group considers a financial asset to have low credit risk when the asset has external credit rating of “investment grade” in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of “performing”. Performing means that the counterparty has a strong financial position and there is no past due amounts.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable.

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

4. 重要會計政策資料(續)**(ab) 金融資產及合約資產減值(續)***信貸風險顯著增加(續)*

本集團認為，根據眾所周知的定義，若金融資產的外部信貸評級為「投資級」或在外部評級並不適用的情況下資產之內部評級為「表現良好」，則該資產具有低信貸風險。表現良好指對手方具備穩健的財務狀況及並無逾期款項。

本集團定期監察識別信貸風險是否顯著增加所用標準的有效性，並酌情修訂以確保該標準能夠在賬款逾期前識別信貸風險的大幅增加。

違約的定義

本集團認為以下情況就內部信貸風險管理目的而言構成違約事件，原因為過往經驗顯示符合以下任何一項條件之應收賬款一般無法收回。

- 對手方違反財務契諾；或
- 內部產生或獲取自外部來源的資料表明，債務人不太可能向其債權人(包括本集團)全額還款(不計及本集團持有的任何抵押品)。

無論上述分析如何，本集團認為，倘金融資產逾期超過90日，則已發生違約事件，除非本集團有能說明更寬鬆的違約標準更為合適的合理可靠資料，則作別論。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

(Continued)

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the counterparty;
- a breach of contract, such as a default or past due event;
- the lender(s) of the counterparty, for economic or contractual reasons relating to the counterparty's financial difficulty, having granted to the counterparty a concession(s) that the lender(s) would not otherwise consider; or
- it is becoming probable that the counterparty will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, including when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written-off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

4. 重要會計政策資料(續)

(ab) 金融資產及合約資產減值(續)

信貸減值金融資產

當已發生一件或以上事件對金融資產的估計未來現金流量產生不利影響時，則該金融資產信貸已減值。金融資產信貸減值的證據包括以下事件的可觀察數據：

- 發行人或對手方出現重大財務困難；
- 違約，例如：拖賬或逾期事件；
- 對手方的貸款人出於與對手方財務困難相關的經濟或合約原因，而向對手方授予貸款人原本不會考慮的優惠；或
- 對手方未來可能破產或進行其他財務重組；或
- 該金融資產因財務困難而失去活躍市場。

撤銷政策

當有資料指出債務人陷入嚴重財務困難及沒有實際可回收的可能(包括債務人已遭清盤或已進入破產程序)時，或就貿易應收賬款而言，當有關金額逾期超過兩年(以較早者發生為準)，本集團會撤銷金融資產。已撤銷的金融資產仍可根據本集團的收回程序實施執行行動，在適當情況下考慮法律意見。任何收回款項會於損益中確認。

4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ab) Impairment of financial assets and contract assets

(Continued)

Measurement and recognition of ECL

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with HKFRS 16.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

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

4. 重要會計政策資料(續)

(ab) 金融資產及合約資產減值(續)

預期信貸虧損的計量及確認

預期信貸虧損的計量的依據為違約概率、違約損失率(即違約時的損失程度)及違約風險的函數。評估違約概率及違約損失率的依據為按上述前瞻性資料調整的過往數據。至於違約風險，就金融資產而言，其於資產於報告日期之賬面總值中反映。就財務擔保合約而言，風險包括於報告日期提取之款項連同基於歷史趨勢釐定之預期日後於違約日期之前將提取的任何額外款項、本集團對債務人特定日後融資需求的了解以及其他相關前瞻性資料。

就金融資產而言，預期信貸虧損按根據合約應付本集團的所有合約現金流量與本集團預計收取的所有現金流量之間的差額估算，並按原實際利率折現。就租賃應收賬款而言，用於釐定預期信貸虧損的現金流量與根據香港財務報告準則第16號計量租賃應收賬款所使用的現金流量一致。

倘本集團於上個報告期間以相等於存續期預期信貸虧損的金額計量一項金融工具的虧損撥備，但於本報告日期釐定該存續期預期信貸虧損的條件不再符合，則本集團於本報告日期按相等於12個月預期信貸虧損的金額計量虧損撥備，惟使用簡化法計算之資產除外。

本集團藉由透過虧損撥備賬相應調整所有金融工具的賬面值於損益中確認其減值收益或虧損。

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4. MATERIAL ACCOUNTING POLICY INFORMATION

(Continued)

(ac) Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditures expected to settle the obligation.

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

(ad) Events after the reporting period

Events after the reporting period that provide additional information about the Group's position at the end of the reporting period are adjusting events and are reflected in the consolidated financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

5. CRITICAL JUDGEMENTS AND KEY ESTIMATES

In applying the Group's accounting policies, which are described in note 4, the directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical judgements in applying accounting policies

In the process of applying the accounting policies, the directors have made the following judgements that have the most significant effect on the amounts recognised in the consolidated financial statements (apart from those involving estimations, which are dealt with below).

4. 重要會計政策資料(續)

(ac) 撥備及或然負債

如果本集團目前須就已發生的事件承擔法定或推定責任，並可能需要流出經濟利益以清償有關責任，且可作出可靠估計，本集團便會就不確定時間或金額之負債確認撥備。如果貨幣時間價值重大，有關撥備則按預計清償責任所需支出的現值列賬。

倘經濟利益流出之可能性較低，或無法可靠估計有關金額，則披露該責任為或然負債，惟經濟利益流出之機會極微者除外。可能責任須視乎一宗或多宗日後事件是否發生方可確認及披露為或然負債，惟經濟利益流出之可能性極微者除外。

(ad) 報告期後事項

為本集團於報告期間結算日之狀況提供額外資料之報告期後事項均屬調整事項，並於綜合財務報表內反映。倘並非調整事項的報告期後事項屬重大時，則於綜合財務報表附註中披露。

5. 重要判斷及主要估計

在應用本集團的會計政策(如附註4所述)時，董事須作出對確認數額具重大影響之判斷(涉及估計者除外)，並對未能即時透過其他來源確定之資產及負債賬面值作出估計及假設。有關估計及相關假設乃以過往經驗及其他被視為相關之因素為基準。實際結果可能與該等估計有異。

估計及相關假設乃以持續基準審閱。倘對會計估計之修訂僅影響進行修訂之期間，則於該期間確認，或倘修訂會影響目前及未來期間，則會於修訂期間及未來期間確認。

應用會計政策之重要判斷

在應用會計政策之過程中，董事已作出以下對綜合財務報表內所確認數額最具重大影響之判斷(涉及估計者於下文處理除外)。

5. CRITICAL JUDGEMENTS AND KEY ESTIMATES

(Continued)

Critical judgements in applying accounting policies

(Continued)

(a) *Deferred tax for investment properties*

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the directors have reviewed the Group's investment property portfolios and concluded that the Group's investment properties are not held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. Therefore, in determining the Group's deferred tax for investment properties, the directors have adopted the presumption that investment properties measured using the fair value model are recovered through sale.

(b) *Significant increase in credit risk*

As explained in accounting policy disclosed in note 4(aa), ECL are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. HKFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased, the Group takes into account qualitative and quantitative reasonable and supportable forward-looking information.

(c) *Determining the lease term*

In determining the lease term at the commencement date for leases that include renewal options exercisable by the Group, the Group evaluates the likelihood of exercising the renewal options taking into account all relevant facts and circumstances that create an economic incentive for the Group to exercise the option, including favourable terms, leasehold improvements undertaken and the importance of that underlying asset to the Group's operation.

Generally, periods covered by an extension option in other properties leases have not been included in the lease liability because the Group could replace the assets without significant cost or business disruption. See note 21 to the consolidated financial statements for further information.

The lease term is reassessed when there is a significant event or significant change in circumstance that is within the Group's control. During the current financial year, no lease term has been reassessed.

5. 重要判斷及主要估計(續)

應用會計政策之重要判斷(續)

(a) *投資物業的遞延稅項*

就計量採用公平值模式計量的投資物業的遞延稅項而言，董事已檢討本集團之投資物業組合，並認為本集團投資物業並非根據其目標是隨時間(而非透過銷售)消耗投資物業所包含的絕大部分經濟利益的業務模式持有。因此，在釐定本集團投資物業之遞延稅項時，董事乃採納透過銷售收回採用公平值模式計量的投資物業之假設。

(b) *信貸風險顯著上升*

誠如附註4(aa)披露的會計政策所述，預期信貸虧損就第1階段資產按等於12個月預期信貸虧損的撥備計量，就第2階段或第3階段資產按等於存續期預期信貸虧損的撥備計量。資產在其信貸風險自初步確認後顯著增加時轉入第2階段。香港財務報告準則第9號並無界定如何構成信貸風險顯著上升。在評估資產的信貸風險是否已顯著增加時，本集團考慮定性及定量的合理且有依據的前瞻性資料。

(c) *釐定租期*

於包括本集團可行使的續期選擇權的租約的開始日期釐定租期時，本集團考慮為本集團行使選擇權創造經濟激勵的所有相關事實及情況(包括有利條款、進行的租賃物業裝修及相關資產對本集團經營的重要性)，評估行使續期選擇權的可能性。

一般而言，延期選擇權於其他物業租賃所涵蓋的期間並無計入租賃負債，乃由於本集團可在無重大成本或業務干擾下取代資產。進一步資料見綜合財務報表附註21。

當在本集團控制範圍內的情況下發生重大事件或重大變化，則租期會被重新評估。於本財政年度，並無租期被重新評估。

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5. CRITICAL JUDGEMENTS AND KEY ESTIMATES

(Continued)

Critical judgements in applying accounting policies

(Continued)

(d) Revenue recognition – significant financing component

A portion of the Group's revenue from sales of beauty apparatus is made under instalment payment arrangements with collection periods extending beyond 12 months. In accordance with IFRS 15 Revenue from Contracts with Customers, management is required to assess whether such arrangements contain a significant financing component and, where applicable, to adjust the transaction price to reflect the time value of money.

Significant management judgement is involved in determining whether a financing component is present and whether it is significant at the contract level, having regard to the length of the collection period, prevailing market interest rates, and the difference between the instalment consideration and the estimated cash selling price of the apparatus. Where a significant financing component is identified, management applies a risk-adjusted discount rate, estimated at contract inception, reflecting the rate that would be applicable to a separate financing transaction with the customer. The determination of this rate requires estimation of the customer's credit risk and reference to observable market lending rates.

Key sources of estimation uncertainty

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

(a) Income taxes

The Group is subject to income taxes in several jurisdictions. Significant estimates are required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

During the year, approximately HK\$1,235,000 (2024: charged to profit or loss HK\$1,592,000) of income tax was credited to profit or loss based on the estimated assessable profits.

5. 重要判斷及主要估計(續)

應用會計政策之重要判斷(續)

(d) 收入確認 – 重大融資成分

本集團部分美容儀器銷售收入乃按分期付款安排進行，收款期超過12個月。根據香港財務報告準則第15號客戶合約收入，管理層須評估該等安排是否包含重大融資成分，並在適用情況下調整交易價格以反映貨幣時間價值。

於釐定融資成分是否存在以及在合約層面是否重大時，涉及重大管理層判斷，當中需考慮收款期長短、現行市場利率，以及分期代價與儀器估計現金售價之間的差額。倘識別出重大融資成分，管理層應用於合約開始時估計的經風險調整折現率，該折現率反映與客戶進行獨立融資交易時適用的利率。釐定此利率需要估計客戶的風險，並參考可觀察市場借貸利率。

估計不確定因素之主要來源

下文載述於報告期間結算日存在重大風險，可能導致須對下一財政年度資產及負債賬面值作出重大調整之未來主要假設及其他估計不確定因素之主要來源。

(a) 所得稅

本集團須繳納數個司法權區的所得稅。在釐定所得稅撥備時，須作出重大估計。在日常業務中有許多未能確定最終稅項之交易及計算。倘該等事項的最終稅務結果與初步入賬金額不同，該等差額將影響稅務釐定期內所得稅及遞延稅項撥備。

於本年度，根據估計應課稅溢利之所得稅約1,235,000港元(二零二四年：1,592,000港元於損益內扣除)乃計入損益。

5. CRITICAL JUDGEMENTS AND KEY ESTIMATES

(Continued)

Key sources of estimation uncertainty (Continued)**(b) Impairment of property, plant and equipment and right-of-use assets**

Property, plant and equipment and right-of-use assets are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the CGU to which the assets belongs. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts.

Further, the cash flows projections, growth rate and discount rate are subject to greater uncertainties in the current year due to volatility in financial markets, including potential disruptions in the Group's operation.

The carrying amount of property, plant and equipment and right-of-use assets as at 31 December 2025 were approximately HK\$418,402,000 (2024: HK\$239,614,000) and HK\$58,129,000 (2024: HK\$34,871,000) respectively, after impairment losses of HK\$4,153,000 were recognised in property, plant and equipment in year ended 31 December 2024. Details of the impairment loss are provided in note 19 to the consolidated financial statements.

5. 重要判斷及主要估計(續)**估計不確定因素之主要來源(續)****(b) 物業、廠房及設備及使用權資產之減值**

物業、廠房及設備及使用權資產乃按成本減累計折舊及減值列賬(如有)。在釐定資產是否減值時，本集團須行使判斷及作出估計，特別是評估：(1)是否有事件已發生或有任何指標可能影響資產價值；(2)資產賬面值是否能夠以可收回金額(如為使用價值)支持，即按照持續使用資產估計的未來現金流量的淨現值；及(3)將應用於估計可收回金額的適當關鍵假設(包括現金流量預測及適當的折現率)。當無法估計個別資產(包括使用權資產)的可收回金額時，本集團估計資產所屬現金產生單位的可收回金額。假設及估計(包括現金流量預測之折現率或增長率)變動，會對可收回金額造成重大影響。

此外，由於金融市場的波動(包括對本集團經營的潛在干擾)，本年度的現金流量預測、增長率和折現率存在較大不確定性。

於截至二零二四年十二月三十一日止年度確認物業、廠房及設備減值虧損4,153,000港元後，於二零二五年十二月三十一日，物業、廠房及設備以及使用權資產的賬面值分別約為418,402,000港元(二零二四年：239,614,000港元)及58,129,000港元(二零二四年：34,871,000港元)。減值虧損詳情載於綜合財務報表附註19。

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5. CRITICAL JUDGEMENTS AND KEY ESTIMATES

(Continued)

Key sources of estimation uncertainty (Continued)

(c) Impairment of trade receivables

The management of the Group estimates the amount of impairment loss for ECL on trade receivables based on the credit risk of trade receivables. The amount of the impairment loss based on ECL model is measured as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition. Where the future cash flows are less than expected, or being revised downward due to changes in facts and circumstances, a material impairment loss may arise.

As at 31 December 2025, the carrying amount of trade receivables is HK\$137,955,000 (net of allowance for doubtful debts of HK\$2,226,000) (2024: HK\$68,172,000 (net of allowance for doubtful debts of HK\$904,000)).

(d) Allowance for inventories

The Group reviews inventories on a product-by-product basis at the end of each reporting period, and recognised allowance for obsolete and slow-moving inventory items that are no longer suitable for use in production or trading. The management estimates the net realisable value for such items based primarily on the latest invoice prices, sales after year end and current market conditions less all estimated costs and expenses necessary to sell the products. As at 31 December 2025, the carrying amount of inventories, net of allowance for inventory of HK\$31,163,000, was HK\$95,018,000 (2024: net of allowance for inventory of HK\$25,950,000, was HK\$81,204,000).

5. 重要判斷及主要估計(續)

估計不確定因素之主要來源(續)

(c) 貿易應收賬款減值

本集團管理層根據貿易應收賬款的信貸風險估計貿易應收賬款之預期信貸虧損減值虧損金額。根據預期信貸虧損模型計算的減值虧損金額按照根據合約應付本集團的所有合約現金流量與本集團預期收到的所有現金流量之間的差額計量，並按初始確認時的實際利率折現。如果未來現金流量低於預期，或因事實及情況變化而下調，則可能出現重大減值虧損。

於二零二五年十二月三十一日，貿易應收賬款之賬面值為137,955,000港元(扣除呆賬撥備2,226,000港元)(二零二四年：68,172,000港元(扣除呆賬撥備904,000港元))。

(d) 存貨撥備

本集團於各報告期間結算日逐項產品審查存貨，並會就不再適合用生產或交易之陳舊及滯銷存貨項目確認撥備。管理層主要根據最近期發票價格、年結後銷售額及現行市況，減所有估計成本及銷售產品之必要開支，估計該等項目之可變現淨值。於二零二五年十二月三十一日，存貨之賬面值扣除存貨撥備31,163,000港元後為95,018,000港元(二零二四年：扣除存貨撥備25,950,000港元後為81,204,000港元)。

6. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: foreign currency risk, credit risk, liquidity risk and interest rate risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

(a) Foreign currency risk

The Group has minimal exposure to foreign currency risk as most of its business transactions, assets and liabilities are principally denominated in the functional currencies of the Group entities. The Group currently does not have a foreign currency hedging policy in respect of foreign currency transactions, assets and liabilities. The Group monitors its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

(b) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange translations and other financial instruments. The Group's exposure to credit risk arising from cash and cash equivalents and pledged bank deposits is limited because the counterparties are banks and financial institutions with high credit-rating assigned by international credit-rating agencies, for which the Group considers to have low credit risk.

6. 財務風險管理

本集團之業務承受各種財務風險：外幣風險、信貸風險、流動資金風險及利率風險。本集團之整體風險管理計劃針對金融市場之難以預測性，並尋求將對本集團財務表現造成之潛在不利影響減至最低。

(a) 外幣風險

本集團大部分業務交易、資產及負債主要以集團實體的功能貨幣計值，因而承受極低外幣風險。本集團目前並無就外幣交易、資產及負債制定外幣對沖政策。本集團密切監察其外幣風險，並將於需要時考慮對沖重大外幣風險。

(b) 信貸風險

信貸風險為交易對手將無法履行其於金融工具或客戶合約項下責任而導致財務虧損之風險。本集團面對其經營活動（主要為貿易應收賬款）及其融資活動（包括銀行及金融機構存款、外匯交易及其他金融工具）產生之信貸風險。本集團所面對現金及現金等價物及抵押銀行存款產生之信貸風險有限，原因為交易對手為獲國際信貸評級機構評為高信貸評級之銀行及金融機構，就此，本集團認為信貸風險屬低。

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Individual credit evaluations are performed on all customers requiring credit over a certain amount. In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal credit system to assess the potential customer's credit quality and defines credit limits by customer. Limits to customers are reviewed regularly. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. Normally, the Group does not obtain collateral from customers.

The Group has concentration of credit risk as 13% (2024: 30%) of the total trade receivables were due from the Group's seven largest customers as at 31 December 2025 and all of the customers are located in the Mainland China and Taiwan (2024: Mainland China and Taiwan).

6. 財務風險管理(續)

(b) 信貸風險(續)

貿易應收賬款

客戶信貸風險由各業務單位管理，並須受本集團所制定有關客戶信貸風險管理之政策、程序及監控規限。就所有要求信貸超過某特定金額之客戶進行個別信貸評估。為了盡量減低信貸風險，本集團管理層已委派一組人員，專責釐定信貸限額及審批信貸。接納任何新客戶前，本集團利用內部信貸系統對潛在客戶的信貸質素進行評估並且釐定其信貸額度。本集團對客戶的額度進行定期審查。已建立其他監控程序以確保已採取後續動作收回逾期債務。一般而言，本集團並無自客戶取得抵押品。

於二零二五年十二月三十一日，本集團面臨信貸集中風險，乃由於貿易應收賬款總額的13%(二零二四年：30%)為應收本集團七大客戶之款項，而所有客戶均位於中國大陸及台灣(二零二四年：中國大陸及台灣)。

6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

(i) Beauty Apparatus

During the year, the Group introduced an instalment payment arrangement for the sales of beauty apparatus, providing customers with extended credit terms of up to 36 months. As these arrangements give rise to significant financing components, the related trade receivables are measured using the General Approach under HKFRS 9. Under this approach, the Group evaluates at each reporting date whether credit risk has significantly increased since initial recognition and recognises either 12-month or lifetime expected credit losses accordingly.

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables as at 31 December 2025:

6. 財務風險管理(續)

(b) 信貸風險(續)

貿易應收賬款(續)

(i) 美容儀器

年內，本集團為美容儀器銷售引入分期付款安排，向客戶提供長達36個月的延長信貸期。由於此等安排產生重大融資成分，相關貿易應收賬款採用香港財務報告準則第9號下的一般方法計量。根據此方法，本集團於各報告日期評估信貸風險自初步確認以來是否已顯著增加，並相應確認12個月或存續期預期信貸虧損。

下表提供有關本集團於二零二五年十二月三十一日所面對貿易應收賬款之信貸風險及預期信貸虧損之資料：

		The Group 2025 (Mainland China) - Beauty Apparatus 本集團於二零二五年(中國大陸) - 美容儀器			
		Stage 1 第1階段 HK\$'000 千港元	Stage 2 第2階段 HK\$'000 千港元	Stage 3 第3階段 HK\$'000 千港元	Total 總計 HK\$'000 千港元
As at 31 December 2025	於二零二五年十二月三十一日				
Gross carrying amount	賬面總值	52,935	7,071	-	60,006
Loss allowance	虧損撥備	(1,371)	(219)	-	(1,590)
		51,564	6,852	-	58,416

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

(ii) Conventional Product

The Group continues to apply lifetime ECL using a provision matrix to trade receivables relating to its Conventional Products (skincare, beauty, aroma-therapeutic, health supplemental and mark-up products) which have shorter credit terms and do not contain significant financing component. The Group measures loss allowances for tradition trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix. Customers with significant outstanding balances with gross carrying amounts of HK\$84,000 as at 31 December 2025 were assessed individually (2024: HK\$199,000).

6. 財務風險管理(續)

(b) 信貸風險(續)

貿易應收賬款(續)

(ii) 傳統產品

本集團繼續對其傳統產品(護膚產品、美容及精油產品、健康食品及化妝品)相關的貿易應收賬款採用撥備矩陣應用存續期預期信貸虧損，該等應收賬款的信貸期較短且並不包含重大融資成分。本集團採用撥備矩陣計算存續期預期信貸虧損之金額計量傳統貿易應收賬款之虧損撥備。於二零二五年十二月三十一日，具重大未償還結餘賬面總值84,000港元的客戶已獲個別評估(二零二四年：199,000港元)。

		The Group 2025-Conventional Products 本集團於二零二五年 - 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.31%	64,003	200
1 – 180 days past due	逾期1至180日	1.13%	11,549	130
181 – 360 days past due	逾期181至360日	1.67%	2,990	50
More than 360 days past due	逾期超過360日			
		11.10%	1,549	172
Assessed individually	個別評估	100.00%	84	84
			80,175	636

6. FINANCIAL RISK MANAGEMENT (Continued)**(b) Credit risk** (Continued)*Trade receivables* (Continued)(ii) *Conventional Product* (Continued)

		The Group 2024 – Conventional Products 本集團於二零二四年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.43%	51,622	223
1 – 180 days past due	逾期1至180日	1.70%	11,213	191
181 – 360 days past due	逾期181至360日	2.64%	4,508	119
More than 360 days past due	逾期超過360日	11.21%	1,534	172
Assessed individually	個別評估	100%	199	199
			69,076	904

		Mainland China 2025 – Conventional Products 中國大陸於二零二五年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.35%	42,837	152
1 – 180 days past due	逾期1至180日	1.34%	8,965	120
181 – 360 days past due	逾期181至360日	1.61%	2,982	48
More than 360 days past due	逾期超過360日	11.10%	1,549	172
Assessed individually	個別評估	–	–	–
			56,333	492

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

(ii) Conventional Product (Continued)

		Mainland China 2024 – Conventional Products 中國大陸於二零二四年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.36%	29,890	109
1 – 180 days past due	逾期1至180日	1.63%	10,819	176
181 – 360 days past due	逾期181至360日	2.64%	4,508	119
More than 360 days past due	逾期超過360日	11.51%	1,408	162
Assessed individually	個別評估	–	–	–
			46,625	566

		Taiwan 2025 – Conventional Products 台灣於二零二五年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.23%	20,603	48
1 – 180 days past due	逾期1至180日	0.39%	2,584	10
181 – 360 days past due	逾期181至360日	25%	8	2
More than 360 days past due	逾期超過360日	–	–	–
Assessed individually	個別評估	100%	84	84
			23,279	144

6. FINANCIAL RISK MANAGEMENT (Continued)**(b) Credit risk** (Continued)*Trade receivables* (Continued)(ii) *Conventional Product* (Continued)

		Taiwan 2024 – Conventional Products 台灣於二零二四年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	0.53%	21,522	114
1 – 180 days past due	逾期1至180日	7.25%	207	15
181 – 360 days past due	逾期181至360日	–	–	–
More than 360 days past due	逾期超過360日	–	–	–
Assessed individually	個別評估	100%	199	199
			21,928	328

		Others 2025-Conventional Products 其他於二零二五年 – 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	–	563	–
1 – 180 days past due	逾期1至180日	–	–	–
181 – 360 days past due	逾期181至360日	–	–	–
More than 360 days past due	逾期超過360日	–	–	–
Assessed individually	個別評估	–	–	–
			563	–

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

(ii) Conventional Product (Continued)

		Others 2024-Conventional Products 其他於二零二四年 - 傳統產品		
		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元
Current (not past due)	即期(未逾期)	—	210	—
1 – 180 days past due	逾期1至180日	—	187	—
181 – 360 days past due	逾期181至360日	—	—	—
More than 360 days past due	逾期超過360日	7.94%	126	10
Assessed individually	個別評估	—	—	—
			523	10

Expected loss rates are based on actual loss experience over the past few years. These rates are adjusted to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables. The grouping is regularly reviewed by management to ensure relevant information about specific customers is updated.

6. 財務風險管理(續)

(b) 信貸風險(續)

貿易應收賬款(續)

(ii) 傳統產品(續)

預期虧損率乃基於過往幾年之實際虧損經驗。該等比率乃經調整以反映所收集過往數據涉及之期間之經濟狀況差異、當前狀況及本集團對應收賬款預計年期之經濟狀況之見解。有關分組乃定期由管理層審閱，以確保有關特定客戶資料已更新。

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

Movement in the loss allowance account in respect of trade receivables during the year is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	904	1,096
Allowance/(Reversal of allowance) for trade receivables, net	貿易應收賬款撥備／(撥備撥回)，淨額	1,219	(124)
Exchange differences	匯兌差額	103	(68)
At 31 December	於十二月三十一日	2,226	904

The following significant changes in the gross carrying amounts of trade receivables contributed to the increase in the loss allowance during 2025:

- origination of new trade receivables net of those settled resulted in a decrease in allowance of HK\$1,219,000 (2024: HK\$124,000).

Financial assets at amortised cost

All of the Group's financial assets at amortised cost are considered to have low credit risk, and the loss allowance recognised during the period was therefore limited to 12-month expected losses. Other instruments are considered to be low credit risk when they have a low of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term. The directors of the Company consider the ECL on these financial assets are insignificant as at 31 December 2025 and 2024.

6. 財務風險管理(續)

(b) 信貸風險(續)

貿易應收賬款(續)

本年度貿易應收賬款之虧損撥備賬變動如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
於一月一日	904	1,096
貿易應收賬款撥備／(撥備撥回)，淨額	1,219	(124)
匯兌差額	103	(68)
於十二月三十一日	2,226	904

於二零二五年，以下貿易應收賬款賬面總值之重大變動導致虧損撥備增加：

- 新增貿易應收賬款(扣除已結清款項)令撥備減少1,219,000港元(二零二四年：124,000港元)。

按攤銷成本列賬之金融資產

本集團所有按攤銷成本列賬之金融資產均被視為存在較低信貸風險，故於期內確認之虧損撥備限於12個月預期信貸虧損。倘其他工具違約率較低而發行人有較強能力於短期內履行合約現金流量責任，則其他工具之信貸風險視為較低。於二零二五年及二零二四年十二月三十一日，本公司董事認為該等金融資產的預期信貸虧損並不重大。

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6. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and longer term.

The following tables show the remaining contractual maturities at the end of the reporting period of the Group's bank borrowings and other financial liabilities, based on undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Company can be required to pay.

Specifically, for bank borrowings which contain a repayment on demand clause which can be exercised at the bank's sole discretion, the analysis shows the cash outflow based on the earliest period in which the entity can be required to pay, that is if the lenders were to invoke their unconditional rights to call the loans with immediate effect. The maturity analysis for other financial liabilities is prepared based on the scheduled repayment dates.

6. 財務風險管理(續)

(c) 流動資金風險

本集團之政策為定期監察目前及預期之流動資金需要，從而確保本集團維持足夠現金儲備以應付其短期及較長期的流動資金需要。

下表列示本集團銀行借款及其他金融負債於報告期間結算日基於未折現現金流量(包括採用合約利率或(倘為浮動利率)基於報告期間結算日的現行利率計算的利息付款)且本公司可能被要求付款之最早日期的剩餘合約到期日。

具體而言，就附帶按要求償還條款(可由銀行全權酌情行使)的銀行借款而言，分析顯示根據實體可能須付款的最早期間(即倘貸款人行使其無條件權利立即收回貸款)而釐定的現金流出。其他金融負債的到期日分析根據計劃還款日期編製。

		Maturity Analysis – Undiscounted cash outflows 到期日分析-未折現現金流出					
		On demand 按要求 HK\$'000 千港元	Within 1 year 一年內 HK\$'000 千港元	Between 1 and 2 years 一至兩年 HK\$'000 千港元	Between 2 to 5 years 兩至五年 HK\$'000 千港元	Over 5 years 五年以上 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 31 December 2025	於二零二五年十二月三十一日						
Trade and other payables	貿易及其他應付賬款	-	115,407	-	-	-	115,407
Amount due to related parties	應付關聯方款項	-	425	-	-	-	425
Borrowings	借款	57,960	119,572	22,829	94,500	-	294,861
Lease liabilities	租賃負債	-	10,167	10,436	4,977	-	25,580
At 31 December 2024	於二零二四年十二月三十一日						
Trade and other payables	貿易及其他應付賬款	-	93,452	-	-	-	93,452
Amount due to related parties	應付關聯方款項	-	284	-	-	-	284
Borrowings	借款	42,833	26,041	15,337	118,458	-	202,669
Lease liabilities	租賃負債	-	7,009	7,190	4,964	2,417	21,580

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6. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk (Continued)

The following table summarises the maturity analysis of bank borrowings with a repayment on demand clause based on agreed scheduled repayments set out in the loan agreements. The amounts include interest payments computed using contractual rates. As a result, these amounts were greater than the amounts disclosed in the "on demand" time band in the maturity analysis contained above. Taking into account the Company's financial position, the directors do not consider that it is probable that the banks will exercise their discretion to demand immediate repayment. The directors believe that such bank borrowings will be repaid in accordance with the scheduled repayment dates set out in the loan agreements.

6. 財務風險管理(續)

(c) 流動資金風險(續)

下表概述帶有按要求償還條款的銀行借款根據貸款協議所載之協定還款時間表作出之到期日分析。有關金額包括運用合約利率計算之利息付款。因此，此等金額高於上文所載到期日分析中「按要求」時間範圍所披露之金額。計及本公司之財務狀況，董事認為銀行不太可能會行使要求即時還款的酌情權。董事相信，有關銀行借款將會根據貸款協議所載之計劃還款日期而償還。

		Maturity Analysis – bank borrowings subject to a repayment on demand clause based on scheduled repayments			
		到期日分析-根據還款時間表受按要求償還條款限制之銀行借款			
		Within 1 year	Between 1 and 2 years	Between 2 to 5 years	Total undiscounted cash outflows 未折現現金 流出總額
		一年內	一至兩年	兩至五年	
		HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元
At 31 December 2025	於二零二五年 十二月三十一日				
Borrowings	借款	40,572	1,405	17,953	59,930
At 31 December 2024	於二零二四年 十二月三十一日				
Borrowings	借款	33,097	1,604	10,718	45,419

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6. FINANCIAL RISK MANAGEMENT (Continued)

(d) Interest rate risk

The Group's cash flow interest rate risk primarily relates to variable-rate bank loans. It is the Group's policy to keep its borrowing at floating rate of interest so as to minimise the fair value interest rate risk.

The Group's cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances and Hong Kong Interbank Offered Rate ("HIBOR") arising from the Group's Renminbi denominated borrowing.

The Group's fixed time deposits bear interests at fixed interest rates and therefore are subject to fair value interest rate risks.

The Group's exposure to interest-rate risk arises from its bank deposits and bank borrowings. These deposits and borrowings bear interests at variable rates that vary with the then prevailing market condition.

At 31 December 2025, if interest rates had been 25 (2024: 25) basis points higher with all other variables held constant, consolidated profit after tax for the year would have been HK\$370,000 (2024: HK\$136,000) lower, arising mainly as a result of higher interest expense on bank and other borrowings, and the equity would have been HK\$370,000 (2024: HK\$136,000) lower, arising mainly as a result of a decrease in the fair value of fixed rate FVTOCI financial assets. If interest rates had been 25 (2024: 25) basis points lower, with all other variables held constant, consolidated profit after tax for the year would have been HK\$370,000 (2024: HK\$136,000) higher, arising mainly as a result of lower interest expense on bank and other borrowings, and the equity would have been HK\$370,000 (2024: HK\$136,000) higher, arising mainly as a result of an increase in the fair value of fixed rate FVTOCI financial assets.

6. 財務風險管理(續)

(d) 利率風險

本集團現金流量利率風險主要與浮動利率銀行貸款有關。本集團政策乃保持浮息借款，盡量降低公平值利率風險。

本集團之現金流量利率風險主要集中來自銀行結存之利率波動及本集團以人民幣計值之借款所產生之香港銀行同業拆息(「香港銀行同業拆息」)利率波動。

本集團定期存款按固定利率計息，因此面臨公平值利率風險。

本集團所承受之利率風險來自銀行存款及銀行借款。該等存款及借款按根據當時市況變動之浮動利率計息。

於二零二五年十二月三十一日，倘利率調高25(二零二四年：25)個基點，而所有其他變數保持不變，則本年度之綜合除稅後溢利將減少370,000港元(二零二四年：136,000港元)，主要由於銀行及其他借款利息支出增加，而權益減少370,000港元(二零二四年：136,000港元)，主要由於按公平值計入其他全面收益的定息金融資產公平值減少。倘利率調低25(二零二四年：25)個基點，而所有其他變數保持不變，則本年度之綜合除稅後溢利將增加370,000港元(二零二四年：136,000港元)，主要由於銀行及其他借款利息支出減少，而權益增加370,000港元(二零二四年：136,000港元)，主要由於按公平值計入其他全面收益的定息金融資產公平值增加。

6. FINANCIAL RISK MANAGEMENT (Continued)**(e) Categories of financial instruments at 31 December:**

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Financial assets:	金融資產：		
Financial assets measured at amortised cost	按攤銷成本列賬之金融資產	256,173	192,874
Financial liabilities:	金融負債：		
Financial liabilities at amortised cost	按攤銷成本列賬之金融負債	410,693	285,988

(f) Fair values

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

(f) 公平值

本集團於綜合財務狀況報表內反映之金融資產及金融負債賬面值與其各自公平值相若。

7. FAIR VALUE MEASUREMENTS

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

Level 1 inputs:	quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
Level 2 inputs:	inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3 inputs:	unobservable inputs for the asset or liability.

7. 公平值計量

公平值指市場參與者之間於計量日，在有序交易中出售資產將收取或轉讓負債將支付的價格。下文公平值計量之披露資料使用將計量公平值所用估值方法之輸入數據歸類為三個層級之公平值層次結構：

第一級輸入數據：	本集團於計量日期可獲取之相同資產或負債於活躍市場的報價（未經調整）。
第二級輸入數據：	除第一級所包括報價以外資產或負債直接或間接可觀察之輸入數據。
第三級輸入數據：	資產或負債不可觀察之輸入數據。

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7. FAIR VALUE MEASUREMENTS (Continued)

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

(a) Disclosure of level in fair value hierarchy at 31 December:

		Fair value measurements using: 公平值計量採用：			Total 總計
		Level 1 第一級 HK\$'000 千港元	Level 2 第二級 HK\$'000 千港元	Level 3 第三級 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元
Recurring fair value measurements:	經常性公平值計量：				
Investment properties (note 20)	投資物業(附註20)				
- Commercial units - Taiwan	- 商業單位 - 台灣	-	-	12,747	12,747

		Fair value measurements using: 公平值計量採用：			Total 總計
		Level 1 第一級 HK\$'000 千港元	Level 2 第二級 HK\$'000 千港元	Level 3 第三級 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Recurring fair value measurements:	經常性公平值計量：				
Investment properties (note 20)	投資物業(附註20)				
- Commercial units - Taiwan	- 商業單位 - 台灣	-	-	10,808	10,808
- Industrial buildings and land - Mainland China	- 工業建築及土地 - 中國大陸	-	-	179,213	179,213
		-	-	190,021	190,021

7. 公平值計量(續)

本集團之政策乃確認三個層級中截至引致轉撥之事件或情況變動當日之轉入及轉出。

(a) 於十二月三十一日公平值層次結構之披露資料：

7. FAIR VALUE MEASUREMENTS (Continued)**(b) Reconciliation of assets measured at fair value based on Level 3:****7. 公平值計量** (續)**(b) 根據第三級按公平值計量之資產對賬：**

Description		Investment properties – Taiwan 投資物業 – 台灣 HK\$'000 千港元	Investment properties – Mainland China 投資物業 – 中國大陸 HK\$'000 千港元	Total 總計 HK\$'000 千港元
描述				
At 1 January 2024	於二零二四年一月一日	10,463	207,225	217,688
Total gains or losses recognised in profit or loss (#)	於損益確認的收益或虧損總額(#)	1,122	(20,849)	(19,727)
Exchange difference	匯兌差額	(777)	(7,163)	(7,940)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	10,808	179,213	190,021
Additions	添置	–	32,811	32,811
Transfer to property, plant and equipment and right-of-use assets	轉撥至物業、廠房及設備以及使用權資產	–	(208,303)	(208,303)
Total gains or losses recognised in profit or loss (#)	於損益確認的收益或虧損總額(#)	1,466	(7,822)	(6,356)
Exchange difference	匯兌差額	473	4,101	4,574
At 31 December 2025	於二零二五年十二月三十一日	12,747	–	12,747
(#) Include gains or losses for assets held at end of reporting period	(#)包括於報告期間結算日持有資產的損益	1,466	(7,822)	(6,356)

The total gains or losses recognised in profit or loss including those assets and liabilities at end of reporting period are presented in the other income and other gains of the consolidated statement of profit or loss and other comprehensive income.

於損益確認之收益或虧損總額(包括該等於報告期間結算日之資產及負債)在綜合損益及其他全面收益表的其他收益和利得呈列。

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7. FAIR VALUE MEASUREMENTS (Continued)

(c) Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurements at 31 December 2025:

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

For level 3 fair value measurements, the Group will normally engage external valuation experts with the recognised professional qualifications and recent experience to perform the valuations.

7. 公平值計量(續)

(c) 有關本集團所採用估值程序以及於二零二五年十二月三十一日之公平值計量所使用估值方法及輸入數據之披露資料：

本集團之首席財務官(「首席財務官」)負責財務申報所需資產與負債之公平值計量，包括第三級公平值計量。首席財務官直接向董事會匯報該等公平值計量。首席財務官與董事會每年最少兩次討論估值程序與有關結果。

就第三級公平值計量而言，本集團一般會外聘具認可專業資格並有近期估值經驗之估值專家進行估值。

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7. FAIR VALUE MEASUREMENTS (Continued)

(c) Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurements at 31 December 2025:

Level 3 fair value measurements

Description	Valuation technique	Unobservable inputs	Range	Effect on fair value for increase of inputs 輸入數據增加對公平值之影響	Fair value 公平值	
描述	估值方法	不可觀察輸入數據	範圍		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Investment properties – Commercial units – Taiwan (note 20) 投資物業 – 商業單位 – 台灣(附註20)	Mix of direct comparison method and income capitalisation method 直接比較法與收入資本化法結合	Yield 收益率	1.80% (2024: 1.88%)	Decrease 減少	12,747	10,808
		Monthly market rent 每月市場租金	HK\$49,655 – HK\$59,586/ping (2024: HK\$43,867 – HK\$45,052/ping) 49,655港元至59,586港元/坪 (二零二四年: 43,867港元至45,052港元/坪)	Increase 增加		
Investment properties – Industrial buildings and land – Mainland China (note 20) 投資物業 – 工業建築及土地 – 中國大陸(附註20)	Income capitalisation method 收入資本化法	Yield 收益率	2024: 5-5.75% 二零二四年: 5-5.75%	Decrease 減少	N/A 不適用	179,213
		Monthly market rent 每月市場租金	2024: HK\$35-38 per square meter per month 二零二四年: 每平方米每月35港元至38港元	Increase 增加		

There were no change in the valuation technique used for the above investment properties.

上述投資物業所採用的估值技術並無變動。

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8. REVENUE

(a) Disaggregation of revenue

Disaggregation of revenue from contracts with customers by major products and service lines for the year is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue from contracts with customers within the scope of HKFRS 15	於香港財務報告準則第15號範圍內來自客戶合約之收入		
Disaggregated by major products or service lines	按主要產品或服務範圍分類		
Sales of goods – Conventional Products	貨品銷售 – 傳統產品	355,330	321,320
Sales of goods – Beauty Apparatus	貨品銷售 – 美容儀器	175,768	29,068
Service income	服務收益	7,733	3,263
		538,831	353,651

8. 收入

(a) 收入明細

本年度按主要產品及服務範圍劃分來自客戶合約之收入明細如下：

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8. REVENUE (Continued)

(a) Disaggregation of revenue (Continued)

In the following table, revenue is disaggregated by primary geographical market and timing of revenue recognition.

8. 收入(續)

(a) 收入明細(續)

下表按主要地區市場及收入確認時間劃分收入明細。

For the year ended 31 December	截至十二月 三十一日止年度	Mainland China 中國大陸		Taiwan 台灣		Others 其他		Total 總計	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Primary geographical markets	主要地區市場								
- Mainland China	- 中國大陸	445,836	255,176	535	-	-	-	446,371	255,176
- Taiwan	- 台灣	-	-	89,157	91,458	-	-	89,157	91,458
- Others	- 其他	-	-	25	643	3,278	6,374	3,303	7,017
Revenue from external customers	來自外部客戶的收入	445,836	255,176	89,717	92,101	3,278	6,374	538,831	353,651
Timing of revenue recognition	確認收入之時間								
Products transferred at a point in time	於某個時間點轉移貨品	438,338	252,749	89,690	92,013	3,070	3,070	531,098	350,388
Products and services transferred over time	隨時間轉移貨品及服務	7,498	2,427	27	88	208	208	7,733	3,263
Total	總計	445,836	255,176	89,717	92,101	3,278	3,278	538,831	353,651

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8. REVENUE (Continued)

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

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 and the expected timing of recognising revenue as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within one year	一年內	14,676	18,339

9. INVESTMENT AND OTHER INCOME AND OTHER GAINS

8. 收入(續)

(b) 分配至客戶合約的餘下履約義務之交易價格

於二零二五年十二月三十一日，分配至餘下(未獲達成或部分未獲達成)履約義務之交易價格及確認收入的預計時間如下：

9. 投資及其他收益和利得

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest income on bank deposits	銀行存款利息收入	558	847
Interest income from financing component in revenue contracts	收入合約中融資成分的利息收入	1,426	—
Rental income from investment properties	投資物業之租金收益	254	242
Rental income from other properties and equipment	其他物業及設備之租金收益	612	1,463
Government grants (note)	政府補助金(附註)	980	381
Gain on derecognition of right of use assets	終止確認使用權資產之收益	190	5
Others	其他	617	1,286
		4,637	4,224

Note: The government grants mainly represent unconditional research and development project subsidiaries and other subsidiaries.

附註：政府補助金主要指無條件研發項目補助及其他補助。

**10. ALLOWANCE/(REVERSAL OF ALLOWANCE) FOR
TRADE RECEIVABLES, NET****10. 貿易應收賬款撥備／(撥備撥回)，淨額**

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Allowance/(reversal of allowance) for trade receivables, net	貿易應收賬款撥備／(撥備撥回)，淨額	1,219	(124)

11. SEGMENT INFORMATION

The Group has three (2024: three) reportable segments as follows:

1. Mainland China
2. Taiwan
3. Others (Hong Kong and Malaysia)

The Group's reportable segments are strategic business units that offer different products and services. They are managed separately because each business requires different technology and marketing strategies.

The Group's other reportable segment includes certain inactive operations. None of the segments meets any of the quantitative thresholds for determining reportable segment. The information of the other operating segments is included in the 'others' column.

The accounting policies of the operating segments are the same as those described in note 4 to the consolidated financial statements. Segment profits or losses do not include central administration costs, directors' salaries and interest income.

The Chief Operating Decision Maker ("CODM") makes decisions according to operating results of each segment. No analysis of segment asset and segment liability is presented as the CODM does not regularly review such information for the purposes of resources allocation and performance assessment. Therefore, only segment revenue and segment results are presented.

11. 分部資料

本集團有以下三個(二零二四年：三個)可報告分部：

1. 中國大陸
2. 台灣
3. 其他(香港及馬來西亞)

本集團之可報告分部是提供不同產品和服務之策略業務單位。由於各業務需要不同技術及營銷策略，故彼等乃分開進行管理。

本集團的其他可報告分部包括若干不活躍業務。該等分部尚未達到決定作為可報告分部之量化門檻。該等其他經營分部之資料載於「其他」一欄。

經營分部之會計政策與綜合財務報表附註4所述者相同。分部損益不包括中央行政費用、董事薪酬及利息收入。

主要營運決策人(「主要營運決策人」)根據各分部的經營業績作出決策。由於主要營運決策人並未就資源分配及評估表現的目的定期審閱該等資料，故並無呈列分部資產及分部負債的分析。因此，僅呈列分部收入及分部業績。

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11. SEGMENT INFORMATION (Continued)

Information about reportable segment profit or loss, assets and liabilities:

11. 分部資料(續)

可報告分部之損益、資產及負債資料：

		Mainland China 中國大陸 HK\$'000 千港元	Taiwan 台灣 HK\$'000 千港元	Others 其他 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Year ended 31 December 2025	截至二零二五年 十二月三十一日 止年度				
Revenue from external customers	來自外部客戶之收入	445,836	89,717	3,278	538,831
Segment profit	分部溢利	3,957	14,757	1,372	20,086
Interest income from financing component in revenue contracts	收入合約中融資成分的 利息收入	1,426	-	-	1,426
Finance costs	融資成本	(10,016)	(372)	(81)	(10,469)
Depreciation of property, plant and equipment	物業、廠房及設備 折舊	(27,950)	(2,408)	(64)	(30,422)
Depreciation of right-of-use assets	使用權資產折舊	(6,229)	(2,140)	-	(8,369)
Loss on disposal of property, plant and equipment	出售物業、廠房及 設備之虧損	(1,368)	-	-	(1,368)
Written off property, plant, and equipment	物業、廠房及設備 撇銷	(242)	(81)	(1,360)	(1,683)
Fair value (loss)/gain on investment properties	投資物業之公平值 (虧損)/收益	(7,822)	1,466	-	(6,356)
Allowance for slow-moving inventories	滯銷存貨撥備	(2,661)	(1,543)	-	(4,204)
Allowance for trade receivables, net	貿易應收賬款 撥備，淨額	(1,426)	207	-	(1,219)

11. SEGMENT INFORMATION (Continued)**Information about reportable segment profit or loss, assets and liabilities:** (Continued)**11. 分部資料**(續)**可報告分部之損益、資產及負債資料：**(續)

		Mainland China 中國大陸 HK\$'000 千港元	Taiwan 台灣 HK\$'000 千港元	Others 其他 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Year ended 31 December 2024	截至二零二四年 十二月三十一日 止年度				
Revenue from external customers	來自外部客戶之收入	255,176	92,101	6,374	353,651
Segment (loss)/profit	分部(虧損)/溢利	(100,359)	4,458	(2,244)	(98,145)
Finance costs	融資成本	(7,689)	(255)	(101)	(8,045)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	(23,205)	(2,869)	(231)	(26,305)
Depreciation of right-of-use assets	使用權資產折舊	(2,602)	(2,060)	(700)	(5,362)
Gain/(loss) on disposal of property, plant and equipment	出售物業、廠房及設備之收益/(虧損)	35	155	(9)	181
Written off property, plant, and equipment	物業、廠房及設備撇銷	(232)	(13)	(10)	(255)
(Reversal of allowance)/allowance for slow-moving inventories	滯銷存貨(撥備撥回)/撥備	290	3,986	(44)	4,232
Impairment loss on goodwill	商譽減值虧損	(24,806)	—	—	(24,806)
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	(4,153)	—	—	(4,153)
Fair value (loss)/gain on investment properties	投資物業之公平值(虧損)/收益	(20,849)	1,122	—	(19,727)
Inventories write-off	存貨撇銷	(1,435)	(533)	—	(1,968)
Reversal of allowance for trade receivables, net	貿易應收賬款撥備撥回，淨額	(83)	207	—	124

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11. SEGMENT INFORMATION (Continued)

Reconciliations of segment revenue, profit or loss and assets:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue	收入		
Consolidated revenue	綜合收入	538,831	353,651
Profit or loss	損益		
Total profit/(loss) of reportable segments	可報告分部溢利／(虧損)總額	20,086	(98,145)
Unallocated corporate expenses	未分配公司支出	(8,753)	(7,909)
Unallocated income	未分配收益	483	847
Consolidated profit/(loss) before tax	除稅前綜合溢利／(虧損)	11,816	(105,207)

Geographical information:

The Group's information about its non-current assets by location of assets are detailed below:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current assets	非流動資產		
Mainland China	中國大陸	496,211	411,086
Taiwan	台灣	51,495	52,137
Others	其他	—	2,826
Consolidated total	綜合總額	547,706	466,049

Note: Non-current assets excluded deferred tax assets.

Revenue from major customers:

No customer accounted for 10 per cent or more of the Group revenue for both years 2025 and 2024.

11. 分部資料(續)

分部收入、損益及資產對賬：

地理資料：

本集團按資產所在地劃分的非流動資產之資料詳情呈列如下：

附註：非流動資產不包括遞延稅項資產。

來自主要客戶之收入：

概無客戶佔本集團二零二五年及二零二四年收入之10%或以上。

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12. FINANCE COSTS

12. 融資成本

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest on borrowings	借款利息	9,473	7,460
Interest expenses on lease liabilities (note 21)	租賃負債利息支出(附註21)	996	585
		10,469	8,045

13. INCOME TAX EXPENSE/(CREDIT)

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

13. 所得稅開支／(抵免)

已於損益確認之所得稅如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Current tax – PRC Enterprise income tax ("EIT")	即期稅項 – 中國企業所得稅 (「企業所得稅」)		
Provision for the year	年內撥備	130	327
		130	327
Current tax – Taiwan Corporate income tax	即期稅項 – 台灣企業所得稅		
Provision for the year	年內撥備	3,053	1,813
Over provision in prior years	過往年度撥備過度	(498)	(399)
		2,555	1,414
Current tax – Hong Kong Profits Tax and others	即期稅項 – 香港利得稅及其他		
Provision for the year	年內撥備	1,751	568
Under/(Over) provision in prior years	過往年度撥備不足／(過度)	95	(278)
		1,846	290
Withholding tax	預扣稅	1,370	1,012
Deferred tax (note 33)	遞延稅項(附註33)	(4,666)	(4,635)
		1,235	(1,592)

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13. INCOME TAX EXPENSE/(CREDIT) (Continued)

PRC EIT has been provided at a rate of 25% (2024: 25%). The statutory withholding income tax rate for non-PRC resident is 10% (2024: 10%).

Pursuant to the relevant laws and regulations in the PRC and Taiwan, dividend withholding tax is imposed at a rate of 10% (2024: 10%) and 21% (2024: 21%) on dividends that are declared in respect of profits earned by the PRC and Taiwan subsidiaries respectively and that are received by non-local resident entities. No withholding tax on dividends (2024: no withholding tax) and HK\$1,089,000 (2024: HK\$822,000) were recognised for the PRC and Taiwan respectively for the year ended 31 December 2025.

Corporate Income Tax in Taiwan has been provided at a rate of 20% (2025: 20%).

Under the two-tiered Profits Tax regime, the first HK\$2 million of profits of the qualifying group entity established in Hong Kong will be taxed at 8.25% (2024: 8.25%), and profits above that amount will be subject to the tax rate of 16.5% (2024: 16.5%). The profits of the group entities not qualifying for the two-tiered Profits Tax rate regime will continue to be taxed at a rate of 16.5% (2024: 16.5%).

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

13. 所得稅開支／(抵免)(續)

中國企業所得稅按25%(二零二四年：25%)稅率計提撥備。非中國居民的法定預扣所得稅稅率為10%(二零二四年：10%)。

根據中國大陸及台灣相關法例及規例，就中國大陸及台灣附屬公司賺取的所得溢利而宣派並由非本地居民實體收取之股息，股息預扣稅率分別為10%(二零二四年：10%)及21%(二零二四年：21%)。截至二零二五年十二月三十一日止年度，中國大陸並無確認股息預扣稅(二零二四年：並無股息預扣稅)，而台灣確認股息預扣稅1,089,000港元(二零二四年：822,000港元)。

台灣企業所得稅按20%(二零二五年：20%)稅率計提撥備。

根據兩級利得稅制度，在香港成立的合資格集團實體的首2,000,000港元溢利將按8.25%(二零二四年：8.25%)稅率繳稅，而超過該金額的溢利將按16.5%(二零二四年：16.5%)稅率繳稅。兩級利得稅制度下非合資格集團實體溢利將繼續按16.5%(二零二四年：16.5%)稅率繳稅。

本集團已就其他地區所產生應課稅溢利根據旗下附屬公司營運所在司法權區之現有相關法例、詮釋及慣例，按其現行稅率計算稅項支出。

13. INCOME TAX EXPENSE/(CREDIT) (Continued)

The reconciliation between the income tax (credit)/expense and the product of loss before tax multiplied by the PRC EIT rate is as follows:

13. 所得稅開支／(抵免) (續)

所得稅(抵免)／開支與除稅前虧損乘以中國企業所得稅稅率之結果對賬如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Profit/(loss) before tax	除稅前溢利／(虧損)	11,816	(105,207)
Tax at the PRC EIT rate of 25% (2024: 25%)	按中國企業所得稅稅率25% (二零二四年：25%)計算稅項	2,954	(26,302)
Tax effect of expenses that are not deductible	不可扣稅支出之稅務影響	4,232	12,264
Tax effect of income that are not taxable	毋須課稅收益之稅務影響	(576)	(1,119)
Tax effect on deemed sale of gift item	視作出售禮品的稅務影響	486	987
Deferred tax liabilities on undistributed earnings of the PRC and Taiwan subsidiaries	有關中國大陸及台灣附屬公司之 未分派盈利之遞延稅項負債	(589)	218
Tax effect of temporary difference and unused tax losses not recognised	未確認暫時差額及未動用稅項虧損 之稅務影響	(5,007)	14,127
Tax effect of utilisation of tax losses not previously recognised	動用先前未確認稅項虧損之稅務 影響	—	(1,030)
Tax effect of tax Concession	稅項優惠之稅務影響	—	—
Tax effect of utilisation of tax losses previously recognised	動用先前確認稅項虧損之 稅務影響	5,854	—
Tax effect of utilisation of tax losses recognised during the year	動用年內確認稅項虧損之稅務影響	(4,924)	—
Over provision in prior years	過往年度撥備過度	(403)	(670)
Withholding tax on income earned by non-resident entities	非居民實體所賺取收入的預扣稅	1,371	1,012
Tax effect of different tax rates of subsidiaries	附屬公司不同稅率之稅務影響	(1,383)	(899)
Others	其他	(780)	(180)
Income tax expense/(credit)	所得稅開支／(抵免)	1,235	(1,592)

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14. PROFIT/(LOSS) FOR THE YEAR

The Group's profit/(loss) for the year is stated after charging/(crediting) the following:

14. 本年度溢利／(虧損)

本集團本年度溢利／(虧損)已扣除／(計入)下列各項：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amortisation of contract costs	合約成本攤銷	196	34
Auditor's remuneration for audit services	核數師有關核數服務的酬金		
– Audit services	– 核數服務	2,148	2,083
– Non-audit services	– 非核數服務	200	200
Allowance/(reversal of allowance) for trade receivables, net	貿易應收賬款撥備／(撥備撥回)，淨額	1,506	(124)
Allowance for slow-moving inventories (included in cost of sales)	滯銷存貨撥備(計入銷售成本)	4,204	4,232
Inventories write-off (included in cost of sales)	存貨撇銷(計入銷售成本)	1,381	1,968
Cost of inventories recognised as an expense	已確認為開支之存貨成本	207,956	133,008
Depreciation of property, plant and equipment	物業、廠房及設備折舊	30,422	26,305
Depreciation of right-of-use assets (included in cost of sales, distribution and selling expenses and administrative expenses)	使用權資產折舊(計入銷售成本、分銷及銷售開支及行政開支)	8,369	5,362
Impairment loss on goodwill	商譽減值虧損	–	24,806
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	–	4,153
Loss/(gain) on disposals of property, plant and equipment	出售物業、廠房及設備之虧損／(收益)	1,368	(181)
Gain on disposals of right-of-use assets	出售使用權資產之收益	(190)	(5)
Gain on derecognition on trade and other payable	終止確認貿易及其他應付賬款之收益	(2,578)	–
Written off property, plant and equipment	物業、廠房及設備撇銷	1,683	255
Advertising and promotion expenses	廣告及推廣開支	22,576	32,526
Commission paid to agency (included in selling expenses)	支付予代理商之佣金(計入銷售開支)	15,684	8,031
Research and development cost	研發成本	6,487	2,343
Net exchange gain	匯兌收益淨額	(2,286)	(350)

Cost of inventories sold included staff cost, depreciation and operating lease charges of approximately HK\$22,598,000 (2024: HK\$23,279,000) which are included in the amounts disclosed separately.

已售存貨成本包括員工成本、折舊及經營租賃費用約22,598,000港元(二零二四年：23,279,000港元)，並單獨計入已披露金額。

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15. EMPLOYEE BENEFITS EXPENSE

15. 員工福利費用

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Employee benefits expense (including directors' emoluments):	員工福利費用(包括董事酬金)：		
Salaries, bonuses and allowances	薪金、花紅及津貼	155,261	140,644
Retirement benefit scheme contributions	退休福利計劃供款		
– Defined contribution plans	– 定額供款計劃	11,796	10,998
– Defined benefit plan	– 定額福利計劃	26	16
		167,083	151,658

Five highest paid individuals

The five highest paid individuals in the Group during the year ended 31 December 2025, one was the chief executive officer whose emoluments are reflected in the analysis presented in note 16(a) to the consolidated financial statements. The emoluments of the five individuals including the chief executive officer are set out below:

五名最高薪酬人士

本集團截至二零二五年十二月三十一日止年度五名最高薪酬人士中的一名為行政總裁，其酬金已於綜合財務報表附註16(a)所列分析內反映。五名人士(包括行政總裁)之酬金載列如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Basic salaries, housing allowance, other allowances and benefits in kind	基本薪資、房屋津貼、其他津貼及實物福利	12,086	8,194
Discretionary bonus	酌情花紅	1,813	1,537
Retirement benefit scheme contributions	退休福利計劃供款	184	161
		14,083	9,892

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15. EMPLOYEE BENEFITS EXPENSE (Continued)

The emoluments fell within the following band:

		Number of individuals 人數	
		2025 二零二五年	2024 二零二四年
HK\$1,000,001 to HK\$1,500,000	1,000,001港元至1,500,000港元	1	1
HK\$1,500,001 to HK\$2,000,000	1,500,001港元至2,000,000港元	1	2
HK\$2,000,001 to HK\$2,500,000	2,000,001港元至2,500,000港元	–	1
HK\$2,500,001 to HK\$3,000,000	2,500,001港元至3,000,000港元	1	1
HK\$3,000,001 to HK\$3,500,000	3,000,001港元至3,500,000港元	–	–
HK\$3,500,001 to HK\$4,000,000	3,500,001港元至4,000,000港元	1	–
HK\$4,000,001 to HK\$4,500,000	4,000,001港元至4,500,000港元	1	–

During the year, no amount was paid or payable by the Group to the directors or any of the five highest paid individuals set out below as an inducement to join or upon joining the Group or as compensation for loss of office.

15. 員工福利費用(續)

其酬金組別如下：

於本年度，本集團並無支付或應付下文所載董事或任何五名最高薪酬人士之款項，作為吸引彼等加盟或於加盟本集團時之獎勵，或作為離職時之補償。

16. BENEFITS AND INTERESTS OF DIRECTORS**(a) Directors and Chief Executive Officer emoluments**

The remuneration of each director and chief executive officer is set out below:

16. 董事福利及權益**(a) 董事及行政總裁酬金**

各董事及行政總裁之薪酬載述如下：

		Fees	Salaries and allowances	Discretionary bonus	Employer's contribution to a retirement benefit scheme	Total
		袍金 HK\$'000 千港元	薪金及津貼 HK\$'000 千港元	酌情花紅 HK\$'000 千港元	僱主對退休福利計劃的供款 HK\$'000 千港元	總計 HK\$'000 千港元
2025	二零二五年					
Executive Directors	執行董事					
Dr. LEI Chien (alias Jonna LEI) (Chairperson)	雷倩博士(主席)	1,000	-	-	-	1,000
Mr. LIN Chia-Wei	林家偉先生	250	-	-	-	250
Ms. LIN Yen-Ling (note (i))	林燕玲女士(附註(i))	240	-	-	-	240
		1,490	-	-	-	1,490
Non-Executive Directors	非執行董事					
Mr. CHEN Shou-Huang	陳守煌先生	370	-	-	-	370
Ms. LIN Shu-Hua	林淑華女士	240	-	-	-	240
		610	-	-	-	610
Independent Non-Executive Directors	獨立非執行董事					
Mr. CHEN Ruey-Long (alias Steve CHEN)	陳瑞隆先生	370	-	-	-	370
Mr. YANG Shih-Chien	楊世緘先生	370	-	-	-	370
Mr. LIN Tsalm-Hsiang (alias William LIN)	林蒼祥先生	361	-	-	-	361
		1,101	-	-	-	1,101
Total directors' emoluments	董事酬金總計	3,201	-	-	-	3,201
Chief Executive Officer	行政總裁					
Mr. CHENG Chi-Chung (note ii)	鄭吉崇先生(附註(ii))	-	3,840	653	-	4,493
Total for 2025	二零二五年總計	3,201	3,840	653	-	7,694

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16. BENEFITS AND INTERESTS OF DIRECTORS (Continued)

(a) Directors and Chief Executive Officer emoluments

(Continued)

The remuneration of each director and chief executive officer is set out below:

16. 董事福利及權益(續)

(a) 董事及行政總裁酬金(續)

各董事及行政總裁之薪酬載述如下：

		Fees	Salaries and allowances	Discretionary bonus	Employer's contribution to a retirement benefit scheme 僱主對退休福利計劃的供款	Total
		袍金 HK\$'000 千港元	薪金及津貼 HK\$'000 千港元	酌情花紅 HK\$'000 千港元	計劃的供款 HK\$'000 千港元	總計 HK\$'000 千港元
2024	二零二四年					
Executive Directors	執行董事					
Dr. LEI Chien (alias Jonna LEI) (Chairperson)	雷倩博士(主席)	1,000	–	–	–	1,000
Mr. LIN Chia-Wei	林家偉先生	250	–	–	–	250
Ms. LIN Yen-Ling (note (i))	林燕玲女士(附註(i))	240	1,661	–	22	1,923
		1,490	1,661	–	22	3,173
Non-Executive Directors	非執行董事					
Mr. CHEN Shou-Huang	陳守煌先生	370	–	–	–	370
Ms. LIN Shu-Hua	林淑華女士	240	–	–	–	240
		610	–	–	–	610
Independent Non-Executive Directors	獨立非執行董事					
Mr. CHEN Ruey-Long (alias Steve CHEN)	陳瑞隆先生	370	–	–	–	370
Mr. YANG Shih-Chien	楊世緘先生	370	–	–	–	370
Mr. LIN Tsalm-Hsiang (alias William LIN)	林蒼祥先生	370	–	–	–	370
		1,110	–	–	–	1,110
Total directors' emoluments	董事酬金總計	3,210	1,661	–	22	4,893
Chief Executive Officer	行政總裁					
Mr. CHENG Chi-Chung (note ii)	鄭吉崇先生(附註(ii))	–	1,706	456	12	2,174
Total for 2024	二零二四年總計	3,210	3,367	456	34	7,067

16. BENEFITS AND INTERESTS OF DIRECTORS (Continued)**(a) Directors and Chief Executive Officer emoluments**

(Continued)

Notes:

- (i) Ms. LIN Yen-Ling was appointed as Director of the Company on 1 January 2024 and resigned as Chief Executive Officer on 2 April 2024 and remain as Director.
- (ii) Mr. CHENG Chi-Chung was appointed as Chief Executive Officer on 16 July 2024.

Neither the chief executive officer nor any of the directors waived any emoluments during the year (2024: Nil).

(b) Directors' material interests in transactions, arrangements or contracts

Save as otherwise disclosed in the section headed "Connected Transactions and Directors' Interest in Contracts of Significance" of this Annual Report, there are no other significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a director of the Company and the director's connected party had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

17. DIVIDENDS

No dividends have been paid or proposed during the year ended 31 December 2025 and 2024, nor has any dividend been proposed since the end of the reporting period.

18. EARNINGS/(LOSS) PER SHARE

The calculation of basic earnings per share is based on the profits for the year attributable to owners of the Company of approximately HK\$10,581,000 (2024: loss of the year HK\$103,615,000) and the weighted average number of ordinary share of approximately 2,002,100,932 (2024: 2,002,100,932) in issue during the year.

No diluted profit/(loss) per share for the year ended 31 December 2025 and 2024 is presented as the Company had no dilutive potential ordinary shares outstanding.

16. 董事福利及權益(續)**(a) 董事及行政總裁酬金(續)**

附註：

- (i) 林燕玲女士於二零二四年一月一日獲委任為本公司董事並於二零二四年四月二日辭任行政總裁且仍為董事。
- (ii) 鄭吉崇先生於二零二四年七月十六日獲委任為行政總裁。

年內，行政總裁及任何董事概無放棄收取任何酬金(二零二四年：無)。

(b) 董事於交易、安排或合約之重大權益

除本年報「關連交易及董事於重大合約之權益」一節另行披露者外，於年末或年內任何時間並無存續任何由本公司訂立而本公司董事及其關連人士直接或間接擁有重大權益且與本集團業務有關之其他重大交易、安排及合約。

17. 股息

截至二零二五年及二零二四年十二月三十一日止年度，並未支付或建議任何股息，自報告期間結算日以來亦未建議任何股息。

18. 每股盈利／(虧損)

每股基本盈利乃根據本公司擁有人應佔本年度溢利約10,581,000港元(二零二四年：本年度虧損103,615,000港元)及年內已發行普通股之加權平均數約2,002,100,932股(二零二四年：2,002,100,932股)計算。

截至二零二五年及二零二四年十二月三十一日止年度，由於本公司並無發行在外之攤薄潛在普通股，故並無呈列每股攤薄溢利／(虧損)。

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19. PROPERTY, PLANT AND EQUIPMENT

19. 物業、廠房及設備

		Freehold land 永久業權土地 HK\$'000 千港元	Buildings 樓宇 HK\$'000 千港元	Leasehold improvements 租賃物業裝修 HK\$'000 千港元	Machinery 機器 HK\$'000 千港元	Motor vehicles 汽車 HK\$'000 千港元	Furniture, fixtures and equipment 傢俱、裝置及設備 HK\$'000 千港元	Construction in progress 在建工程 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Cost	成本								
At 1 January 2024	於二零二四年一月一日	16,951	240,588	54,875	40,015	3,104	104,933	53,591	514,057
Additions	添置	-	-	232	76	-	18,604	22,299	41,211
Disposals	出售	-	-	-	-	-	(44)	-	(44)
Write off	撇銷	-	-	(5,258)	(12,215)	(1,413)	(8,675)	-	(27,561)
Transfer	轉撥	-	-	13,421	51,709	-	1,466	(66,596)	-
Exchange difference	匯兌差額	(1,247)	(10,027)	(1,955)	(2,474)	(173)	(5,038)	(2,232)	(23,146)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	15,704	230,561	61,315	77,111	1,518	111,246	7,062	504,517
Additions	添置	-	-	1,766	635	-	34,187	9,876	46,464
Disposals	出售	-	-	-	(3,797)	-	(6,677)	-	(10,474)
Write off	撇銷	-	-	(1,695)	(6,629)	(263)	(15,132)	(233)	(23,952)
Transfer	轉撥	-	-	4,425	-	-	4,604	(9,029)	-
Transfer from investment properties	自投資物業轉撥	-	182,661	-	-	-	-	-	182,661
Exchange difference	匯兌差額	739	14,423	3,034	3,156	63	5,356	312	27,083
At 31 December 2025	於二零二五年十二月三十一日	16,443	427,645	68,845	70,476	1,318	133,584	7,988	726,299
Accumulated depreciation and impairment	累計折舊及減值								
At 1 January 2024	於二零二四年一月一日	-	104,069	49,175	32,450	2,659	85,730	-	274,083
Charge for the year	本年度折舊	-	6,284	4,424	3,653	254	11,690	-	26,305
Impairment for the year	本年度減值	-	-	605	2,396	-	1,152	-	4,153
Disposals	出售	-	-	-	-	-	(33)	-	(33)
Write off	撇銷	-	-	(5,258)	(12,176)	(1,413)	(8,459)	-	(27,306)
Exchange difference	匯兌差額	-	(4,653)	(2,062)	(1,270)	(150)	(4,164)	-	(12,299)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	-	105,700	46,884	25,053	1,350	85,916	-	264,903
Charge for the year	本年度折舊	-	4,707	4,983	4,699	163	15,870	-	30,422
Disposals	出售	-	-	-	(3,417)	-	(3,048)	-	(6,465)
Write off	撇銷	-	-	(684)	(6,372)	(263)	(14,950)	-	(22,269)
Exchange difference	匯兌差額	-	4,818	2,358	1,004	55	3,733	-	11,968
At 31 December 2025	於二零二五年十二月三十一日	-	115,225	53,541	20,967	1,305	87,521	-	278,559
Carrying amount	賬面值								
At 31 December 2025	於二零二五年十二月三十一日	16,443	312,420	15,304	49,509	13	46,063	7,988	447,740
At 31 December 2024	於二零二四年十二月三十一日	15,704	124,861	14,431	52,058	168	25,330	7,062	239,614

At 31 December 2025, freehold land and buildings amounting to approximately HK\$16,443,000 (2024: HK\$15,704,000) and HK\$304,891,000 (2024: HK\$117,864,000) respectively were pledged as security for the Group's bank loan (note 30).

於二零二五年十二月三十一日，永久業權土地及樓宇分別約16,443,000港元(二零二四年：15,704,000港元)及304,891,000港元(二零二四年：117,864,000港元)已質押作為本集團銀行貸款之抵押品(附註30)。

19. PROPERTY, PLANT AND EQUIPMENT (Continued)**CGU for sale of Conventional Products and Beauty Apparatus in the Mainland China (the “CGU”)**

As of 31 December 2025, the Group identified indicators of impairment for certain property, plant, and equipment (“PPE”) and right-of-use (“ROU”) assets within the sales of Conventional Products and beauty apparatus in the Mainland China Cash-Generating Unit (“CGU”). Notably, the actual investment in working capital required to support operations and the expansion was higher than originally budgeted, adversely impacting the CGU’s performance forecasts. Consequently, management performed an impairment test to estimate the recoverable amount of the CGU.

As at 31 December 2025, the carrying amounts allocated to this CGU were approximately HK\$418,402,000 for property, plant and equipment and HK\$58,129,000 for right-of-use assets. The recoverable amount of the CGU was determined based on a value-in-use calculation using cash flow projections from financial budgets approved by the directors covering a five-year period.

Management engaged an external valuer to assist in the estimation of the recoverable amount. The key assumptions used in the cash flow projections included:

- Revenue growth: A compound annual growth rate of 11.7% (2024: 16.4%) over the five-year period.
- Gross margin: A budgeted gross margin of 50% (2024: 55%).
- Terminal growth rate: A long-term growth rate of 2.0% (2024: 2.2%) beyond the five-year period.
- Discount rate: A pre-tax discount rate of 14% (2024: 14%).

Based on this assessment, the recoverable amount of the CGU was found to exceed its carrying value by HK\$98,369,000. Accordingly, no impairment loss was recognised for property, plant and equipment or right-of-use assets for the year ended 31 December 2025.

19. 物業、廠房及設備 (續)**於中國大陸銷售傳統產品及美容儀器之現金產生單位(「現金產生單位」)**

截至二零二五年十二月三十一日，本集團識別出於中國大陸銷售傳統產品及美容儀器的現金產生單位(「現金產生單位」)內的若干物業、廠房及設備(「物業、廠房及設備」)以及使用權資產(「使用權資產」)存在減值跡象。值得注意的是，支持營運及擴張所需的實際營運資金投資高於原預算，對該現金產生單位的表現預測產生不利影響。因此，管理層進行了減值測試，以估計現金產生單位的可收回金額。

於二零二五年十二月三十一日，分配至該現金產生單位的物業、廠房及設備賬面值約為418,402,000港元及使用權資產賬面值約為58,129,000港元。該現金產生單位的可收回金額根據使用價值計算釐定，該計算使用了經董事批准涵蓋五年期間的財務預算得出的現金流量預測。

管理層委聘外部估值師協助估計可收回金額。現金流量預測中採用的主要假設包括：

- 收入增長：五年期間的複合年增長率為11.7%(二零二四年：16.4%)。
- 毛利率：預算毛利率為50%(二零二四年：55%)。
- 最終增長率：五年期後的長期增長率為2.0%(二零二四年：2.2%)。
- 折現率：稅前折現率為14%(二零二四年：14%)。

根據此評估，現金產生單位的可收回金額被發現超出其賬面值98,369,000港元。因此，截至二零二五年十二月三十一日止年度，並無就物業、廠房及設備或使用權資產確認減值虧損。

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20. INVESTMENT PROPERTIES

The Group leases out the investment properties under operating leases with rentals payable monthly. The leases typically run for an initial period of one to five years.

The Group is not exposed to foreign currency risk as a result of the lease arrangements, as all leases are denominated in the respective functional currencies of group entities. The lease contracts do not contain residual value guarantee and/or lessee's option to purchase the property at the end of lease term.

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	190,021	217,688
Additions	添置	32,811	–
Fair value loss recognised in profit or loss	於損益中確認的公平值虧損	(6,356)	(19,727)
Transfer to property, plant and equipment and right-of-use assets	轉撥至物業、廠房及設備及使用權資產	(208,303)	–
Exchange difference	匯兌差額	4,574	(7,940)
At 31 December	於十二月三十一日	12,747	190,021

The fair value of the Group's investment properties at the end of reporting periods were valued on a mix of direct comparison method and income capitalisation method. The valuations were performed by independent firms of chartered surveyors.

There was no change in the valuation approach for the years ended 31 December 2025 and 2024. The fair value of the Group's investment properties is within level 3 of the fair value.

20. 投資物業

本集團根據經營租賃租賃投資物業，按月繳付租金。租賃的初始租期通常為一至五年。

在租賃安排下，由於所有租賃均以集團實體之相應功能貨幣計值，故本集團並無承受外幣風險。租賃合約並不包含殘值擔保及／或承租人於租賃完結時購買物業之選擇權。

本集團投資物業於報告期間結算日的公平值乃以直接比較法與收入資本化法結合估值。該等估值由獨立特許測量師行進行。

截至二零二五年及二零二四年十二月三十一日止年度之估值方法並無變動。本集團投資物業之公平值在公平值層級第三級範圍內。

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21. RIGHT-OF-USE ASSETS

21. 使用權資產

		Leasehold lands 租賃土地	Leased properties 租賃物業	Total 總計
		HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日	16,585	14,091	30,676
Additions	添置	–	11,243	11,243
Derecognition	終止確認	–	(96)	(96)
Depreciation	折舊	(522)	(4,840)	(5,362)
Exchange differences	匯兌差額	(596)	(994)	(1,590)
At 31 December 2024 and 1 January 2025	於二零二四年 十二月三十一日及 二零二五年一月一日	15,467	19,404	34,871
Additions	添置	–	16,883	16,883
Transfer from investment properties	自投資物業轉撥	25,642	–	25,642
Derecognition	終止確認	–	(5,815)	(5,815)
Depreciation	折舊	(499)	(7,870)	(8,369)
Exchange differences	匯兌差額	1,221	1,100	2,321
At 31 December 2025	於二零二五年 十二月三十一日	41,831	23,702	65,533

Lease liabilities of HK\$24,441,000 (2024: HK\$18,381,000) are recognised with related right-of-use assets of HK\$65,533,000 as at 31 December 2025 (2024: HK\$33,407,000). The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

於二零二五年十二月三十一日，租賃負債24,441,000港元(二零二四年：18,381,000港元)與有關使用權資產65,533,000港元(二零二四年：33,407,000港元)一同確認。除出租人持有的租賃資產之擔保權益外，租賃協議不施加任何契約。租賃資產不得用作借貸擔保。

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21. RIGHT-OF-USE ASSETS (Continued)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Depreciation on right-of-use assets	使用權資產折舊	8,369	5,362
Interest expense on lease liabilities (included in finance costs) (note 12)	租賃負債利息支出(計入融資成本) (附註12)	996	585
Expenses relating to leases of low value assets (included in administrative expenses and distribution and selling expenses)	有關低價值資產租賃的開支(計入 行政開支及分銷及銷售開支)	174	957
Expenses relating to short-term lease (included in administrative expenses and distribution and selling expenses)	有關短期租賃的開支(計入行政開支 及分銷及銷售開支)	5,684	3,055

Details of total cash outflow for leases is set out in note 39(b) to the consolidated financial statements.

For both years, the Group leases offices, factory plant and land for its operations. Lease contracts are entered into for fixed term of two to five years (2024: two to ten years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

In addition, the Group owns an office building located in the PRC. The Group is the registered owner of this property interest, including the underlying leasehold lands. Lump sum payments were made upfront to acquire the land interest. The leasehold land components of this owned property is presented separately only if the payments made can be allocated reliably.

At 31 December 2025, the carrying amount of the Group's right-of-use assets related to leasehold lands of HK\$41,701,000 (2024: HK\$15,338,000) were pledged as security for the Group's bank loans (note 30).

租賃現金流出總額詳情載於綜合財務報表附註39(b)。

於兩個年度，本集團租賃辦公室、廠房及土地以進行經營。所訂立之租賃合約為期二至五年(二零二四年：二至十年)。租賃條款按個別基準進行磋商，並包含多種不同的條款及條件。於釐定租期及評估不可撤回期間之長度時，本集團應用合約定義及釐定合約可強制執行的期間。

此外，本集團擁有一幢位於中國大陸的寫字樓。本集團為此物業權益(包括相關租賃土地)之註冊擁有人。已作出一次性預付款以取得土地權益。此自有物業之租賃土地組成部分僅在能可靠分配所作之付款時單獨呈列。

於二零二五年十二月三十一日，本集團有關租賃土地的使用權資產賬面值41,701,000港元(二零二四年：15,338,000港元)已質押作為本集團銀行貸款之抵押品(附註30)。

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22. GOODWILL

22. 商譽

		CGU for sale of Conventional Products in the Mainland China (the "CGU") 於中國大陸 銷售傳統產品 之現金產生 單位 (「現金 產生單位」) HK\$'000 千港元	Others 其他 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Cost	成本			
At 1 January 2024	於二零二四年一月一日	28,830	5,451	34,281
Exchange difference	匯兌差額	(895)	—	(895)
At 31 December 2024, 1 January 2025, 31 December 2025	於二零二四年十二月 三十一日、二零二五年 一月一日、二零二五年 十二月三十一日	27,935	5,451	33,386
Accumulated impairment losses	累計減值虧損			
At 1 January 2024	於二零二四年一月一日	3,672	5,451	9,123
Impairment loss for the year	年內減值虧損	24,806	—	24,806
Exchange difference	匯兌差額	(543)	—	(543)
At 31 December 2024, 1 January 2025, 31 December 2025	於二零二四年十二月 三十一日、二零二五年 一月一日、二零二五年 十二月三十一日	27,935	5,451	33,386
Carrying amount	賬面值			
At 31 December 2024 and 31 December 2025	於二零二四年十二月 三十一日及二零二五年 十二月三十一日	—	—	—

Goodwill acquired in a business combination is allocated at acquisition to cash generating units (CGUs) expected to benefit from the transaction. Alongside goodwill, property, plant, equipment, and right-of-use assets that generate cash flows together with the related goodwill are included in these CGUs for impairment assessments.

於業務合併中取得之商譽於收購時分配至預期將受益於交易之現金產生單位。就減值評估而言，除商譽外，物業、廠房、設備及產生現金流量的使用權資產，連同有關商譽計入該等現金產生單位。

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22. GOODWILL (Continued)

The Group's sale of Conventional products in the Mainland China has been identified as a cash generating unit (the "CGU") that is subject to annual impairment test and whenever there is indication of impairment.

The recoverable amount of the CGU is determined using a value-in-use calculation based on discounted cash flows. Cash flow projections are derived from five-year financial budgets approved by directors, incorporating key assumptions such as budgeted revenue and gross margin, which are estimated based on past performance and market development expectations.

As of 31 December 2024, before any impairment, the carrying amounts allocated to this CGU were approximately HK\$24,806,000 for goodwill, HK\$212,268,000 for property, plant and equipment, and HK\$23,638,000 for right-of-use assets.

The Mainland China market experienced intensifying competition during 2024, coupled with changing customer needs and an economic slowdown. In response, the management revised their marketing strategy in the second half of 2024 to focus on rapid expansion through a multi-channel/multi-brand approach and franchise store growth via agents. While this strategic shift increased operational and personnel costs, it was deemed necessary for future growth. Because of the aforesaid, the management has prepared cash flow forecast for the next five years derived from the most recent financial budgets approved by the directors.

Management engaged an external valuer to estimate the CGU's recoverable amount as of 31 December 2024. The recoverable amount was lower than the carrying value of the CGU by HK\$28,959,000, resulting in impairment losses of HK\$24,806,000 for goodwill and HK\$4,153,000 for plant and equipment. Discount rates used were 14%, with a forecast revenue compound annual growth rate of 16.4%. The budgeted gross margin was 55%, and with the terminal growth rate at 2.2%.

As the goodwill was fully impaired during the year ended 31 December 2024, no further impairment testing was performed for the year ended 31 December 2025.

22. 商譽(續)

本集團於中國大陸的傳統產品銷售已獲識別為現金產生單位(「現金產生單位」)，須每年及出現減值跡象時進行減值測試。

現金產生單位之可收回金額根據折現現金流量採用使用價值計算釐定。現金流量預測根據董事批准的五年財政預算作出，包括預算收入及毛利率等關鍵假設，該等假設乃根據過往表現及市場發展預期評估。

截至二零二四年十二月三十一日，於未發生任何減值前，就商譽、物業、廠房及設備以及使用權資產分配至該現金產生單位的賬面值分別約為24,806,000港元、212,268,000港元及23,638,000港元。

二零二四年，中國大陸市場競爭加劇，客戶需求不斷變化且經濟放緩。為此，管理層於二零二四年下半年修訂營銷策略，著重於透過多渠道／多品牌方式快速拓展，並透過代理商推動加盟店增長。雖然營運及人員成本因此增加，此項策略轉變對於未來增長而言視為屬必要。基於上述原因，管理層已根據董事批准的最近期財務預算編製未來五年的現金流量預測。

管理層委聘外部估值師估計截至二零二四年十二月三十一日現金產生單位的可收回金額。可收回金額較現金產生單位賬面值低28,959,000港元，導致商譽減值虧損24,806,000港元及廠房及設備減值虧損4,153,000港元。所採用折現率為14%，預測收入複合年增長率為16.4%。預算毛利率為55%，而最終增長率為2.2%。

由於商譽已於截至二零二四年十二月三十一日止年度悉數減值，故截至二零二五年十二月三十一日止年度並無進行任何進一步減值測試。

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23. INVESTMENT IN AN ASSOCIATE

23. 於一間聯營公司之投資

		2025 二零二五年 HK\$'000 千港元
Unlisted investments in the PRC:	於中國大陸的非上市投資：	
Share of net assets	分佔資產淨值	2,412

Details of the associate at 31 December 2025 were as follows:

於二零二五年十二月三十一日之聯營公司詳情如下：

Name	Place of incorporation/ registration and operation	Registered capital	Percentage of equity interest attributable to the Group 本集團應 佔股權百分比	Principal activities
名稱	註冊／成立及經營地點	註冊資本	佔股權百分比	主要業務
Shanghai Fanidi Health Technology Co., Ltd.	The PRC	RMB1,000,000	30%	Sale of skincare and beauty products
上海法妮迪健康科技有限公司	中國大陸	人民幣1,000,000元		銷售護膚及美容產品

* The English translation name is for identification purpose only. The official name of the entity is in Chinese.

* 英文譯名僅供識別。該實體的官方名稱為中文。

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23. INVESTMENT IN AN ASSOCIATE (Continued)

The following table shows, in aggregate, the Group's share of the amounts of an associate that are accounted for using the equity method.

		2025 二零二五年 HK\$'000 千港元
At 31 December:	於十二月三十一日：	
Carrying amounts of interests	權益的賬面值	2,412
Year ended 31 December:	截至十二月三十一日止年度：	
Loss for the year, net	本年度虧損，淨額	(895)
Other comprehensive income	其他全面收益	-
Total comprehensive income	全面收益總額	(895)

As at 31 December 2025, the bank and cash balances of the associate in the PRC denominated in RMB amounted to HK\$1,136,000. Conversion of the mentioned balance from RMB into foreign currencies and from foreign currencies into RMB is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

23. 於一間聯營公司之投資(續)

下表匯總顯示本集團採用權益法入賬的一間聯營公司的應佔金額。

於二零二五年十二月三十一日，該聯營公司在中國大陸持有以人民幣計值的銀行及現金結存為1,136,000港元。上述結存由人民幣兌換為外幣及由外幣兌換為人民幣須遵循中國大陸外匯管制條例和結匯、售匯及付匯管理規定。

24. INVESTMENTS IN SUBSIDIARIES

Particulars of major subsidiaries as at 31 December 2025 are as follows:

24. 於附屬公司之投資

於二零二五年十二月三十一日之主要附屬公司詳情如下：

Name of subsidiary 附屬公司名稱	Principal country of operation/county of incorporation/ establishment/ kind of legal entity 主要經營所在國家/ 註冊／成立所在國家/ 法律實體類別	Issued capital/ registered capital 已發行資本/ 註冊資本	Percentage of ownership interest 擁有權益之比例		Principal activities 主要業務
			Direct 直接	Indirect 間接	
上海自然美生物科技有限公司* (Shanghai Natural Beauty Bio-Technology Company Limited) [#]	Mainland China	United States Dollars ("US\$") 29,980,000	-	100%	Production and sale of skincare and beauty products
上海自然美生物科技有限公司*	中國大陸	29,980,000美元(「美元」)	-	100%	生產及銷售護膚及美容產品
上海自然美三聯化粧品有限公司 [^] (Shanghai Natural Beauty Sanlian Cosmetics Company Limited) [#]	Mainland China	RMB8,000,000	-	100%	Sale of skincare and beauty products, aroma-therapeutic products and beauty apparatus
上海自然美三聯化粧品有限公司 [^]	中國大陸	人民幣8,000,000元	-	100%	銷售護膚及美容產品、精油產品及美容儀器
上海自然美富麗化妝品有限公司 [@] (Shanghai Natural Beauty Fuli Cosmetics Company Limited) [#]	Mainland China	US\$14,800,000	-	100%	Production and sale of skincare and beauty products, aroma-therapeutic products, provision of skin treatment, beauty and Spa service
上海自然美富麗化妝品有限公司 [@]	中國大陸	14,800,000美元	-	100%	生產及銷售護膚及美容產品及精油產品及提供護膚、美容及水療服務
自然美生物科技股份有限公司 (Natural Beauty Bio-Technology Company Limited) [#]	Taiwan	NT\$201,000,000	-	100%	Production and sale of skincare and beauty products
自然美生物科技股份有限公司	台灣	新台幣201,000,000元	-	100%	生產及銷售護膚及美容產品

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24. INVESTMENTS IN SUBSIDIARIES (Continued)

24. 於附屬公司之投資(續)

Name of subsidiary 附屬公司名稱	Principal country of operation/county of incorporation/ establishment/ kind of legal entity 主要經營所在國家/ 註冊/成立所在國 家/法律實體類別	Issued capital/ registered capital 已發行資本/ 註冊資本	Percentage of ownership interest 擁有權益之比例		Principal activities 主要業務
			Direct 直接	Indirect 間接	
輝躍投資股份有限公司 (Huei Yao Investment Company Limited)*	Taiwan	NT\$126,086,450	-	100%	Investment holding
輝躍投資股份有限公司	台灣	新台幣126,086,450元	-	100%	投資控股
瑞昇醫學美容科技企業股份有限公司 (Ray-Sen Medical Cosmetics Company Limited)*	Taiwan	NT\$50,000,000	-	100%	Provision of beauty consulting and training
瑞昇醫學美容科技企業股份有限公司	台灣	新台幣50,000,000元	-	100%	提供美容顧問服務及培訓
科美研生科技股份有限公司 (Ke Mei Yan Bio-Technology Company Limited)*	Taiwan	NT\$100,000,000	-	100%	Sale of skincare and beauty products
科美研生科技股份有限公司	台灣	新台幣100,000,000元	-	100%	銷售護膚及美容產品
Natural Beauty Bio-Technology (Hong Kong) Company Limited	Hong Kong	HK\$10,000	-	100%	Sales of skincare and beauty product
自然美生物科技(香港)有限公司	香港	10,000港元	-	100%	銷售護膚及美容產品
Natural Beauty China Holding Limited	Hong Kong	HK\$200,000	100%	-	Investment holding
自然美中國控股有限公司	香港	200,000港元	100%	-	投資控股
上海自然美生物醫學有限公司* (Shanghai Natural Beauty Bio-Med Company Limited)*	Mainland China	US\$2,600,000	-	100%	Manufacture and sale of health supplement
上海自然美生物醫學有限公司*	中國大陸	2,600,000美元	-	100%	生產及銷售保健品

24. INVESTMENTS IN SUBSIDIARIES (Continued)

24. 於附屬公司之投資(續)

Name of subsidiary 附屬公司名稱	Principal country of operation/country of incorporation/ establishment/ kind of legal entity 主要經營所在國家/ 註冊/成立所在國 家/法律實體類別	Issued capital/ registered capital 已發行資本/ 註冊資本	Percentage of ownership interest 擁有權益之比例		Principal activities 主要業務
			Direct 直接	Indirect 間接	
上海自然美海麗化妝品有限公司 [^] (Shanghai Natural Beauty Haili Cosmetics Company Limited) [#]	Mainland China	RMB60,000,000	-	100%	Sale of skincare and beauty products, aroma-therapeutic products and beauty apparatus
上海自然美海麗化妝品有限公司 [^]	中國大陸	人民幣60,000,000元	-	100%	銷售護膚及美容產品、精油產品及美容儀器
東森自然美健康科技(上海)有限公司 [*] (Eastern Media Natural Beauty Health Technology (Shanghai) Company Limited) [#]	Mainland China	RMB10,000,000	-	100%	Sale of health products and provision of beauty treatments
東森自然美健康科技(上海)有限公司 [*]	中國大陸	人民幣10,000,000元	-	100%	銷售健康產品及提供美容護理
[*] These subsidiaries are foreign investment enterprises with limited liability established in the Mainland China.			[*] 該等附屬公司為於中國大陸成立的有限責任外資企業。		
[^] These subsidiaries are domestic limited liability enterprises in the Mainland China.			[^] 該等附屬公司為於中國大陸成立的內資有限責任企業。		
[@] The subsidiary is a Chinese-foreign joint venture established in the Mainland China.			[@] 該附屬公司為一間於中國大陸成立的中外合營企業。		
[#] Being English translated names.			[#] 名稱之英文翻譯。		

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25. INVENTORIES

25. 存貨

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Raw material	原材料	71,173	56,757
Finished goods	製成品	55,008	50,397
		126,181	107,154
Less: Allowance	減：撥備	(31,163)	(25,950)
		95,018	81,204

Reconciliation of allowance for inventories:

存貨撥備對賬：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	25,950	23,291
Allowance for the year	年內撥備	4,204	4,232
Exchange differences	匯兌差額	1,209	(1,573)
At 31 December	於十二月三十一日	31,163	25,950

26. TRADE AND OTHER RECEIVABLES

26. 貿易及其他應收賬款

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade receivables – Beauty Apparatus	貿易應收賬款 – 美容儀器		
Current	即期	42,403	5,117
Non-Current	非即期	17,603	–
		60,006	5,117
Less: Allowance for credit loss	減：信貸虧損撥備		
Current	即期	(1,098)	(18)
Non-Current	非即期	(492)	–
		(1,590)	(18)
Net carrying amount	賬面淨值		
Current	即期	41,305	5,099
Non-Current	非即期	17,111	–
Subtotal	小計	58,416	5,099
Trade receivables – Conventional Products	貿易應收賬款 – 傳統產品		
Current	即期	80,175	63,959
Non-Current	非即期	–	–
		80,175	63,959
Less: Allowance for credit loss	減：信貸虧損撥備		
Current	即期	(636)	(886)
Non-Current	非即期	–	–
		(636)	(886)
Net carrying amount	賬面淨值		
Current	即期	79,539	63,073
Non-Current	非即期	–	–
Subtotal	小計	79,539	63,073
Trade receivables – Total, net carrying amount	貿易應收賬款 – 總計，賬面淨值		
Current	即期	120,844	68,172
Non-Current	非即期	17,111	–
		137,955	68,172

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26. TRADE AND OTHER RECEIVABLES (Continued)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade receivables – Current	貿易應收賬款 – 即期	120,844	68,172
Prepayments	預付款項	20,245	14,485
Deposits	按金	4,967	2,931
Other receivables	其他應收賬款	1,129	4,026
		147,185	89,614

Trade receivables – Beauty Apparatus

The Group's credit policy for the sale of beauty apparatus is structured into two distinct categories based on the nature of the transaction and the customer's credit profile. For sales of beauty apparatus without a significant financing arrangement, the Group generally grants credit terms ranging from 30 days to 360 days to customers who satisfy the Group's internal credit assessment requirements.

For sales of beauty apparatus involving a significant financing arrangement, the Group offers structured instalment payment plans. These instalment payment terms generally range from 13 months to 36 months. Under these arrangements, the Group performs enhanced credit evaluations to determine the eligibility of the customer and the appropriate financing period.

26. 貿易及其他應收賬款(續)

貿易應收賬款 – 美容儀器

本集團就銷售美容儀器的信貸政策根據交易性質及客戶信貸狀況分為兩個不同的類別。對於無重大融資安排的美容儀器銷售，本集團一般向符合內部信貸評估要求的客戶授予介乎30日至360日的信貸期。

對於涉及重大融資安排的美容儀器銷售，本集團提供結構化的分期付款計劃。該等分期付款條款一般介乎13個月至36個月。根據該等安排，本集團進行加強的信貸評估以釐定客戶的資格及適當的融資期。

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26. TRADE AND OTHER RECEIVABLES (Continued)

Trade receivables – Conventional Products

For the trade receivable for Conventional Products, the Group allows an average credit period of 30 to 150 days to its trade customers who are qualified for credit sales. The credit period provided to customers can vary based on a number of factors including the customer's credit profile and sales promotion policy.

The ageing analysis of the Group's trade receivables, based on the invoice date, and net of allowance, is as follows:

Trade receivables – Beauty Apparatus

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 30 days	30日內	13,054	613
31 days to 150 days	31日至150日	17,848	4,486
Over 150 days	超過150日	27,514	–
		58,416	5,099

Trade receivables – Conventional Products

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 30 days	30日內	24,241	16,724
31 days to 150 days	31日至150日	40,425	29,141
Over 150 days	超過150日	14,873	17,208
		79,539	63,073

26. 貿易及其他應收賬款(續)

貿易應收賬款 – 傳統產品

對於傳統產品的貿易應收賬款，本集團給予其符合信貸銷售資格之貿易客戶30至150日之平均信貸期。提供客戶之信貸期可依據多項因素(包括客戶之信用狀況及促銷政策)而有所不同。

根據發票日期，本集團貿易應收賬款(經扣除撥備)之賬齡分析如下：

貿易應收賬款 – 美容儀器

貿易應收賬款 – 傳統產品

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26. TRADE AND OTHER RECEIVABLES (Continued)

Trade receivables – Conventional Products (Continued)

The carrying amounts of the Group's net trade receivables are denominated in the following currencies:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Hong Kong dollar ("HKD")	港元(「港元」)	563	–
Renminbi ("RMB")	人民幣(「人民幣」)	114,257	46,136
New Taiwan dollar ("NT\$")	新台幣(「新台幣」)	23,135	21,605
Ringgit Malaysia ("MYR")	馬來西亞幣(「馬幣」)	–	431
		137,955	68,172

27. CONTRACT COSTS

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Incremental costs to obtain contracts	取得合約增量成本	–	196

Contract costs capitalised as at the end of the reporting period relate to the incremental sales commissions paid to franchisees whose selling activities resulted in customers entering into sale and purchase agreements for the Group's services which are still not transferred at the reporting date. Contract costs are recognised as part of cost of sales in the consolidated statement of profit or loss in the period in which revenue from the related services sales is recognised. The amount of capitalised costs recognised in profit or loss during the year was approximately HK\$196,000 (2024: HK\$34,000). There was no impairment in relation to the costs capitalised during the year.

26. 貿易及其他應收賬款(續)

貿易應收賬款 – 傳統產品(續)

本集團貿易應收賬款淨額之賬面值以下列貨幣計值：

27. 合約成本

於報告期間結算日的資本化合約成本與已付加盟商的增量銷售佣金有關，該等加盟商的銷售活動導致客戶為本集團於報告日期尚未轉移的服務訂立買賣協議。合約成本於相關服務銷售收入確認期間內的綜合損益表中確認為銷售成本的一部分。年內於損益中確認的資本化成本金額約為196,000港元(二零二四年：34,000港元)。年內概無有關資本化成本的減值。

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28. BANK AND CASH BALANCES

28. 銀行及現金結存

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Bank and cash balances	銀行及現金結存	112,122	116,507
Less: Time deposits with maturities of over three months but less than one year (note (a) & (b))	減：三個月以上一年以下到期 之定期存款(附註(a)及(b))	(7,821)	(7,469)
Cash and cash equivalents	現金及現金等價物	104,301	109,038

Notes:

- (a) The Group placed time deposits with banks with high credit-rating assigned by international credit-rating agencies in Taiwan, with fixed maturities and fixed interest rate which expose the Group to fair value interest rate risk; while time deposits with fixed maturities and floating interest rate are exposing the Group to cash flow interest rate risk.

The balance was denominated in NT\$.

- (b) Short term time deposits were made for a maximum period of one year (2024: one year) with fixed interest rate ranging from 1.495% to 1.65% per annum (2024: 1.495% to 1.65% per annum).

附註：

- (a) 本集團將定期存款存於獲國際信貸評級機構評為高信貸評級之台灣銀行，其有固定到期日及按固定利率計息，令本集團承受公平值利率風險；而有固定到期日及按浮動利率計息之定期存款，則令本集團承受現金流量利率風險。

該結存以新台幣計值。

- (b) 短期定期存款的最長期限為一年(二零二四年：一年)，固定年利率介乎1.495%至1.65%(二零二四年：年利率介乎1.495%至1.65%)。

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28. BANK AND CASH BALANCES (Continued)

The carrying amounts of the Group's cash and cash equivalents are denominated in the following currencies:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
HK\$	港元	1,256	11,898
RMB	人民幣	51,015	53,554
US\$	美元	2,026	4,850
NT\$	新台幣	50,004	37,013
MYR	馬幣	—	1,723
		104,301	109,038

As at 31 December 2025, the Group's bank and cash balances held by the PRC subsidiaries denominated in RMB was amounted to approximately HK\$50,929,000 (2024: HK\$46,940,000). Conversion of RMB into foreign currencies is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

28. 銀行及現金結存(續)

本集團現金及現金等價物之賬面值以下列貨幣計值：

於二零二五年十二月三十一日，本集團中國大陸附屬公司所持以人民幣計值之銀行及現金結存約50,929,000港元(二零二四年：46,940,000港元)。將人民幣兌換為外幣須遵循中國大陸外匯管制條例和結匯、售匯及付匯管理規定。

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29. TRADE AND OTHER PAYABLES

29. 貿易及其他應付賬款

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade payables	貿易應付賬款	36,244	25,604
Deposits from franchisees	加盟商按金	20,154	26,207
Other tax payables	其他應付稅項	3,651	2,791
Accruals	應付費用	36,396	32,190
Construction costs payable for properties, plant and equipment	應付物業、廠房及設備的建造成本	11,021	–
Other payables	其他應付賬款	7,941	6,660
		115,407	93,452

The ageing analysis of the Group's trade payables, based on the date of receipt of goods or service consumed, is as follows:

根據收貨或享用服務日期，本集團貿易應付賬款之賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 90 days	90日內	27,888	25,178
91 days to 365 days	91日至365日	8,356	426
		36,244	25,604

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29. TRADE AND OTHER PAYABLES (Continued)

The carrying amounts of the Group's trade payables are denominated in the following currencies:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
RMB	人民幣	24,538	20,456
NT\$	新台幣	11,706	5,128
MYR	馬幣	—	20
		36,244	25,604

29. 貿易及其他應付賬款(續)

本集團貿易應付賬款之賬面值以下列貨幣計值：

30. BORROWINGS AND BANKING FACILITIES

The analysis of the Group's bank loans is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Secured bank loans	已抵押銀行貸款	294,861	190,124
Note payable	應付票據	—	2,128
		294,861	192,252

30. 借款及銀行融資

本集團銀行貸款分析如下：

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30. BORROWINGS AND BANKING FACILITIES (Continued) **30. 借款及銀行融資** (續)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within one year	一年以內	119,572	57,215
More than one year, but not exceeding two years	一年以上兩年以下	22,829	11,693
More than two years, but not more than five years	兩年以上五年以下	94,500	112,350
		236,901	181,258
Portion of bank loans that are due for repayment after one year but contain a repayment on demand clause (shown under current liabilities)	一年後到期償還但包含按要求還款條款的銀行貸款部分(於流動負債列示)	57,960	10,994
		294,861	192,252
Less: Amount due for settlement within 12 months (shown under current liabilities)	減：12個月內到期應付款項(於流動負債列示)	(177,532)	(68,209)
Amount due for settlement after 12 months	12個月後到期應付款項	117,329	124,043

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30. BORROWINGS AND BANKING FACILITIES (Continued)

The carrying amounts of the Group's bank loans are denominated in the following currencies:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
RMB	人民幣	286,501	181,897
NT\$	新台幣	8,360	10,355
		294,861	192,252

The Group's bank loans are arranged at the following interest rates:

		2025 二零二五年	2024 二零二四年
Bank loan at floating rate of HK\$294,861,000 (2024: HK\$192,252,000)	浮息銀行貸款294,861,000港元 (二零二四年：192,252,000港元)	0.96% – 4.30%	0.96% – 4.80%

Borrowings of HK\$294,861,000 (2024: HK\$192,252,000) is arranged at floating interest rate which was exposing the Group to cash flow interest rate risk.

Note payable HK\$2,128,000 in year ended 31 December 2024 was at fixed interest rate 2.50% per annum.

As at 31 December 2025, the Group's banking facilities and bank loans totalling HK\$294,861,000 (2024: HK\$192,252,000) are secured by charge over the Group's right-of-use assets related to leasehold lands and buildings located in the PRC, freehold land and building located in Taiwan (note 19 and 21), and personal guarantee from a director of certain subsidiaries.

As at 31 December 2025, the Group has approximately HK\$27,875,000 (2024: HK\$234,077,000) of available undrawn banking facilities.

30. 借款及銀行融資(續)

本集團銀行貸款之賬面值以下列貨幣計值：

本集團之銀行貸款按下列利率計息：

借款294,861,000港元(二零二四年：192,252,000港元)按浮動利率計息，令本集團承受現金流量利率風險。

截至二零二四年十二月三十一日止年度，應付票據2,128,000港元是按固定年利率2.50%計算。

於二零二五年十二月三十一日，本集團銀行融資及銀行貸款合共為294,861,000港元(二零二四年：192,252,000港元)，乃以本集團與位於中國大陸的租賃土地及樓宇有關的使用權資產、位於台灣的永久業權土地及樓宇(附註19及21)以及若干附屬公司董事的個人擔保所抵押。

於二零二五年十二月三十一日，本集團擁有約27,875,000港元(二零二四年：234,077,000港元)的可動用未提取銀行融資。

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31. CONTRACT LIABILITIES

31. 合約負債

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Prepaid beauty treatment fees	預付美容護理費用	1,317	2,182
Sales of products	產品銷售	13,359	16,157
		14,676	18,339

The contract liability is the consideration received from the customers which represents the Group's obligation to transfer goods and services to customers that has not been completed. All the contract liabilities at the beginning of the year has been realised to revenue in the current year.

Typical payment terms which impact on the amount of contract liabilities recognised are as follows:

Prepaid beauty treatment fees

The Group typically receives a 100% deposit before the services commence.

Sales of products

The amounts of consideration received in advance as prepayments by customers who are not qualified for credit sales are short term as the respective revenue is expected to be recognised within a few days when the goods are delivered to customers.

合約負債為自客戶收取之代價，指本集團尚未完成履行向客戶轉讓貨品及服務之義務。年初之所有合約負債已於本年度計入收入。

對確認合約負債金額構成影響之一般支付條款如下：

預付美容護理費用

本集團一般於服務開始前收取100%按金。

產品銷售

本集團向不符合信貸銷售資格之客戶提前收取作為預付款的代價金額乃屬短期，原因為各收入預期於貨品交付客戶之後的數天內確認。

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32. LEASE LIABILITIES

32. 租賃負債

		Minimum lease payments 最低租賃付款		Present value of minimum lease payments 最低租賃付款現值	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within one year	一年內	10,167	7,009	9,454	6,090
More than one year, but not exceeding two years	一年以上但不超過兩年	10,436	7,190	10,101	6,625
More than two years, but not more than five years	兩年以上但不超過五年	4,977	4,964	4,886	4,769
More than five years	五年以上	–	2,417	–	2,393
		25,580	21,580	24,441	19,877
Less: Future finance charges	減：日後財務費用	(1,139)	(1,703)	N/A 不適用	N/A 不適用
Present value of lease obligations	租賃責任現值	24,441	19,877		
Less: Amount due for settlement within 12 months (shown under current liabilities)	減：12個月內到期應付款項(於流動負債列示)			(9,454)	(6,090)
Amount due for settlement after 12 months	12個月後到期應付款項			14,987	13,787

The carrying amounts of the Group's lease liabilities are denominated in the following currencies:

本集團租賃負債之賬面值以下列貨幣計值：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
RMB	人民幣	16,745	8,357
NT\$	新台幣	7,696	10,023
MYR	馬幣	–	1,497
		24,441	19,877

The average incremental borrowing rates applied to lease liabilities ranged from 1.2% to 10.6% (2024: from 1.2% to 13.7%).

租賃負債所採用的平均增量借款利率介乎1.2%至10.6%(二零二四年：介乎1.2%至13.7%)。

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33. DEFERRED TAX

33. 遞延稅項

		Allowance for bad and doubtful debts	Inventory provision	Revaluation of properties	Defined benefit liabilities	Unrealised profits on inventories	Other short-term temporary differences	Undistributed earnings of Mainland China and Taiwan entities	Tax losses	Lease liabilities	Rights of use assets	Total
		呆壞賬撥備	存貨撥備	重估物業	定額福利負債	未變現存 貨溢利	其他短期 暫時差額	中國大陸及 台灣實體之 未分派溢利	稅項虧損	租賃負債	使用權資產	總計
		HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日	168	4,929	(7,677)	54	2,643	1,052	(1,993)	15,048	517	(479)	14,262
Credit/(charge) to profit or loss for the year (note 13)	年內於損益表計入／(扣除)(附註13)	3	871	4,983	-	(543)	(535)	(218)	-	1,625	(1,551)	4,635
Exchange difference	匯兌差額	(6)	(326)	183	(4)	(40)	(28)	-	(550)	(52)	49	(774)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	165	5,474	(2,511)	50	2,060	489	(2,211)	14,498	2,090	(1,981)	18,123
Credit/(charge) to profit or loss for the year (note 13)	年內於損益表計入／(扣除)(附註13)	366	456	2,560	-	405	1,222	589	(930)	1,962	(1,964)	4,666
Exchange difference	匯兌差額	18	83	(49)	(3)	40	55	-	620	134	(130)	768
At 31 December 2025	於二零二五年十二月三十一日	549	6,013	-	47	2,505	1,766	(1,622)	14,188	4,186	(4,075)	23,557

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33. DEFERRED TAX (Continued)

The following is the analysis of the deferred tax balances for consolidated statement of financial position purpose:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Deferred tax assets	遞延稅項資產	29,515	24,826
Deferred tax liabilities	遞延稅項負債	(5,958)	(6,703)
		23,557	18,123

At the end of the reporting period, the Group has unused tax losses of approximately HK\$132,918,000 (2024: HK\$160,685,000) available to offset against future profits. A deferred tax asset has been recognised in respect of approximately HK\$54,271,000 (2024: HK\$57,992,000) of such losses. No deferred tax asset has been recognised in respect of the remaining HK\$78,647,000 (2024: HK\$102,693,000) due to the unpredictability of future profit streams. Included in unrecognised tax losses are losses of approximately HK\$78,478,000 (2024: HK\$102,558,000) that will expire after 5 years from the year of assessment they related to. Other tax losses may be carried forward indefinitely.

Deferred taxation has been provided in full in respect of the undistributed earnings of the Group's PRC and overseas subsidiaries arising since 1 January 2008 as the directors consider that such earnings are estimated to be distributable in the foreseeable future. Deferred tax has been provided for in respect of the temporary differences attributable to such profits amounting to approximately HK\$2,800,000 (2024: HK\$4,468,000).

33. 遞延稅項(續)

以下為就綜合財務狀況報表而進行的遞延稅項結餘分析：

於報告期間結算日，本集團有未動用稅項虧損約132,918,000港元(二零二四年：160,685,000港元)可用作抵銷未來溢利。已就有關虧損約54,271,000港元(二零二四年：57,992,000港元)確認遞延稅項資產。由於日後溢利來源難以確定，因此並無就餘下之78,647,000港元(二零二四年：102,693,000港元)之稅項虧損確認遞延稅項資產。未確認稅項虧損包括將於其相關評稅年度起計五年後到期的虧損約78,478,000港元(二零二四年：102,558,000港元)。其他稅項虧損可無限期結轉。

本集團已就旗下中國大陸及海外附屬公司自二零零八年一月一日起所產生之未分派溢利，作出全數遞延稅項撥備，原因為董事認為有關盈利估計於可見將來可作分派。本集團已就源自有關溢利之暫時差額作出遞延稅項撥備約2,800,000港元(二零二四年：4,468,000港元)。

34. RETIREMENT BENEFIT OBLIGATIONS

(a) Defined contribution plan

The Group contributes to defined contribution retirement plans which are available for eligible employees in Hong Kong, Taiwan and the PRC.

The Group operates a Mandatory Provident Fund scheme (the "HK MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance (Chapter 485 of the laws of Hong Kong) for all employees employed under the jurisdiction of Hong Kong Employment Ordinance (Chapter 57 of the laws of Hong Kong) and Mandatory Provident Fund Scheme under the Labour Standards Law (as amended) in Taiwan (the "TW MPF Scheme"). The HK MPF Scheme and the TW MPF Scheme are defined contribution retirement plans administered by independent trustees. Under the HK MPF Scheme and TW MPF Scheme, the employer and its employees are each required to make contributions to the scheme at 5% and 6%, respectively, of the employees' relevant income, subject to a cap of monthly relevant income of HK\$30,000 (with effect from 1 June 2014) for the HK MPF Scheme while there is no cap to monthly income under the TW MPF Scheme. Contributions to the plans vest immediately.

The employees of the Group's subsidiaries in the PRC are members of the state-managed retirement benefit plan operated by the PRC government. As stipulated by the regulations of the PRC, these relevant subsidiaries participate in various defined contribution retirement plans organised by the relevant authorities for its PRC employees. The employees are entitled to retirement pension calculated with reference to their basic salaries on retirement and their length of service in accordance with the relevant government regulations. The PRC government is responsible for the pension liabilities to these retired staff. The Group is required to make contributions to the retirement plans which are calculated based on certain prescribed rates and the salaries, bonuses and certain allowances of its PRC employees. The Group has no other material obligations for the payment of pension benefits associated with these plans beyond the annual contributions described above.

The total cost charged to profit or loss of HK\$11,796,000 (2024: HK\$10,998,000), represents contributions paid or payable to these schemes by the Group in respect of the current accounting period.

34. 退休福利責任

(a) 定額供款計劃

本集團向適用於香港、台灣及中國大陸的合資格僱員的定額供款退休計劃供款。

本集團根據強制性公積金計劃條例(香港法例第485章)為其僱傭受香港僱傭條例(香港法例第57章)管轄的所有僱員設立強制性公積金計劃(「香港強積金計劃」)，及根據台灣勞動基準法(經修訂)設立強制性公積金計劃(「台灣強積金計劃」)。香港強積金計劃及台灣強積金計劃為由獨立信託人管理之定額供款退休計劃。根據香港強積金計劃及台灣強積金計劃，僱主及僱員須各自向計劃作出供款，供款額分別相當於僱員有關收入5%及6%。香港強積金計劃之每月有關收入上限為30,000港元(由二零一四年六月一日起生效)，而台灣強積金計劃並無每月收入上限。計劃供款即時撥歸僱員所有。

本集團中國大陸附屬公司之僱員為中國政府經營之國家管理退休福利計劃成員。根據中國法規規定，有關附屬公司已為其中國大陸僱員參加多個由有關當局安排之定額供款退休計劃。僱員有權收取之退休金乃根據有關政府法規之規定，按彼等於退休時之基本薪金及服務年期計算。中國政府負責向有關退休員工發放退休金，而本集團則須向有關退休計劃作出供款，供款額按若干指定比率及其中國大陸僱員之薪金、花紅及若干津貼計算。就支付上述計劃之相關退休金福利而言，除了作出上述年度供款外，本集團再無其他重大責任。

計入損益表之總成本為11,796,000港元(二零二四年：10,998,000港元)，乃本集團就現行會計期間已付或應付該等計劃之供款。

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34. RETIREMENT BENEFIT OBLIGATIONS (Continued)

(b) Defined benefit plan

The Group's Taiwan subsidiaries participate in a central pension scheme providing benefits to certain employees in accordance with the Labour Standards Law (as amended) in Taiwan. The Group has an obligation to ensure that there are sufficient funds in the scheme to pay the benefits earned by the employees. The Group currently contributes at 2% of the total salaries monthly as determined and approved by the relevant government authorities. Under the scheme, the employees are entitled to retirement benefits equal to two months' salary for each year of service for the first 15 years and one month's salary for each year of service following the 15 years, but not more than 45 months' salary in aggregate on the attainment age of 60. No other post-retirement benefits are provided.

The Group's net obligation in respect of the pension scheme is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value, and the fair value of any plan assets is deducted. The calculation is performed by a qualified actuary using the PUCM. An actuarial valuation as at 31 December 2025 and 2024 was carried out by an independent actuarial firm which is a member of The Actuarial Institute of the Republic of China.

34. 退休福利責任(續)

(b) 定額福利計劃

本集團台灣附屬公司根據台灣勞動基準法(經修訂)參加中央退休金計劃，以向若干僱員提供福利。本集團有責任確保有關計劃具有充裕資金，足以支付僱員賺取所得之福利。本集團現按薪金總額2%每月作出供款，有關比率由有關政府當局釐定及批准。根據有關計劃，僱員可享有之退休福利如下：於首15個服務年度，每年可享有相等於兩個月薪金之退休福利；於首15個服務年度之後，每年可享有相等於一個月薪金之退休福利，惟屆60歲時所得退休福利合共不得超過45個月薪金。本集團並無提供任何其他退休後福利。

本集團就退休金計劃而承擔之債務淨額，乃按僱員現時及過往期間提供服務而賺取所得之日後福利預計金額計算，有關福利會折現以釐定現值，並會扣除任何計劃資產之公平值。有關計算由合資格精算師採用預期單位信貸法計算。於二零二五年及二零二四年十二月三十一日之精算估值乃由獨立精算公司進行，其為中華民國精算學會會員。

34. RETIREMENT BENEFIT OBLIGATIONS (Continued)**(b) Defined benefit plan (Continued)**

The plan in Taiwan exposes the Group to actuarial risks such as investment risk, interest rate risk, longevity risk and salary risk.

Investment risk:	The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to the weighted average rate of long-term government bond and long-term bank deposit rate. Overall market condition is also taken into consideration. The change of discount rate was noted mainly because of the stable level of bank interest rate. The management of the Group considers that the general environment of Taiwan will not be changed materially over the coming years over which the relevant present value will be discounted. Currently the plan has a relatively balanced investment in various financial instruments and assets.
投資風險：	定額福利計劃負債的現值乃採用經參考長期政府債券及長期銀行存款利率加權平均利率後釐定的折現率計算。整體市場情況亦納入考量。折現率變動主要受到關注，原因乃為銀行利率的穩定水平。本集團管理層認為，台灣整體環境於未來幾年將不會出現令相關現值將折現的重大變動。目前，該計劃相對而言擁有多種金融工具及資產的均衡投資。
Interest rate risk:	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.
利率風險：	債券利率減少將增加計劃負債，然而，此將因計劃的債務投資報酬增加而被部分抵銷。
Longevity risk:	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
長壽風險：	定額福利計劃負債的現值乃經參考計劃參與者於僱傭期間及其後之死亡率的最佳估計後計算。計劃參與者的平均壽命增加將增加計劃負債。
Salaries risk:	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.
薪金風險：	定額福利計劃負債的現值乃經參考計劃參與者的未來薪金後計算。因此，計劃參與者的薪金增加將增加計劃負債。

34. 退休福利責任(續)**(b) 定額福利計劃(續)**

台灣的計劃令本集團承受精算風險，例如投資風險、利率風險、長壽風險及薪金風險。

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34. RETIREMENT BENEFIT OBLIGATIONS (Continued)

(b) Defined benefit plan (Continued)

- (i) The principal assumptions used for the purposes of the actuarial valuations were as follows:

		2025 二零二五年	2024 二零二四年
Discount rate	折現率	1.3%	1.6%
Expected return on plan assets	計劃資產之預期回報	1.3%	1.6%
Expected rate of salary increases	預期薪金增加幅度	2.5%	2.5%

The actuarial valuation showed that the market value of plan assets was approximately HK\$5,169,000 (2024: HK\$5,734,000).

- (ii) Amounts recognised in profit or loss in respect of the defined benefit plans are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest on obligations	債務利息	71	48
Expected return on plan assets	計劃資產之預期回報	(97)	(64)
		(26)	(16)

34. 退休福利責任(續)

(b) 定額福利計劃(續)

- (i) 在進行精算估值時所採用之主要假設如下：

精算估值顯示計劃資產之市值約5,169,000港元(二零二四年：5,734,000港元)。

- (ii) 已於損益表中確認之定額福利計劃金額如下：

34. RETIREMENT BENEFIT OBLIGATIONS (Continued)**(b) Defined benefit plan** (Continued)

- (iii) Amounts recognised in other comprehensive income in respect of the defined benefit plans are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Remeasurement on the net defined benefit liability:	重新計量定額福利負債淨額：		
Actuarial gain arising from remeasurement	重新計量產生之精算收益	(85)	(274)
Expected return on plan assets	計劃資產之預期回報	(415)	504
		(500)	230

- (iv) The amounts included in the consolidated statement of financial position arising from the Group's obligations in respect of its defined benefit plans are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Present value of funded defined benefit obligations	已供款定額福利債務現值	3,726	4,191
Fair value of plan assets	計劃資產之公平值	(5,889)	(5,734)
Net asset arising from defined benefit obligations	定額福利債務產生之淨資產	(2,163)	(1,543)

Level of funding at the end of the reporting period are as follows:

		2025 二零二五年	2024 二零二四年
Level of funding	供款比例	158.07%	136.81%

34. 退休福利責任(續)**(b) 定額福利計劃(續)**

- (iii) 已於其他全面收益確認之定額福利計劃金額如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
重新計量定額福利負債淨額：		
重新計量產生之精算收益	(85)	(274)
計劃資產之預期回報	(415)	504
	(500)	230

- (iv) 已計入綜合財務狀況報表之本集團定額福利計劃債務所產生之金額如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
已供款定額福利債務現值	3,726	4,191
計劃資產之公平值	(5,889)	(5,734)
定額福利債務產生之淨資產	(2,163)	(1,543)

於報告期間結算日之供款比例如下：

	2025 二零二五年	2024 二零二四年
供款比例	158.07%	136.81%

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34. RETIREMENT BENEFIT OBLIGATIONS (Continued)

(b) Defined benefit plan (Continued)

- (v) Movements in the present value of the defined benefit obligations in the current year were as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	4,191	4,186
Interest on obligations	債務利息	71	48
Benefits paid	已付福利	(651)	–
Actuarial (gain)/loss	精算(收益)/虧損	(85)	274
Exchange difference	匯兌差額	200	(317)
At 31 December	於十二月三十一日	3,726	4,191

- (vi) Movements in the fair value of the plan assets in the current year were as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	5,734	5,577
Contributions from the employer	僱主供款	25	15
Expected return on plan assets	計劃資產之預期回報	97	64
Actuarial gain	精算收益	415	504
Benefits paid	已付福利	(651)	–
Exchange difference	匯兌差額	269	(426)
At 31 December	於十二月三十一日	5,889	5,734
Actual return on plan assets	計劃資產之實際回報	511	567

The directors' assessment of the expected return is based on historical return trends and analysts' predictions of the market for the assets in the next twelve months.

34. 退休福利責任(續)

(b) 定額福利計劃(續)

- (v) 本年度定額福利債務現值之變動如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
於一月一日	4,191	4,186
債務利息	71	48
已付福利	(651)	–
精算(收益)/虧損	(85)	274
匯兌差額	200	(317)
於十二月三十一日	3,726	4,191

- (vi) 本年度計劃資產公平值之變動如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
於一月一日	5,734	5,577
僱主供款	25	15
計劃資產之預期回報	97	64
精算收益	415	504
已付福利	(651)	–
匯兌差額	269	(426)
於十二月三十一日	5,889	5,734
計劃資產之實際回報	511	567

董事所作預期回報評估乃根據過往回報走勢及分析員對資產市場未來十二個月之預測進行。

34. RETIREMENT BENEFIT OBLIGATIONS (Continued)**(b) Defined benefit plan (Continued)**

- (vi) Movements in the fair value of the plan assets in the current year were as follows: (Continued)

The major categories of plan assets, and the percentage of the fair value at the end of the reporting period for each category are as follows:

		2025 二零二五年	2024 二零二四年
		%	%
		%	%
Deposits with financial institutions	在金融機構的存款	11.84	14.41
Short-term bills	短期票據	3.70	6.24
Stocks	股票	11.71	11.19
Bonds	債券	8.47	7.43
Others	其他	64.28	60.73
		100.00	100.00

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

- If the discount rate is 100 basis points higher/(lower), the defined benefit obligation would decrease by HK\$190,000/(increase by HK\$210,000) (2024: decrease by HK\$223,000/(increase by HK\$247,000)).
- If the expected salary growth increases/(decreases) by 1% (2024: 1%), the defined benefit obligation would increase by HK\$168,000/(decrease by HK\$156,000) (2024: increase by HK\$199,000/(decrease by HK\$184,000)).

34. 退休福利責任(續)**(b) 定額福利計劃(續)**

- (vi) 本年度計劃資產公平值之變動如下：(續)

計劃資產之主要類別以及於報告期間結算日各類別估計計劃資產公平值之百分比如下：

釐定定額債務所用主要精算假設為折現率及預期薪金增加。以下敏感度分析乃根據各假設於報告期間結算日之合理可能變動同時所有其他假設維持不變而釐定。

- 如果折現率增加／(減少)100個基點，則定額福利債務將減少190,000港元／(增加210,000港元)(二零二四年：減少223,000港元／(增加247,000港元))。
- 如果預期薪金增長增加／(減少)1%(二零二四年：1%)，則定額福利債務將增加168,000港元／(減少156,000港元)(二零二四年：增加199,000港元／(減少184,000港元))。

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34. RETIREMENT BENEFIT OBLIGATIONS (Continued)

(b) Defined benefit plan (Continued)

- (vi) Movements in the fair value of the plan assets in the current year were as follows: (Continued)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the PUCM at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the consolidated statement of financial position.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

The average duration of the benefit obligation at 31 December 2025 is 6 years (2024: 6 years). The Group expects to make a contribution of HK\$26,000 (2024: HK\$15,000) to the defined benefit plan during the next financial year.

34. 退休福利責任(續)

(b) 定額福利計劃(續)

- (vi) 本年度計劃資產公平值之變動如下：(續)

上列敏感度分析可能並不代表定額福利債務之實際變動，因為若干假設可能互相關連，致使假設不太可能孤立於其他假設出現變動。

此外，呈列上述敏感度分析時，定額福利債務之現值已於報告期間結算日採用預期單位信貸法計算，計算於綜合財務狀況報表中確認之定額福利債務負債亦採用此種計算方式。

編製敏感度分析所用方法和假設較過往年度並無變動。

於二零二五年十二月三十一日，福利責任的平均年限為6年(二零二四年：6年)。本集團預期於下個財務年度對定額福利計劃作出26,000港元(二零二四年：15,000港元)的供款。

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35. SHARE CAPITAL

35. 股本

		The Company 本公司	
		Number of shares 股份數目	Nominal value of shares 股份面值 HK\$'000 千港元
Authorised:	法定：		
Ordinary shares of HK\$0.1 each	每股面值0.1港元之普通股		
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	於二零二四年一月一日、 二零二四年十二月三十一日、 二零二五年一月一日及 二零二五年十二月三十一日	4,000,000,000	400,000
		Number of shares 股份數目	Nominal value of shares 股份面值 HK\$'000 千港元
Issued and fully paid:	已發行及繳足：		
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	於二零二四年一月一日、 二零二四年十二月三十一日、 二零二五年一月一日及 二零二五年十二月三十一日	2,002,100,932	200,210

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maximise the return to the shareholders through the optimisation of the debt and equity balance.

The Group reviews the capital structure frequently by considering the cost of capital and the risks associated with each class of capital. The Group will balance its overall capital structure through the payment of dividends, new share issues and share buy-backs as well as the issue of new debts.

本集團管理資本之目標是確保本集團將可持續經營業務，並藉著完善債務及股本結餘，為股東爭取最大回報。

本集團通過考慮資金成本及各類資本之相關風險以不時檢討資本結構。本集團將透過派付股息、發行新股份及購回股份與發行新債務之方式，平衡其整體資本結構。

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35. SHARE CAPITAL (Continued)

The Group monitors capital on the basis of the debt-to-adjusted capital ratio. This ratio is calculated as net debt divided by adjusted capital. Net debt is calculated as total debts less cash and cash equivalents. Adjusted capital comprises all components of equity (i.e. share capital, share premium, capital surplus, retained earnings and other reserves).

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Debt (a)	債務(a)	319,302	212,129
Less: Cash and cash equivalents	減：現金及現金等價物	(104,301)	(109,038)
Net debt	債務淨額	215,001	103,091
Equity	權益	473,981	447,593
Net debt-to-adjusted capital ratio	債務淨額對經調整資本比率	0.45	0.23

(a) Debt is defined as borrowings and lease liabilities as detailed in note 30 and note 32 to the consolidated financial statements respectively.

The only externally imposed capital requirement is that for the Group to maintain its listing on the Stock Exchange it has to have a public float of at least 25% of the shares.

The Group checks the substantial share interests showing the non-public float through the Stock Exchange's website and it demonstrates continuing compliance with the 25% limit throughout the year. At 31 December 2025, 25% (2024: 25%) of shares were in public hands.

35. 股本(續)

本集團基於債務對經調整資本比率監察資本。該比率以債務淨額除以經調整資本計算。債務淨額以債務總額減現金及現金等價物計算。經調整資本包括權益的全部組成部分(即股本、股份溢價、資本盈餘、保留溢利及其他儲備)。

(a) 債務界定為借款及租賃負債，詳情分別載於綜合財務報表附註30及附註32。

唯一外部實施的資本要求是本集團為維持在聯交所上市而必須有至少25%股份由公眾持有。

本集團透過聯交所網站查詢顯示非公眾持股量之主要股份權益，其顯示於本年度一直持續符合25%限額之規定。於二零二五年十二月三十一日，25%(二零二四年：25%)股份由公眾持有。

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36. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY

(a) Statement of financial position of the Company

36. 本公司之財務狀況報表及儲備變動

(a) 本公司之財務狀況報表

		As at 31 December 於十二月三十一日	
	Note 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current assets			
Investments in subsidiaries		168,617	169,398
Current assets			
Deposits and prepayments		1,131	553
Loan to a subsidiary		45,798	21,408
Amounts due from subsidiaries		49,506	59,875
Bank and cash balances		502	770
		96,937	82,606
Current liabilities			
Accruals and other payables		1,780	1,317
Loan from a subsidiary		45,299	21,554
Amounts due to subsidiaries		15,658	15,865
		62,737	38,736
Net current assets		34,200	43,870
NET ASSETS		202,817	213,268
Capital and reserves			
Share capital	35	200,210	200,210
Reserves	36(b)	2,607	13,058
TOTAL EQUITY		202,817	213,268

Approved by the Board of Directors on 9 March 2026 and are signed on its behalf by:

於二零二六年三月九日獲董事會批准，並由以下代表簽署：

Dr. LEI Chien
雷倩博士

Mr. LIN Chia-Wei
林家偉先生

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36. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY (Continued)

(b) Reserve movement of the Company

36. 本公司之財務狀況報表及儲備變動 (續)

(b) 本公司之儲備變動

		Share premium 股份溢價 HK\$'000 千港元 (note 37(b)(ii)) (附註37(b)(ii))	Accumulated losses 累計虧損 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日	29,004	(13,457)	15,547
Total comprehensive income for the year	本年度全面收益總額	—	(2,489)	(2,489)
At 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	29,004	(15,946)	13,058
Total comprehensive income for the year	本年度全面收益總額	—	(10,451)	(10,451)
At 31 December 2025	於二零二五年十二月三十一日	29,004	(26,397)	2,607

37. RESERVES**(a) The Group**

The amounts of the Group's reserves and movements therein are presented in the Group's consolidated statement of profit or loss and other comprehensive income and consolidated statement of changes in equity.

(b) Nature and purpose of reserves**(i) Capital surplus**

The capital surplus represents the difference between the consideration paid and the relevant share of the carrying value of the subsidiaries' net assets acquired upon the reorganisation of the Group in year 2002.

(ii) Share premium

Share premium represents premium arising from the issue of shares at a price in excess of their par value. Under the Companies Law of the Cayman Islands, the funds in the share premium account of the Company are distributable to the shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company will be in a position to pay off its debts as they fall due in the ordinary course of business.

(iii) Statutory reserve

According to the relevant laws and regulations in the PRC, the PRC companies with foreign investment are required to transfer a certain percentage of its profit after tax, as determined under the PRC accounting regulations (the net profit under the PRC generally accepted accounting principles (the "PRC GAAP")), to the general reserve fund and enterprise expansion fund. Distribution of these reserves shall be made in accordance with the Article of Association and approved by the board of directors each year. Other PRC companies are required to transfer a certain percentage of their net profit under the PRC GAAP to the statutory surplus reserve fund until the reserve balance reaches 50% of their paid-in capital.

37. 儲備**(a) 本集團**

本集團之儲備金額及其變動於本集團之綜合損益及其他全面收益表以及綜合權益變動表呈列。

(b) 儲備性質及目的**(i) 資本盈餘**

資本盈餘指已付代價與應佔二零零二年本集團重組所收購附屬公司賬面資產淨值之差額。

(ii) 股份溢價

股份溢價乃指因按高於面值之價格發行股份而產生之溢價。根據開曼群島公司法，本公司股份溢價賬之資金可供分派予本公司股東，惟緊隨建議分派股息日期後，本公司須有能力償還其於日常業務過程中到期之債務。

(iii) 法定儲備

根據中國大陸有關法例及規例，中國外商投資公司須將根據中國會計規例釐定之除稅後溢利(中國公認會計原則(「中國公認會計原則」)項下純利)若干百分比轉撥至一般儲備基金及企業發展基金。分派該等儲備須根據公司組織章程細則之規定進行，並經董事會每年批准。其他中國公司須將其中國公認會計原則項下純利若干百分比轉撥至法定盈餘儲備積金，直至儲備結餘達到實繳股本的50%為止。

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截至二零二五年十二月三十一日止年度

37. RESERVES (Continued)

(b) Nature and purpose of reserves (Continued)

(iii) Statutory reserve (Continued)

According to the laws and regulations of Taiwan, Taiwan companies shall set aside 10% of their statutory net income each year for the legal reserve, until the reserve balance has reached the paid-in share capital amount.

These above-mentioned reserves and funds cannot be used for purposes other than those for which they were created and are not distributable as cash dividends.

(iv) Translation reserve

The translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations. The reserve is dealt with in accordance with the accounting policies set out in note 4(d) to the consolidated financial statements.

(v) Property revaluation reserve

The property revaluation reserve has been set up and is dealt with in accordance with the accounting policies adopted for transfer of land and buildings to investment property in note 4(f) to the consolidated financial statements.

37. 儲備(續)

(b) 儲備性質及目的(續)

(iii) 法定儲備(續)

根據台灣法例及規例，台灣公司每年須預留其法定淨收益的10%作為法定儲備，直至儲備結餘達到實繳股本金額為止。

上述該等儲備和基金不能用於創造該等儲備和基金指定以外的其他用途，亦不能用作現金股息分配。

(iv) 匯兌儲備

匯兌儲備包括換算海外業務的財務報表所產生的所有外匯差額。本公司根據綜合財務報表附註4(g)所載會計政策處理該儲備。

(v) 物業重估儲備

物業重估儲備已根據綜合財務報表附註4(f)所載持有土地及樓宇轉為投資物業採納之會計政策設立及處理。

38. SHARE-BASED PAYMENTS

Equity-settled share-based payments scheme

The Share Award Scheme I and II

Refer to announcement dated on 25 May 2022 and 1 December 2025, the Company has adopted and amended two share award schemes, namely Scheme I and Scheme II. Scheme I is for Eligible Participants who are connected persons of the Company, while Scheme II is for Eligible Participants who are non-connected persons of the Company.

Purpose of the Share Award Schemes 2022

The purpose and objective of Scheme I are: (i) to recognise the contributions by certain Eligible Participants and to closely align executive interests with the growth and financial achievements of the Group; and (ii) to provide a performance-driven long-term incentive award to motivate and retain key senior management. The purpose and objective of Scheme II are: (i) to recognise the contributions by certain Eligible Participants and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group.

Scheme I is for Eligible Participants who are connected persons of the Company. Eligible Participants of Scheme I include: (i) any directors and employees of the Group (including without limitation any Directors, chief executives and the directors of the Subsidiaries); (ii) any directors and employees of the holding companies, fellow subsidiaries or associated companies of the Company; (iii) any person who provide services to the Group on a continuing or recurring basis in its ordinary and usual course of business which are material to the long-term growth of the Group as determined by the Remuneration Committee; and/or (iv) such other persons permitted by the Listing Rules to be participants of the Scheme, Scheme II is for Eligible Participants who are non-connected persons of the Company. Non-connected Eligible Participants of Scheme II include: (i) Non-connected Employee Participants: employees (including full-time employees and part-time employees) of any member of the Group and excluding chief executive officers, directors or employees of any member of the Group who are connected persons of the Company; (ii) Non-connected Related Entity Participants: Related Entity Participants which exclude chief executive officers, directors or employees of any member of the Group who are connected persons of the Company; and (iii) Non-connected Service Provider Participants: Service Provider Participants which exclude chief executive officers, directors or employees of any member of the Group who are connected persons of the Company.

38. 以股份為基礎付款

以股本結算以股份為基礎付款計劃 股份獎勵計劃一及二

參閱日期為二零二二年五月二十五日及二零二五年十二月一日的公告，本公司已採納及修訂兩項股份獎勵計劃，即計劃一及計劃二。計劃一適用於屬本公司關連人士的合資格參與者，而計劃二適用於屬非本公司關連人士的合資格參與者。

二零二二年股份獎勵計劃之目的

計劃一之目的及目標為：(i)認可若干合資格參與者的貢獻，並將管理層利益與本集團增長及財務業績緊密結合；及(ii)提供績效型長期激勵獎勵，以激勵及留聘主要高級管理層。計劃二之目的及目標為：(i)認可若干合資格參與者的貢獻，並向彼等提供獎勵，以留聘彼等為本集團的持續營運及發展提供服務；及(ii)為本集團的進一步發展招攬合適人才。

計劃一適用於屬本公司關連人士的合資格參與者。計劃一合資格參與者包括：(i)本集團任何董事及僱員(包括但不限於任何董事以及附屬公司之主要行政人員及董事)；(ii)本公司控股公司、同系附屬公司或聯營公司之任何董事及僱員；(iii)於本集團一般日常業務過程中持續或經常性向本集團提供服務之任何人士，而薪酬委員會就此釐定對本集團之長期增長屬重大；及／或(iv)上市規則准許為計劃參與者之有關其他人士。計劃二適用於屬非本公司關連人士的合資格參與者。計劃二非關連合資格參與者包括：(i)非關連僱員參與者：本集團任何成員公司的僱員(包括全職僱員及兼職僱員)，惟不包括屬本公司關連人士的本集團任何成員公司的行政總裁、董事或僱員；(ii)非關連相關實體參與者：相關實體參與者，惟不包括屬本公司關連人士的本集團任何成員公司的行政總裁、董事或僱員；及(iii)非關連服務提供者參與者：服務提供者參與者，惟不包括屬本公司關連人士的本集團任何成員公司的行政總裁、董事或僱員。

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38. SHARE-BASED PAYMENTS (Continued)

Equity-settled share-based payments scheme (Continued)

Duration

Subject to any early termination as may be determined by the Board pursuant to the Share Award Schemes Rules, each of the Share Award Schemes shall be valid and effective for a term of ten (10) years commencing on the Adoption Date.

Total number of shares available for Share Award Schemes 2022

Awards of new Shares under the Share Award Schemes and the Share Option Scheme are subject to an overall limit of 10% of the relevant class of Shares in issue from time to time, and a separate limit of 3% of the issued share capital of the Company as at the adoption date for new Shares awarded under the schemes.

Pursuant to an amendment dated 1 December 2025, a Service Provider Sublimit was introduced, under which the total number of Shares issuable to service provider participants under all share option and share award schemes of the Company shall not exceed 7% of the total number of Shares in issue (excluding treasury shares, if any) as at the adoption date. Any refreshment of the scheme mandate limit or the Service Provider Sublimit after three years is subject to shareholders' approval in accordance with Rule 17.03C(1) of the Listing Rules.

Maximum entitlement of each participant

Unless otherwise permitted by the applicable Listing Rules and approved in accordance with its applicable requirements under the Listing Rules, the maximum number of new Shares which may be awarded to a Selected Participant under the respective Share Award Schemes shall not, in aggregate with any Awarded Shares issued and to be issued to such relevant Selected Participant(s) and any other new Shares issued or to be issued to such relevant Selected Participant(s), exceed one per cent (1%) of the relevant class of shares of the Company in issue in any 12-month period (or such other percentage as may be permitted under the Listing Rules).

38. 以股份為基礎付款(續)

以股本結算以股份為基礎付款計劃(續)

期限

各股份獎勵計劃自採納日期起計十(10)年內有效及生效，惟董事會可根據股份獎勵計劃規則決定提早終止。

二零二二年股份獎勵計劃下可予發行之股份總數

根據股份獎勵計劃及購股權計劃授出新股份受制於不時相關類別已發行股份的10%的整體限額，以及根據該等計劃授出新股份不超過本公司於採納日期已發行股本3%的單獨限額。

根據日期為二零二五年十二月一日的修訂，引入了服務提供者分項限額，據此，根據本公司所有購股權計劃及股份獎勵計劃可向服務提供者參與者發行的股份總數不得超過採納日期已發行股份總數(不包括庫存股份(如有))的7%。任何三年後對計劃授權限額或服務提供者分項限額的更新須根據上市規則第17.03C(1)條獲得股東批准。

各參與者可認購之最高股份數目

除適用上市規則另行准許及根據上市規則項下其適用規定批准外，根據各股份獎勵計劃選定參與者可獲授的新股份最高數目與向該相關選定參與者於任何12個月期間內的已發行及將予發行的任何獎勵股份以及向該相關選定參與者已發行或將予發行的任何其他新股份總數不得超過本公司已發行相關類別股份的百分之一(1%)(或根據上市規則可能准許的其他百分比)。

38. SHARE-BASED PAYMENTS (Continued)**Equity-settled share-based payments scheme** (Continued)**Vesting Period of awards granted under the Share Award Scheme 2022**

The Award Shares held by the Trustee(s) on behalf of the Selected Participant shall vest in accordance with the Vesting Schedule, which shall comprise a minimum period of twelve (12) months or such shorter vesting period as may be determined by the Remuneration Committee or as may be permitted under the Listing Rules.

Treasury Shares

The Company may transfer Treasury Shares to the grantee upon vesting of an Award, and to clarify that references to new Shares include Treasury Shares and references to the issue of Shares include the transfer of Treasury Shares.

Termination

The Share Award Schemes shall terminate on the earlier of: (i) the 10th anniversary date of the Adoption Date; and (ii) such date of early termination as determined by the Board by a resolution of the Board.

No share awards granted since the adoption of the Scheme and there are no outstanding share awards at the end of the year.

(a) 2025 Share Option Scheme

On 19 December 2025, the shareholders of the Group approved the adoption of the 2025 Share Option Scheme and replaced the Company's expired 2011 share option scheme and is designed to provide incentives or rewards to eligible participants for their contributions to the Group.

Purpose of the Scheme

The purpose of the Scheme is to recognise the contributions of Eligible Participants and to align their interests with those of the Company and its shareholders by granting options to subscribe for Shares of the Company.

38. 以股份為基礎付款 (續)**以股本結算以股份為基礎付款計劃** (續)**根據二零二二年股份獎勵計劃授出的獎勵的歸屬期**

受託人代表選定參與者持有的獎勵股份將根據歸屬時間表歸屬，將包括最少十二(12)個月期間或薪酬委員會可能釐定或上市規則可能准許之有關較短歸屬期間。

庫存股份

本公司可於獎勵歸屬時向承接人轉讓庫存股份，並澄清新股份的提述包括庫存股份，而股份發行的提述包括庫存股份的轉讓。

終止

股份獎勵計劃將於以下較早者終止：(i) 採納日期的第十週年日期；及(ii)董事會透過董事會決議釐定的提前終止日期。

自採納該計劃以來，概無授出股份獎勵，且於年終亦無尚未行使之股份獎勵。

(a) 二零二五年購股權計劃

於二零二五年十二月十九日，本集團股東批准採納二零二五年購股權計劃，該計劃取代本公司已屆滿之二零一一年購股權計劃，旨在向合資格參與者提供激勵或獎勵，以表彰其對本集團的貢獻。

計劃目的

該計劃之目的為透過授出可認購本公司股份之購股權，以肯定合資格參與者之貢獻，並使其利益與本公司及其股東之利益一致。

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38. SHARE-BASED PAYMENTS (Continued) Equity-settled share-based payments scheme (Continued)

(a) 2025 Share Option Scheme (Continued)

Eligible Participants

Eligible participants include:

- employees (including directors and the chief executive) of the Company and its subsidiaries;
- employees (including directors) of related entities; and
- service providers who provide services to the Group on a continuing and recurring basis in the ordinary course of business, excluding professional advisers providing assurance services including franchisees, distributors and agents, consultants and advisers engaged to provide services in relation to the business of the Group, as determined by the Board in its sole and absolute discretion, excluding (i) placing agents or financial advisers providing advisory services for fundraising, mergers or acquisitions; and (ii) professional service providers such as auditors or valuers who provide assurance, or are required to perform their services with impartiality and objectivity.

The eligibility of participants is determined at the discretion of the Board, taking into account their contributions or potential contributions to the Group.

Duration

Subject to any early termination as determined by the Board in accordance with the rules of the Scheme, the Scheme shall be valid and effective for a period of ten (10) years commencing from the date of adoption.

Scheme Mandate Limit

The maximum number of Shares which may be issued upon exercise of all options granted under the Scheme, together with options and awards granted under other share based incentive schemes of the Company, shall not exceed 10% of the issued share capital of the Company (excluding treasury shares, if any) as at the date of adoption of the Scheme, unless refreshed with shareholders' approval in accordance with the Listing Rules.

Within the overall scheme mandate limit, the total number of Shares which may be issued to service provider participants shall not exceed 7% of the issued share capital of the Company as at the date of adoption of the Scheme, unless refreshed with shareholders' approval in accordance with the Listing Rules.

38. 以股份為基礎付款(續) 以股本結算以股份為基礎付款計劃(續)

(a) 二零二五年購股權計劃(續)

合資格參與者

合資格參與者包括：

- 本公司及其附屬公司之僱員(包括董事及行政總裁)；
- 關連實體之僱員(包括董事)；及
- 於日常業務過程中持續及經常性向本集團提供服務之服務供應商，惟不包括提供核證服務之專業顧問，包括董事會全權酌情釐定之加盟商、分銷商及代理、獲委聘就本集團業務提供服務之顧問及諮詢人，惟不包括(i)就籌集資金、合併或收購提供諮詢服務之配售代理或財務顧問；及(ii)提供核證服務或須公正客觀地執行其服務之專業服務供應商(如核數師或估值師)。

參與者之資格由董事會酌情釐定，並考慮其對本集團之貢獻或潛在貢獻。

期限

除非董事會根據計劃規則決定提早終止，否則該計劃自採納日期起計十(10)年內有效及生效。

計劃授權限額

因行使根據該計劃授出的所有購股權而可予發行的股份最高數目，連同根據本公司其他以股份為基礎的激勵計劃授出的購股權及獎勵，不得超過於該計劃採納日期本公司已發行股本(不包括庫存股份(如有))的10%，除非根據上市規則獲得股東批准更新限額則作別論。

在整體計劃授權限額內，可向服務供應商參與者發行的股份總數不得超過於該計劃採納日期本公司已發行股本(不包括庫存股份(如有))的7%，除非根據上市規則經股東批准更新。

38. SHARE-BASED PAYMENTS (Continued) Equity-settled share-based payments scheme (Continued)

(a) 2025 Share Option Scheme (Continued)

Total Number of Shares Available

The maximum number of Shares which may be issued upon the exercise of all options granted under the 2025 Share Option Scheme, together with options and awards granted under other share based incentive schemes of the Company, shall not in aggregate exceed 10% of the issued share capital of the Company (excluding treasury shares, if any) as at the date of adoption of the scheme (the "Scheme Mandate Limit"), unless refreshed with shareholders' approval in accordance with the Listing Rules.

Within the Scheme Mandate Limit, the total number of Shares which may be issued to service provider participants shall not exceed 7% of the issued share capital of the Company (excluding treasury shares, if any) as at the date of adoption of the scheme, unless refreshed with shareholders' approval in accordance with the Listing Rules.

Maximum Entitlement of Each Participant

The total number of Shares issued and to be issued upon exercise of options granted to any eligible participant under the 2025 Share Option Scheme, together with options and awards granted under other share based incentive schemes of the Company, shall not exceed 1% of the issued share capital of the Company (excluding treasury shares, if any) in any 12 month period, unless shareholders' approval is obtained in accordance with the Listing Rules.

Treasury Shares

Shares held by the Company as treasury shares (if any) may be used to satisfy the exercise of options granted under the 2025 Share Option Scheme. For the purpose of calculating the scheme mandate limit, treasury shares are excluded from the issued share capital of the Company.

The exercise of options may be satisfied by the allotment and issuance of new Shares and/or the transfer of treasury shares, in compliance with the Listing Rules.

Termination

The 2025 Share Option Scheme shall terminate on the earlier of the tenth anniversary of the adoption date or the date on which the Scheme is terminated by an ordinary resolution of the shareholders or by the Board, provided that no further options shall be granted thereafter.

Options granted prior to the termination of the Scheme shall remain valid and exercisable in accordance with the terms of the Scheme.

No option granted since the adoption of the Scheme and there are no outstanding share options at the end of the year.

38. 以股份為基礎付款(續) 以股本結算以股份為基礎付款計劃(續)

(a) 二零二五年購股權計劃(續)

可供發行股份總數

因行使根據二零二五年購股權計劃授出的所有購股權而可予發行的股份最高數目，連同根據本公司其他以股份為基礎的激勵計劃授出的購股權及獎勵，合共不得超過於該計劃採納日期本公司已發行股本(不包括庫存股份(如有))的10%(「計劃授權限額」)，除非根據上市規則獲得股東批准更新限額則作別論。

在計劃授權限額內，可向服務供應商參與者發行的股份總數不得超過於該計劃採納日期本公司已發行股本(不包括庫存股份(如有))的7%，除非根據上市規則經股東批准更新。

各參與者可獲授權益上限

於任何12個月期間，因行使授予任何合資格參與者的購股權而已發行及將予發行的股份總數，連同根據本公司其他以股份為基礎的激勵計劃授出的購股權及獎勵，不得超過本公司已發行股本(不包括庫存股份(如有))的1%，除非根據上市規則獲得股東批准則作別論。

庫存股份

本公司持有的庫存股份(如有)可用於滿足根據二零二五年購股權計劃授出的購股權獲行使的情況。就計算計劃授權限額而言，庫存股份不計入本公司已發行股本。

購股權的行使可透過配發及發行新股份及／或轉讓庫存股份的方式滿足，並須遵守上市規則的規定。

終止

二零二五年購股權計劃將於採納日期起計十週年或股東普通決議或董事會終止計劃之日(以較早者為準)終止，惟此後不得再授出購股權。

於該計劃終止前已授出的購股權仍將根據計劃條款保持有效並可予行使。

自採納該計劃起，概無授出購股權，而於年終亦無尚未行使之購股權。

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39. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Reconciliation of liabilities arising from financing activities

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

		1 January 2025 二零二五年 一月一日 HK\$'000 千港元	Additions of new leases 添置新租賃 HK\$'000 千港元	Derecognition of lease liabilities 終止確認 租賃負債 HK\$'000 千港元	Cash flows 現金流量 HK\$'000 千港元	Interest expenses (note 12) 利息支出 (附註12) HK\$'000 千港元	Exchange difference 匯兌差額 HK\$'000 千港元	31 December 2025 二零二五年 十二月三十一日 HK\$'000 千港元
Borrowings (notes 30)	借款(附註30)	192,252	-	-	82,615	9,473	10,521	294,861
Lease liabilities (note 32)	租賃負債(附註32)	19,877	16,883	(6,005)	(8,438)	996	1,128	24,441
		212,129	16,883	(6,005)	74,177	10,469	11,649	319,302

		1 January 2024 二零二四年 一月一日 HK\$'000 千港元	Additions of new leases 添置新租賃 HK\$'000 千港元	Derecognition of lease liabilities 終止確認 租賃負債 HK\$'000 千港元	Cash flows 現金流量 HK\$'000 千港元	Interest expenses (note 12) 利息支出 (附註12) HK\$'000 千港元	Exchange difference 匯兌差額 HK\$'000 千港元	31 December 2024 二零二四年 十二月三十一日 HK\$'000 千港元
Borrowings (notes 30)	借款(附註30)	171,807	-	-	20,067	7,460	(7,082)	192,252
Lease liabilities (note 32)	租賃負債(附註32)	14,480	11,243	(101)	(5,310)	585	(1,020)	19,877
		186,287	11,243	(101)	14,757	8,045	(8,102)	212,129

39. 綜合現金流量表附註

(a) 融資活動產生之負債對賬

下表顯示本集團融資活動產生之負債變動詳情(包括現金及非現金變動)。融資活動產生之負債為現金流量已於或未來現金流量將於本集團綜合現金流量表內分類為融資活動所得之現金流量之負債。

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

(b) Total cash outflow for leases

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within operating cash flows	計入經營現金流量	996	3,203
Within financing cash flows	計入融資現金流量	7,442	2,107
		8,438	5,310

These amounts relate to the following:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Lease rental paid	已付租賃租金	8,438	5,310

40. CONTINGENT LIABILITIES

As at 31 December 2025, the Group did not have any significant contingent liabilities (2024: Nil).

41. CAPITAL COMMITMENTS

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Property, plant and equipment	物業、廠房及設備	11,086	8,008

(b) 租賃之現金流出總額

就租賃計入現金流量表之金額包括以下各項：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within operating cash flows	996	3,203
Within financing cash flows	7,442	2,107
	8,438	5,310

該等金額與以下各項有關：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Lease rental paid	8,438	5,310

40. 或然負債

於二零二五年十二月三十一日，本集團並無任何重大或然負債(二零二四年：無)。

41. 資本承擔

於報告期間結算日已訂約但尚未產生之資本承擔如下：

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42. OPERATING LEASE ARRANGEMENTS

The Group as lessee

The Group regularly entered into short-term leases for offices. As at 31 December 2025, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed in note 21.

As at 31 December 2025, outstanding lease commitments relating to leasing of office under short-term leases is approximately HK\$5,864,000 (2024: HK\$1,737,000).

The Group as lessor

Operating leases relate to investment properties and an office building owned by the Group with lease terms of one to five years, with an option to renew the lease after the date at which time all terms are negotiated. All operating lease contracts contain market review clauses in the vent that the lessee exercises its options to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

Minimum lease payments receivable on leases are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within the first year	一年內	1,039	1,026
In the second year	第二年	1,027	988
In the third year	第三年	428	988
In the fourth year	第四年	—	411
In the fifth year	第五年	—	—
Total	總計	2,494	3,413

The following table presents the amounts reported in profit or loss:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Lease income on operating leases	經營租賃之租賃收入	866	1,720

42. 經營租賃安排

本集團作為承租人

本集團定期就辦公室訂立短期租賃。於二零二五年十二月三十一日，短期租賃組合與附註21所披露之短期租賃支出之短期租賃組合相若。

於二零二五年十二月三十一日，有關短期租賃項下之辦公室租賃之未償還租賃承擔約\$5,864,000港元(二零二四年：1,737,000港元)。

本集團作為出租人

本集團所擁有與投資物業及寫字樓有關之經營租賃租期為一至五年，且可選擇於重新磋商一切條款後續租。所有經營租賃合約均包含承租人可選擇按照市場審視條款進行續租的條款。租期屆滿時，承租人並無購買物業的選擇權。

租賃之最低應收租賃付款如下：

下表呈列於損益呈報之金額：

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43. RELATED PARTY TRANSACTIONS

- (a) In addition to those related party transactions and balances disclosed elsewhere in the consolidated financial statements, the Group had entered into the following transactions and balances with its related parties during the year.

Name of related parties 關聯方名稱	Relationship 關係	Nature of transactions 交易性質	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
東森新媒體控股股份有限公司 (ET New Media Holding Co., Ltd. ("ET New Media"))	Subsidiary of EMIC	Advertising expenses	1,019	1,069
東森新媒體控股股份有限公司 (「東森新媒體」)	東森國際的附屬公司	廣告費開支		
上海法妮迪健康科技有限公司 (Shanghai Fanidi Health Technology Co., Ltd.)	Associate	Sales of goods	4,932	—
上海法妮迪健康科技有限公司	聯營公司	貨品銷售		

(b) Amounts due to a related party

Name of connected parties 關聯方名稱	Relationship 關係	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
ET New Media 東森新媒體	Subsidiary of EMIC 東森國際之附屬公司	(426)	(284)

The amount due to a related party is unsecured, interest free and with normal credit term of 120 days upon receipt of invoice.

43. 關聯人士交易

- (a) 除於綜合財務報表其他章節所披露的該等關聯人士交易及結餘外，年內本集團與其關聯人士進行之交易及結餘如下。

(b) 應付一位關聯方款項

應付一位關聯方款項為無抵押、免息及於收取發票後，一般信貸期為120日。

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43. RELATED PARTY TRANSACTIONS (Continued)

- (c) The compensation to the Group's key management personnel, including amounts paid to the Company's directors and certain of the highest paid employees, is disclosed in note 16 to the consolidated financial statements.

The remuneration of directors and other members of key management during the year was as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Short-term benefits	短期福利	7,033	7,033
Post-employment benefits	僱員離職後福利	34	34
		7,067	7,067

Save as otherwise disclosed in the Directors' Report, there are no other related party transactions constitute "connected transaction" or "continuing connected transaction" of the Group under Chapter 14A of the Listing Rules.

43. 關聯人士交易(續)

- (c) 本集團主要管理人員之報酬(包括支付予本公司董事及若干最高薪酬僱員之款項)於綜合財務報表附註16披露。

董事及其他主要管理人員於年內之酬金如下：

除董事會報告書另行披露者外，根據上市規則第十四A章，概無其他關聯人士交易構成本集團之「關連交易」或「持續關連交易」。

The logo consists of the letters 'NB' in a bold, serif font. The 'N' and 'B' are connected, with the 'B' having a distinctive shape where the top and bottom loops are not fully closed.

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