

2025

年 度 報 告
ANNUAL REPORT

AUGroup

AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.

傲基（深圳）跨境商務股份有限公司

（於中華人民共和國註冊成立的股份有限公司）

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

股份代號 Stock code : 02519

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釋義

Definitions

在本年度報告內，除文義另有所指外，下列詞語具有以下涵義：

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

「公司章程」 "Articles of Association"	指	本公司的公司章程，經於2025年6月30日召開的年度股東會審議及批准之日起生效，經不時修訂、補充或以其他方式修改 the articles of association of the Company, effective as of the date of consideration and approval by the annual general meeting held on 30 June 2025, as amended, supplemented or otherwise modified from time to time
「審計委員會」 "Audit Committee"	指	本公司董事會審計委員會 the audit committee of the Board of Directors of the Company
「董事會」 "Board" or "Board of Directors"	指	本公司的董事會 the board of Directors of our Company
「中國」 "China" or "PRC"	指	中華人民共和國，就本年度報告而言，不包括香港、澳門及台灣 the People's Republic of China, excluding Hong Kong, Macau and Taiwan for the purpose of this annual report
「本公司」 "Company," "our Company" or "the Company"	指	傲基(深圳)跨境商務股份有限公司，前身為傲基科技股份有限公司、深圳市傲基電子商務股份有限公司及深圳市傲基電子商務有限公司，一家於2010年9月13日根據中國法律成立的有限責任公司，於2015年5月25日改制為中國股份有限公司 AuGroup (SHENZHEN) Cross-Border Business Co., Ltd. (傲基(深圳)跨境商務股份有限公司), formerly known as AuGroup Technology Co., Ltd. (傲基科技股份有限公司), Shenzhen Aukey E-Business Co., Ltd. (深圳市傲基電子商務股份有限公司) and Shenzhen Aukey E-Business Co., Ltd. (深圳市傲基電子商務有限公司), a limited liability company established in the PRC on 13 September 2010, which was converted into a joint stock limited company in the PRC on 25 May 2015
「董事」 "Director(s)"	指	本公司的董事 director(s) of the Company
「境內非上市股份」 "Domestic Unlisted Share(s)"	指	本公司發行的每股面值人民幣1.00元的普通股，以人民幣認購或入賬列作繳足，且未在任何證券交易所上市 ordinary share(s) issued by the Company, with a nominal value of RMB1.00 each, which is/are subscribed for or credited as paid in Renminbi and not listed on any stock exchange
「全球發售」 "Global Offering"	指	香港公開發售及國際發售 the Hong Kong Public Offering and the International Offering

「本集團」、「集團」或「我們」 “Group,” “our Group,” “we” or “us”	指	本公司及其附屬公司（或本公司及其任何一間或多間附屬公司，視乎情況而定） the Company and its subsidiaries (or the Company and any one or more of its subsidiaries, as the context may require)
「H股」 “H Share(s)”	指	本公司股本中每股面值為人民幣1.00元的境外上市外資股，以港元認購及買賣，並於香港聯交所上市 overseas listed foreign shares in the share capital of our Company with nominal value of RMB1.00 each, which are subscribed for and traded in HK dollars and are listed on the Hong Kong Stock Exchange
「港元」或「港幣」 “HK\$” or “HK dollars”	指	分別指港元及港仙，香港的法定貨幣 Hong Kong dollars and cents, respectively, the lawful currency of Hong Kong
「香港」 “Hong Kong” or “HK”	指	中國香港特別行政區 the Hong Kong Special Administrative Region of the PRC
「香港上市規則」或「上市規則」 “Hong Kong Listing Rules” or “Listing Rules”	指	香港聯合交易所有限公司證券上市規則（經不時修訂） the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (as amended from time to time)
「香港聯交所」或「聯交所」 “Hong Kong Stock Exchange” or “Stock Exchange”	指	香港聯合交易所有限公司 The Stock Exchange of Hong Kong Limited
「最後實際可行日期」 “Latest Practicable Date”	指	2026年4月17日，即本年度報告印發前為確認其中所載若干資料的最後實際可行日期 17 April 2026, being the latest practicable date prior to the printing of this annual report for the purpose of ascertaining certain information contained herein
「上市」 “Listing”	指	H股於香港聯交所主板上市 the listing of our H shares on the Main Board of the Hong Kong Stock Exchange
「上市日期」 “Listing Date”	指	H股於香港聯交所主板上市及H股獲准自該日起於香港聯交所主板開始買賣的日期，即2024年11月8日 the date on which our H shares are first listed and from which dealings thereof are permitted to commence on the Main Board of the Hong Kong Stock Exchange, being 8 November 2024
「招股章程」 “Prospectus”	指	本公司日期為2024年10月31日的招股章程 prospectus of the Company dated 31 October 2024
「報告期」或「報告期間」 “Reporting Period”	指	截至2025年12月31日止年度 the year ended 31 December 2025

釋義

Definitions

「人民幣」 “RMB” or “Renminbi”	指	人民幣，中國法定貨幣 Renminbi, the lawful currency of the PRC
「證券及期貨條例」 “SFO”	指	香港法例第571章《證券及期貨條例》(經不時修訂、補充或以其他方式修改) the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
「股份」 “Share(s)”	指	本公司股本中每股面值人民幣1.00元的普通股 ordinary shares in the capital of our Company with a nominal value of RMB1.00 each
「股東」 “Shareholder(s)”	指	股份持有人 holder(s) of the Share(s)
「附屬公司」 “subsidiary(ies)”	指	具有香港上市規則賦予的涵義 has the meaning ascribed thereto in the Hong Kong Listing Rules
「主要股東」 “Substantial Shareholder(s)”	指	企業管治部分，主要股東是證券及期貨條例下的主要股東 for the corporate governance section, substantial shareholder(s) is/are the substantial shareholder(s) as defined in the SFO
「監事」 “Supervisor(s)”	指	監事會成員 member(s) of our Supervisory Committee
「監事會」 “Supervisory Committee”	指	本公司的監事會(經於2025年6月30日召開的年度股東會會議審議及批准，公司取消監事會) the supervisory committee of our Company, which was abolished following the consideration and approval at our Company’s annual general meeting held on 30 June 2025
「庫存股份」 “treasury shares”	指	具有香港上市規則賦予的涵義 has the meaning ascribed to it under the Hong Kong Listing Rules
「美元」 “US\$”, “USD” or “U.S. dollars”	指	美元，美國法定貨幣 United States dollars, the lawful currency of the United States
「%」 “%”	指	百分比 per cent

公司名稱

中文名稱

傲基(深圳)跨境商務股份有限公司

英文名稱

AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.

董事

執行董事

陸海傳先生(董事長兼首席執行官)

汪會越先生

莊麗豔女士

余鳳祿先生(於2025年6月30日獲委任)

非執行董事

張麗女士(於2025年6月30日獲委任)

鄒家佳女士(於2025年6月30日辭任)

金豪先生(於2025年6月30日辭任)

陸頌督先生(於2025年6月30日辭任)

獨立非執行董事

孟榮芳女士

陳曉歡先生

高玉女士(於2025年6月30日獲委任)

劉永先生(於2025年6月30日獲委任)

徐勁科先生(於2025年6月30日辭任)

審計委員會

孟榮芳女士(主席)

陳曉歡先生

高玉女士(於2025年6月30日獲委任)

徐勁科先生(於2025年6月30日辭任)

薪酬與考核委員會

高玉女士(主席)(於2025年6月30日獲委任)

汪會越先生

劉永先生(於2025年6月30日獲委任)

徐勁科先生(於2025年6月30日辭任)

孟榮芳女士(於2025年6月30日辭任)

COMPANY NAME

Chinese Name

傲基(深圳)跨境商務股份有限公司

English Name

AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.

DIRECTORS

Executive Directors

Mr. Lu Haizhuan (陸海傳先生) (*Chairperson of the Board and Chief Executive Officer*)

Mr. Ze Kuaiyue (汪會越先生)

Ms. Zhuang Liyan (莊麗豔女士)

Mr. Yu Fenglu (余鳳祿先生) (*appointed on 30 June 2025*)

Non-executive Directors

Ms. Zhang Li (張麗女士) (*appointed on 30 June 2025*)

Ms. Zou Jiajia (鄒家佳女士) (*resigned on 30 June 2025*)

Mr. Jin Hao (金豪先生) (*resigned on 30 June 2025*)

Mr. Lu Songdu (陸頌督先生) (*resigned on 30 June 2025*)

Independent Non-executive Directors

Ms. Meng Rongfang (孟榮芳女士)

Mr. Chen Xiaohuan (陳曉歡先生)

Ms. Gao Yu (高玉女士) (*appointed on 30 June 2025*)

Mr. Liu Yong (劉永先生) (*appointed on 30 June 2025*)

Mr. Xu Jinke (徐勁科先生) (*resigned on 30 June 2025*)

AUDIT COMMITTEE

Ms. Meng Rongfang (孟榮芳女士) (*Chairperson*)

Mr. Chen Xiaohuan (陳曉歡先生)

Ms. Gao Yu (高玉女士) (*appointed on 30 June 2025*)

Mr. Xu Jinke (徐勁科先生) (*resigned on 30 June 2025*)

REMUNERATION AND ASSESSMENT COMMITTEE

Ms. Gao Yu (高玉女士) (*Chairperson*) (*appointed on 30 June 2025*)

Mr. Ze Kuaiyue (汪會越先生)

Mr. Liu Yong (劉永先生) (*appointed on 30 June 2025*)

Mr. Xu Jinke (徐勁科先生) (*resigned on 30 June 2025*)

Ms. Meng Rongfang (孟榮芳女士) (*resigned on 30 June 2025*)

提名委員會

陳曉歡先生(主席)(於2025年6月30日獲委任主席)

陸海傳先生

高玉女士(於2025年6月30日獲委任)

徐勁科先生(於2025年6月30日辭任)

戰略委員會

陸海傳先生(主席)

辻會越先生

莊麗豔女士

聯席公司秘書

莊麗豔女士

李健威先生(ACG、HKACG)

授權代表

莊麗豔女士

李健威先生(ACG、HKACG)

總部及中國主要營業地點

中國

廣東省深圳市

龍崗區

南灣街道

上李朗社區平吉大道66號

康利信息谷大樓106

香港主要營業地點

香港

銅鑼灣

希慎道33號

利園一期19樓1918室

公司網址

www.augroup.com

核數師

德勤•關黃陳方會計師行

註冊會計師

註冊公眾利益實體核數師

香港

金鐘道88號

太古廣場一期35樓

NOMINATION COMMITTEE

Mr. Chen Xiaohuan (*Chairperson*) (陳曉歡先生) (*appointed as the chairperson on 30 June 2025*)

Mr. Lu Haizhuan (陸海傳先生)

Ms. Gao Yu (高玉女士) (*appointed on 30 June 2025*)

Mr. Xu Jinke (徐勁科先生) (*resigned on 30 June 2025*)

STRATEGY COMMITTEE

Mr. Lu Haizhuan (陸海傳先生) (*Chairperson*)

Mr. Ze Kuaiyue (辻會越先生)

Ms. Zhuang Liyan (莊麗豔女士)

JOINT COMPANY SECRETARIES

Ms. Zhuang Liyan (莊麗豔女士)

Mr. Li Kin Wai (李健威先生) (ACG, HKACG)

AUTHORIZED REPRESENTATIVES

Ms. Zhuang Liyan (莊麗豔女士)

Mr. Li Kin Wai (李健威先生) (ACG, HKACG)

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

Room 106, Kangli Information Valley Building

No. 66 Pingji Avenue

Shanglilang Community

Nanwan Street

Longgang District

Shenzhen, Guangdong Province, PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 1918, 19/F, Lee Garden One

33 Hysan Avenue

Causeway Bay

Hong Kong

COMPANY'S WEBSITE

www.augroup.com

AUDITOR

Deloitte Touche Tohmatsu

Certified Public Accountants

Registered Public Interest Entity Auditors

35/F, One Pacific Place

88 Queensway

Hong Kong

本公司法律顧問

有關香港法律：

高偉紳律師事務所
香港
中環
康樂廣場一號
怡和大廈27樓

有關中國法律：

金杜律師事務所
中國
廣東省深圳市
南山區
科苑南路2666號
中國華潤大廈28層

H股證券登記處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

股份代號

02519

合規顧問

緯耀資本有限公司
香港
中環
德輔道中141號
中保集團大廈
4樓402B室

LEGAL ADVISORS TO THE COMPANY

As to Hong Kong laws:

Clifford Chance
27th Floor, Jardine House
One Connaught Place
Central
Hong Kong

As to PRC laws:

King & Wood Mallesons
28th Floor, China Resources Tower
2666 Keyuan South Road
Nanshan District
Shenzhen, Guangdong Province
PRC

H SHARE REGISTRAR

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

STOCK CODE

02519

COMPLIANCE ADVISOR

Red Solar Capital Limited
Unit 402B, 4/F
China Insurance Group Building
No. 141 Des Voeux Road Central
Central
Hong Kong

尊敬的各位股東、合作夥伴及同仁：

2025年是本集團上市後深耕細作、直面挑戰的關鍵一年。在全球家具家居跨境電商市場持續擴容、行業競爭加劇與環境更趨複雜動蕩的背景下，集團始終聚焦家具家居品類發展主線，明確戰略方向，穩步推進多元化佈局。面對機遇與挑戰，我們迎難而上，積極作為，在持續突破中取得階段性成果，不斷夯實發展基礎。在此，我謹代表董事會，向全體員工的辛勤付出、股東的支持信任以及合作夥伴的協同共贏致以誠摯感謝。

一、洞察行業變局，堅守長期價值

全球家具家居線上市場正經歷深刻變革，消費者需求日益多樣化，渠道競爭愈發激烈。面對複雜多變的外部環境，集團始終秉持「長期主義」理念，堅守家具家居核心品類，明確「全面提升家具家居品類線上市佔率」的核心目標，通過對業務板塊的科學劃分與結構優化，推動集團從規模擴張向高質量增長轉型。全力打造差異化競爭優勢，抵禦行業波動帶來的衝擊。

Dear Shareholders, Partners and Colleagues:

2025 marks a critical year for the Group following our listing as we make dedicated efforts while facing challenges. Against the backdrop of an expansion of global furniture and home furnishings cross-border e-commerce market, intensifying competition in the industry, and a more complex and volatile environment, the Group has remained steadfast in furniture and home furnishings category as main line, well-defined its strategic direction, and steadily advanced its diversified layout. Facing the opportunities and challenges, we have risen to the challenges and taken proactive measures. These efforts have enabled us to achieve phased results through continuous breakthroughs, continuously solidifying our foundation for future growth. On behalf of the Board of Directors, I would like to express my sincere gratitude to all staff for their hard work, shareholders for their support and trust, and our partners for their win-win collaboration.

I. ADHERING TO LONG-TERM VALUE WITH INSIGHT INTO INDUSTRY CHANGES

The global online furniture and home furnishings market is undergoing profound transformations, consumer demands become increasingly diverse, and channels are fiercely competitive. Faced with a complex and rapidly changing external environment, the Group has always adhered to the concept of "long-termism" to focus on its core furniture category, defined core objectives of "comprehensively increasing our online market share in the furniture and home furnishings market", by scientifically dividing and structurally optimizing our business segments, we are driving the Group's transformation from scale expansion to high-quality growth, so as to forge a differentiated competitive edge to mitigate the impacts of industry fluctuations.

二、集團戰略推進與經營回顧

(一) 優化業務佈局，提升核心能力

2025年，集團圍繞家具家居核心品類，推進各項業務落地實施，在產品、品牌、供應鏈及AI應用等多個維度實現突破。在產品端，聚焦極致爆款打造，強化產品精細化管控，同步推進中長尾業務協同發展，豐富產品矩陣，全力提升家具家居品類市場競爭力；在品牌端，持續推進品牌建設提升，成立品牌獨立站，構建自主可控的品牌運營體系；在供應鏈端，我們穩步推進海外採購，持續完善全球供應鏈網絡，旨在為提升產品交付效率、優化成本結構奠定堅實基礎。AI應用端，我們積極探索AIGC(人工智能生成內容)技術的落地場景，通過逐步賦能內容創作與日常運營，驅動效率提升與商業模式創新。

(二) 應對業績波動，積極穩健經營

2025年，面對行業環境變化、頭程成本上漲、物流板塊業務因拓倉導致營業成本的上升以及集團孵化項目尚處投入期等多重壓力，集團營收保持穩定增長，但年內利潤出現階段性下滑，業績呈現短期波動。儘管如此，集團核心業務根基依然穩固。我們堅持以精細化管理挖掘降本空間，以運營效率提升對沖外部衝擊，全力緩解經營壓力，穩住基本盤。通過一系列調結構、提效能、控風險的舉措，不斷增強集團經營韌性，為後續業績回升積蓄力量。

II. STRATEGIC ADVANCEMENT AND BUSINESS REVIEW OF THE GROUP

(1) Optimising business layout to enhance core capabilities

In 2025, the Group focused on its core furniture and home furnishing categories to advance the implementation of various initiatives, achieving breakthroughs across multiple dimensions, including products, branding, supply chain, and AI applications. On the product side, we focused on creating extreme hit products, and strengthened refined product management. Meanwhile, we promoted the coordinated development of mid-to-long tail business to enrich our product portfolio, thereby enhancing the market competitiveness of our furniture and home furnishing categories. In terms of branding, we continued to improve our brand building by establishing a brand independent website to establish an independent and controllable brand operation system. On the supply chain side, we steadily advanced our overseas procurement and continuously improved our global supply chain network, aiming to lay a solid foundation for enhancing product delivery efficiency and optimizing our cost structure. On the AI application side, we are actively exploring implementation scenarios for AIGC (Artificial Intelligence Generated Content) technology, driving efficiency improvements and business model innovation by progressively empowering content creation and daily operations.

(2) Proactively operating in a steady manner in the face of changes in operating results

In 2025, in the face of multiple pressures, including changing industry environment, rising initial costs, the increase in operating costs of logistics segment due to the expansion of warehouse, and the Group's incubation projects are still in the investment phase, the Group recorded steady revenue growth, and a phased decline in operating profit, resulting in short-term volatility of operating results during the year. Nevertheless, the fundamentals of the Group's core business remain solid. We continue to explore the potential of cost reduction through lean management, and to counter external shocks by improving operational efficiency, striving to alleviate operational pressures and stabilize our fundamentals. Through a range of measures of adjusting structure, improving efficiency, and controlling risks, we continuously enhance the Group's operational resilience, accumulating resources for an upturn in operating results in the future.

三、夯實產品力，構築新動能

(一) 深化產品精細化運營

集團持續構建科學化產品開發方法論，通過對標行業標桿實現精準定位，提升新品孵化成功率。運營端嚴守經營指標，聚焦人效、物流效率、廣告ROI、庫存周轉等關鍵指標持續優化，精準管控退款率，以管理韌性築牢核心業務質量根基。

(二) 強化中後台專業賦能

集團構建「大供應鏈體系+核心能力建設」雙輪驅動格局，持續推進全鏈路一體化，夯實業務資源底座。聚焦用戶洞察、產品開發、品牌營銷與獨立站運營四大核心能力，通過專業化分工與體系化賦能，實現中後台能力向業務前台的有效輸送，讓業務團隊輕裝上陣，專注深耕「產品」與「品牌」主戰場。

(三) 驅動數字化效率躍升

集團將緊抓人工智能技術變革機遇，以AI技術廣泛應用為抓手，通過推動AI與業務流程的深度融合，打破系統壁壘，實現數據智能決策。賦能員工從重複性事務中解放，專注於高價值創造，實現從單點效率突破到整體運營效能的指數級增長，為集團高質量發展注入強勁的數字動能。

III. STRENGTHENING PRODUCT COMPETITIVENESS TO BUILD NEW GROWTH DRIVERS

(1) Further advancing refined product operations

The Group continues to develop a scientific methodology for product development, and improve the success rate of new product incubation by benchmarking the best practices to achieve precise market positioning. On the operations side, the Group closely monitors its operating indicators, focusing on the continuous optimization of key indicators such as labor productivity, logistics efficiency, advertising ROI, and inventory turnover, and conducts precise management of refund ratio, with an aim of laying the quality foundation for its core business with operational resilience.

(2) Strengthening mid-and-back office empowerment

The Group has established a dual-drive layout of “comprehensive supply chain system + core capability building” to continuously promote end-to-end integration and strengthen the resource base for its business operations. By focusing on four core capabilities on user insight, product development, brand marketing, and independent website operations, the Group enables the provision of capability support of mid-and-back office to the business frontlines through professional labor division and systematic empowerment. This allows our business team to concentrate their efforts on the main battlegrounds of “product” and “brand”.

(3) Driving improvements in digital efficiency

The Group will seize the opportunities of technological changes in artificial intelligence. By leveraging the widespread application of AI technologies and promoting deep integration between AI and business processes, we aim to overcome the system barrier and enable data-driven intelligent decision-making. This will empower our employees by freeing them from repetitive affairs, allowing them to focus on high-value creation. Consequently, we expect to experience exponential growth from progress made on individual's efficiency improvement to overall efficiency improvement, injecting powerful digital momentum into the Group's high-quality development.

四、穩健經營守初心，聚焦戰略向未來

面對複雜多變的市場環境，集團將始終堅持以股東利益為核心，恪守合規底線，不斷提升信息披露透明度，以穩健經營護航可持續價值回報。

展望2026年，我們將繼續秉承「連接世界，創造美好」的使命，錨定「全球線上家具家居第一品牌集團」的願景，紮實推進戰略落地與能力深耕。堅守長期主義，聚焦產品與品牌，強化組織執行力，在不確定的市場中鍛造確定的成長路徑，為實現更高質量、更可持續的發展砥礪奮進。

主席及首席執行官：陸海傳先生
傲基（深圳）跨境商務股份有限公司
2026年3月27日

IV. ADVANCING STEADY OPERATIONS TO STAY TRUE TO ORIGINAL ASPIRATION, AND FOCUSING ON STRATEGIES TO STEP INTO THE FUTURE

In the face of the complex and volatile market environment, the Group will always adhere to the interests of our shareholders as its core focus, strictly adhere to the bottom line of compliance, continuously strengthen the transparency of information disclosure, and deliver sustainable value returns through prudent operation.

Looking ahead to 2026, we will continue to uphold our mission of “Empowering Connections, Inspiring a Better World” and remain committed to our vision of “The World’s Leading Online Furniture & Home Living Brand Group”, so as to advance the promotion of strategic imperatives and deepen our core capabilities. We will adhere to Long-Termism, focus on products and brands, strengthen organizational execution, and forge a defined path to growth in an uncertain market, striving relentlessly towards higher-quality and more sustainable development.

Chairman and Chief Executive Officer: Mr. Lu Haizhuan
AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.
27 March 2026

行業環境及趨勢

電商作為貿易活動之一，打破傳統線下貿易的時間及空間限制，連接世界各地的賣家及消費者，實現貿易全流程數字化。根據中華人民共和國海關總署2025年全年進出口情況新聞發佈會公佈數據，2025年中國出口規模人民幣26.99萬億元，增長6.1%，保持穩健增長態勢。自COVID-19爆發後，美國及歐洲等多個發達地區的網購需求有所增加，推動全球B2C電商市場的發展，預期全球B2C電商市場的GMV將於2028年達到77,125億美元，消費者對網購平台的依賴將不斷增加，數字市場的範圍將不斷擴大。

報告期間，全球關稅政策調整持續深化，雖經中美兩國雙方經貿團隊多輪磋商，中美經貿關係階段性緩和，但國際貿易環境的複雜性與不確定性仍客觀存在。

業務回顧

回顧報告期，我們始終以「連接世界，創造美好」為自身使命，堅守家具家居核心品類，依託多品牌體系化運營能力、全業務鏈數字化支撐能力、供應鏈管理能力、完善的倉儲物流體系和靈活的組織架構，有效切入「家與生活」的各個場景，精心打造了設計美觀、質量優良、功能先進的家具家居及家用電器類、電動工具類等系列品牌類產品，主要通過亞馬遜、Wayfair、沃爾瑪等第三方在線平台從事跨境B2C業務。

INDUSTRY ENVIRONMENT AND TREND

E-commerce, as one of the trade activities, digitalizes the whole process of trade, breaking away from the time and space constraints in conventional offline trade and connecting sellers and consumers around the world. According to data released at the General Administration of Customs of the People's Republic of China's press conference on full-year import and export performance for 2025, the export volume in the PRC increased 6.1% to reach RMB26.99 trillion in 2025, maintaining steady growth. Since the COVID-19 outbreak, online shopping demand has surged in developed regions including the United States and Europe, driving the expansion of the global B2C e-commerce market, which is expected to achieve a GMV of USD7.7125 trillion by 2028. Consumer reliance on online shopping platforms will continue to grow with the steadily expanding scope of digital marketplace.

During the Reporting Period, with continuous deepening in global tariff policy adjustments, although the economic and trade relationship between the PRC and the United States saw a temporary easing following multiple rounds of consultations between their economic and trade teams, the complexity and uncertainty of the international trade environment remain existence.

BUSINESS REVIEW

Looking back to the Reporting Period, we have been committed to its mission of "Empowering Connections, Inspiring a Better World", sticking to its core furniture and home furnishings categories. By relying on the operation capability under a multi-brand system, the digital support capability of the whole business chain, the supply chain management capability, the sophisticated warehousing and logistics system as well as the flexible organizational structure, the Company has effectively penetrated into the "home and life" scenarios, elaborately creating a series of branded products, such as furniture and home furnishings as well as home appliances, and electric tools, with beautiful design, excellent quality and advanced functions and engaging in cross-border B2C business principally through third-party online platforms such as Amazon, Wayfair and Walmart.

同時，我們通過WESTERN POST (SG) PTE.LTD.及其附屬公司(「西郵集團」)於海外倉模式下於全球向客戶(主要是電商平台上的賣家)提供高效物流解決方案。憑藉我們的行業專業知識，我們根據與終端消費者的接近程度和交付能力量身定制了倉儲網絡，作為提高當地物流服務的戰略舉措，以高效、低成本交付產品。於報告期間，我們開始嘗試並佈局自配送業務，已在洛杉磯、芝加哥等關鍵城市設立運營中心，初步構建了覆蓋全美部分區域的自配送網絡。下表載列我們於所示期間按業務條線劃分的收入：

Meanwhile, we provided efficient logistics solutions globally under the overseas warehouse model to customers, primarily sellers on e-commerce platforms, through WESTERN POST (SG) PTE. LTD. and its subsidiaries (“Western Post Group”). Leveraging our industry expertise, we have formulated a warehousing network with tailored design based on proximity to end-consumers and delivery capabilities, as a strategic move to improve local logistics services to efficiently deliver products at low cost. During the Reporting Period, we initiated and expanded our self-delivery operations, establishing fulfillment centers in key cities such as Los Angeles and Chicago. This has enabled us to build an initial self-delivery network covering certain regions in the United States. The following table sets forth our revenue by business line for the years indicated:

截至12月31日止年度					
Year ended 31 December					
		2025年		2024年	
		2025		2024	
		人民幣千元	佔收入百分比	人民幣千元	佔收入百分比
			% of		% of
		RMB' 000	Revenue	RMB'000	Revenue
商品銷售	Sales of goods	9,581,841	69.9	8,268,192	77.2
物流解決方案	Logistics solutions	4,116,897	30.1	2,441,456	22.8
總計	Total	13,698,738	100.0	10,709,648	100.0

主要產品

於報告期，我們繼續積極擴大家具家居及家用電器類產品供應，持續增強並鞏固供應鏈與物流能力，同時拓展家具領域的更多細分品類。我們戰略性地更專注於家具家居及家用電器類產品。我們提供的家具家居類產品主要包括床、書櫃、衣櫃、抽屜櫃、梳妝台和梳妝凳、食品櫃、邊櫃、沙發及戶外家具，具有古典、現代、工業及簡約等多種風格；家用電器類產品主要包括冰箱及榨汁機等。

Main Products

During the Reporting Period, we continued to actively expand our offering of furniture, home furnishings and home appliances and insisted on strengthening and consolidating our supply chain and logistics capabilities while exploring additional subcategories within the furniture sector. We strategically focused more on furniture, home furnishings and home appliances. Our offering of furniture and home furnishings primarily consisted of beds, bookcases, dressers, chests of drawers, vanity tables and vanity benches, food cabinets, sideboards, sofas and outdoor furniture featuring a wide range of styles, including classic, contemporary, industrial and minimalist; and our offering of home appliances primarily consisted of refrigerators and juicers.

管理層討論與分析

Management Discussion and Analysis

除家具家居及家用電器類產品外，我們所提供的產品組合還包括：

- **電動工具類。**報告期間，我們提供的電動工具類產品主要包括電動螺絲刀、充氣泵以及汽車吸塵機，結合了高科技功能及實用的設計。
- **其他。**此外，報告期間，我們提供的其他產品主要包括消費電子產品及母嬰產品。

In addition to furniture, home furnishings and home appliances, our product portfolio also included:

- **Electric Tools.** During the Reporting Period, our offering of electric tools primarily consists of power screwdrivers, air pumps and car vacuums, combining high-tech features and practicable designs.
- **Others.** In addition, during the Reporting Period, our offering of other products primarily consists of consumer electronics and maternity and child products.

分區域收入

Revenue by Region

		2025年 2025 人民幣千元 RMB' 000	2024年 2024 人民幣千元 RMB' 000	同比變動情況 Year-on-year change
商品銷售	Sales of goods	9,581,841	8,268,192	15.9%
美國及其他北美國家	U.S. and other North American countries	8,256,987	7,320,409	12.8%
歐洲	Europe	1,120,187	747,997	49.8%
其他國家	Other countries	204,667	199,786	2.4%
物流解決方案	Logistics solutions	4,116,897	2,441,456	68.6%
合計	Total	13,698,738	10,709,648	27.9%

報告期內，集團收入實現穩健增長。得益於本地化運營的持續深化及跨境物流時效的提升，美國地區收入穩步增長12.8%，實現了銷量與效益的協同增長。

During the Reporting Period, the Group achieved steady revenue growth. Benefiting from the continued deepening of localized operations and improvements in cross-border logistics timeline, revenue in the U.S. market grew steadily by 12.8%, realizing synergistic growth in both sales volume and profitability.

與此同時，集團加快非美市場拓展步伐，將其作為戰略增長重點，持續加大在市場調研與本地化渠道建設方面的資源投入。通過定制化產品與本地化營銷策略，集團在歐洲、東南亞等重點區域市場份額穩步提升，多元化市場佈局逐步成型，有效降低對單一市場的依賴，為長期可持續發展奠定堅實基礎。報告期內，歐洲地區收入同比增長49.8%，非美市場拓展初見成效。

Meanwhile, the Group accelerated its expansion into non-US markets, prioritizing them as strategic growth areas and continuously increasing resource allocation for market research and localized channel development. Through customized products and localized marketing strategies, the Group steadily increased its market share in key regions such as Europe and Southeast Asia. Its diversified market footprint gradually took shape, effectively reducing reliance on any single market and laying a solid foundation for long-term sustainable development. During the Reporting Period, revenue from Europe regions grew by 49.8% year-on-year, demonstrating initial success in non-U.S. market expansion.

分渠道收入

Revenue by Channels

		2025年 2025 人民幣千元	2024年 2024 人民幣千元	同比變動情況 Year-on-year change
		RMB' 000	RMB' 000	
商品銷售	Sales of goods	9,581,841	8,268,192	15.9%
亞馬遜	Amazon	5,806,583	5,094,229	14.0%
Wayfair	Wayfair	1,103,123	916,773	20.3%
Walmart	Walmart	920,758	976,602	-5.7%
其他第三方平台	Other third-party platforms	856,355	423,236	102.3%
線下渠道	Offline	895,022	857,352	4.4%
物流解決方案	Logistics solutions	4,116,897	2,441,456	68.6%
合計	Total	13,698,738	10,709,648	27.9%

我們緊抓以TikTok為代表的新興平台機遇，持續深化與亞馬遜、Wayfair、TikTok等主流平台的戰略合作關係。通過資源互通與運營協同，我們與核心平台共同構建了堅實的渠道護城河，在鞏固友好生態關係的同時，實現了互利共贏與業務的快速突破。報告期內，集團其他第三方平台收入實現102.3%的強勁增長，主要得益於TikTok、TEMU等平台銷量的增長。

We seized opportunities presented by emerging platforms like TikTok while deepening strategic partnerships with mainstream platforms including Amazon, Wayfair, and TikTok. Through resource sharing and operational synergy, we collaborated with core platforms to build robust channel moats. This approach not only strengthened our ecosystem relationships but also delivered mutually beneficial outcomes and accelerated business breakthroughs. During the Reporting Period, the Group's revenue from other third-party platforms achieved robust growth of 102.3%, primarily due to increased sales on platforms such as TikTok and TEMU.

供應鏈管理

面對全球貿易環境的複雜變化，公司堅持以全球化視野重塑供應鏈佈局，通過「海外供應商佈局」與「海外倉網絡擴張」雙輪驅動，持續提升運營效率與抗風險能力。

Supply Chain Management

Faced with complex changes in the global trade environment, the Company has consistently reshaped its supply chain layout from a global perspective. Dual-driven by "overseas supplier layout" and "expanding the overseas warehouse network," the Company continued to enhance its operational efficiency and risk resilience.

海外供應商佈局初見成效，有效對沖關稅風險。報告期內，海外採購佔比穩步提升，已成為公司應對國際貿易政策風險的重要支點。依託「外部合作」的協同模式，我們加速供應鏈向優勢區域遷移，通過大力拓展海外供應商網絡，在提升交付效率與成本管控能力的同時，進一步降低了外部關稅環境變化的衝擊。

Overseas supplier layout has yielded initial results to effectively hedge tariff risks. During the Reporting Period, the proportion of overseas procurement increased steadily and has become an important pivot for the Company to address international trade policy risks. Relying on the synergistic model of "external cooperation", we have accelerated the migration of the supply chain to advantageous regions. By vigorously expanding our overseas supplier network, we have further reduced the impact of changes in the external tariff environment while enhancing delivery efficiency and cost control capabilities.

全球海外倉網絡持續擴張，物流解決方案收入實現高速增長。 依託西郵集團的技術賦能與全球化佈局，公司海外倉網絡覆蓋範圍與服務能力同步提升。報告期內，新增海外倉面積126.4萬平方英尺，推動物流解決方案收入同比增長68.6%。通過持續升級數字化系統，我們在集運、國際幹線、海外分撥、屬地倉儲及終端配送等全鏈路實現智能化協同，成功幫助客戶提升物流時效、降低運營成本，進一步鞏固了集團在跨境供應鏈領域的地位優勢。

深耕產品力建設，築牢市場競爭壁壘。 面對政策不確定性及同質化競爭的雙重挑戰，公司持續加大研發投入，強化產品在性能、質量上的獨特優勢。報告期內，新申請專利205項，獲得國際設計獎項18項（含紅點獎13項、iF獎5項）。同時，通過品牌塑造、中高端產品線佈局及用戶體驗升級，不斷提升品牌溢價能力，在複雜的市場環境中掌握更多主動權。

業務規劃

行業發展機遇

近年來，全球家具家居行業正經歷深刻變革，線上渠道的崛起成為重塑市場格局的核心驅動力。隨著電商平台在價格透明度、購物便利性及商品豐富度上的優勢日益凸顯，消費行為加速從線下向線上遷移。與此同時，受全球貿易環境及關稅政策不確定性的影響，跨境電商格局正從單一市場依賴向多元化新興市場拓展，為行業參與者提供了更廣闊的增長空間。

Global overseas warehouse network continues expansion, driving rapid growth in revenue from logistics solutions. Leveraging the technological empowerment and global layout of the Western Post Group, the Company has simultaneously enhanced the coverage and service capabilities of its overseas warehouse network. During the Reporting Period, the additional overseas warehouse area reached 1.264 million square feet, propelling revenue from logistics solutions to grow 68.6% year-on-year. Through continuous upgrades to our digital systems, we attained intelligent coordination across the entire supply chain from consolidation and international trunk lines to overseas distribution, local warehousing, and last-mile delivery. The logistics timeliness has improved successfully for customers with lower operational costs, further solidifying the Group's competitive position in the cross-border supply chain sector.

Product capability construction is deepened to fortify market competitive barriers. In response to dual challenges of policy uncertainty and homogeneous competition, the R&D investment of Company has continued to increase for reinforcement of its products' unique advantages in performance and quality. During the Reporting Period, the Company filed 205 new patent applications and secured 18 international design awards (including 13 Red Dot Awards and 5 iF Design Awards). Concurrently, brand premium capability has kept rising by the way of brand building, mid-to-high-end product line layout, and user experience upgrades, gaining greater initiative in complex market conditions.

BUSINESS PLANNING

Industry Development Opportunities

In recent years, the global furniture and home furnishing industry has undergone profound transformation, with emerging online channels as the core contributor reshaping the market landscape. As the advantages of e-commerce platforms increasingly are standing out in price transparency, shopping convenience, and product diversity, consumer behavior is accelerating its shift from offline to online channels. In addition, influenced by uncertainties in the global trade environment and tariff policies, the cross-border e-commerce landscape is evolving from reliance on the single market toward diversification into emerging markets, offering broader growth opportunities for industry participants.

聚焦家具家居品類，線上市場的增長潛力遠未被充分釋放。在消費需求持續升級與數字化浪潮的雙重驅動下，線上滲透率正穩步提升，全球家具家居類產品市場的GMV預計將於2028年達到7,794億美元。物流基礎設施的升級與消費者購買習慣的轉變，將為這一賽道的持久增長注入強勁動力，也為具備全球化佈局能力的企業帶來了結構性機遇。

公司發展戰略

當前全球經濟環境複雜多變，尤其是在中美關稅政策持續調整的背景下，公司立足長遠發展，將從供應鏈、品牌建設、物流及數字化賦能等多維度制定發展戰略，以增強我們的抗風險能力和市場競爭力。

- **供應鏈管理：構建靈活高效的全球供應網絡**

為主動應對經濟環境變化帶來的成本壓力與經營不確定性，我們正以全球化視野加速供應鏈的深度優化。通過精準分析區域政策、產業配套及物流成本，我們積極推進全球供應佈局。同時，依託本地化採購體系，與在原材料質量、產能穩定性及成本控制方面具備優勢的優質供應商建立長期戰略夥伴關係。這一供應鏈模式的重構，不僅大幅降低了供應鏈風險，更借助成熟產業集群效應削減中間環節成本，從而在政策波動中有效保障利潤，確保供應鏈的韌性與效率。

- **品牌建設：以核心競爭力鑄就高價值品牌壁壘**

面對政策波動引發的市場環境變化以及日益激烈的同質化競爭，我們將持續深化品牌戰略，把品牌建設成為抵禦市場風險的核心壁壘。一方面，加大研發投入，聚焦產品的功能創新，通過提升產品的質量、性能和獨特性，鞏固並強化自身產品的核心競爭力。另一方面，圍繞品牌定位進行系統化的品牌價值提升，通過精準的市場定位、中高端化的產品設計以及優質的用戶體驗，不斷增強品牌及產品的溢價能力，力求在激烈的市場競爭中穩步提升品牌的行業地位和市場影響力。

Focusing on the furniture and home furnishing category, the growth potential remains largely untapped for the online market. Benefiting from both continuously advancing consumer demand and the digital wave, online penetration has steadily enlarged, the GMV of furniture and home furnishing category in global market is expected to reach USD779.4 billion by 2028. Updating logistics infrastructure and shifts in consumer purchasing habits will inject robust momentum into sustained development in the field, bringing structural opportunities for enterprises with global presence capabilities.

Corporate Development Strategy

Amid the complex and volatile global economic landscape, particularly against the backdrop of ongoing adjustments to U.S.-China tariff policies, the Company formulated multi-dimensional development strategies based on long-term growth, encompassing supply chain optimization, brand building, logistics enhancement, and digital empowerment to build up our risk resilience and market competitiveness.

- **Supply Chain Management: Building a Flexible and Efficient Global Supply Network**

To proactively respond to cost pressures and operational uncertainties brought about by changes in the economic environment, we are accelerating the deep optimization of our supply chain with a global perspective. By accurately analysing regional policies, industrial support, and logistics costs, we are actively promoting the global supply chain layout. Meanwhile, relying on the localized procurement system, long-term strategic partnerships have been established with high-quality suppliers possessing advantages in raw material quality, production capacity stability, and cost control. The reconstruction of this supply chain model has not only significantly reduced supply chain risks, but also leveraged the effects of mature industrial clusters to cut costs in intermediate links, thereby effectively safeguarding profits amidst policy fluctuations and ensuring the resilience and efficiency of the supply chain.

- **Brand Building: Erecting High-Value Brand Barriers by Core Competitiveness**

With market environmental shifts caused by policy fluctuations and increasingly fierce homogeneous competition, we will continue to deepen our brand strategies to set up our brand as a core barrier against market risks. In addition to boosting R&D investment centering on functional product innovation, we will enhance product quality, performance, and uniqueness, and consolidate and strengthen core competitiveness of our products. We will also systematically elevate brand value aligned with our positioning. Through precise market targeting, mid-to-high-end product design, and premium user experiences, we will continuously develop the premium pricing power of our brand and products, striving for steady elevation of our brand's industrial standing and market influence with intense competition.

- **物流管理：打造高效服務與業務增長適配的物流體系**

物流管理作為連接生產與消費的關鍵環節，我們將從效率提升、基礎設施升級和服務優化三方面入手，構建與業務增長高度適配的物流體系。在**效率優化**上，通過智能化的物流管理系統，對倉儲、運輸、配送等各環節進行數據化監控與調度，持續優化庫存周轉率、配送時效等核心指標，降低物流運營成本。在**基礎設施建設**上，加大對海外倉、區域分撥中心等物流節點的投資，根據市場需求分佈優化倉儲網絡佈局，提升倉儲的存儲能力與貨物周轉效率，同時完善運輸車隊與配送網絡，確保貨物能夠快速、安全地送達目的地，為未來業務的持續增長提供堅實的物流支撐。在**客戶服務**方面，建立更精細化、響應更迅速的售後服務體系，通過設立專門的客戶服務團隊，利用數字化工具實現消費者需求和問題的快速對接與解決，提供包括安裝指導、退換貨等個性化、貼心的服務，從而進一步提升客戶滿意度和忠誠度，增強客戶的黏性。

- **AI賦能：以全流程智能化升級驅動企業競爭力躍升**

我們正積極推動AI技術在公司各業務環節的深度滲透與融合，實現從前端市場洞察到後端運營管理的全流程智能化升級，以此提高各環節的協同效率，降低運營成本。一方面，借助AI技術強大的多模態數據分析能力，對市場動態、消費者行為數據進行深度挖掘，精準預判市場需求趨勢，剖析不同消費群體的偏好與購買習慣，有助於我們更精準地預判市場需求、剖析消費者行為，並提供個性化的產品推薦，進而有效增強企業的市場競爭力；另一方面，AI通過深度挖掘後端運營的交易數據、實時訂單波動、市場需求趨勢等多維度信息，構建動態預測模型，實現採購與庫存管理流程的智能化自動化。

- **Logistics Management: Creating the Logistics System Aligned with Efficient Service and Business Growth**

As the critical step connecting production and consumption, logistics management will be enhanced through three material areas: efficiency bettering, infrastructure upgrading, and service refinement, for the purpose of creating the logistics system highly aligned with business growth. **In terms of efficiency optimization**, intelligent logistics management systems will enable data-driven monitoring and scheduling across warehousing, transportation, and distribution, hereby continuously improving core metrics including inventory turnover rates and delivery timeliness when reducing operational costs. **In terms of infrastructure construction**, we will increase investment in logistics nodes including overseas warehouses and regional distribution centers. Based on market demand distribution, optimized warehouse network layout will help lift storage capacity and cargo turnover efficiency as transportation fleets and delivery networks will be advanced to ensure quickness and safety for delivery of goods apart from providing robust logistical support for sustained future business growth. **In terms of customer service**, establishing a more refined and responsive after-sales service system will reach rapid matching and resolution of consumer needs and issues by creating dedicated customer service teams with digital tools. Our services include offering installation guidance and returns/exchanges in a personalized and attentive way, seeking further enhancement of customer satisfaction and loyalty to raise customer retention.

- **AI Empowerment: Facilitating Competitive Leap Through Full-Process Intelligent Upgrades**

We are actively advancing the deep integration of AI technology across various business processes for full-process intelligent upgrades from front-end market insights to back-end operational management, targeting higher synergy efficiency across processes with lower operational costs. Leveraging the powerful multimodal data analysis capabilities of AI technology, we conduct in-depth mining for market dynamics and consumer behavior data, enabling precise forecasting of market demand trends and analysis of different consumer groups' preferences and purchasing habits. Therefore, we are able to accurately predict market needs, dissect consumer behavior, and deliver personalized product recommendations, which are conducive to effectively enhancing market competitiveness of the Company. Besides, AI constructs dynamic predictive models by deeply mining multidimensional information, including backend operational transaction data, real-time order fluctuations, and market demand trends, to realize intelligent automation in procurement and inventory management procedures.

財務回顧

截至2024年12月31日止年度及截至2025年12月31日止年度，我們的收入分別為人民幣10,709.6百萬元及人民幣13,698.7百萬元。截至2024年12月31日止年度，我們的年內利潤為人民幣521.2百萬元，而截至2025年12月31日止年度則為人民幣152.6百萬元。

收入

我們的收入由截至2024年12月31日止年度的人民幣10,709.6百萬元增加27.9%至截至2025年12月31日止年度的人民幣13,698.7百萬元，主要是由於我們的商品銷售持續擴大以及我們提供更多的物流解決方案。

按商品或服務類別劃分

下表載列於所示期間按商品或服務類別劃分並以絕對金額及佔收入百分比列示的收入明細：

		截至12月31日止年度 Year ended 31 December			
		2025年 2025		2024年 2024	
		人民幣千元	佔收入百分比	人民幣千元	佔收入百分比
		RMB'000	% of Revenue	RMB'000	% of Revenue
商品或服務類別	Type of goods or services				
商品銷售	Sales of goods	9,581,841	69.9	8,268,192	77.2
家具家居及家用電器類產品	Furniture, home furnishings and home appliances	7,610,977	55.6	6,740,016	63.0
電動工具類產品	Electric tools	1,061,689	7.7	741,733	6.9
其他產品(附註)	Other products (Note)	909,175	6.6	786,443	7.3
物流解決方案	Logistics solutions	4,116,897	30.1	2,441,456	22.8
總計	Total	13,698,738	100	10,709,648	100

附註：其他產品主要包括消費電子、母嬰類產品等。

Note: Other products mainly include consumer electronics and maternity and child products.

FINANCIAL REVIEW

For the year ended 31 December 2024 and the year ended 31 December 2025, our revenue was RMB10,709.6 million and RMB13,698.7 million, respectively. Our profit for the year was RMB521.2 million for the year ended 31 December 2024, and RMB152.6 million for the year ended 31 December 2025.

Revenue

Our revenue increased by 27.9% from RMB10,709.6 million for the year ended 31 December 2024 to RMB13,698.7 million for the year ended 31 December 2025, primarily because the sales of our goods continued to expand and we increased the provision of logistics solutions.

By Type of Goods or Services

The following table sets forth a breakdown of our revenue by type of goods or services in absolute amount and as a percentage of revenue for the periods indicated:

商品銷售

家具家居及家用電器類產品。我們的家具家居及家用電器類產品銷售收入由截至2024年12月31日止年度的人民幣6,740.0百萬元增加12.9%至截至2025年12月31日止年度的人民幣7,611.0百萬元，主要由於我們的家具家居及家用電器類產品的擴張，以及家具家居及家用電器類產品的銷售訂單增加。

電動工具類產品。我們的電動工具類產品銷售收入由截至2024年12月31日止年度的人民幣741.7百萬元大幅增加43.1%至截至2025年12月31日止年度的人民幣1,061.7百萬元，主要得益於電動工具類產品品牌影響力的提升，我們在亞馬遜平台的銷量進一步擴大。

其他產品。我們來自其他產品的銷售收入由截至2024年12月31日止年度的人民幣786.4百萬元增加15.6%至截至2025年12月31日止年度的人民幣909.2百萬元，主要由於我們其他產品的銷售訂單增加。

物流解決方案

我們的物流解決方案收入由截至2024年12月31日止年度的人民幣2,441.5百萬元增加68.6%至截至2025年12月31日止年度的人民幣4,116.9百萬元，主要是由於我們擴大了客戶群，履行了更多訂單，以及報告期我們拓展了自配送業務。

銷售成本

我們的銷售成本包括銷售貨物的銷售成本及物流解決方案的銷售成本。銷售貨物的銷售成本主要包括(i)就OEM製造服務支付的採購成本；(ii)物流成本，指我們從第三方購入物流服務以銷售我們的產品的成本以及西郵集團提供的物流解決方案的成本。

我們的銷售成本由截至2024年12月31日止年度的人民幣7,412.5百萬元增加36.1%至截至2025年12月31日止年度的人民幣10,090.6百萬元，主要是由於商品銷售的海運頭程成本上漲，以及物流解決方案業務由於擴倉導致營業成本大幅上升。

Sales of goods

Furniture, home furnishings and home appliances. Our revenue from sales of furniture, home furnishings and home appliances increased by 12.9% from RMB6,740.0 million for the year ended 31 December 2024 to RMB7,611.0 million for the year ended 31 December 2025, primarily because of the expansion of our furniture and home furnishings as well as home appliances product offerings and increased sales orders of our furniture and home furnishings as well as home appliances.

Electric tools. Our revenue from sales of electric tools significantly increased by 43.1% from RMB741.7 million for the year ended 31 December 2024 to RMB1,061.7 million for the year ended 31 December 2025, primarily benefiting from the enhancement of the brand influence of electric tools, our sales volume on the Amazon platform further expanded.

Other products. Our revenue from sales of other products increased by 15.6% from RMB786.4 million for the year ended 31 December 2024 to RMB909.2 million for the year ended 31 December 2025, primarily due to the increase in sales orders for our other products.

Logistics solutions

Our revenue from logistics solutions increased by 68.6% from RMB2,441.5 million for the year ended 31 December 2024 to RMB4,116.9 million for the year ended 31 December 2025, primarily because we expanded our customer base and fulfilled more orders, and we expanded our self-delivery business during the Reporting Period.

Cost of sales

Our cost of sales consists of the cost of sales for sales of goods and the cost of sales for logistics solutions. Our cost of sales for sales of goods primarily consists of (i) procurement costs paid for OEM manufacturing services; (ii) logistics costs, representing the cost to acquire logistics services from third parties to sell our products as well as the cost of using the logistics solutions provided by Western Post Group.

Our cost of sales increased by 36.1% from RMB7,412.5 million for the year ended 31 December 2024 to RMB10,090.6 million for the year ended 31 December 2025, primarily due to the increase in ocean freight initial costs for the sales of goods, as well as a significant increase in operating costs regarding the logistics solutions business due to warehouse expansion.

毛利及毛利率

我們的毛利由截至2024年12月31日止年度的人民幣3,297.1百萬元增加9.4%至截至2025年12月31日止年度的人民幣3,608.2百萬元。我們的毛利率由截至2024年12月31日止年度的30.8%減少至截至2025年12月31日止年度的26.3%。

我們商品銷售的毛利由2024年的人民幣2,994.9百萬元增加13.1%至2025年的人民幣3,386.1百萬元。我們商品銷售的毛利率由截至2024年12月31日止年度的36.2%減少至截至2025年12月31日止年度的35.3%，主要是由於海運頭程成本上漲所致。

我們物流解決方案的毛利由2024年的人民幣302.2百萬元下降26.5%至2025年的人民幣222.0百萬元。我們物流解決方案的毛利率由截至2024年12月31日止年度的12.4%減少至截至2025年12月31日止年度的5.4%，主要是由於使用權資產的攤銷使得營業成本大幅增加以及自配送業務運行初期由於訂單不足且訂單密度低，配送運營成本及中轉分揀成本高綜合原因所致。

其他收益及虧損

我們的其他收益及虧損由截至2024年12月31日止年度的人民幣67.7百萬元大幅下降至截至2025年12月31日止年度的人民幣(49.6)百萬元，主要是由於外匯匯率變動導致本年外匯損失。

預期信貸虧損模式（「預期信貸虧損」）下的減值虧損，扣除撥回

我們扣除撥回後的預期信貸虧損下的減值虧損，由截至2024年12月31日止年度的人民幣8.3百萬元增加149.4%至截至2025年12月31日止年度的人民幣20.7百萬元，主要因為壞賬導致貿易應收款項及其他應付款項虧損增加。

Gross profit and gross profit margin

Our gross profit increased from RMB3,297.1 million for the year ended 31 December 2024 to RMB3,608.2 million for the year ended 31 December 2025, representing an increase of 9.4%. Our gross profit margin decreased from 30.8% for the year ended 31 December 2024 to 26.3% for the year ended 31 December 2025.

Our gross profit from sales of goods increased by 13.1% from RMB2,994.9 million in 2024 to RMB3,386.1 million in 2025. Our gross profit margin of sales of goods decreased from 36.2% for the year ended 31 December 2024 to 35.3% for the year ended 31 December 2025, primarily because of the increase in ocean freight initial costs.

Our gross profit from logistics solutions decreased by 26.5% from RMB302.2 million in 2024 to RMB222.0 million in 2025. Our gross profit margin of logistics solutions decreased from 12.4% for the year ended 31 December 2024 to 5.4% for the year ended 31 December 2025, primarily because of the combined effect of a significant increase in cost of sales resulting from the amortisation of right-of-use assets, and high delivery operation and transit sorting costs during the initial stage of the self-delivery operations due to insufficient orders and low order density.

Other gains and losses

Our other gains and losses significantly decreased from RMB67.7 million for the year ended 31 December 2024 to RMB(49.6) million for the year ended 31 December 2025, primarily due to the foreign exchange loss for the year as a result of fluctuation in foreign exchange rates.

Impairment losses under expected credit loss model (“ECL”) on financial assets, net of reversal

Our impairment losses under ECL, net of reversal increased by 149.4% from RMB8.3 million for the year ended 31 December 2024 to RMB20.7 million for the year ended 31 December 2025, primarily because of the increase in loss on trade receivables and other payables resulting from bad debts.

銷售開支

我們的銷售開支由截至2024年12月31日止年度的人民幣2,071.8百萬元增加21.3%至截至2025年12月31日止年度的人民幣2,513.1百萬元，銷售開支增加與收入增長整體一致，我們的銷售開支主要為業務推廣費、平台交易費、僱員開支及海外倉租賃開支。

行政開支

我們的行政開支由截至2024年12月31日止年度的人民幣390.3百萬元增加14.3%至截至2025年12月31日止年度的人民幣446.0百萬元，與我們的收入增長整體一致。我們的行政開支主要為僱員開支。

研發開支

我們的研發開支由截至2024年12月31日止年度的人民幣130.0百萬元增加40.1%至截至2025年12月31日止年度的人民幣182.1百萬元，主要是由於我們的研發僱員人數增加導致僱員開支增加。

其他開支

我們的其他開支由截至2024年12月31日止年度的人民幣15.9百萬元增加19.2%至截至2025年12月31日止年度的人民幣19.0百萬元，主要是由於取消歷史採購訂單導致支予供貨商的取消費用增加。

融資成本

我們的融資成本由截至2024年12月31日止年度的人民幣122.5百萬元增加115.9%至截至2025年12月31日止年度的人民幣264.4百萬元，主要由於西郵集團擴大運營，使得相關的租賃負債的融資成本同步增加。

Selling expenses

Our selling expenses increased by 21.3% from RMB2,071.8 million for the year ended 31 December 2024 to RMB2,513.1 million for the year ended 31 December 2025. The increase in selling expenses was generally in line with the growth in revenue, our selling expenses are mainly for business promotion fees, platform transaction fees, employee expenses, and overseas warehouse leasing expenses.

Administrative expenses

Our administrative expenses increased by 14.3% from RMB390.3 million for the year ended 31 December 2024 to RMB446.0 million for the year ended 31 December 2025, which are generally in line with our revenue growth. Our administrative expenses are mainly for employee expenses.

Research and development expenses

Our research and development expenses increased by 40.1% from RMB130.0 million for the year ended 31 December 2024 to RMB182.1 million for the year ended 31 December 2025, primarily because of the increases in employee expenses resulting from an increase in the number of our research and development employees.

Other expenses

Our other expenses increased by 19.2% from RMB15.9 million for the year ended 31 December 2024 to RMB19.0 million for the year ended 31 December 2025, primarily due to an increase in cancellation fees paid to suppliers resulting from the cancelation of historical purchase orders.

Finance costs

Our finance costs increased by 115.9% from RMB122.5 million for the year ended 31 December 2024 to RMB264.4 million for the year ended 31 December 2025, primarily due to a simultaneous increase in finance costs of the relevant lease liabilities because of Western Post Group's expanded operations.

所得稅開支

我們的所得稅開支由截至2024年12月31日止年度的人民幣109.4百萬元減少66.4%至截至2025年12月31日止年度的人民幣36.8百萬元，主要原因為除稅前利潤減少。

年內利潤

由於上述原因綜合所致，我們的年內淨利潤由截至2024年12月31日止年度的人民幣521.2百萬元減少至截至2025年12月31日止年度的人民幣152.6百萬元。

使用權資產

我們的使用權資產由2024年12月31日的人民幣2,769.8百萬元下降至2025年12月31日的人民幣2,693.0百萬元，乃由於使用權資產的攤銷所致。

存貨

我們的存貨由2024年12月31日的人民幣1,445.4百萬元增加至2025年12月31日的人民幣1,627.4百萬元，主要因為提前備貨以滿足預期的產品銷售需求，故製成品有所增加。

貿易應收款項

我們的貿易應收款項指我們在日常業務過程中因銷售產品或提供服務而應向客戶收取的款項。我們的貿易應收款項扣除撥備後由2024年12月31日的人民幣1,269.4百萬元增加至2025年12月31日的人民幣1,560.2百萬元，主要由於貿易應收款項隨着我們的物流解決方案及透過第三方平台銷售進行的業務增長而增加。

貿易及其他應付款項

我們的貿易及其他應付款項由2024年12月31日的人民幣1,523.7百萬元增加至2025年12月31日的人民幣1,854.8百萬元，主要是由於隨着我們的業務增長，應付供貨商的貿易應付款項增加所致。

Income tax expense

Our income tax expense decreased by 66.4% from RMB109.4 million for the year ended 31 December 2024 to RMB36.8 million for the year ended 31 December 2025 primarily due to the decrease in profit before tax.

Profit for the year

Due to the above factors combined, our net profit for the year decreased from RMB521.2 million for the year ended 31 December 2024 to RMB152.6 million for the year ended 31 December 2025.

Right-of-use assets

Our right-of-use assets decreased from RMB2,769.8 million as of 31 December 2024 to RMB2,693.0 million as of 31 December 2025, due to the amortisation of right-of-use assets.

Inventories

Our inventory increased from RMB1,445.4 million as of 31 December 2024 to RMB1,627.4 million as of 31 December 2025, primarily because of an increase in finished goods under the advance stocking model to meet the anticipated sales demand for our products.

Trade receivables

Our trade receivables represent the amounts due from our customers for the products sold or services performed in the ordinary course of our business. Our trade receivables net of allowance increased from RMB1,269.4 million as of 31 December 2024 to RMB1,560.2 million as of 31 December 2025, primarily attributable to an increase in trade receivables in line with our growth in our logistics solutions and business through sales on third-party platforms.

Trade and other payables

Our trade and other payables increased from RMB1,523.7 million for the year ended 31 December 2024 to RMB1,854.8 million for the year ended 31 December 2025, primarily due to an increase in trade payables to suppliers in line with our business growth.

流動資金及資本資源

於2025年12月31日，我們的現金及現金等價物為人民幣1,613.1百萬元。計及全球發售所得款項淨額及我們可用的財務資源，包括現金及現金等價物、銀行借款，以及經營活動所得現金流量，我們有足夠營運資金滿足目前的需求。

現金流量

下表載列我們於所示期間的現金流量：

Liquidity and capital resources

As of 31 December 2025, we had cash and cash equivalents of RMB1,613.1 million. Taking into account the net proceeds from the Global Offering and the financial resources available to us, including cash and cash equivalents, bank borrowings and cash flows from operating activities, we have sufficient working capital for our present requirements.

Cash Flow

The following table sets forth our cash flows for the periods indicated:

		截至12月31日止年度 Year ended 31 December	
		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
經營活動所得現金淨額	Net cash from operating activities	630,876	535,472
投資活動所用現金淨額	Net cash used in investing activities	(611,800)	(381,693)
融資活動所得現金淨額	Net cash from financing activities	226,897	397,143
現金及現金等價物增加淨額	Net increase in cash and cash equivalents	245,973	550,922
年末現金及現金等價物	Cash and cash equivalents at end of the year	1,613,126	1,363,752

經營活動所得現金淨額

截至2025年12月31日止年度，經營活動所得現金淨額為人民幣630.9百萬元。2024年經營活動所得現金淨額為人民幣535.5百萬元。

Net cash from operating activities

For the year ended 31 December 2025, our net cash from operating activities was RMB630.9 million. In 2024, our net cash from operating activities was RMB535.5 million.

投資活動所用現金淨額

截至2025年12月31日止年度，我們的投資活動所用現金淨額為人民幣611.8百萬元，主要是由於購買物業、廠房及設備現金流出人民幣252.7百萬元，購入及處置以公允價值且其變動計入損益的金融資產現金流出淨額人民幣188.1百萬元，以及存放質押銀行存款現金流出淨額人民幣249.2百萬元。

Net cash used in investing activities

For the year ended 31 December 2025, our net cash used in investing activities was RMB611.8 million, which was primarily attributable to cash outflow on purchases of property, plant and equipment of RMB252.7 million, net cash outflow on acquisition and disposal of financial assets at fair value through profit or loss of RMB188.1 million, and net cash outflow pledged bank deposits of RMB249.2 million.

截至2024年12月31日止年度，我們的投資活動所用現金淨額為人民幣381.7百萬元，主要是由於購買物業、廠房及設備現金流出人民幣157.8百萬元及收購附屬公司現金流出淨額人民幣153.8百萬元，以及存放質押銀行存款現金流出淨額人民幣86.0百萬元。

For the year ended 31 December 2024, our net cash used in investing activities was RMB381.7 million, which was primarily attributable to cash outflow on purchases of property, plant and equipment of RMB157.8 million, net cash outflow on acquisition of subsidiaries of RMB153.8 million, and net cash outflow on pledged bank deposits of RMB86.0 million.

融資活動所得現金淨額

截至2025年12月31日止年度，我們的融資活動所得現金淨額為人民幣226.9百萬元，主要是新取得銀行借款及償還銀行借款現金流入淨額人民幣812.0百萬元，支付銀行利息人民幣30.5百萬元，支付集團使用權資產融資成本人民幣233.9百萬元，支付租金人民幣179.9百萬元，支付股息人民幣103.8百萬元綜合原因所致。

截至2024年12月31日止年度，我們的融資活動所得現金淨額為人民幣397.1百萬元，主要是由於發行股份所得款項人民幣428.6百萬元並支付發行成本人民幣19.8百萬元所致。

或有負債

截至2025年12月31日，我們並無任何重大或有負債。

資本承擔

於2025年12月31日，本集團有已訂約但未撥備的資本承擔人民幣147.5百萬元，主要為物業、廠房及設備的未來投入。

重大投資、重大收購及出售

截至報告期末，本集團未有根據上市規則附錄D2第32(4A)段須披露的重大投資。報告期間，本集團並無進行重大收購或出售。

重大投資或資本資產的未來計劃

截至2025年12月31日止年度，除本年度報告中「全球發售所得款項用途」一節所披露外，本集團並無任何重大投資或資本資產的未來計劃。

Net cash from financing activities

For the year ended 31 December 2025, our net cash from financing activities was RMB226.9 million, which was primarily attributable to the combined effect of net cash inflow of RMB812.0 million from new bank borrowings and repayment of bank borrowings, bank interest payment of RMB30.5 million, payment of finance costs of RMB233.9 million for the Group's right of use assets, the rental expenditure of RMB179.9 million and the payment of dividends of RMB103.8 million.

For the year ended 31 December 2024, our net cash from financing activities was RMB397.1 million, which was primarily attributable to the proceeds from the issuance of shares of RMB428.6 million and the payment of the distribution costs of RMB19.8 million.

Contingent liabilities

As of 31 December 2025, we did not have any material contingent liabilities.

Capital commitments

As of 31 December 2025, the Group had capital commitments of RMB147.5 million that were contracted but not provided for, which was mainly for the future investment in property, plant and equipment.

Significant investments, material acquisitions and disposals

As of the end of the Reporting Period, the Group did not have any significant investments as required to be disclosed in accordance with paragraph 32(4A) of Appendix D2 to the Listing Rules. During the Reporting Period, the Group had no material acquisitions or disposals.

Future plans for material investments or capital assets

For the year ended 31 December 2025, save as disclosed in the section headed "Use of Proceeds from the Global Offering" in this annual report, the Group did not have any future plans for material investments or capital assets.

外匯風險

外匯風險來自未來的商業交易以及以非相關集團實體功能貨幣計價的已確認資產及負債。外匯風險是指外幣匯率變動造成損失的風險。我們大部分產品銷售以美元及歐元計價及結算，其餘銷售則以我們銷售產品的地區市場的貨幣計價及結算。我們主要以人民幣向位於中國的供貨商付款。我們面臨的外匯風險主要來自美元兌人民幣及歐元兌人民幣的匯率變動。

截至2025年12月31日止年度，我們於2025年的匯兌損失淨額為人民幣42.0百萬元，乃由於我們以外幣計值的未償還貿易及其他應收款項以及貿易及其他應付款項的匯率波動所致。此外，該等損失亦是基於將存放於我們外幣銀行賬戶的資金兌換為人民幣時的匯率波動所致。

資產抵押

我們的質押／受限制銀行存款由2024年12月31日的人民幣250.9百萬元增加至2025年12月31日的人民幣500.1百萬元，與我們的銀行貸款增加一致。

我們已抵押賬面值分別為人民幣493.2百萬元及人民幣527.4百萬元的自有物業，作為本集團分別於2025年12月31日及2024年12月31日的銀行借款的抵押。

除上文所披露者外，本集團於2025年12月31日並無任何其他已抵押資產。

槓桿比率

本集團的槓桿比率等於計息債務總額（包括計息銀行借款及租賃負債）除以權益總額，由2024年12月31日的1.3上升至2025年12月31日的1.6，主要由於計息銀行借款及租賃負債的增加。

Foreign exchange risk

Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the functional currency of the relevant group entity. Foreign exchange risk is the risk of loss resulting from movements in foreign currency exchange rates. Most of our sales of products are denominated and settled in U.S. dollars and Euros, with the remaining sales denominated and settled in currencies of the geographical markets to which we sell our products. We mainly pay our suppliers that are located in the PRC in Renminbi. The foreign exchange risk we are facing mainly comes from movements in USD/RMB and EUR/RMB.

For the year ended 31 December 2025, we had net foreign exchange losses of RMB42.0 million in 2025 due to the foreign exchange rate fluctuations in connection with our outstanding trade and other receivables as well as trade and other payables denominated in foreign currencies. Additionally, the losses were also due to the exchange rate fluctuations when converting funds held in our foreign currency bank accounts into RMB.

Pledge of assets

Our pledged/restricted bank deposits increased from RMB250.9 million as of 31 December 2024 to RMB500.1 million as of 31 December 2025, in line with an increase in our bank loans.

We have pledged owned properties with carrying amount of RMB493.2 million and RMB527.4 million to secure bank borrowings of the Group as at 31 December 2025 and 31 December 2024, respectively.

Save as disclosed above, the Group does not have any other pledged assets as of 31 December 2025.

Gearing ratio

The Group's gearing ratio equals total interest-bearing debt (including interest-bearing bank borrowings and lease liabilities) divided by total equity, which increased from 1.3 as of 31 December 2024 to 1.6 as of 31 December 2025, primarily due to an increase in interest-bearing bank borrowings and lease liabilities.

僱員、培訓及薪酬政策

截至2025年12月31日，我們共有3,051名僱員，其中大多數位於中國深圳。下表載列截至2025年12月31日按職能劃分的僱員數目：

職能	Function	僱員人數 Number of Employees	佔總數百分比 % of Total
產品開發、運營、銷售及營銷	Product development, operation, sales and marketing	1,615	52.9
行政／職能	Administrative/Function	562	18.4
採購及供應鏈管理	Procurement and supply chain management	449	14.7
倉儲／生產	Warehousing/Production	425	13.9
總計	Total	3,051	100.0

EMPLOYEES, TRAINING AND REMUNERATION POLICY

As of 31 December 2025, we had a total of 3,051 employees, the majority of whom are based in Shenzhen, China. The following table sets out the number of our employees by function as of 31 December 2025:

我們的業務增長及發展取決於我們吸引、保留及激勵能幹僱員的能力。於報告期間，我們通過不同方法招聘員工，如校園招聘、招聘會、招聘代理以及內部及外部轉介。我們致力於在我們所有的僱傭實踐中提供公平及平等的機會，並已實施相關政策和程序。作為留人策略的一部分，我們通常基於個人及整體業務表現，提供具有競爭力的薪金、全面的保險及績效激勵計劃。

Our business growth and development hinge on our capacity to attract, retain and motivate competent employees. During the Reporting Period, we recruited our staff through various means such as on-campus recruitment, job fairs, recruitment agencies and both internal and external referrals. We are devoted to offering fair and equal opportunities in all our employment practices and have implemented relevant policies and procedures. As part of our retention strategy, we provide competitive salaries, extensive insurance packages and merit-based incentives typically based on individual and overall business performance.

就培訓而言，我們為新僱員進行入職培訓計劃，令他們熟悉我們的公司文化、業務及行業，以提升他們對本公司的了解及促進其工作表現。我們亦定期向現有僱員提供定製的內部培訓，以提升其技術能力或安排彼等出席第三方培訓。此外，我們向若干僱員提供管理技術訓練，協助他們過渡至管理職位。

In terms of training, we conduct orientation programs for new employees to familiarize them with our company culture, business and industry, with the aim of enhancing their understanding of our Company and facilitating their work performance. We also regularly offer bespoke in-house training to our existing employees to enhance their technical skills or arrange for them to attend third-party training sessions. Moreover, we offer management skills training to certain employees to assist them in transitioning into managerial roles.

截至2025年12月31日止年度，僱員薪酬及福利開支總額為人民幣726.2百萬元。

For the year ended 31 December 2025, total employee compensation and benefit expenses amounted to RMB726.2 million.

執行董事

陸海傳先生，46歲，為我們的創始人、董事長、執行董事兼首席執行官。彼主要負責本集團的整體業務策略及營運。

陸先生於2010年9月13日創辦本集團並一直任職於本公司及我們的若干附屬公司，包括自2012年4月起擔任傲基國際有限公司董事；自2022年11月起擔任深圳范泰克科技創新有限公司董事。

陸先生於2001年7月畢業於中國上海應用技術大學金融學（資產估值及管理）專業，並於2005年3月獲得德國曼海姆應用科學大學經濟工程學碩士學位。陸先生目前正在長江商學院及新加坡管理大學攻讀工商管理博士學位。

陸先生為胡典峰先生的內兄弟。

迮會越先生，48歲，為聯合創始人、副董事長、執行董事兼首席財務官。彼主要負責本集團的財務管理及資本市場。

迮先生與陸先生共同創辦本集團。彼自2013年3月起擔任我們的執行董事。迮先生亦擔任我們若干附屬公司的董事，包括自2017年4月起擔任深圳前海高雅盛世企業管理有限公司執行董事兼經理；自2020年6月起擔任Western Post (HK) Limited執行董事；自2022年5月起擔任深圳傲創科技創新有限公司執行董事兼經理；自2022年11月起擔任寧波傲盈科技有限公司執行董事兼經理及傲盈國際有限公司董事。自2022年2月起，迮先生擔任廈門風華少年私募基金管理有限公司非執行董事。

EXECUTIVE DIRECTORS

Mr. Lu Haizhuan (陸海傳先生), aged 46, is our founder, chairperson of the Board, executive Director and chief executive officer. He is primarily responsible for the overall business strategies and operations of our Group.

Mr. Lu founded our Group on 13 September 2010 and has been working in our Company and our certain subsidiaries, including Aukey International Limited since April 2012, where he has been working as the director; Shenzhen Fantik Technology Innovation Co., Ltd. since November 2022, where he has been working as the director.

Mr. Lu graduated from Shanghai Institute of Technology (上海應用技術大學) in finance (asset valuation and management) in the PRC in July 2001, and received a master's degree in Economic Engineering from Fachhochschule Mannheim in Germany in March 2005. Mr. Lu is currently pursuing a doctorate degree in business administration from Cheung Kong Graduate School of Business (長江商學院) and Singapore Management University.

Mr. Lu is the brother-in-law of Mr. Hu Dianfeng.

Mr. Ze Kuaiyue (迮會越先生), aged 48, is co-founder, vice chairperson of the Board, executive Director and chief financial officer. He is primarily responsible for the financial management and capital market of the Group.

Mr. Ze and Mr. Lu co-founded our Group. He has been our executive Director since March 2013. Mr. Ze has also been directors in our certain subsidiaries, including Shenzhen Qianhai Gaoya Shengshi Enterprise Management Co., Ltd. (深圳前海高雅盛世企業管理有限公司) since April 2017, where he has been working as the executive director and manager; Western Post (HK) Limited since June 2020, where he has been working as the director; Shenzhen Aochuang Technology Innovation Co., Ltd. (深圳傲創科技創新有限公司) since May 2022, where he has been working as the executive director and manager; Ningbo AoYing Technology Co., Ltd. (寧波傲盈科技有限公司) where he has been working as the executive director and manager and Auwin International Limited (傲盈國際有限公司) where he has been working as the director, respectively, since November 2022. Since February 2022, Mr. Ze has been serving as a non-executive director of Xiamen Fenghua Youth Private Equity Fund Management Co., Ltd. (廈門風華少年私募基金管理有限公司).

迺先生於1999年7月獲得中國華東理工大學投資經濟學士學位。彼亦於2005年7月獲得德國羅伊特林根大學計算機科學碩士學位。彼於2021年6月畢業於中國中歐國際工商學院，取得工商管理碩士(EMBA)學位。

莊麗艷女士，61歲，為執行董事、董事會秘書、副主席執行官兼聯席公司秘書。彼主要負責本集團的證券事務、內審監察、媒體公關及法律事宜。

莊女士於2010年9月加入本集團並一直任職於本公司及我們的若干附屬公司，自2021年4月起擔任Western Post (HK) Limited執行董事。彼亦自2018年4月起擔任深圳市眾包物流科技有限公司(「深圳眾包」)非執行董事，該公司為一家主要專注於跨境運輸的物流服務提供商，並因本公司於其中擁有21.25%的投票權而屬本公司的被投資公司。

本公司認為，本集團與深圳眾包之間並無重大潛在競爭，因為深圳眾包是一家主要專注於跨境運輸的物流解決方案提供商，而本集團提供的物流解決方案主要專注於海外倉儲。此外，深圳眾包由本公司(而非本公司控股股東或董事)擁有21.25%。基於莊女士：1) 僅因本公司於深圳眾包的投票權而擔任本公司指定董事，於深圳眾包擔任非執行職務；及2) 並無參與深圳眾包的日常管理及營運，因此根據上市規則第8.10條，莊女士於深圳眾包擔任董事職務不會引起任何重大競爭問題。莊麗艷女士應迴避本公司任何涉及深圳眾包的董事會決議案。

於2007年1月至2009年5月，莊女士擔任廣東雅莎羅時尚皮具股份有限公司的總經理。

莊女士於1985年7月畢業於中國吉林師範大學化學專業，並於2022年6月通過遠程學習獲得美國科羅拉多城市大學工商管理碩士學位。莊女士目前正於中國攻讀長江商學院高級管理人員工商管理碩士(EMBA)學位。

Mr. Ze received a bachelor's degree in investment economy from East China University of Science and Technology (華東理工大學) in the PRC in July 1999. He also received a master's degree in computer science from Reutlingen University in Germany in July 2005. He graduated from China Europe International Business School (中歐國際工商學院) in the PRC in June 2021 with a degree in master of business administration (EMBA).

Ms. Zhuang Liyan (莊麗艷女士), aged 61, is executive Director, Board secretary, vice chief executive officer and joint company secretary. She is primarily responsible for the securities affairs, internal audit supervision, media public relations and legal matters of the Group.

Ms. Zhuang joined our Group in September 2010 and has been working in our Company and our certain subsidiaries, including Western Post (HK) Limited since April 2021, where she has been working as an executive director. She has also been a non-executive director in Shenzhen Zbao Logistics Co., Ltd. (深圳市眾包物流科技有限公司) ("Shenzhen Zbao"), a logistics services provider mainly focused on cross-border transportation and an investee of our Company due to our Company's 21.25% voting rights therein, since April 2018.

The Company is of the view that, there is no material potential competition between the Group and Shenzhen Zbao as Shenzhen Zbao is a logistics solutions provider mainly focusing on cross-border transportation, meanwhile the Group provides logistics solutions mainly focusing on overseas storage and warehousing. In addition, Shenzhen Zbao is owned as to 21.25% by the Company instead of the controlling shareholders of the Company or the Directors. On the basis that Ms. Zhuang: 1) acts as our Company's designated director holding a non-executive position in Shenzhen Zbao merely due to our Company's voting rights therein; and 2) is not involved in the daily management and operation of Shenzhen Zbao, accordingly, the directorship held by Ms. Zhuang in Shenzhen Zbao would not give rise to any material competition issue under Rule 8.10 of the Listing Rules. Ms. Zhuang Liyan shall recuse herself from any Board resolution of the Company involving Shenzhen Zbao.

From January 2007 to May 2009, Ms. Zhuang worked in Guangdong Sunton Leather Goods Co., Ltd. (廣東雅莎羅時尚皮具股份有限公司) as the general manager.

Ms. Zhuang graduated from Jilin Normal University (吉林師範大學) in chemistry in the PRC in July 1985 and received an MBA degree from Colorado City University in the United States through distance learning in June 2022. Ms. Zhuang is currently pursuing a degree in executive master of business administration (EMBA) from Cheung Kong Graduate School of Business (長江商學院) in the PRC.

董事及高級管理人員

Directors and Senior Management

余鳳祿先生，50歲，為我們的執行董事及本集團副總裁，主要負責本集團財務管理部日常管理工作。余先生於2016年6月加入本集團，在加入本集團前，余先生於2000年至2016年先後在東莞東聚電業有限公司任職管理會計、在用友網絡科技股份有限公司(600588.SH)東莞分公司(曾用名：用友軟件股份有限公司東莞分公司)擔任實施顧問、在富士康科技集團有限公司擔任經營管理人員、在深圳市傑和科技發展有限公司擔任財務總監。

余先生於2000年6月畢業於鄭州大學會計系，並取得經濟學學士學位；於2021年12月畢業於諾曼底管理學院(Ecole De Management De Normandie Business School)並取得管理學碩士學位。

非執行董事

張麗女士，42歲，於2025年6月30日獲委任為職工代表董事兼非執行董事。

張女士於2010年9月加入本集團，擔任本公司人力資源部副總裁。自2021年1月起，張女士擔任本集團副總裁。自2023年5月起，張女士擔任本公司的聯營公司寧波瑞傲智慧科技有限公司(「寧波瑞傲」)非執行董事。該公司主營業務為在電商平台上經營網店，並因本公司於其中擁有30%的投票權而屬本公司的聯營公司。

本公司認為，本集團與寧波瑞傲之間並無重大潛在競爭，因為寧波瑞傲主營業務為在電商平台上經營網店，而本集團主要專注於海外提供家具家居及家用電器類產品商品銷售服務。此外，寧波瑞傲由本公司(而非本公司控股股東或董事)擁有30%投票權。基於張女士：1) 於寧波瑞傲擔任非執行職務；及2) 並無參與寧波瑞傲的日常管理及營運，因此根據上市規則第8.10條，張女士於寧波瑞傲擔任非執行董事職務不會引起任何重大競爭問題。張女士應迴避本公司任何涉及寧波瑞傲的董事會決議案。

張女士於2007年7月獲得中國鄭州航空工業管理學院計算機科學與技術學士學位。

Mr. Yu Fenglu (余鳳祿先生), aged 50, is our executive Director and the vice president of the Group and is primarily responsible for the daily management of the Group's financial management department. Mr. Yu joined the Group in June 2016. Prior to joining the Group, Mr. Yu worked as a management accountant in Dongguan Dongju Electric Co., Ltd. (東莞東聚電業有限公司) from 2000 to 2016, an implementation consultant in Yonyou Network Technology Co., Ltd. (600588. SH), Dongguan Branch (formerly known as Yonyou Software Co., Ltd., Dongguan Branch), an operation manager at Foxconn Technology Co., Ltd., and a financial director at Shenzhen JeHe Technology Development Co., Ltd. (深圳市傑和科技發展有限公司).

Mr. Yu graduated from Zhengzhou University (鄭州大學) with a bachelor's degree in Economics from the Department of Accounting in June 2000 and graduated from Ecole De Management De Normandie Business School with a master's degree in management in December 2021.

NON-EXECUTIVE DIRECTOR

Ms. Zhang Li (張麗女士), aged 42, was appointed as our employee representative director and non-executive director on 30 June 2025.

Ms. Zhang joined our Group in September 2010 as the vice president of the human resources department of our Company. Since January 2021, Ms. Zhang has been serving as the vice president of our Group. Since May 2023, Ms. Zhang has been serving as a non-executive director in Ningbo Ruiao Intelligent Technology Co., Ltd. (寧波瑞傲智慧科技有限公司) ("Ningbo Ruiao"), an associate of our Company. The principal business of the company is the operation of online stores on e-commerce platforms, and it is an associate of the Company by virtue of the Company's 30% voting rights therein.

The Company is of the view that there is no material potential competition between the Group and Ningbo Ruiao, as the principal business of Ningbo Ruiao is the operation of online stores on e-commerce platforms, while the Group primarily focuses on the sale of furniture, home furnishings and household appliance products overseas. In addition, 30% of the voting rights in Ningbo Ruiao are owned by the Company (and not by the controlling shareholders or directors of the Company). Given that Ms. Zhang: 1) holds a non-executive position in Ningbo Ruiao; and 2) is not involved in the daily management and operation of Ningbo Ruiao, accordingly, her role as a non-executive director in Ningbo Ruiao will not give rise to any material competition issues under Rule 8.10 of the Listing Rules. Ms. Zhang shall abstain from any Board resolutions of the Company involving Ningbo Ruiao.

Ms. Zhang received a bachelor's degree in computer science and technology from Zhengzhou University of Aeronautics (鄭州航空工業管理學院) in the PRC in July 2007.

獨立非執行董事

孟榮芳女士，60歲，自2019年6月起擔任我們的獨立非執行董事。

孟女士擁有逾30年的會計經驗。孟女士於2000年1月至2020年12月任職於立信會計師事務所(特殊普通合夥)，其最後職位為董事，並於其後擔任高級顧問。孟女士於2019年8月至2023年7月擔任亞洲硅業(青海)股份有限公司獨立非執行董事。

孟女士自1994年6月起及2017年9月起分別為中國註冊會計師協會及上海市人力資源和社會保障局認可的中國註冊會計師及正高級會計師。

孟女士於1987年7月獲得立信會計高等專科學校(現稱上海立信會計金融學院)會計學大專文憑。孟女士於2003年7月獲得中國華東政法學院(現稱華東政法大學)法律學學士學位。孟女士於2008年12月進一步完成香港中文大學與中國上海國家會計學院合辦的高級專業會計碩士課程。

陳曉歡先生，44歲，自2023年10月起擔任我們的獨立非執行董事。

陳先生自2019年11月起，擔任奇富科技股份有限公司(3660.HK, Nasdaq: QFIN)董事，陳先生目前為崇嶺資本的合夥人。在聯創崇嶺資本前，陳先生於2008年至2021年在方源資本擔任董事總經理兼商業與金融服務行業負責人。加入方源資本前，陳先生自2006年起分別在雷曼兄弟及花旗集團的投資銀行部門工作。於2004年至2006年，陳先生在美光科技任職。

陳先生於2004年獲得新加坡國立大學電子工程學士學位，並於2018年獲得中歐國際工商學院(EMBA)學位。

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Meng Rongfang (孟榮芳女士), aged 60, has been our independent non-executive Director since June 2019.

Ms. Meng has more than 30 years' experience in accounting. Ms. Meng worked in BDO China Shu Lun Pan Certified Public Accountants LLP (立信會計師事務所(特殊普通合夥)) from January 2000 to December 2020, with her last position as director and has served as the senior counsel afterwards. Ms. Meng served as an independent non-executive director of Asia Silicon (Qinghai) Co., Ltd. (亞洲硅業(青海)股份有限公司) from August 2019 to July 2023.

Ms. Meng has been a Certified Public Accountant of PRC recognized by Chinese Institute of Certified Public Accountants (中國註冊會計師協會) and a chief senior accountant recognized by Shanghai Municipal Human Resources and Social Security Bureau (上海市人力資源和社會保障局) since June 1994 and September 2017, respectively.

Ms. Meng received a junior college diploma in accounting from Lixin Accounting College (立信會計高等專科學校) (currently known as Shanghai Lixin University of Accounting and Finance (上海立信會計金融學院)) in the PRC in July 1987. Ms. Meng received a bachelor's degree in law from East China College of Political Science and Law (華東政法學院) (currently known as East China University of Political Science and Law (華東政法大學)) in the PRC in July 2003. Ms. Meng further completed an executive master of professional accountancy program jointly established by the Chinese University of Hong Kong and Shanghai National Accounting Institute (上海國家會計學院) in the PRC in December 2008.

Mr. Chen Xiaohuan (陳曉歡先生), aged 44, has been our independent non-executive Director since October 2023.

Since November 2019, Mr. Chen has been serving as a director in Qifu Technology, Inc. (3660.HK, Nasdaq: QFIN). Mr. Chen is currently a Partner at Twin Peaks Capital. Prior to co-founding Twin Peaks Capital, Mr. Chen served as the Managing Director and Head of Business and Financial Services at FountainVest Partners, where he worked from 2008 to 2021. Before joining FountainVest Partners, Mr. Chen worked in the investment banking department of Lehman Brothers and Citigroup since 2006. From 2004 to 2006, Mr. Chen worked at Micron Technology.

Mr. Chen received his bachelor's degree in electrical engineering from National University of Singapore in 2004 and his EMBA degree from China Europe International Business School (中歐國際工商學院) in 2018.

董事及高級管理人員

Directors and Senior Management

高玉女士，49歲，自2025年6月30日起擔任我們的獨立非執行董事及現任奧創動力傳動香港有限公司財務總監及人力資源總監。高女士於2006年1月至2012年8月在奧創動力傳動(深圳)有限公司擔任財務總監；於2012年9月至今在奧創動力傳動香港有限公司擔任財務總監及人力資源總監。

高女士於1996年7月至2000年6月就讀於西安交通大學，取得經濟學學士學位；於2002年9月至2003年9月就讀於法國奧弗涅大學，取得財務分析專業碩士學位；於2003年10月至2005年12月就讀於法國巴黎ESMA，取得國際貿易發展碩士學位；於2016年10月至2018年9月就讀於中歐國際工商學院，取得工商管理碩士(EMBA)學位。

劉永先生，47歲，自2025年6月30日起擔任我們的獨立非執行董事及現任北京市中倫(深圳)律師事務所權益合夥人。劉先生於2007年8月至2010年2月在北京市中倫(深圳)律師事務所擔任律師助理、律師；於2010年3月至2017年12月在廣東華商律師事務所擔任律師、高級合夥人；於2018年1月至今，在北京市中倫(深圳)律師事務所擔任權益合夥人；於2020年12月至今擔任深圳喬合里科技股份有限公司獨立董事。於2026年2月至今擔任深圳市力合科創股份有限公司(002243.SZ)獨立董事。

劉先生2006年10月取得中國司法部頒發的法律職業資格證書，2014年4月取得深圳證券交易所頒發的上市公司高級管理人員培訓結業證書。

劉先生於2000年9月至2004年7月就讀於山東大學，取得工學學士學位；於2004年9月至2007年7月就讀於清華大學，取得法律碩士學位；並於2018年11月獲得中歐國際工商學院工商管理碩士(EMBA)學位。

Ms. Gao Yu (高玉女士), aged 49, has been our independent non-executive Director since 30 June 2025 and is currently the chief financial officer and human resources director of Altra Industrial Motion Hong Kong Limited. Ms. Gao served as the chief financial officer of Altra Industrial Motion (Shenzhen) Co., Ltd. (奧創動力傳動(深圳)有限公司) from January 2006 to August 2012 and as the chief financial officer and human resources director of Altra Industrial Motion Hong Kong Limited from September 2012 to present.

Ms. Gao studied in Xi'an Jiaotong University from July 1996 to June 2000 and obtained a bachelor's degree in economics; studied in the Clermont Auvergne University, France (法國奧弗涅大學) from September 2002 to September 2003 and obtained a master's degree in financial analysis; studied in ESMA, Paris, France from October 2003 to December 2005 and obtained a master's degree in international trade development; and studied in China Europe International Business School (中歐國際工商學院) from October 2016 to September 2018 and obtained an EMBA degree.

Mr. Liu Yong (劉永先生), aged 47, has been our independent non-executive Director since 30 June 2025 and is currently an equity partner of Beijing Zhonglun (Shenzhen) Law Firm (北京市中倫(深圳)律師事務所). Mr. Liu worked as a lawyer assistant and solicitor in Beijing Zhonglun (Shenzhen) Law Firm from August 2007 to February 2010; worked as a solicitor and senior partner in China Commercial Law Firm (廣東華商律師事務所) from March 2010 to December 2017; worked as an equity partner in Beijing Zhonglun (Shenzhen) Law Firm from January 2018 to present; and has been serving as an independent director of Chogori Technology Co., Ltd. (深圳喬合里科技股份有限公司) since December 2020. He has been the independent director of Shenzhen Leaguer Co., Ltd. (002243.SZ) since February 2026.

Mr. Liu obtained the legal professional qualification certificate issued by the Ministry of Justice of the PRC in October 2006 and the certificate of completion of training for senior management of listed companies issued by the Shenzhen Stock Exchange in April 2014.

Mr. Liu studied in Shandong University from September 2000 to July 2004 and obtained a bachelor's degree in engineering; studied in Tsinghua University from September 2004 to July 2007 and obtained a master's degree in law; and obtained an EMBA degree from China Europe International Business School (中歐國際工商學院) from November 2018.

高級管理人員

有關陸海傳先生、汪會越先生及莊麗豔女士的履歷詳情，請見本節「執行董事」。

胡典峰先生，45歲，為我們的副總經理。彼負責本集團事業部的運營和管理。

胡先生於2010年9月加入本集團，先後擔任產品開發經理及網站運營經理。胡先生於2015年5月獲委任為本集團副總經理。胡先生於2004年3月至2014年3月擔任樂清市瑞明廣告有限公司執行董事及總經理。

胡先生於2019年12月通過函授課程取得中國海南外國語職業學院的會展策劃與管理（專科）大專文憑。於2021年12月，胡先生通過函授課程獲得中國吉林大學社會工作學士學位。

吳燦女士，39歲，為我們的副總經理兼首席運營官。彼負責本集團的日常業務營運。

吳女士於2010年9月加入本集團，先後擔任運營經理、集團副總經理及首席運營官。

吳女士於2009年6月獲得中國湘潭大學德語學士學位。

范新勇先生，39歲，為我們的集團副總經理兼集團副總裁，彼負責本集團的物流管理。

范先生於2017年5月加入本集團，先後擔任物流管理部總經理、集團副總經理及集團副總裁。於2013年1月至2017年3月，范先生擔任捷開通訊（深圳）股份有限公司的項目經理。

范先生於2008年6月獲得中國武漢科技學院（現稱武漢紡織大學）英語學士學位。

SENIOR MANAGERMENTS

For details of the biographies of **Mr. Lu Haizhuan** (陸海傳先生), **Mr. Ze Kuaiyue** (汪會越先生) and **Ms. Zhuang Liyan** (莊麗豔女士), see “Executive Directors” in this section.

Mr. Hu Dianfeng (胡典峰先生), aged 45, is our deputy general manager. He is responsible for the operation management of our Group.

Mr. Hu joined our Group in September 2010 and successively worked as a product development manager and website operation manager. Mr. Hu was appointed as the deputy general manager of our Group in May 2015. Mr. Hu served as an executive director and general manager of Yueqing Ruiming Advertising Co., Ltd. (樂清市瑞明廣告有限公司) from March 2004 to March 2014.

Mr. Hu received a junior college diploma in exhibition planning and management from Hainan College of Foreign Studies (海南外國語職業學院) in the PRC through correspondence courses in December 2019. Mr. Hu received a bachelor's degree in social work from Jilin University (吉林大學) in the PRC through correspondence courses in December 2021.

Ms. Wu Can (吳燦女士), aged 39, is our deputy general manager and chief operation officer. She is responsible for the daily business operation of the Group.

Ms. Wu joined our Group in September 2010 and successively served as the operation manager, deputy general manager of our Group and the chief operation officer.

Ms. Wu received a bachelor's degree in German from Xiangtan University (湘潭大學) in the PRC in June 2009.

Mr. Fan Xinyong (范新勇先生), aged 39, is the deputy general manager and the vice president of our Group. He is responsible for the logistics management of our Group.

Mr. Fan joined our Group in May 2017, and served as the general manager of the logistics management department and deputy general manager and the vice president of our Group successively. From January 2013 to March 2017, Mr. Fan served as the program manager of the Jiekai Communication (Shenzhen) Co., Ltd. (捷開通訊(深圳)股份有限公司).

Mr. Fan received a bachelor's degree in English from Wuhan Technology Institute (武漢科技學院) (currently known as Wuhan Textile University (武漢紡織大學)) in the PRC in June 2008.

董事及高級管理人員

Directors and Senior Management

孫巍先生，51歲，為我們的副總經理、集團副總裁兼董事長助理。彼負責本集團孵化業務。孫先生於2023年4月加入本集團。

於2002年7月至2011年3月，孫先生在聯想廈華(廈門)移動通信科技有限公司(現稱摩托羅拉移動通信技術有限公司)任職，其最後職位為管理支持部門經理。於2015年9月至2020年9月，孫先生於九牧廚衛股份有限公司擔任運營管理中心總監。於2018年9月至2023年4月，孫先生在國際商業機器科技(深圳)有限公司擔任顧問經理兼項目專家。

孫先生於2014年10月取得中華人民共和國人力資源和社會保障部頒發的企業職能部門經理或主管一級證書。

孫先生於1996年7月畢業於中國集美大學電子儀器與測量技術專業。

聯席公司秘書

莊麗豔女士為本公司董事會秘書，並於2024年3月獲委任為本公司的聯席公司秘書(「聯席公司秘書」)，其委任於上市日期生效。有關莊女士履歷詳情，請見上文「一 執行董事」。

李健威先生於2024年3月獲委任為本公司聯席公司秘書。李先生擔任卓佳專業商務有限公司企業服務高級經理，該公司為一家專注於綜合商業、企業及投資者服務的全球專業服務供應商。彼於公司秘書領域擁有逾10年經驗。

李先生為香港公司治理公會及英國特許公司治理公會的特許秘書及會員。

Mr. Sun Wei (孫巍先生), aged 51, is our deputy general manager, the vice president and chairperson assistant of our Group. He is responsible for the incubation of business of our Group. Mr. Sun joined our Group in April 2023.

From July 2002 to March 2011, Mr. Sun worked in Lenovo Mobile Inc. (聯想廈華(廈門)移動通信科技有限公司) (currently known as Motorola Mobile Communication Technology Ltd. (摩托羅拉移動通信技術有限公司)), with his last position as the manager of the management support department. From September 2015 to September 2020, Mr. Sun served in Jomoo Kitchen & Bath Co., Ltd. (九牧廚衛股份有限公司) as the director of operation management center. From September 2018 to April 2023, Mr. Sun served in IBM Solution & Services (Shenzhen) Co., Ltd. (國際商業機器科技(深圳)有限公司) as a consulting manager and project expert.

Mr. Sun obtained the first-level certificate for corporate functional department managers or supervisors issued by The Ministry of Human Resources and Social Security in the PRC (中華人民共和國人力資源和社會保障部) in October 2014.

Mr. Sun graduated from Jimei University (集美大學) with the degree in electronic instruments and measurement technology in the PRC in July 1996.

JOINT COMPANY SECRETARIES

Ms. Zhuang Liyan (莊麗豔女士) is the secretary of the Board of the Company, and was appointed as a joint company secretary of our Company (“**Joint Company Secretary**”) in March 2024 with her appointment taking effect on the Listing Date. See “EXECUTIVE DIRECTORS” above for the biographical details of Ms. Zhuang.

Mr. Li Kin Wai (李健威) was appointed as a Joint Company Secretary of our Company in March 2024. Mr. Li serves as a senior manager of corporate services of Tricor Services Limited, a global professional services provider specialising in integrated business, corporate and investor services. He has over 10 years of experience in the field of corporate secretary.

Mr. Li is a chartered secretary and an associate member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

董事名單

我們的董事會由九名董事組成，包括四名執行董事、一名非執行董事及四名獨立非執行董事。董事任期均為三年，可連選連任。本公司於報告期及直至本年度報告日期的董事如下：

LIST OF DIRECTORS

Our Board of Directors comprises nine Directors, including four executive Directors, one non-executive Director and four independent non-executive Directors. Our Directors serve a term of three years and may be re-elected for successive re-appointments. The Directors of the Company during the Reporting Period and up to the date of this Annual Report are as follows:

姓名 Name	職位 Position	首次獲委任為董事日期 Date of First Appointment as Director	加入本集團日期 Date of Joining the Group
執行董事 Executive Directors			
陸海傳先生 Mr. Lu Haizhuan	創始人、董事長、執行董事兼首席執行官 Founder, chairperson of the Board, executive Director and chief executive officer	2010年9月13日 13 September 2010	2010年9月13日 13 September 2010
汪會越先生 Mr. Ze Kuaiyue	聯合創始人、副董事長、執行董事兼首席財務官 Co-founder, vice chairperson of the Board, executive Director and chief financial officer	2013年3月22日 22 March 2013	2010年9月13日 13 September 2010
莊麗豔女士 Ms. Zhuang Liyan	執行董事、董事會秘書、副首席執行官兼聯席公司秘書 Executive Director, secretary of the Board, vice chief executive officer and joint company secretary	2016年5月25日 25 May 2016	2010年9月13日 13 September 2010
余鳳祿先生 Mr. Yu Fenglu	執行董事 Executive Director	2025年6月30日 30 June 2025	2016年6月6日 6 June 2016
非執行董事 Non-executive Director			
張麗女士 Ms. Zhang Li	職工代表董事兼非執行董事 Employee representative Director and non-executive Director	2025年6月30日 30 June 2025	2010年9月13日 13 September 2010
獨立非執行董事 Independent Non-executive Directors			
孟榮芳女士 Ms. Meng Rongfang	獨立非執行董事 Independent non-executive Director	2019年6月5日 5 June 2019	2019年6月5日 5 June 2019
陳曉歡先生 Mr. Chen Xiaohuan	獨立非執行董事 Independent non-executive Director	2023年10月10日 10 October 2023	2023年10月10日 10 October 2023
高玉女士 Ms. Gao Yu	獨立非執行董事 Independent non-executive Director	2025年6月30日 30 June 2025	2025年6月30日 30 June 2025
劉永先生 Mr. Liu Yong	獨立非執行董事 Independent non-executive Director	2025年6月30日 30 June 2025	2025年6月30日 30 June 2025

董事履歷詳情載於本年度報告「董事及高級管理人員」一節。

Details of the biographies of the Directors are set out in the section headed "Directors and Senior Management" of this Annual Report.

主要業務

本集團專注於提供優質家具家居類產品的在線零售商。憑藉穩健的供應鏈管理及有效的物流解決方案，為消費者提供廣泛「家與生活」場景下的愉快生活體驗，力求在品牌傳播、市場拓展、社會責任履行等方面做到極致，樹立行業典範，實現可持續發展。2025年度，公司始終以「連接世界，創造美好」為自身使命，依託多品牌體系化運營能力、全業務鏈數字化支撐能力、供應鏈管理能力和靈活的組織架構，有效切入「家與生活」的各個場景，精心打造了設計美觀、品質優良、功能先進的家具家居及家用電器類、電動工具類及其他產品類等系列品牌類產品，主要通過亞馬遜、Wayfair及沃爾瑪等第三方在線平台從事跨境B2C業務。

同時，本集團通過附屬公司西郵集團於全球向客戶（主要是電商平台上的賣家）提供高效物流解決方案。憑藉我們的行業專業知識，我們根據與終端消費者的接近程度和交付能力量身定制了倉儲網絡，作為提高當地物流服務的戰略舉措，以高效、低成本交付產品。於報告期間，我們開始嘗試並佈局自配送業務，已在洛杉磯、芝加哥等關鍵城市設立運營中心，初步構建了覆蓋全美部份區域的自配送網絡。

有關本集團截至2025年12月31日止年度的業務審視情況及業務規劃，詳見載於本年度報告「管理層討論與分析－業務回顧」章節。該章節構成本董事會報告的組成部分。

PRINCIPAL BUSINESS

The Group is an online retailer specializing in the provision of quality furniture and home furnishing products. With sound supply chain management and effective logistics solutions, the Group provides consumers with a pleasant living experience in a wide range of "home and life" scenarios, and strives to achieve excellence in brand communication, market expansion, social responsibility fulfillment, etc., to set a model for the industry and achieve sustainable development. In 2025, with "Empowering Connections, Inspiring a Better World"* ("連接世界，創造美好") as its mission, the Company has been relying on the multi-brand systematic operation capability, the digital support capability of the whole business chain, the supply chain management capability and flexible organization structure. The Company effectively enters into the various scenarios of 'home and life'. We have created a series of branded products in the categories of furniture, home furnishings and home appliances, electric tools and other products with beautiful design, high quality and advanced functions. We engage in cross-border B2C business mainly through third-party online platforms such as Amazon, Wayfair and Walmart.

Furthermore, the Group provided efficient logistics solutions globally to customers, primarily sellers on e-commerce platforms, through Western Post Group, our subsidiary. Leveraging our industry expertise, we have formulated a warehousing network with tailored design based on proximity to end-consumers and delivery capabilities, as a strategic move to improve local logistics services to efficiently deliver products at low cost. During the Reporting Period, we began to explore and expand our in-house delivery operations. We have established operational centers in key cities such as Los Angeles and Chicago, and have initially built an in-house delivery network covering part of the United States.

Details of the review of the Group's business for the year ended 31 December 2025 and the business planning are set out in section headed "Management Discussion and Analysis – Business Overview" of this Annual Report. This section forms an integral part of the Report of the Board of Directors.

主要風險及不明朗因素

報告期內，我們的業務實際運營和財務方面表現可能受到諸多因素的影響，其中包括外部宏觀經濟環境和內部運營風險。董事會充分認識到本集團面臨的各種風險，並對主要風險和不確定因素進行了如下概述：

- 我們的大部分收入來自少數第三方電商平台。我們與第三方電商平台的關係中斷、第三方電商平台的政策變動或詮釋或我們與第三方電商平台的安排出現不利變動，都可能對我們的業務、財務狀況及經營業績產生重大不利影響。我們可能無法及時識別或應對消費者偏好及市場需求的變化，或無法持續設計及開發新產品以滿足不斷變化的消費者需求，這可能會對我們的業務營運及財務表現產生重大不利影響。
- 我們依賴製造合作夥伴來生產我們的產品。倘若我們的製造合作夥伴未能穩定生產高質量產品，或倘若我們遇到材料短缺或供應延遲的問題，或倘原材料及勞工成本出現波動，或倘我們無法以有利的條款與我們的製造合作夥伴重續協議，或根本無法重續協議，我們的業務、財務狀況及經營業績可能會受到重大不利影響。如果我們無法有效及成功地進行競爭，我們的業務運營、財務表現及盈利能力可能會受重大不利影響。
- 宏觀經濟形勢的任何不利變動，如利率波動或美國或歐洲經濟下滑，或這些國家間的政治或經濟關係惡化，均可能對我們的業務、財務狀況及經營業績產生重大負面影響。

PRINCIPAL RISKS AND UNCERTAINTIES

The actual operational and financial performance of our business during the Reporting Period may be affected by a number of factors, including the external macroeconomic environment and internal operational risks. The Board of Directors fully recognizes the various risks that the Group is facing and has summarized the principal risks and uncertainties as below:

- We generate the majority of our revenue from a small number of third-party e-commerce platforms. Disruptions of our relationships with third-party e-commerce platforms, changes in, or interpretation of, policies of such third-party e-commerce platforms or unfavorable changes in our arrangements with them, could have a material adverse effect on our business, financial condition and results of operations. We may not identify or respond in a timely manner to changes in consumer preferences and market demand, or fail to continuously design and develop new products to meet evolving consumer demand, which may materially and adversely affect our business operations and financial performance.
- We rely on manufacturing partners to produce our products. If our manufacturing partners fail to produce products that are of consistently high quality, or if we encounter issues such as material shortage or delay in the supply, or if raw materials and labor costs fluctuate, or if we fail to renew agreements with our manufacturing partners on favorable terms, or at all, our business, financial condition and results of operations could be materially and adversely affected. If we fail to compete effectively and successfully, our business operations, financial performance and profitability may be materially and adversely affected.
- Any adverse changes in macroeconomic situations, such as fluctuations in interest rates, or economic downturns in the U.S. or Europe, or deterioration in political or economic relations among countries, may negatively and materially affect our business, financial condition and results of operations.

茲提述本公司招股章程「業務－我們的銷售網絡－我們在美國的銷售」、「風險因素－與我們的業務及行業有關的風險－中國及美國或我們的終端消費者所在的其他國家之間國際貿易政策的變化可能對我們的業務造成不利影響」一節。中國與我們終端消費者所在國家之間訂立的國際貿易政策、條約及關稅（尤其是中美之間）出現變化，可能會對我們產品的需求造成影響，損害我們產品的競爭地位，或阻止我們銷售產品至若干國家。美國對《美國統一關稅表》中數百種中國原產產品實施了數輪進口關稅，而中國政府亦一直對從美國進口至中國的某些產品徵收關稅，以響應美國的關稅。尤其是，由於對中國原產產品加徵關稅，中國家具家居類B2C電商行業的賣家可能會將關稅成本轉嫁予終端消費者。因此，在不受額外關稅影響的情況下，其他銷售價格相對較低的國家及地區（如東南亞）的同行可能會獲得市場份額並提高其價格競爭力。

截至最後實際可行日期，全球關稅政策調整持續深化，雖經中美兩國雙方經貿團隊多輪磋商，中美經貿關係階段性緩和，但中美之間關稅波動及貿易政策改變充滿不確定性。這種不確定性將給包括我們在內的眾多出口至美國的企業帶來巨大挑戰，增加了我們美國市場業務拓展的風險與難度。公司已實施多項措施，如調整終端售價、拓展新興市場、佈局全球供應鏈等以適應上述情況。

與僱員、客戶及供應商之重要關係

本集團始終將協同發展置於戰略高度，通過建立長期穩定的戰略合作關係網絡，與客戶、上下游供應商共同構建互利共贏的協作機制。報告期內，本集團與僱員、客戶及供應商始終保持着良好關係。

References are made to the sections headed “BUSINESS – OUR SALES NETWORK – Our Sales in the U.S.”, “RISK FACTORS – RISKS RELATING TO OUR BUSINESS AND INDUSTRY – Changes in international trade policies between China and the U.S. or other countries our end-consumers are located in may have an adverse effect on our business”. Changes in international trade policies, treaties and tariffs between China and the countries our end-consumers are located in, particularly between China and the U.S., may affect the demand for our products, impact the competitive position of our products, or prevent us from being able to sell products in certain countries. The U.S. implemented several rounds of import tariffs on products of Chinese origin in hundreds of categories in the Harmonized Tariff Schedule of the U.S., and the PRC government has also been imposing tariffs on certain products imported from the U.S. into China responding to the U.S. tariffs. In particular, with the additional tariffs on products of Chinese origin, sellers in the PRC B2C e-commerce for furniture and home furnishings industry would likely pass the costs of the tariffs on to end-consumers. As a result, without the impact of additional tariffs, the peers in other countries and regions, such as Southeast Asia, with relatively lower sales prices, could gain market share and improve their price competitiveness.

As at the Latest Practicable Date, global tariff policies continue to undergo adjustments. Although the economic and trade relations between China and the United States have seen a temporary easing following multiple rounds of negotiations between the two countries' economic and trade teams, there are uncertainties regarding tariff fluctuations and changes in trade policies between China and the U.S. This uncertainty will bring great challenges to many enterprises, including us, that export to the U.S. and increase the risk and difficulty of our business expansion on the U.S. The Company has implemented a number of measures, such as adjusting terminal prices, expanding into emerging markets, and establishing a global supply base to adapt to the above situation.

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group has always placed synergistic development at a strategic level. By establishing a long-term and stable network of strategic partnerships, the Group has been able to build a mutually beneficial and win-win collaboration mechanism with its customers, upstream and downstream suppliers. During the Reporting Period, the Group maintained good relationship with its employees, customers and suppliers.

僱員

本集團深知業務增長及發展取決於我們吸引、保留及激勵能幹僱員的能力。通過實施相關政策和程序，本集團致力於在所有的僱傭實踐中提供公平及平等的機會。作為留人策略的一部分，基於個人及整體業務表現，本集團為僱員提供具競爭力的薪金、全面的保險及績效激勵計劃。本集團已在中國建立工會，並與僱員保持正面的工作關係。

客戶

我們的客戶主要包括透過第三方電商平台購買我們產品的消費者，以及由電商平台賣家組成的物流解決方案客戶。

在產品開發方面，本集團持續通過市場研究及行業分析了解市場需求及消費者痛點，並通過對產品進行全面審查及採用動態及綜合性的產品開發方法，將市場調研的結果與創新性的設計理念相結合，從而形成有針對性的產品差異化，通過融入本土文化等設計元素，與目標市場的消費者產生共鳴，提供滿足消費者需求的創新產品。我們亦在產品開發的生命週期中利用消費者反饋機制，包括產品上市前測試及上市後的客戶反饋管理，通過收集消費者的見解及反饋，以持續改進產品。

在客戶服務方面，本集團致力於提供滿意的客戶服務，以提高消費者體驗。對於在第三方電商平台購買我們產品的消費者，我們透過平台提供的溝通渠道提供客戶服務。為確保及時作出回應，除該等平台提供的客戶服務外，我們亦維持專門的客戶服務團隊，主要處理平台無法完全解決的客戶換貨或退貨要求。

Employees

The Group recognizes that the growth and development of our business depends on our capacity to attract, retain and motivate competent employees. Through the implementation of relevant policies and procedures, the Group is committed to providing fair and equal opportunities in all employment practices. As part of our retention strategy, the Group offers competitive salaries, extensive insurance packages and merit-based incentives to our employees based on individual and overall business performance. The Group has established labor unions in the PRC and maintains a positive working relationship with its employees.

Customers

Our customers primarily consisted of consumers who buy our products through third-party e-commerce platforms, and customers of our logistics solutions primarily consisted of sellers on e-commerce platforms.

In terms of product development, the Group continues to understand market demand and consumers' pain points through market research and industry analysis. By conducting comprehensive product reviews and adopting a dynamic and integrated product development methodology, the Group combines the results of market research with innovative design concepts to form targeted product differentiation. By incorporating design elements such as local cultures, the Group is able to create a resonance with the consumers in the target markets and provide innovative products that meet the needs of consumers. We also utilize consumer feedback mechanisms during the product development life cycle, including pre-launch testing and post-launch customer feedback management, to collect consumer insights and feedback for continuous product improvement.

In terms of customer service, the Group is committed to providing satisfactory customer service to increase consumer experience. For consumers who purchase our products on third-party e-commerce platforms, we provide customer services through communication channels provided by the platforms. To ensure timely responses, we maintain a dedicated customer service team in addition to the customer service provided by those platforms. Our team primarily handles customer requests for product exchanges or returns that cannot be fully resolved by the platforms.

在提供物流解決方案服務方面，為了更好地滿足客戶的需求，我們不斷擴大我們的全球倉儲網絡，並建立更多智能倉儲中心以增強倉儲物流能力。我們亦計劃通過分佈算法引擎優化海外庫存管理降低無效庫存比例，降低本土派送費用，給客戶運營提供優質的物流解決方案。同時，我們亦會在美國等主要市場成立專業團隊協助現場安裝及提供售後服務，以確保客戶在使用我們產品方面的滿意度。

供應商

我們與供應商始終保持緊密合作。從產品開發初期，我們確保供貨商充分理解並能夠切實實施設計理念，並實施嚴格的質量控制措施。在設計階段，我們將產品設計與生產工藝緊密結合，並管理供應鏈及原材料，以優化設計、成本及質量。產品上市後，我們與供應鏈分享消費者反饋，應對市場變化。

我們注重合作供貨商的評估與選擇，堅持可持續發展。我們基於對多項因素的綜合評估選擇供貨商，包括質量、生產或交付能力、定價、地點、資格、聲譽及交付時間表。與此同時，我們亦定期進行供貨商評估，控制原材料的成本並持續優化供貨商組合。我們與主要製造合作夥伴建立並維持為期二至十年的長期且穩定的關係。

主要客戶及供應商

我們產品銷售的客戶主要包括透過第三方電商平台購買我們產品的消費者，以及由電商平台賣家組成的物流解決方案客戶。截至2025年12月31日止年度，我們來自五大客戶的收入佔我們該年度總銷售額之比少於30%。

我們的供貨商包括產品供應商及物流服務商。截至2025年12月31日止年度，來自五大供貨商的交易金額（代表我們向供貨商採購的金額）佔我們該年度內總採購額之比少於30%。

In terms of providing logistics solutions services, in order to better satisfy the demand of our customers, we have been expanding our global warehousing network and building more smart warehousing centers to strengthen our warehousing and logistics capabilities. We also plan to optimize overseas inventory management through a distribution algorithm engine, lower the proportion of idle inventory and decrease local delivery costs to provide customers with quality logistics solutions. At the same time, we will also establish a professional team in key markets such as the United States to help on-site installation and provide after-sales service, thereby ensuring customer satisfaction in using our products.

Suppliers

We work closely with our suppliers. From the early stages of product development, we ensure that our suppliers fully understand and can effectively implement design concepts and implement strict quality control measures. During the design phase, we closely align product design with manufacturing processes and manage supply chains and raw materials to optimize design, cost and quality. After product launch, we share consumer feedback with our supply chain and respond to market changes.

We emphasize the evaluation and selection of cooperative suppliers and adheres to sustainable development. We select suppliers based on a comprehensive assessment of a number of factors, including quality, production or delivery capability, pricing, location, qualifications, reputation and delivery schedule. At the same time, we conduct regular supplier evaluations to control the cost of raw materials and continuously optimize our suppliers' portfolios. We have established and maintained long-term and stable relationships with key manufacturing partners for a period of two to ten years.

MAJOR CUSTOMERS AND SUPPLIERS

Our customers of sales of products primarily consisted of consumers who buy our products through third-party e-commerce platforms, and customers of our logistics solutions primarily consisted of sellers on e-commerce platforms. For the year ended 31 December 2025, our revenue from our five largest customers represented less than 30% of our total sales for that year.

Our suppliers consisted of product suppliers and logistics suppliers. For the year ended 31 December 2025, the transaction amounts from our five largest suppliers, representing the amounts of purchases we made from our suppliers, represented less than 30% of our total purchases for that year.

業績

本集團於報告期內之經營業績載於本年度報告第96頁至97頁的綜合損益及其他全面收益表。

股本

於報告期內，本公司於本年度之股本變動詳情載於財務報表附註33。

股息

於本公司在2025年2月7日舉行的2025年第二次臨時股東會上，有關建議派發特別股息的議案已獲本公司股東批准。根據本公司的股息政策，本公司將以H股上市發行後的總股本415,205,916股為基數，使用自有資金（不包括上市籌集資金）向全體股東派發特別股息，每股派發現金股息人民幣0.25元（含稅），其後合共派發約人民幣103,801,000元。其中：根據本公司首次公開發行境外上市外資股（H股）時實施的H股全流通而持有本公司H股的股東，其股息以人民幣支付；其他H股股東股息以港幣支付，港幣匯率以審議批准本次特別股息議案的臨時股東會當日中國人民銀行公佈的人民幣兌換港幣基準匯率計算，即人民幣1.00元兌1.08596港元，據此，每股派發現金股息為0.27149港元（含稅）；境內未上市股份股東股息以人民幣支付。有關特別股息已於2025年4月7日（星期一），以現金方式派付予於2025年2月18日（星期二）名列本公司股東名冊的股東。

本公司董事會不建議派發截至2025年12月31日止年度的末期股息。

RESULTS

The results of operations of the Group during the Reporting Period are set out in the consolidated statement of profit or loss and other comprehensive income from pages 96 to 97 of this Annual Report.

SHARE CAPITAL

During the Reporting Period, details of the movements of the share capital of the Company of the year are set out in note 33 to the financial statements.

DIVIDENDS

At the second extraordinary general meeting for the year 2025 held on 7 February 2025 by the Company, the proposal regarding the proposed Special Dividend was approved by the Shareholders of the Company. Pursuant to the Company's dividend policy, the Company would distribute a cash dividend of RMB0.25 (tax inclusive) per Share for the Special Dividend to all Shareholders based on the total share capital of 415,205,916 Shares after the Listing and issuance of its H Shares, using its own funds (excluding the proceeds from the Listing) and subsequently a total amount of approximately RMB103,801,000 was paid out. Of which Shareholders holding the Company's H Shares pursuant to the H Share full circulation carried out by the Company upon the initial public offering of its overseas-listed foreign shares (H Shares) shall be paid in Renminbi; other H Shareholders shall be paid in Hong Kong dollars, the exchange rate of Hong Kong dollars will be calculated based on the benchmark exchange rate of Renminbi to Hong Kong dollars as announced by the People's Bank of China on the date of the extraordinary general meeting at which the proposal for the Special Dividend is considered and approved, which is RMB1.00=HK\$1.08596. Accordingly, a cash dividend of HK\$0.27149 (inclusive of tax) per Share was paid; holders of Domestic Unlisted Shares shall be paid in Renminbi. Such Special Dividend was paid in cash on Monday, 7 April 2025 to the Shareholders whose names appear on the register of members of the Company on Tuesday, 18 February 2025.

The Board of Directors of the Company does not recommend the payment of a final dividend for the year ended 31 December 2025.

可供分派的儲備

截至2025年12月31日，本公司可供分派的儲備為人民幣1,990,706,000元。

物業、廠房及設備

截至2025年12月31日止年度，本集團的物業、廠房及設備變動的詳情載於財務報表附註16。

銀行借款

截至2025年12月31日，本集團的銀行借款詳情載於財務報表附註29。

已發行債權證

截至2025年12月31日止年度，本集團概無發行任何債權證。

購買、出售或贖回本公司上市證券

截至2025年12月31日止年度，本公司或其任何附屬公司概無購入、出售或贖回本公司任何上市證券（包括出售庫存股份）。於2025年12月31日，本公司並未持有任何庫存股份。

境內非上市股份實施「全流通」

於2025年5月13日，本公司已將187,093,658股境內非上市股份按一對一基準轉換為H股向中國證券監督管理委員會（「中國證監會」）備案，並已取得中國證監會發出的《關於傲基（深圳）跨境商務股份有限公司境內未上市股份「全流通」備案通知書》。香港聯交所已於2025年5月20日授出187,093,658股本公司H股（該等H股由本公司187,093,658股境內非上市股份轉換而成）上市及買賣的批准，合計187,093,658股境內非上市股份已於2025年5月22日完成轉換為H股，該等轉換的H股已於2025年5月23日上午9時正起開始於香港聯交所上市。

詳情請參閱本公司日期為2025年5月13日、2025年5月20日及2025年5月22日的公告。

RESERVES FOR DISTRIBUTION

As of 31 December 2025, the reserves for distribution of the Company were RMB1,990,706,000.

PROPERTY, PLANT AND EQUIPMENT

For the year ended 31 December 2025, details of changes in property, plant and equipment of the Group are set out in note 16 to the financial statements.

BANK BORROWINGS

As of 31 December 2025, details of the bank borrowings of the Group are set out in note 29 to the financial statements.

ISSUED DEBENTURES

For the year ended 31 December 2025, the Group has not issued any debentures.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY

For the year ended 31 December 2025, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sales of treasury shares). As of 31 December 2025, the Group did not hold any treasury shares.

IMPLEMENTATION OF "FULL CIRCULATION" OF DOMESTIC UNLISTED SHARES

On 13 May 2025, the Company filed the conversion of 187,093,658 Domestic Unlisted Shares into H shares on a one-for-one basis with the China Securities Regulatory Commission (the "CSRC") and has obtained the Notification of Filing on the "Full Circulation" of Unlisted Shares of AuGroup (SHENZHEN) Cross-Border Business Co., Ltd. from the CSRC. The Hong Kong Stock Exchange granted the listing of, and permission to deal in, 187,093,658 H shares of the Company (such H shares are converted from 187,093,658 Domestic Unlisted Shares of the Company) on 20 May 2025, and a total of 187,093,658 Domestic Unlisted Shares were converted into H shares on 22 May 2025. The listing of these converted H shares on the Hong Kong Stock Exchange commenced at 9:00 a.m. on 23 May 2025.

For further details, please refer to the announcements of the Company dated 13 May 2025, 20 May 2025 and 22 May 2025.

全球發售所得款項用途

本公司於2024年11月8日在聯交所主板上市，以每股15.60港元的發售價發行29,894,700股新股，扣除與全球發售有關的包銷佣金、費用及其他開支後，上市所得款項淨額約為387.5百萬港元。上市所得款項將按招股章程中「未來計劃及所得款項用途」一節所披露的計劃動用，本公司募集資金將在上市後三年進行使用，分別為首年使用30%、上市後第二年使用50%，上市後第三年使用20%。

根據本公司於2025年5月30日的公告及2025年6月6日的通函，鑒於關稅政策發生重大變動，為積極應對政策變化帶來的經營環境變化，保障本公司既定戰略目標的穩步推進，本公司對募集資金用途及使用期限同步進行調整，於2026年6月30日前根據調整後的募集資金用途，有計劃的投入使用募集資金。有關變更所得款項淨額用途的理由及裨益的詳情載於本公司於2025年6月6日的通函。有關變更於2025年6月30日的年度股東會審議通過後生效。經上述變更後，募集資金淨額使用計劃如下：

USE OF PROCEEDS FROM THE GLOBAL OFFERING

The Company was listed on the Main Board of the Stock Exchange on 8 November 2024, issuing 29,894,700 new shares at an offer price of HK\$15.60 per share. After deducting underwriting commissions, fees and other expenses related to the Global Offering, the net proceeds from the Listing were approximately HK\$387.5 million. Proceeds from the Listing will be utilized as disclosed in the plan in the section headed "Future Plans and Use of Proceeds" in the Prospectus, the proceeds raised by the Company will be utilized in three years after the Listing, with 30% to be utilized in the first year, 50% to be utilized in the second year after the Listing and 20% to be utilized in the third year after the Listing, respectively.

In accordance with the announcement dated 30 May 2025 and the circular dated 6 June 2025 of the Company, in view of the significant changes in the tariff policy, in order to proactively respond to the changes in the operating environment brought about by the policy changes and to safeguard the steady progress of the Company's established strategic objectives, the Company has synchronized the adjustments to the use of proceeds and its terms, which is scheduled to be systematically utilized by 30 June 2026 in accordance with the adjusted use of the proceeds. Details of the reasons for and the benefits of the change in the use of the net proceeds are set out in the circular of the Company dated 6 June 2025. The changes became effective upon consideration and approval at the Annual General Meeting on 30 June 2025. After the aforesaid changes, the plans for the use of the net proceeds are set out below:

董事會報告

Report of the Board of Directors

項目 Project	百分比 Percentage	用於相關用途 的款項 (百萬港元) Proceeds used for related purposes (HK\$ million)	於報告期內 已動用款項 (百萬港元) Utilized proceeds during the Reporting Period (HK\$ million)	於報告期末 尚未動用款項 (百萬港元) Unutilized proceeds at the end of the Reporting Period (HK\$ million)	悉數動用 尚未動用款項的 預期時間表 Expected timetable for full utilization of unutilized proceeds
業務擴張 Business expansion	80.0%	310.0	136.0	174.0	截至2026年6月30日前 As of 30 June 2026
加強數字化並進一步 完善信息管理系統 Strengthening digitalization and further improving the information management systems	5.0%	19.4	0.0	19.4	截至2026年6月30日前 As of 30 June 2026
營運資金及一般企業用途 Working capital and general corporate uses	15.0%	58.1	58.1	0.0	–
總計 Total	100%	387.5	194.1	193.4	

註：

- (1) 我們已將尚未動用的所得款項淨額存放於持牌商業銀行及／或其他授權金融機構的短期計息賬戶。我們將遵守有關外匯登記及所得款項匯款的中國法律。
- (2) 表格所載的若干金額及百分比數字已作出四捨五入。因此，所示的算術合計結果未必為其之前數字計算所得。若出現算術合計結果與所列金額計算所得不符，均為四捨五入所致。

Notes:

- (1) We have placed the unutilized net proceeds in short-term interest-bearing accounts with licensed commercial banks and/or other authorized financial institutions. We will comply with the PRC laws in relation to foreign exchange registration and remittance of the proceeds.
- (2) Certain amounts and percentages in the table have been rounded. Accordingly, the arithmetic sum shown in certain tables may not be the total of the figures preceding them. Any discrepancies between the arithmetic sum shown and the total of the amounts listed are due to rounding.

董事及最高行政人員於本公司及其相聯法團的股份、相關股份及債券證之權益及淡倉

於2025年12月31日，下列董事及本公司最高行政人員於本公司或其任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份及債券證中擁有根據證券及期貨條例第XV部第7及第8分部須知會本公司及香港聯交所，或根據證券及期貨條例第352條規定須予本公司備存之登記冊所記錄，或根據香港上市規則附錄C3所載《上市發行人董事進行證券交易的標準守則》（「標準守則」）須知會本公司及香港聯交所的權益及淡倉如下：

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

As at 31 December 2025, the interests and short positions of the following Directors and the chief executive of the Company in the Shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) as notified to the Company and the Hong Kong Stock Exchange under Divisions 7 and 8 of Part XV of the SFO or as recorded in the register required to be kept by the Company under Section 352 of the SFO or as otherwise notified to the Company and the Hong Kong Stock Exchange pursuant to the requirements in the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") contained in Appendix C3 to the Listing Rules, were as follows:

截至2025年12月31日 As of 31 December 2025					
姓名 Name	職位 Position	權益性質 Nature of Interest	本公司股份數目及類別 ¹ Number and Class of Shares of the Company ¹	於本公司相關類別股份中的持股概約百分比 Approximate percentage of shareholding in the relevant class of shares of the Company	於本公司已發行的股本總額中的持股概約百分比 Approximate percentage of shareholding in the total issued share capital of the Company
陸海傳先生 ² Mr. Lu Haizhuan ²	創始人、董事長、 執行董事兼 首席執行官 Founder, chairperson of the Board, executive Director and chief executive officer	實益擁有人 Beneficial owner 受控法團權益 Interest in a controlled corporation 與其他人共同持有權益 Interest held jointly with other persons	70,783,101 股H股 70,783,101 H Shares 4,087,750 股H股 4,087,750 H Shares	17.06% 0.99%	17.05% 0.98%
汪會越先生 ² Mr. Ze Kuaiyue ²	聯合創始人、副董事長、 執行董事兼 首席財務官 Co-founder, vice chairperson of the Board, executive Director and chief financial officer	實益擁有人 Beneficial owner 與其他人共同持有權益 Interest held jointly with other persons	43,213,194 股H股 43,213,194 H Shares 74,870,851 股H股 74,870,851 H Shares	10.42% 18.05%	10.41% 18.03%

董事會報告

Report of the Board of Directors

截至2025年12月31日
As of 31 December 2025

姓名 Name	職位 Position	權益性質 Nature of Interest	本公司股份數目及類別 ¹ Number and Class of Shares of the Company ¹	於本公司相關 類別股份中的 持股概約百分比 Approximate percentage of shareholding in the relevant class of shares of the Company	於本公司已發行 股本總額中的 持股概約百分比 Approximate percentage of shareholding in the total issued share capital of the Company
莊麗豔女士 Ms. Zhuang Liyan	執行董事、董事會秘書、 副首席執行官兼 聯席公司秘書 Executive Director, secretary of the Board, vice chief executive officer and joint company secretary	實益擁有人 Beneficial owner	7,019,095 股H股 7,019,095 H Shares	1.69%	1.69%
		受控法團權益 Interest in a controlled corporation	1,441,405 股H股 1,441,405 H Shares	0.35%	0.35%
		實益擁有人 Beneficial owner	110,000 股境內非上市股份 110,000 Domestic Unlisted Shares	26.30%	0.03%
余鳳祿先生 Mr. Yu Fenglu	執行董事 Executive Director	實益擁有人 Beneficial owner	361,298 股H股 361,298 H Shares	0.09%	0.09%
張麗女士 Ms. Zhang Li	非執行董事 Non-executive Director	實益擁有人 Beneficial owner	198,778 股H股 198,778 H Shares	0.05%	0.05%

附註：

- 所示全部權益為好倉。
- 於2015年3月6日，陸海傳先生與汪會越先生訂立一致行動協議，其後於2019年3月1日重續，據此，陸海傳先生及汪會越先生已同意，並將促使彼等直接持有本公司股份的受控法團，通過在本公司股東會上統一投票，就本公司的管理及營運採取一致行動。
- 本節所載的百分比數字已作出四捨五入，若出現算術合計結果與所列股份數目計算所得不符，均為四捨五入所致。

除以上披露外，於2025年12月31日，概無董事及本公司最高行政人員於本公司或其任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份及債券證中擁有根據證券及期貨條例第XV部第7及第8分部須知會本公司及香港聯交所，或本公司根據證券及期貨條例第352條規定須予備存之登記冊所記錄，或根據標準守則須知會本公司及香港聯交所的權益及淡倉。

Notes:

- All interests stated are long positions.
- On 6 March 2015, Mr. Lu Haizhuan and Mr. Ze Kuaiyue entered into a concert party agreement, which was later renewed on 1 March 2019, pursuant to which Mr. Lu Haizhuan and Mr. Ze Kuaiyue have agreed to, and shall procure those corporations under their control which directly hold Shares in our Company, to act in concert in respect of the management and operations of our Company by aligning their votes at the general meetings of our Company.
- The percentages stated in this section have been rounded off. Any discrepancies between the arithmetic totals and the listed number of shares are due to rounding.

Save as disclosed above, as at 31 December 2025, none of the Directors and the chief executive had any interests and short positions in the Shares, underlying shares and debentures of the Company or any of its associated corporations (as defined in Part XV of the SFO) which are required to be notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO, or which are required to be recorded in the register kept by the Company pursuant to Section 352 of the SFO, or which are required to be notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code.

主要股東於本公司股份及相關股份的權益及淡倉

於2025年12月31日，就董事所知，下列人士（除董事及本公司最高行政人員外）於本公司股份及相關股份中擁有根據證券及期貨條例第XV部第2及第3分部的規定須知會本公司及香港聯交所，或本公司根據證券及期貨條例第336條規定須予備存之登記冊所記錄的權益或淡倉：

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2025, so far as was known to the Directors, the interests or short positions of the following persons (other than the Directors or the chief executive of the Company) in the Shares and underlying shares of the Company as notified to the Company and the Hong Kong Stock Exchange under Divisions 2 and 3 of Part XV of the SFO or as recorded in the register required to be kept by the Company under section 336 of the SFO were as follows:

截至2025年12月31日				
As of 31 December 2025				
股東 Shareholder	權益性質 Nature of Interest	本公司股份數目及類別 ¹ Number and Class of Shares of the Company ¹	於本公司相關 類別股份中的 持股概約百分比 Approximate percentage of shareholding in the relevant class of Shares of the Company	於本公司已發行 股本總額中的 持股概約百分比 Approximate percentage of shareholding in the total issued share capital of the Company
深圳市創新投資集團有限公司 Shenzhen Capital Group Co., Ltd.	實益擁有人 Beneficial owner	34,491,368 股H股 34,491,368 H Shares	8.32%	8.31%
蔣錦志先生 ³ Mr. Jiang Jinzhi ³	受控法團權益 Interest in a controlled corporation	36,304,361 股H股 36,304,361 H Shares	8.75%	8.74%
紅杉保盛 ⁴ HongShan Baosheng ⁴	實益擁有人 Beneficial owner	25,799,996 股H股 25,799,996 H Shares	6.22%	6.21%
周達 Zhou Kui	受控法團權益 Interest in a controlled corporation	25,799,996 股H股 25,799,996 H Shares	6.22%	6.21%
寧波梅山保稅港區紅杉銘盛股權投資合夥企業 (有限合夥) Ningbo Meishan Free Trade Port HongShan Mingsheng Equity Investment Partnership (Limited Partnership)	受控法團權益 Interest in a controlled corporation	25,799,996 股H股 25,799,996 H Shares	6.22%	6.21%
寧波梅山保稅港區紅杉桓嘉投資管理有限公司 Ningbo Meishan Free Trade Port HongShan Huanjia Investment Management Limited	受控法團權益 Interest in a controlled corporation	25,799,996 股H股 25,799,996 H Shares	6.22%	6.21%
嘉興紅杉坤盛投資管理合夥企業(有限合夥) Jiaxing HongShan Kunsheng Investment Management Partnership (Limited Partnership)	受控法團權益 Interest in a controlled corporation	25,799,996 股H股 25,799,996 H Shares	6.22%	6.21%

截至2025年12月31日
As of 31 December 2025

股東 Shareholder	權益性質 Nature of Interest	本公司股份數目及類別 ¹ Number and Class of Shares of the Company ¹	於本公司相關 類別股份中的 持股概約百分比 Approximate percentage of shareholding in the relevant class of Shares of the Company	於本公司已發行 股本總額中的 持股概約百分比 Approximate percentage of shareholding in the total issued share capital of the Company
卓燕萍女士 Ms. Zhuo Yanping	實益擁有人 Beneficial owner	24,000股境內非上市股份 24,000 Domestic Unlisted Shares	5.74%	0.01%
樂清市傲基成長捌號企業管理合夥企業(有限合夥) Yueqing Aoji Growth VIII Enterprise Management Partnership (Limited Partnership)	實益擁有人 Beneficial owner	25,000股境內非上市股份 25,000 Domestic Unlisted Shares	5.98%	0.01%
樂清市傲基成長陸號企業管理合夥企業(有限合夥) Yueqing Aoji Growth VI Enterprise Management Partnership (Limited Partnership)	實益擁有人 Beneficial owner	57,140股境內非上市股份 57,140 Domestic Unlisted Shares	13.66%	0.01%

附註：

Notes:

- 所有權益均為好倉。
 - 根據證券及期貨條例第XV部，公司股東須在若干條件達成的情況下，向香港聯交所呈交權益披露表格。如股東於本公司的持股量變更但有關條件並未達成，則股東無須知會公司及香港聯交所，因此，股東向香港聯交所呈交的持股量可能與其對公司的實際持股量不同，以上表格中顯示的有關股東持有權益的股份數目及比例，與本報告其他部分披露的有關股東截至報告期末實際持有的股份數目和比例亦可能存在差異。
 - 截至2025年12月31日，共青城景林景安投資管理合夥企業(有限合夥)(「共青城景林景安」)、上海景林景惠股權投資中心(有限合夥)(「上海景林景惠」)及深圳景林景盈股權投資基金合夥企業(有限合夥)(「深圳景林景盈」)均由蔣錦志先生最終控制。因此，蔣錦志先生被視為於共青城景林景安、上海景林景惠及深圳景林景盈持有的股份中擁有權益。
- All interests are long positions.
 - Pursuant to Part XV of the SFO, the Shareholders of the Company are required to file disclosure of interests forms to the Hong Kong Stock Exchange when certain criteria are fulfilled. When shareholding of a Shareholder in the Company changes, it is not necessary to notify the Company or the Hong Kong Stock Exchange unless certain criteria are fulfilled. Therefore, the shareholdings filed with the Hong Kong Stock Exchange may be different from the latest shareholding of the Shareholders. The number and proportion of Shares held by the relevant Shareholders as shown in the above table may also differ from the actual number and proportion of Shares held by the relevant Shareholders as at the end of the Reporting Period as disclosed elsewhere in this report.
 - As of 31 December 2025, each of Gongqingcheng Greenwoods Jing'an Investment Management Partnership (Limited Partnership) ("Gongqingcheng Greenwoods Jing'an"), Shanghai Greenwoods Jinghui Equity Investment Center (Limited Partnership) ("Shanghai Greenwoods Jinghui") and Shenzhen Greenwoods Jingying Equity Investment Fund Partnership (Limited Partnership) ("Shenzhen Greenwoods Jingying") is ultimately controlled by Mr. Jiang Jinzhi. Therefore, Mr. Jiang Jinzhi is deemed to be interested in the Shares held by Gongqingcheng Greenwoods Jing'an, Shanghai Greenwoods Jinghui and Shenzhen Greenwoods Jingying.

4. 截至2025年12月31日，寧波紅杉保盛股權投資合夥企業（有限合夥）（「紅杉保盛」）的普通合夥人為嘉興紅杉坤盛投資管理合夥企業（有限合夥）（「紅杉坤盛」）。寧波梅山保稅港區紅杉銘盛股權投資合夥企業（有限合夥）（「紅杉銘盛」）持有紅杉保盛約77.07%的合夥權益。紅杉坤盛的普通合夥人為寧波梅山保稅港區紅杉桓嘉投資管理有限公司，其由周達最終控制。因此，根據證券及期貨條例，紅杉坤盛、紅杉銘盛、寧波梅山保稅港區紅杉桓嘉投資管理有限公司及周達被視為於紅杉保盛持有的本公司股份中擁有權益。
4. As of 31 December 2025, the general partner of Ningbo HongShan Baosheng Equity Investment Partnership (Limited Partnership) ("HongShan Baosheng") is Jiaxing HongShan Kunsheng Investment Management Partnership (Limited Partnership) ("HongShan Kunsheng"). Ningbo Meishan Bonded Port Area HongShan Mingsheng Equity Investment Partnership (Limited Partnership) ("HongShan Mingsheng") held approximately 77.07% of the partnership interest in HongShan Baosheng. The general partner of HongShan Kunsheng is Ningbo Meishan Bonded Port Area HongShan Huanjia Investment Management Co., Ltd., which is ultimately controlled by ZHOU Kui. Therefore, HongShan Kunsheng, HongShan Mingsheng, Ningbo Meishan Bonded Port Area HongShan Huanjia Investment Management Co., Ltd. and ZHOU Kui are deemed to be interested in the Shares held by HongShan Baosheng in the Company under the SFO.
5. 本節所載的百分比數字已作出四捨五入，若出現算術合計結果與所列股份數目計算所得不符，均為四捨五入所致。
5. The percentages stated in this section have been rounded off. Any discrepancies between the arithmetic totals and the listed number of shares are due to rounding.

除以上披露外，於2025年12月31日，董事概不知悉有任何其他人士（並非董事或本公司最高行政人員）於本公司股份及相關股份中擁有根據證券及期貨條例第XV部第2及第3分部的規定須知會本公司及香港聯交所，或本公司根據證券及期貨條例第336條規定須予備存之登記冊所記錄的權益或淡倉。

Save as disclosed above, as at 31 December 2025, the Directors were not aware of any other person (not being a Director or chief executive of the Company) had any interests and short positions in the Shares and underlying shares of the Company which are required to be notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 2 and 3 of Part XV of the SFO, or which are required to be recorded in the register kept by the Company pursuant to Section 336 of the SFO.

董事購入股份或債權證之權利

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

於報告期內，本公司或其任何附屬公司概無訂立任何安排，致使董事可購入本公司或任何其他法團的股份或債權證而獲得利益。

During the Reporting Period, neither the Company nor any of its subsidiaries was a party to any arrangements to enable the Directors to acquire benefits in shares or debentures of the Company or any other body corporate.

於競爭業務中的權益

INTERESTS IN A COMPETING BUSINESS

於報告期內，董事或彼等各自之聯繫人士概無於與本集團業務有直接或間接競爭或可能競爭的任何其他業務中佔有權益。

During the Reporting Period, none of the Directors or their respective associates had any interest in any other business that competes or may compete, directly or indirectly, with the business of the Group.

於重要交易、安排或合約中的重大權益

MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

於報告期內，董事或與彼等有關連的實體概無直接或間接在本公司或其任何附屬公司的重要交易、安排或合約（於報告期內或結束時仍然生效者）中擁有重大權益。

During the Reporting Period, none of the Directors or entities related to them had any material interest, directly or indirectly, in any significant transaction, arrangement or contract of the Company or any of its subsidiaries (which was in force during or at the end of the Reporting Period).

服務合約

公司已與董事訂立服務合約。董事概無與本公司訂立任何在一年內不可在不予賠償（法定補償除外）的情況下終止的服務合約。

關連交易

於報告期內，本集團概無根據上市規則下須披露的非豁免關連交易或非豁免持續關連交易。

於報告期內，根據會計準則，本年度報告財務報表附註37中披露的關聯方交易概不構成上市規則第十四A章項下的關連交易。

獨立非執行董事的獨立性

於報告期內，董事會一直遵守上市規則的規定，即委任至少三名獨立非執行董事，佔董事會成員的三分之一，其中至少一名獨立非執行董事擁有適當專業資格或會計或相關財務管理專長。

本公司已接獲各獨立非執行董事根據上市規則第3.13條就其獨立性發出之年度獨立性確認書，根據上市規則所載指引，本公司認為各獨立非執行董事均為獨立人士。

獲准許的彌償條文

於報告期內，本公司已為董事購買及維持適當的責任保險，為董事日常履職及因公司業務所承擔的法律責任提供保障。

退休金計劃

報告期內，有關本集團退休金計劃詳情載於財務報表附註13。

SERVICE CONTRACTS

The Company has entered into service contracts with the Directors. None of the Directors has entered into any service contract with the Company which can not be terminated within one year without compensation (other than statutory compensation).

CONNECTED TRANSACTIONS

During the Reporting Period, the Group had no non-exempt connected transactions or non-exempt continuing connected transactions that are disclosable under the Listing Rules.

During the Reporting Period, in accordance with the accounting standards, related party transactions as disclosed in note 37 to the financial statements of the Annual Report did not constitute a connected transaction under Chapter 14A of the Listing Rules.

INDEPENDENCE OF THE INDEPENDENT NON-EXECUTIVE DIRECTORS

During the Reporting Period, the Board of Directors has at all times met the requirements of the Listing Rules relating to the appointment of at least three independent non-executive Directors, representing one-third of the members of the Board of Directors with at least one of whom possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has received from each of the independent non-executive Directors an annual confirmation of independence pursuant to Rule 3.13 of the Listing Rules and considers each of the independent non-executive Directors to be independent in accordance with the guidelines set out in the Listing Rules.

INDEMNITY PROVISION

During the Reporting Period, the Company has purchased and maintained appropriate liability insurance for the Directors to cover their liabilities in the ordinary course of their duties and in connection with the business of the Company.

PENSION SCHEMES

Details of the pension schemes of the Group during the Reporting Period are set out in note 13 to the financial statements.

重大訴訟及仲裁事項

報告期內，本集團並無涉及任何重大訴訟、仲裁、行政程序或申索，且據我們所知，概無尚未完結或對本集團構成威脅的重大訴訟、仲裁、行政程序或申索。

公眾持股量

根據本公司可公開獲得的資料，以及就本公司董事目前所知，截至最後實際可行日期，本公司符合上市規則第19A.28B(1)條規定的公眾持股量。

環境政策及表現

我們致力於將ESG原則融入我們的運營活動中，推動整體業務流程的可持續發展，我們制定ESG政策。本政策旨在(i)確保我們嚴格遵守相關的環境法律、法規及行業標準；(ii)建立全面的環境管理系統，持續優化環境績效；及(iii)培養僱員的環保意識，鼓勵全員參與環保工作，以及營造積極的環保企業氛圍。

2025年，我們已實施一系列公司層面的有效措施。例如，我們的供貨商按合約要求必須滿足我們銷售產品的指定國家或地區或相關第三方電商平台的環保要求或法規；為減少包裝材料的使用量及成本，我們推動結構性升級及創新，並促進廢物回收；我們亦實施內部政策，提升僱員之間對可持續發展的意識，並鼓勵僱員透過在辦公室內重用紙張、節約用水及減少資源消耗，降低辦公運營對環境的影響；根據就近配送原則，利用自動化倉儲系統選擇最近的倉庫進行配送，提供高效的尾程派送服務，在提高配送效率的同時，減少配送產生的溫室氣體排放；以及在辦公大樓裝修過程中考慮環保措施，例如採購時優先購買節能燈具、不含甲醛等的基層板材和塗料，並在入駐前，實施甲醛清除，保障良好安心的環境質量。

MATERIAL LITIGATION AND ARBITRATION

During the Reporting Period, our Group was not involved in any litigation, arbitration, administrative proceedings or claims of material importance, and, so far as we are aware, no litigation, arbitration, administrative proceedings or claims of material importance are pending or threatened against our Group.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and to the best of the current knowledge of the Directors of the Company, up to the Latest Practicable Date, the Company has maintained the public float as required under Rule 19A.28B(1) of the Listing Rules.

ENVIRONMENTAL POLICIES AND PERFORMANCES

We are committed to integrating ESG principles into our operations and driving sustainability across our business processes, and we have developed the ESG Policy. The purposes of the policies are to (i) ensure that we strictly comply with relevant environmental laws, regulations and industry standards; (ii) establish comprehensive environmental management system and continuously optimizing environmental performances; and (iii) cultivate our employees' environmental awareness, encourage full participation in environmental practices and foster a positive environmental corporate atmosphere.

In 2025, we have implemented a range of effective measures on a firm-wide basis. For example, our suppliers are contractually required to meet the environmental requirements or regulations of the designated countries or regions where our products are sold or the relevant third-party e-commerce platforms. To reduce the volume and cost of packaging materials, we encourage structural upgrading and innovation and facilitate waste recycling. We have also established internal policies to raise the awareness of sustainable development among our employees and encouraged them to reduce the environmental impact of office operations by reusing paper, conserving water and reducing resource consumption in the offices. Goods have been delivered according to the principle of proximity to make use of automated warehousing systems to select the nearest warehouses for delivery, and to provide efficient last-minute delivery service, which will improve delivery efficiency while reducing the emission of greenhouse gases generated by distribution. And we consider environmentally-friendly measures during the renovation process of office buildings, such as prioritizing the purchase of energy-saving lighting fixtures and formaldehyde-free baseboards and paints. We implement formaldehyde removal before moving in to safeguard good and safe environmental quality with peace of mind.

報告期內，我們並無嚴重違反適用於我們業務的環境法律法規，我們亦無因違反環境法律法規而遭受到任何重大索賠或處罰。同時，我們的業務、策略或財務表現均未受到環境相關風險的任何實際或潛在影響的重大不利影響。

管理合約

截至2025年12月31日止年度，除董事服務合約外，本公司概無訂立或存續的任何有關管理及經營本公司全部或任何重大部分業務的合約。

稅項減免

根據《中華人民共和國個人所得稅法》《中華人民共和國個人所得稅法實施條例》《國家稅務總局關於國稅發[1993]045號文件廢止後有關個人所得稅徵管問題的通知》(國稅函[2011]348號)等相關法律法規和規範性文件，本公司作為扣繳義務人，向H股個人股東派發股息時，應代扣代繳股息的個人所得稅。對於非中國居民的外籍個人，如從中國企業收取股息，可根據中國國務院稅務機關特別豁免或根據相關稅務條約獲得減免。

除上述外，本公司並不知悉本公司任何證券持有人因為持有該等證券而獲享任何稅項減免。

優先購買權

根據公司章程或中國法律，並無要求本公司按比例向現有股東提呈發售新股的優先購買權規定。

與控股股東的重大合約

於報告期內，本集團概無與控股股東或其任何附屬公司簽訂及／或存續重大合約，亦不存在關於由控股股東或其任何附屬公司向本集團提供服務的重大合約。

During the Reporting Period, we had not committed any material breaches of environmental laws and regulations applicable to our operations, nor had we suffered any material claims or penalties due to violations of environmental laws and regulations. During the same period, none of our business, strategy or financial performance had been materially adversely affected by any actual or potential impacts of environmental-related risks.

MANAGEMENT CONTRACTS

Apart from the service contracts of the Directors, no contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year ended 31 December 2025.

TAX RELIEF

According to PRC Individual Income Tax Law, Implementation Provisions of the Individual Income Tax Law of the PRC, Notice of the State Administration of Taxation on Issues Concerning the Administration of Individual Income Tax Collection after the Annulment of Document Guo Shui Fa [1993] No. 045 (Guo Shui Han [2011] No. 348) and other relevant laws, regulations and regulatory documents, the Company, as a withholding agent, shall withhold and pay on behalf of the individual Shareholders of H Shares the individual income tax on dividends when the dividends are distributed to the individual Shareholders. For foreign individuals who are not residents of the PRC and who receive dividends from PRC enterprises, they may be entitled to special exemption from tax under the tax authorities of the State Council of the PRC or reductions or exemptions under relevant tax treaties.

Apart from the above, the Company is not aware of any tax relief available to holders of any of the securities of the Company as a result of holding such securities.

RIGHT OF PRE-EMPTION

There is no provision for pre-emptive rights under the Articles of Association or the laws of the PRC requiring the Company to offer new shares on a pro rata basis to existing Shareholders.

CONTRACTS OF SIGNIFICANCE WITH CONTROLLING SHAREHOLDERS

During the Reporting Period, no contracts of significance were entered into and/or subsisted with the Controlling Shareholders or any of its subsidiaries and there were no contracts of significance in relation to the provision of services by the Controlling Shareholders or any of its subsidiaries to the Group.

股份掛鈎協議

於2025年1月15日，本公司股東會採納了2025年H股獎勵信託計劃，詳情載於「董事會報告－H股獎勵信託計劃」。除上述外，於報告期內本集團概無訂立任何股票掛鈎協議。

核數師

本公司已委任德勤•關黃陳方會計師行擔任報告期內的核數師。本年度報告所載財務報表已由德勤•關黃陳方會計師行審計，本公司自上市至今並無更換核數師的情況。

遵守法律法規的情況

本公司所營運的業務主要受中國法律、規則及法規的監管。於報告期內，本公司已遵守對本公司有重大影響的相關法律、規則及法規。

H股獎勵信託計劃

於2025年1月15日，本公司股東會採納了2025年H股獎勵信託計劃（「**H股獎勵信託計劃**」）。H股獎勵信託計劃的主要條款如下：

H股獎勵信託計劃的目的

H股獎勵信託計劃旨在：(1)通過提供員工享有與本公司股權相關的獎勵機會，更直接地同本公司股票市場表現相關聯，吸引、激勵及保留技術精湛與經驗豐富的人員，為本集團的未來發展及擴張而努力；(2)推進本公司薪酬政策與時俱進，更好地與股東利益達成一致，同時尋求運營及執行管理監督之間的平衡方法；及(3)(i)肯定本公司穩健的管理層（包括董事）對本公司的貢獻；(ii)鼓勵、激勵及保留對本集團持續經營、發展及業績長期增長做出有利的共同貢獻的本公司管理層；及(iii)為本公司管理層推出其他獎勵使其利益與股東及本集團整體利益一致。

EQUITY-LINKED AGREEMENTS

On 15 January 2025, the general meeting of the Company adopted the H Share Award and Trust Scheme, detail of which are set out in the “Report of the Board of Directors – the H Share Award and Trust Scheme”. Save as the above, the Group has not entered into any equity-linked agreements during the Reporting Period.

AUDITOR

The Company has appointed Deloitte Touche Tohmatsu as its auditor for the Reporting Period. The financial statements contained in this Annual Report have been audited by Deloitte Touche Tohmatsu and there has been no change of auditor since the Listing of the Company.

LAWS AND REGULATIONS COMPLIANCE

The business conducted by the Company is mainly governed by the laws, rules and regulations of the PRC. During the Reporting Period, the Company has complied with the relevant laws, rules and regulations which have significant impacts on the Company.

H SHARE AWARD AND TRUST SCHEME

On 15 January 2025, the general meeting of the Company adopted the 2025 H share award and trust scheme (the “**H Share Award and Trust Scheme**”). The principal terms of the H Share Award and Trust Scheme are as follows:

Purposes of the H Share Award and Trust Scheme

The H Share Award and Trust Scheme is intended to: (1) attract, motivate and retain skilled and experienced employees by granting the employees the awards which are related to the shares of the Company and are more directly related to the performance of the Company in the stock market, and encourage such employees to make efforts for future development and expansion of the Company; (2) ensure that the remuneration policy of the Company keep pace with the times and better align with the interests of the shareholders while seeking the balance between the business operations and management supervision; and (3) (i) recognize the contributions of a stable management (including directors) to the Company; (ii) encourage, motivate and retain the management of the Company which made favorable contributions to the continued operation, development and long-term performance growth of the Company; and (iii) grant other rewards to the management of the Company so as to align its interests with those of shareholders and the overall interests of the Group.

合資格參與者的範圍

H股獎勵信託計劃的合資格參與者包括本集團任何成員公司的任何全職任職的中國或非中國僱員，即董事、高管、監事、關鍵運營團隊成員、管理人員（前台、中台、後台）等僱員。董事會或授權人士可不時甄選任何合資格參與者作為相關計劃的選定參與者。

計劃上限

計劃下可予授出獎勵股份的總數為41,520,591股，於本年度報告日期佔本公司已發行股份總數約10%。公司不得作出任何進一步的獎勵授予，導致根據計劃作出的所有授予涉及的H股總數（不包括根據計劃失效的獎勵股份）在未經股東會批准的前提下超過計劃上限。

本計劃項下向任何一位激勵對象授予獎勵股份不會導致公司在截至並包括授出當天的12個月期內授予該激勵對象的所有獎勵股份（不包括根據計劃條款已失效的任何獎勵）合計超過於相關期間公司股份總數的1%。

獎勵期限及計劃尚餘的有效期

本計劃的獎勵期限為自採納日期起10年（「**獎勵期限**」），獎勵期限屆滿後將不再授予獎勵，但只要有任何在本計劃到期前已授予而尚未歸屬的獎勵股份，本計劃將繼續延期直至該等獎勵股份的歸屬生效。截至本年度報告日期，尚餘有效期為9年。

獎勵歸屬

計劃下所有獎勵股份的歸屬期應由董事會或其授權人士釐定（各為一個「**歸屬期**」）。各歸屬期的具體開始日期及持續時間以及各歸屬期授予選定激勵對象的獎勵的實際歸屬金額應於董事會或其授權人士批准的獎勵函中列明。每個歸屬期不應短於12個月，除非董事會及／或其授權人士另有全權酌情決定。

Scope of Eligible Participants

Eligible participants in the H Share Award and Trust Scheme include any full-time PRC or non-PRC employees of any member of the Group, i.e., the directors, senior management personnel, supervisors, key operations team members, management personnel (front desk, middle desk, back office) and other employees. The Board or its authorized persons may appoint any eligible participant as the selected participant of the relevant scheme from time to time.

Limit of this Scheme

The total number of Award Shares available for grant under the Scheme is 41,520,591, representing approximately 10% of the total number of issued shares of the Company as at the date of this Annual Report. The Company is not permitted to make any further award grants which would result in the total number of H Shares involved in all grants made under the Scheme (excluding Award Shares lapsed under the Scheme) exceeding the limit of the Scheme without the approval of the general meeting.

The grant of Award Shares to any of the grantees of incentive under the Scheme would not cause the Company to grant to such grantee of incentive all Award Shares (other than any awards that have lapsed in accordance with the terms of the Scheme) during the 12-month period up to and including the date of grant that, in the aggregate, exceed 1% of the total number of the Shares of the Company during the relevant period.

Award Term and the Validity Period of this Scheme

This Scheme shall have an award term of 10 years from the Adoption Date (the "**Award Term**"), after which, no awards shall be granted, but this Scheme shall continue to be extended until the vesting of such award shares takes effect, so long as there are any award shares granted but not vested before the expiry of this Scheme. As of the date of this Annual Report, the remaining validity period is 9 years.

Vesting of Awards

Vesting period for all Award Shares under the Scheme shall be determined by the Board and its Authorized Person (each a "**Vesting Period**"). The specific commencement date and duration of each Vesting Period and the actual vesting amount of the Awards granted to the Grantees during each Vesting Period shall be specified in the Award Letter approved by the Board or its Authorized Person. Each Vesting Period shall be no shorter than 12 months, unless the Board or its Authorized Person determines otherwise at its sole and absolute discretion.

獎勵須付金額及付款期限

激勵對象的獎勵股份分配建議和金額應根據激勵對象的職銜和職務確定。有關分配建議和金額應由授權人士不時釐定並記錄。激勵對象申請或接納H股獎勵須付金額以及付款或通知付款的期限將載於獎勵函內。

獎勵股份的授予價及釐定基準

根據市場變化，為更好達成計劃的目的，董事會或授權人士將不時修改載於授予函上釐定獎勵股份的授予價；在此情況下，須向有關選定激勵對象發出列明經調整授予價的通知。

獎勵股份之授出

於報告期間，本公司概無獎勵根據H股獎勵信託計劃授出、歸屬、註銷或失效。

茲提述本公司日期為2024年12月19日的公告、日期為2024年12月30日的通函及日期為2025年1月15日的2025年第一次臨時股東大會的投票表決結果公告，內容有關（其中包括）審議通過了建議採納H股獎勵信託計劃等相關議案。根據上述決議案，為確保H股獎勵信託計劃的順利落地與實施，此前已提請股東大會批准該計劃及相關授權事宜；股東大會批准後，授權董事會及／或其授權人員全權負責H股獎勵信託計劃的相關統籌事宜，並由董事會設立管理委員會負責具體執行。原管理委員會成員包括：本公司董事長、執行董事、首席執行官陸海傳先生，執行董事、首席財務執行官廷會越先生，以及執行董事、董事會秘書莊麗豔女士。

Award Payment Amount and Payment Period

The number and amount of Award Shares shall be determined based on the titles and job duties of the Grantees. Such number and amount shall be determined and documented by the Authorized Persons from time to time. The amount payable by the Grantees to apply for or accept the H Share Award and the period within which payment or notice of payment is to be made will be set out in the Award Letter.

Grant Price of Award Shares and Benchmark

From time to time, depending on changes in the market and in order to better achieve the purposes of the Scheme, the Board of Directors or the Authorized Person may revise the grant price of the Award Shares as set out in the Grant Letter; in such case, a notice setting out the revised grant price shall be given to the relevant selected grantees.

Grant of Award Shares

During the Reporting Period, no awards had been granted, vested, cancelled or lapsed under H Share Award and Trust Scheme by the Company.

References are made to the announcement dated 19 December 2024, the circular dated 30 December 2024, and the announcement of poll results of the 2025 First Extraordinary General Meeting dated 15 January 2025 of the Company in relation to, among other things, the approval of relevant resolution regarding the proposed adoption of the H Share Award and Trust Scheme. Pursuant to the aforementioned resolution, in order to ensure the smooth implementation of the H Share Award and Trust Scheme, the scheme and the related authorizations were previously submitted to the general meeting for approval. Following the approval by the general meeting, the Board and/or its authorised person(s) were authorised to deal with matters relating to the H Share Award and Trust Scheme in full discretion, with the Board establishing a Management Committee to oversee its specific implementation. The original composition of the Management Committee included: Mr. Lu Haizhuan, chairperson of the Board, executive Director and chief executive officer of the Company; Mr. Ze Kuaiyue, executive Director and chief financial officer; and Ms. Zhuang Liyan, executive Director and secretary to the Board.

董事會報告

Report of the Board of Directors

經本公司於2025年11月16日召開的第五屆董事會第三次會議，董事會決定對H股獎勵信託計劃管理委員會成員進行調整。調整後的管理委員會成員名單如下：莊麗豔女士、孟榮芳女士、高玉女士、劉永先生、張麗女士。

本次成員調整完成後，管理委員會將繼續依據本公司2025年第一次臨時股東大會批准的H股獎勵信託計劃相關規定，全權處理與該計劃相關的各項具體事宜，確保計劃執行的合規性與有效性。

修訂公司章程及取消監事會

本公司股東已於2025年1月15日舉行的2025年第一次臨時股東會審議及批准修訂公司章程的議案，並於2025年6月30日舉行的年度股東會審議及批准取消監事會、免職股東代表監事、廢止監事會議事規則並相應修改公司章程的議案。

修訂後的公司章程自2025年6月30日起生效。自2025年6月30日起至最後實際可行日期，我們概未對公司章程作出任何變更。

期後事項

除本年度報告所披露事項外，自報告期末至最後實際可行日期，本集團並無發生任何重大事項。

承董事會命
傲基(深圳)跨境商務股份有限公司
陸海傳先生
董事長、執行董事兼首席執行官

中國深圳，2026年3月27日

At the third meeting of the fifth session of the Board held by the Company on 16 November 2025, the Board resolved to adjust the composition of the Management Committee for the H Share Award and Trust Scheme. The adjusted list of Management Committee members is as follows: Ms. Zhuang Liyan, Ms. Meng Rongfang, Ms. Gao Yu, Mr. Liu Yong and Ms. Zhang Li.

Following the completion of adjustment to the composition, the Management Committee will continue to handle all specific matters relating to the H Share Award and Trust Scheme in accordance with the relevant provisions approved at the 2025 first extraordinary general meeting of the Company, ensuring the compliance and effectiveness of the scheme's implementation.

AMENDMENTS TO THE ARTICLES OF ASSOCIATION AND ABOLITION OF THE BOARD OF SUPERVISORS

The Shareholders of the Company considered and approved the proposed amendments to the Articles of Association at the 2025 first extraordinary general meeting held on 15 January 2025, and considered and approved the proposed abolition of the Board of Supervisors, dismissal of shareholder representative Supervisors, repeal of the Rules of Procedure for the Board of Supervisors, and the corresponding amendments to the Articles of Association at the annual general meeting held on 30 June 2025.

The amended Articles of Association took effect on 30 June 2025. From 30 June 2025 to the Latest Practicable Date, we have not made any changes to the Articles of Association.

SUBSEQUENT EVENTS

Save as disclosed in this Annual Report, no significant events have occurred for the Group from the end of the Reporting Period to the Latest Practicable Date.

By order of the Board
AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.
Mr. Lu Haizhuan
*Chairperson of the Board, Executive Director and
Chief Executive Officer*

Shenzhen, PRC, 27 March 2026

董事會謹此於本公司截至2025年12月31日止年度的年報中呈列本企業管治報告（「企業管治報告」）。

我們的願景

全球線上家具家居第一品牌集團

我們的使命：

連接世界，創造美好

我們的價值觀

本分、專注、長期主義、做好的產品

我們的文化

自由、分享、創新、拼搏

企業管治常規

董事會致力維持高水平的企業管治標準。

董事會相信，高水平企業管治標準對為本公司提供框架，以保障股東利益、提升企業價值、制定業務策略及政策，以及增強其透明度及問責制而言至為重要。

本公司已採納香港上市規則附錄C1所載《企業管治守則》（「企業管治守則」）的原則及守則條文，作為本公司企業管治常規的基礎。

董事會認為，截至2025年12月31日止年度，本公司一直遵守企業管治守則所載的所有適用守則條文，惟「主席及行政總裁」一段所述者偏離守則條文第C.2.1條的情況除外。董事會將繼續檢討及監察本公司的企業管治常規守則，以維持高水平的企業管治。

The Board hereby presents this corporate governance report (the “**Corporate Governance Report**”) in the Company’s annual report for the year ended 31 December 2025.

Our Vision

The World’s Leading Online Furniture & Home Living Brand Group

Our Mission

Empowering Connections, Inspiring a Better World

Our Values

Commitment, Concentration, Long-Termism, Creating Good Products

Our Culture

Freedom, Sharing, Innovation, Determination

CORPORATE GOVERNANCE PRACTICES

The Board is committed to maintaining high corporate governance standards.

The Board believes that high corporate governance standards are essential in providing a framework for the Company to safeguard the interests of Shareholders, enhance corporate value, formulate its business strategies and policies, and enhance its transparency and accountability.

The Company has adopted the principles and code provisions of the Corporate Governance Code (the “**Corporate Governance Code**”) contained in Appendix C1 to the Hong Kong Listing Rules on the Stock Exchange as the basis of the Company’s corporate governance practices.

The Board is of the view that for the year ended 31 December 2025, the Company has complied with all the applicable code provisions as set out in the CG Code, except for Code Provision C.2.1 described in the paragraph headed “Chairman and Chief Executive Officer”. The Board will continue to review and monitor the code of corporate governance practices of the Company with an aim to maintaining a high standard of corporate governance.

進行證券交易的標準守則

本公司已採納上市規則附錄C3所載的標準守則作為董事及本集團僱員（因有關職位或受僱而可能取得本集團或本公司證券的內幕消息者）買賣本公司證券的行為守則。經向全體董事作出特定查詢後，董事已確認彼等截至2025年12月31日止年度一直遵守標準守則。

截至2025年12月31日止年度，本公司並無發現僱員違反標準守則的事件。

董事會

本公司由一個有效的董事會領導，董事會承擔領導及監控的責任，通過指導及監督本公司的事務共同承擔促進本公司發展的責任。董事客觀地作出符合本公司最佳利益的決策。

董事會均衡的技能、經驗及多元化觀點切合本公司的業務需求，董事會定期檢討董事向本公司履行職責所需的貢獻，以及董事是否投入足夠時間履行與其角色及董事會職責相稱的職責。董事會中執行董事與非執行董事（包括獨立非執行董事）的組合均衡，使董事會有強大的獨立元素，能夠有效地作出獨立判斷。

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as its code of conduct regarding dealings in the securities of the Company by the Directors and the Group's employees who, because of his/her office or employment, are likely to possess inside information in relation to the Group or the Company's securities. Specific enquiries have been made to all Directors and the Directors have confirmed that they have complied with the Model Code for the year ended 31 December 2025.

No incident of non-compliance of the Model Code by the employees was noted by the Company for the year ended 31 December 2025.

BOARD OF DIRECTORS

The Company is headed by an effective Board which assumes responsibility for its leadership and control and is 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.

董事會組成

於本年報日期的董事會組成如下：

執行董事

陸海傳先生（董事長兼首席執行官）

沈會越先生

莊麗豔女士

余鳳祿先生（於2025年6月30日獲委任）

非執行董事

張麗女士（於2025年6月30日獲委任）

鄒家佳女士（於2025年6月30日辭任）

金豪先生（於2025年6月30日辭任）

陸頌督先生（於2025年6月30日辭任）

獨立非執行董事

孟榮芳女士

陳曉歡先生

高玉女士（於2025年6月30日獲委任）

劉永先生（於2025年6月30日獲委任）

徐勁科先生（於2025年6月30日辭任）

董事的履歷資料載於本年報第28至32頁「董事及高級管理人員」一節。除本年報所披露者外，董事會成員之間並無其他關係（包括財務、業務、家族或其他重大／相關關係）。

董事會會議及股東會

董事會定期會議應每年至少舉行四次，大部分董事親身出席或透過電子通訊方法積極參與。

於報告期內，董事會舉行了8次董事會會議、2次臨時股東會及1次年度股東會。

Board Composition

The composition of the Board as at the date of this annual report is as follows:

Executive Directors

Mr. Lu Haizhuan (Chairperson of the Board and chief executive officer)

Mr. Ze Kuaiyue

Ms. Zhuang Liyan

Mr. Yu Fenglu (appointed on 30 June 2025)

Non-executive Director

Ms. Zhang Li (appointed on 30 June 2025)

Ms. Zou Jiajia (resigned on 30 June 2025)

Mr. Jin Hao (resigned on 30 June 2025)

Mr. Lu Songdu (resigned on 30 June 2025)

Independent Non-executive Directors

Ms. Meng Rongfang

Mr. Chen Xiaohuan

Ms. Gao Yu (appointed on 30 June 2025)

Mr. Liu Yong (appointed on 30 June 2025)

Mr. Xu Jinke (resigned on 30 June 2025)

The biographical information of the Directors is set out in the section headed "Directors and Senior Management" on pages 28 to 32 of this annual report. Save as disclosed therein, there are no other relationships (including financial, business, family or other material/relevant relationship(s)) between the Board members.

Board Meetings and General Meetings

Regular Board meetings should be held at least four times a year involving active participation, either in person or through electronic means of communication, of a majority of Directors.

During the Reporting Period, the Board held 8 Board meetings, 2 extraordinary general meetings and 1 annual general meeting.

各董事出席本公司於報告期間舉行的董事會會議，出席記錄載於下表：

The attendance record of each Director at the Board meetings of the Company held during the Reporting Period is set out in the table below:

董事姓名	Name of Director	實際出席 次數／應出席 董事會會議次數 Actual Attendance/ Number of Board Meetings Required	實際出席 次數／應出席 股東會次數 Actual Attendance/ Number of General Meetings Required
執行董事	Executive Directors		
陸海傳先生 (董事長兼首席執行官)	Mr. Lu Haizhuan (Chairperson of the Board and chief executive officer)	8/8	3/3
汪會越先生	Mr. Ze Kuaiyue	8/8	3/3
莊麗豔女士	Ms. Zhuang Liyan	8/8	3/3
余鳳祿先生 (於2025年6月30日獲委任)	Mr. Yu Fenglu (appointed on 30 June 2025)	3/3	0/0
非執行董事	Non-executive Director		
張麗女士 (於2025年6月30日獲委任)	Ms. Zhang Li (appointed on 30 June 2025)	3/3	0/0
獨立非執行董事	Independent Non-executive Directors		
孟榮芳女士	Ms. Meng Rongfang	8/8	3/3
陳曉歡先生	Mr. Chen Xiaohuan	8/8	3/3
高玉女士 (於2025年6月30日獲委任)	Ms. Gao Yu (appointed on 30 June 2025)	3/3	0/0
劉永先生 (於2025年6月30日獲委任)	Mr. Liu Yong (appointed on 30 June 2025)	3/3	0/0

附註：2025年6月30日起至2025年12月31日止，公司未召開過臨時股東會，因此2025年6月30日獲委任的董事2025年出席股東會的次數為0。

Note: The Company did not convene any extraordinary general meeting between 30 June 2025 and 31 December 2025, thus the attendance of general meeting for those directors who were appointed on 30 June 2025 were zero.

董事會及管理層的責任、職責及貢獻

董事會應承擔領導及控制本公司的責任，並共同負責指導及監察本公司的事務。

董事會制定策略及監督其實施情況，從而直接及間接透過其委員會領導管理層及提供方向，同時監督本集團的營運及財務表現，確保建立良好的內部控制及風險管理制度。

全體董事 (包括非執行董事及獨立非執行董事) 已帶來廣泛寶貴的業務經驗、知識及專業技能，使董事會高效率及效能運作。獨立非執行董事負責確保本公司監管呈報的高標準並為董事會提供平衡，以便對企業行動及營運作出有效而獨立的判斷。

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.

All Directors, including non-executive Directors and independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations.

全體董事均可全面及時獲得本公司的所有資料，並可按要求在適當情況下尋求獨立專業意見，以向本公司履行其職責，費用由本公司承擔。

董事須向本公司披露其所擔任其他職務的詳情。

董事會對涉及政策事宜、策略及預算、內部控制及風險管理、重大交易（特別是可能涉及利益衝突的交易）、財務資料、委任董事及本公司其他重大運營事宜的所有重要事宜保留決策權。有關執行董事會決策、指導及協調本公司日常營運及管理的職責由管理層承擔。

本公司已就董事及高級管理人員可能面對由企業活動引起的法律訴訟，為董事及高級管理人員的責任作出適當的投保安排。投保範圍每年檢討。

主席及行政總裁

企業管治守則的守則條文C.2.1條列明董事會主席與行政總裁的角色應有區分，不應由一人同時兼任。陸海傳先生兼任本公司主席與行政總裁。儘管與企業管治守則的守則條文C.2.1條有所偏離，惟鑒於陸海傳先生對本集團業務擁有豐富知識及經驗，董事會認為，本公司主席與行政總裁的角色由一人同時兼任有利於確保本集團內部的領導一致，並為本集團實現更有效及更有效率的整體策略規劃。董事會相信，現時安排下的權力與權限平衡不會受到損害，而此架構將使本公司能夠迅速有效地作出決策並予以執行。

儘管如此，董事會將繼續不時檢討有關架構，並考慮在適當時採取適當舉措。

All Directors have full and timely access to all the information of the Company and may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expense for discharging their duties to the Company.

The Directors shall disclose to the Company details of other offices held by them.

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 the management.

The Company has arranged appropriate insurance coverage for Directors' and senior management's liabilities in respect of any legal actions taken against Directors and senior management arising out of corporate activities. The insurance coverage would be reviewed on an annual basis.

Chairman and Chief Executive Officer

Code Provision C.2.1 of the CG Code states that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. Mr. Lu Haizhuan is both the chairman of the Board and the chief executive officer of the Company. Notwithstanding the deviation from Code Provision C.2.1 of the CG Code, given Mr. Lu Haizhuan's extensive knowledge and experience of the Group's business, the Board considers that vesting the roles of both chairman of the Board and chief executive officer of the Company in the same person brings the benefit of ensuring consistent leadership within the Group and enabling more effective and efficient overall strategic planning for the Group. The Board believes that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and efficiently.

The Board will nevertheless continue to review the structure from time to time and consider the appropriate move to take when appropriate.

獨立非執行董事

於報告期內，董事會一直遵守上市規則中有關委任至少三名獨立非執行董事（佔董事會三分之一，其中至少一名擁有適當專業資格或會計或相關財務管理專業知識）的規定。

本公司已接獲各獨立非執行董事根據上市規則第3.13條所載獨立性指引發出的獨立性書面年度確認書。本公司認為全體獨立非執行董事均為獨立人士。

董事會獨立性評估

本公司已建立一套董事會獨立性評估機制，當中載列確保董事會有強大獨立元素的流程及程序，讓董事會有效地作出獨立判斷，以更妥善地保障股東權益。

評估的目標為提高董事會的效能，盡量發揮優勢，並確定需要改進或進一步發展的領域。評估過程亦釐清本公司為了維持及改善董事會表現而須採取的行動，例如滿足各董事的個人培訓及發展需求。

根據董事會獨立性評估機制，董事會進行對其獨立性的年度檢討。

於報告期內，董事會已就董事會獨立性評估機制的實施情況及成效進行年度檢討。

Independent Non-executive Directors

During the Reporting Period, 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 one-third of the Board with at least one of whom possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has received written annual confirmation from each of the independent non-executive Directors in respect of his/her independence in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive Directors are independent.

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, and allows the Board to effectively exercise independent judgment to better safeguard Shareholders' interests.

The objectives of the evaluation are to improve Board effectiveness, maximise strengths, and identify the areas that need improvement or further development. The evaluation process also clarifies what actions of the Company need to be taken to maintain and improve the Board performance, for instance, addressing individual training and development needs of each Director.

Pursuant to the Board Independence Evaluation Mechanism, the Board will conduct annual review on its independence.

During the Reporting Period, the Board had conducted the annual review on the implementation and effectiveness of the Board Independence Evaluation Mechanism.

董事委任及重選

根據公司章程，董事（包括非執行董事，職工代表董事除外）應在股東會上選舉產生，董事會中的職工代表由公司職工通過職工代表大會、職工大會或者其他形式民主選舉產生，無需提交股東會審議，任期為三年。各現任非執行董事已獲委任三年的任期，自下列日期開始：

Appointment and Re-election of Directors

Under the Articles of Association, Directors (including non-executive Directors but except employee representative director) shall be elected at the general meeting, while the employee representative of the Board shall be elected by the employees of the Company through employee representative meeting, employee meeting and other form of democratic election, and does not need to be considered by the general meeting. The term of both Directors and employee representative are three years. Each of the current non-executive Directors has been appointed for a term of three years commencing on the following dates:

董事	Directors	日期	Date
非執行董事	Non-executive Director		
張麗女士	Ms. Zhang Li	2025年6月30日	30 June 2025
獨立非執行董事	Independent Non-executive Directors		
孟榮芳女士	Ms. Meng Rongfang	2025年6月30日	30 June 2025
陳曉歡先生	Mr. Chen Xiaohuan	2025年6月30日	30 June 2025
高玉女士	Ms. Gao Yu	2025年6月30日	30 June 2025
劉永先生	Mr. Liu Yong	2025年6月30日	30 June 2025

若董事於任期屆滿後獲得重選，則可繼續連任。若於任期屆滿前未及進行重選，或若董事的離任導致董事數目少於法定人數，則董事須繼續依照法律、行政法規及公司章程履行其職責，直至獲正式重選的董事接任為止。公司章程亦規定，獲委任以填補臨時空缺或作為董事會新增成員的各董事的任期直至其獲委任後首屆股東會為止。退任董事符合資格重選。

A Director may serve consecutive terms if re-elected upon the expiry of his/her term. A Director shall continue to perform his duties in accordance with the laws, administrative regulations and Articles of Association until a duly re-elected director takes office, if re-election is not conducted in a timely manner upon the expiry of his term of office, or if the resignation of directors results in the number of directors being less than the quorum. The Articles of Association also provides that each Director appointed to fill a casual vacancy or as addition to the Board shall hold office until the first general meeting after his/her appointment. The retiring Directors shall be eligible for re-election.

各執行董事、非執行董事、獨立非執行董事已與本公司訂立具有特定期限的服務合約。該等服務合約的期限自委任日期起至本屆董事會屆滿為止。

Each of the executive Directors, non-executive Directors, independent non-executive Directors has entered into a service contract with the Company with a specific term. Such service contracts are for a term commencing from the date of appointment to the expiry of the current session of the Board.

董事的持續專業發展

董事應掌握監管發展及變動以有效地履行彼等的職責，並確保彼等對董事會的貢獻可維持有所依據及相關。

所有新委任董事在其首次委任之時均獲取正式及全面的入職培訓，以確保其對本公司的業務及營運有適當的了解，並且清楚意識到董事根據上市規則及相關法定要求下的責任及義務。該等培訓須輔以到本公司考察以及與本公司高級管理人員會面。

董事須參與適當的持續專業培訓以發展並更新知識及技能。本公司會於適當時為董事安排內部舉辦的簡介會及向董事提供相關題材的讀物。

本公司鼓勵所有董事出席相關的培訓課程，費用由本公司承擔。

於報告期內，本公司為全體董事舉辦由合資格專業人士／法律顧問準備的培訓課程。培訓課程涵蓋董事職責及責任、企業管治及法規更新等多項相關主題。此外，本公司已向董事提供相關閱讀資料，包括合規手冊／法律法規更新／研討會講義，以供彼等參考及學習。

Continuous Professional Development of Directors

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant.

Every newly appointed Director has received a formal and comprehensive induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements. Such induction shall be supplemented by visits to the Company and meetings with senior management of the Company.

Directors should participate in appropriate continuous professional training to develop and refresh their knowledge and skills. Internally-facilitated briefings for Directors would be arranged and reading material on relevant topics would be provided to Directors where appropriate.

All Directors are encouraged to attend relevant training courses at the Company's expense.

During the Reporting Period, the Company organized training sessions conducted by the qualified professionals/legal advisers for all Directors. The training sessions covered a wide range of relevant topics including Directors' duties and responsibilities, corporate governance and regulatory updates. In addition, relevant reading materials including compliance manual/legal and regulatory updates/seminar handouts have been provided to the Directors for their reference and studying.

直至本年報日期的董事培訓記錄概述如下：

The training records of the Directors up to date of this annual report are summarized as follows:

董事	Directors	培訓種類 ^{附註} Type of Training ^{Note}
執行董事	Executive Directors	
陸海傳先生	Mr. Lu Haizhuan	A及B A and B
迮會越先生	Mr. Ze Kuaiyue	A及B A and B
莊麗豔女士	Ms. Zhuang Liyan	A及B A and B
余鳳祿先生（於2025年6月30日獲委任）	Mr. Yu Fenglu (appointed on 30 June 2025)	A及B A and B
非執行董事	Non-executive Director	
張麗女士（於2025年6月30日獲委任）	Ms. Zhang Li (appointed on 30 June 2025)	A及B A and B
獨立非執行董事	Independent Non-executive Directors	
孟榮芳女士	Ms. Meng Rongfang	A及B A and B
陳曉歡先生	Mr. Chen Xiaohuan	A及B A and B
高玉女士（於2025年6月30日獲委任）	Ms. Gao Yu (appointed on 30 June 2025)	A及B A and B
劉永先生（於2025年6月30日獲委任）	Mr. Liu Yong (appointed on 30 June 2025)	A及B A and B

附註：

Note:

培訓種類

Types of Training

A： 出席培訓課程，包括但不限於簡介會、講座、會議及工作坊

A: Attending training sessions, including but not limited to briefings, seminars, conferences and workshops

B： 閱讀相關最新消息、新聞、期刊、雜誌及相關刊物

B: Reading relevant news alerts, newspapers, journals, magazines and relevant publications

董事委員會

董事會已成立四個委員會，即審計委員會、薪酬與考核委員會、提名委員會及戰略委員會，以監察本公司事務的特定範疇。所有本公司董事委員會均按特定書面職權範圍成立，當中清楚列明彼等的職權及職責。審計委員會、薪酬與考核委員會、提名委員會及戰略委員會的職權範圍均刊載於本公司網站及聯交所網站以供股東按需閱覽。

審計委員會

審計委員會由三名成員組成，分別為孟榮芳女士、高玉女士及陳曉歡先生。審計委員會所有成員均為獨立非執行董事。孟榮芳女士為審計委員會主席。

審計委員會職權範圍的條款不遜於企業管治守則及中國相關法律所訂明者。審計委員會的主要職責為：

- (i) 就外部審計機構的委任、重新委任、更換及罷免向董事會提供建議、批准外部審計機構的薪酬及聘用條款，及處理任何有關該外部審計機構辭職或辭退該外部審計機構的問題；
- (ii) 按適用的標準審查及監察外部審計機構是否獨立客觀及審計程序是否有效；審計委員會應於審計工作開始前先與審計機構討論審計性質、審計範疇、審計方法及有關申報責任；

BOARD COMMITTEES

The Board has established four committees, namely, the Audit Committee, Remuneration and Assessment Committee, Nomination Committee and Strategy Committee, for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with specific written terms of reference which deal clearly with their authority and duties. The terms of reference of the Audit Committee, Remuneration and Assessment Committee, Nomination Committee and Strategy Committee are published on the Company's website and the Stock Exchange's website and are available to Shareholders upon request.

Audit Committee

The Audit Committee consists of three members, namely Ms. Meng Rongfang, Ms. Gao Yu and Mr. Chen Xiaohuan. All Audit Committee members are independent non-executive Directors. Ms. Meng Rongfang is the chairperson of the Audit Committee.

The terms of reference of the Audit Committee are of no less exacting terms than those set out in the Corporate Governance Code and the PRC laws. The main duties of the Audit Committee are:

- (i) Advise the Board on the appointment, re-appointment, replacement and removal of external auditors, approve the remuneration and terms of employment of external auditors, and address any issues relating to the resignation or dismissal of external auditors;
- (ii) Review and monitor whether the external auditors are independent and objective and whether the audit procedures are effective according to applicable standards; the Audit Committee should discuss with the auditors about the nature, scope, methods and relevant declaration responsibilities before the audit work begins;

- (iii) 就聘用外部審計機構提供非審計服務制定政策，並予以執行。就此規定而言，外部審計機構包括與負責審計的公司處於同一控制權、所有權或管理權之下的任何機構，或一個合理知悉所有有關資料並被合理斷定屬於該負責審計的公司的當地或國際業務一部份的任何機構的第三方。審計委員會應就任何須採取行動或改善的事項向董事會報告並提出建議；
- (iv) 審核及監察公司的財務報表（包括其披露）以及年度報告及賬目、半年度報告的真實性、完整性和準確性，並審閱報表及報告所載有關財務申報的重大意見。審計委員會在向董事會提交有關報表及報告前，應特別針對下列事項加以審閱：公司報告期內會計政策及實務及估計是否發生變更、涉及重要判斷的事項、因審計而出現的重大調整事項，公司持續經營的假設或任何保留意見，會計核算是否符合會計準則及是否遵守有關財務申報的法律規定及香港上市規則；針對於上述需要重點審閱的項目，審計委員會委員需要與董事會及高級管理人員及內、外部審計機構及時溝通，並及時審閱外部審計機構致管理層的函件或就會計記錄、財務報表等向管理層提出的任何重大疑問及管理層作出的響應，解決管理層、內部審計部門與外部審計機構之間關於有關報表和報告的爭議和分歧。審計委員會委員每年至少須與公司的外部審計機構召開兩次會議。審計委員會成員須研究公司報告及賬目中所反映或需反映的重大或異常事項，並應適當考慮由公司下屬會計及財務部門、監管部門或審計機構提出的事項；
- (iii) Formulate and implement policies regarding the engagement of external auditors to provide non-audit services. For the purpose of this provision, an external auditor includes any organization that is under the same control, ownership or management with the company responsible for the audit, or a third party who is reasonably aware of all relevant information and is reasonably concluded as being any organization constituting a part of the local or international operations of the company responsible for the audit work. The Audit Committee shall report and make recommendations to the Board on any matters requiring action or improvement;
- (iv) Review and monitor the truthfulness, completeness and accuracy of the Company's financial statements (including their disclosures) and annual reports and accounts, half-year reports, review the material opinions on the relevant financial statements contained in the statements and reports. Before submitting the relevant statements and reports to the Board, the Audit Committee should review the following matters in particular: whether there have been changes in the Company's accounting policies, practices and estimates during the Reporting Period, matters involving significant judgments, major adjustments arising from audits, the Company's going-concern assumptions or any qualified opinions, whether the accounting complies with accounting standards and the legal requirements of financial reporting and the Hong Kong Listing Rules; For the above-mentioned items that require focused review, members of the Audit Committee need to communicate in a timely manner with the Board, senior management officers, internal and external auditors, and promptly review letters from the external auditor to the management or any significant questions raised to the management about accounting records and financial statements, etc., and any response from the management, resolve disputes and differences arising between the management or internal audit department and the external auditor regarding relevant statements and reports. The Audit Committee members are required to convene meetings with the Company's external auditor at least twice a year. Members of the Audit Committee must study significant or unusual matters that are reflected or required to be reflected in the Company's reports and accounts, and should give due consideration to matters raised by the Company's accounting and finance departments, regulatory authorities or auditors;

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| <p>(v) 討論外部審計機構審閱公司半年度賬目和審計公司年度賬目後提出的問題；</p> <p>(vi) 檢查公司的財務政策、財務監控、內部審計制度、風險管理及內部控制系統，提出完善意見和建議；</p> <p>(vii) 與管理層討論風險管理及內部監控系統，確保管理層已履行職責建立有效的系統。討論內容應包括發行人在會計及財務匯報職能方面的資源、員工資歷及經驗是否足夠，以及員工所接受的培訓課程及有關預算是否充足；</p> <p>(viii) 主動或應董事會的要求，就有關風險管理及內部監控事宜的重要調查結果及管理層對調查結果的響應進行研究；</p> <p>(ix) 審計委員會應建立相關程序，確保公正且獨立地調查與解決以下事項：</p> <ul style="list-style-type: none">1、接收、處理獲悉的有關公司會計、內部控制或審計事項的投訴，並保證其保密性；2、接收、處理員工有關會計、審計事項、內部控制或其他方面可能發生的不正當行為的投訴或匿名舉報，並保證其保密性； | <p>(v) Discuss the issues raised by external auditor after reviewing the Company's semi-annual accounts and auditing annual accounts of the Company;</p> <p>(vi) Examine the Company's financial policies, financial supervision and control, internal audit system, risk management and internal control systems, and provide opinions and suggestions for improvement;</p> <p>(vii) Discuss risk management and internal supervision and control systems with the management to ensure that the management has fulfilled its responsibilities to establish effective systems. The details of discussion should include the adequacy of the issuer's resources, staff qualifications and experience in its accounting and financial reporting functions, as well as the adequacy of training programs and related budgets for staff;</p> <p>(viii) Conduct research on significant findings in matters related to risk management and internal supervision and control and the management's response to such findings, either proactively on its own initiative or in response to request by the Board;</p> <p>(ix) The Audit Committee should establish relevant procedures to ensure that the following matters may be investigated and resolved in a fair and independent manner:</p> <ul style="list-style-type: none">1. Receive and handle complaints raised about the Company's accounting, internal control or auditing matters, and ensure their confidentiality;2. Receive and handle complaints or anonymous reports from employees about possible misconduct occurred in accounting, auditing matters, internal control or other aspects, and ensure their confidentiality; |
| <p>(x) 擔任公司和外部審計機構之間的主要代表，負責監察二者之間的關係；</p> <p>(xi) 適用法律、法規、公司章程及香港上市規則規定的事宜及公司董事會授予的其他事宜。</p> | <p>(x) Serve as the primary representative between the Company and the external auditors to monitor their relationship;</p> <p>(xi) Matters as required by applicable laws, regulations, Articles of Association and the Hong Kong Listing Rules and other matters authorized by the Board of the Company.</p> |

審計委員會已於報告期內審閱、討論並批准截至2024年12月31日止年度的年度業績以及截至2025年6月30日止期間的中期業績、對風險管理及內部監控系統作出檢討、審閱本集團內部審核功能的有效性和履行企業管治守則所列其他責任的報告。

於報告期內，審計委員會舉行了4次會議，各董事出席會議的記錄載於下表：

The Audit Committee has reviewed, discussed and approved the annual results for the year ended 31 December 2024 and the interim results for the period ended 30 June 2025, reviewed the risk management and internal control systems, reviewed the effectiveness of the Group's internal audit function, and reported on the fulfilment of other responsibilities set out in the Corporate Governance Code during the Reporting Period.

During the Reporting Period, 4 Audit Committee meetings were held and the attendance record of each Director is set out in the table below:

董事姓名	Name of Director	實際出席 次數／應出席 審計委員會會議次數 Actual Attendance/ Number of Audit Committee Meeting(s) Required
孟榮芳女士	Ms. Meng Rongfang	4/4
陳曉歡先生	Mr. Chen Xiaohuan	4/4
高玉女士(於2025年6月30日獲委任)	Ms. Gao Yu (appointed on 30 June 2025)	2/2
徐勁科先生(於2025年6月30日辭任)	Mr. Xu Jinke (resigned on 30 June 2025)	2/2

薪酬與考核委員會

薪酬與考核委員會由三名成員組成，分別為汪會越先生(執行董事)、劉永先生(獨立非執行董事)及高玉女士(獨立非執行董事)。高玉女士為薪酬與考核委員會主席。

薪酬與考核委員會職權範圍的條款不遜於企業管治守則及中國相關法律所訂明者。薪酬與考核委員會的主要職責為：

- (i) 根據董事及高級管理人員崗位的主要職責、範圍、重要性、投入時間以及社會相關崗位的薪酬水平等其他必要因素制定薪酬計劃或方案；

Remuneration and Assessment Committee

The Remuneration and Assessment Committee consists of three members, namely Mr. Ze Kuaiyue (executive Director), Mr. Liu Yong (independent non-executive Director) and Ms. Gao Yu (independent non-executive Director). Ms. Gao Yu is the chairperson of the Remuneration and Assessment Committee.

The terms of reference of the Remuneration and Assessment Committee are of no less exacting terms than those set out in the Corporate Governance Code and the PRC laws. The main duties of the Remuneration and Assessment Committee are:

- (i) Formulate remuneration plans or proposals based on the main duties, scope, importance, time commitment of the positions of directors and senior management officers and other necessary factors such as the remuneration level of relevant positions in society;

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| (ii) 薪酬計劃或方案主要包括但不限於績效評價標準、程序及主要評價體系，獎勵和懲罰的主要方案和制度等，並應包括非金錢利益、退休金權利及賠償金額（包括喪失或終止職務或委任的賠償）； | (ii) Remuneration plans or proposals mainly include, but are not limited to, performance evaluation standards, procedures and primary evaluation systems, major plans and systems for rewards and punishments, etc., and should include non-monetary benefits, pension rights and compensation amounts (including compensation for loss or termination of office or appointment); |
| (iii) 向董事會建議個別執行董事及高級管理人員的薪酬待遇； | (iii) Make recommendations to the Board on the remuneration packages of individual executive directors and senior management officers; |
| (iv) 就非執行董事的薪酬向董事會提出建議； | (iv) Make recommendations to the Board on the remuneration of non-executive directors; |
| (v) 考慮同類公司支付的薪酬、須付出的時間及職責以及集團內其他職位的僱用條件； | (v) Consider the remuneration paid by similar companies, the time commitment and responsibilities as well as the employment conditions of other positions within the Group; |
| (vi) 研究董事及高級管理人員考核標準並向董事會提出建議，審查公司董事（非獨立非執行董事）及高級管理人員的履行職責情況並對其進行年度績效考評； | (vi) Study the evaluation standards for directors and senior management officers and make recommendations to the Board, review the performance of duties by the Company's directors (non-independent non-executive directors) and senior management officers and conduct their annual performance assessment; |
| (vii) 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須公平合理，不致過多； | (vii) Review and approve compensation payable to the executive directors and senior management officers for loss or termination of office or appointment to ensure that such compensation is consistent with the terms of the contract; if not consistent with the terms of the contract, such compensation must be fair and reasonable and not excessive; |
| (viii) 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；若未能與合約條款一致，有關賠償亦須合理適當； | (viii) Review and approve the compensation arrangements involved in the dismissal or removal of directors due to misconduct to ensure that such arrangements are consistent with the terms of the contract; if not consistent with the terms of the contract, such compensation must be reasonable and appropriate; |
| (ix) 確保任何董事或其任何聯繫人不得參與釐定他自己的薪酬； | (ix) Ensure that no director or any of his/her associates is involved in the determination of his/her own remuneration; |

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| (x) 負責對公司薪酬細則執行情況進行監督，並定期檢討有關薪酬政策； | (x) Responsible for supervising the implementation of the Company's remuneration rules and review the relevant remuneration policies on a regular basis; |
| (xi) 審閱及／或批准香港上市規則第十七章所述有關股份計劃的事宜；及 | (xi) Review and/or approve matters related to share schemes as described in Chapter 17 of the Hong Kong Listing Rules; and |
| (xii) 董事會授權的其他事宜。 | (xii) Other matters authorized by the Board. |

執行董事以外的高級管理人員（其履歷載於本年報「董事及高級管理人員」一節）於報告期間的薪酬範圍如下：

The remuneration of the senior management (excluding executive Directors), whose biographical details are included in section headed "Directors and Senior Management" of this annual report, during the Reporting Period falls within the following bands:

薪酬（人民幣元）	Remuneration (RMB)	人數 Number of Individuals
0至2,000,000	0 to 2,000,000	1人 1
2,000,000至5,000,000	2,000,000 to 5,000,000	3人 3

本公司的薪酬政策旨在確保董事及高級管理人員的薪酬基於技能、知識、責任及對本公司事務的參與程度釐定。董事及高級管理人員的薪酬及報酬待遇亦參考同類公司支付的賬戶薪金、董事及高級管理人員的時間付出及職責以及本集團的表現釐定。董事及高級管理人員的薪酬包括袍金、薪金、津貼、非金錢福利、表現花紅、以權益結算以股份為基礎的薪酬開支及退休金計劃供款。

The Company's remuneration policy is to ensure that the remuneration offered to the Directors and senior management, is based on skill, knowledge, responsibilities and involvement in the Company's affairs. The remuneration and compensation packages of the Directors and senior management are also determined with reference to account salaries paid by comparable companies, time commitment and responsibilities of the Directors and senior management and the performance of the Group. The remuneration for the Directors and senior management comprises fees, salaries, allowances, benefits in kind, performance-related bonuses, equity-settled share-based compensation expense and pension scheme contributions.

於報告期內，薪酬與考核委員會舉行了2次會議，各董事出席會議的記錄載於下表：

During the Reporting Period, 2 Remuneration and Assessment Committee meetings were held and the attendance record of each Director is set out in the table below:

董事姓名	Name of Director	實際出席次數／應出席 薪酬與考核委員會會議次數 Actual Attendance/Number of Remuneration and Assessment Committee Meeting(s) Required
高玉女士（於2025年6月30日獲委任）	Ms. Gao Yu (appointed on 30 June 2025)	1/1
汪會越先生	Mr. Ze Kuaiyue	2/2
劉永先生（於2025年6月30日獲委任）	Mr. Liu Yong (appointed on 30 June 2025)	1/1
孟榮芳女士（於2025年6月30日辭任）	Ms. Meng Rongfang (resigned on 30 June 2025)	2/2
徐勁科先生（於2025年6月30日辭任）	Mr. Xu Jinke (resigned on 30 June 2025)	1/1

薪酬與考核委員會已於報告期內審閱、討論並批准董事薪酬政策、評估執行董事的表現及批准執行董事服務合約、檢討有關股份計劃事宜以及向董事會建議個別執行董事及高級管理人員的薪酬待遇（即採納企業管治守則第E.1.2(C)第(ii)種模式）。

The Remuneration and Assessment Committee has reviewed, discussed, and approved the directors' remuneration policy, assessed the performance of the executive directors and approved their service contracts, reviewed matters relating to share schemes, and made recommendations to the Board regarding the remuneration packages of individual executive directors and senior management (i.e., adopting Model (ii) under Section E.1.2(C) of the Corporate Governance Code) during the Reporting Period.

提名委員會

提名委員會由三名成員組成，分別為陸海傳先生（執行董事）、高玉女士（獨立非執行董事）及陳曉歡先生（獨立非執行董事）。陳曉歡先生為提名委員會主席。

Nomination Committee

The Nomination Committee consists of three members, namely Mr. Lu Haizhuan (executive Director), Ms. Gao Yu (independent non-executive Director) and Mr. Chen Xiaohuan (independent non-executive Director). Mr. Chen Xiaohuan is the chairperson of the Nomination Committee.

提名委員會職權範圍的條款不遜於企業管治守則及中國相關法律所訂明者。提名委員會的主要職責為：

The terms of reference of the Nomination Committee are of no less exacting terms than those set out in the Corporate Governance Code and the PRC laws. The main duties of the Nomination Committee are:

- (i) 根據公司經營活動情況、資產規模和股權結構至少每年一次評估及檢討對董事會的規模和構成（包括技能、知識及經驗方面），並就任何配合公司策略而擬對董事會作出的變動向董事會提出建議；
- (ii) 制訂本公司的企業管治政策及常規，檢查其實施情況，並向董事會提出建議；

- (i) Evaluating and reviewing the size and composition of the Board (including skills, knowledge and experience) at least once a year based on the Company's operating activities, asset size and equity structure, and making recommendations to the Board on any proposed changes to the Board in line with the Company's strategies;
- (ii) Formulating the Company's corporate governance policies and practices, reviewing their implementation, and making recommendations to the Board;

- (iii) 研究董事、總經理及其他高級管理人員的選擇標準和程序並提出建議，檢查並監督董事及高級管理人員的培訓及持續專業發展計劃；
 - (iv) 遴選合格的董事人選、總經理及其他高級管理人員的人選；
 - (v) 對董事候選人、總經理及其他高級管理人員候選人進行審查並提出建議；
 - (vi) 審查獨立非執行董事的獨立性；
 - (vii) 就董事委任或重新委任以及董事（尤其是董事長）、總經理及其他高級管理人員繼任計劃向董事會提出建議；
 - (viii) 制定及維持有關董事會多元化的政策，並定期檢討及在公司年度報告中披露有關多元化的政策或政策摘要；
 - (ix) 在董事會需要增加董事人數或填補董事空缺時，提名委員會負責物色具備合適資格可擔任董事的人士，並就挑選提名有關人士出任董事向董事會提供意見。在物色合適人選時，提名委員會應充分考慮董事會成員在知識結構、經驗等方面的互補性、董事會成員組合的均衡及獨立性，基於客觀條件並充分顧及董事會成員多元化的裨益，結合本集團業務需求，提名委員會應在廣泛的基礎上選擇候選人，確保董事會成員具備適當的才能、經驗及多樣的觀點與角度，從而支持公司實現戰略目標、維持競爭優勢和實現可持續發展；
- (iii) Studying the selection criteria and procedures for directors, general managers and other senior management and making recommendations, inspecting and supervising the training and continuing professional development plans for directors and senior management;
 - (iv) Selecting qualified candidates for directors, general manager and other senior management;
 - (v) Reviewing and making recommendations on director candidates and candidates for general manager and other senior management;
 - (vi) Reviewing the independence of independent non-executive directors;
 - (vii) Making recommendations to the Board regarding the appointment or re-appointment of directors and succession planning for directors (in particular, the Chairman of the Board), general managers and other senior management;
 - (viii) Formulating and maintaining a policy on board diversity, and conducting regular reviews, and disclosing such policy or the summary of such policy on board diversity in the annual report of the Company;
 - (ix) When the Board needs to increase the number of directors or fill a vacancy of director, the Nomination Committee is responsible for identifying persons with suitable qualifications to act as directors and providing advice to the Board on the selection and nomination of such persons as directors. When identifying suitable candidates, the committee should fully consider the complementarity of Board members in respect of knowledge structure and experience, the balance and independence of Board composition. Based on objective conditions and taking into account the benefits of diversity of Board members, as well as the Group's business needs, the committee should select candidates on a broad basis, so as to ensure that the Board members have appropriate talents, experience and diversified viewpoints and perspectives to support the Company in achieving strategic objectives, maintaining competitive advantages and realizing sustainable development;

(x) 提名委員會應負責在非執行董事（包括獨立非執行董事）任期屆滿時向董事會提出重新委任的建議，並就由股東選舉或重新選舉董事以及任何董事在任何時期的持續任職事宜提出建議。若董事會擬於股東會上提呈決議案選任某人士為獨立非執行董事，提名委員會應促使有關股東會通告所附隨的致股東通函及／或說明函件中列明：(1)用以物色該名人士的流程、董事會認為應選任該名人士的理由以及他們認為該名人士屬獨立人士的原因；(2)如果候任獨立非執行董事將出任第七家（或以上）上市公司的董事，董事會認為該名人士仍可投入足夠時間履行董事職責的原因；(3)該名人士可為董事會帶來的觀點與角度、技能及經驗；及(4)該名人士如何促進董事會成員多元化；

(xi) 制訂、檢查並監督員工及董事的操守準則及合規手冊（如有）；

(xii) 檢查本公司遵守香港上市規則附錄C1企業管治守則的情況及在企業管治報告中所做的信息披露情況；

(xiii) 適用法律法規、公司章程、香港上市規則規定的事宜及公司董事會授予的其他事宜。

在評估董事會組成的過程中，提名委員會將考慮本公司董事會多元化政策所載有關董事會多元化的各個範疇及因素。提名委員會將討論及協定達致董事會多元化的可計量目標（如必要），並建議董事會採納。

在物色及甄選合適董事人選的過程中，提名委員會將考慮對配合企業策略及達致董事會多元化而言屬必要的人選相關標準（載於董事會多元化政策，如適用），其後向董事會提出推薦建議。

(x) The committee shall be responsible for making recommendations to the Board on the re-appointment of non-executive directors (including independent non-executive directors) upon expiration of their term of office, and making recommendations on the election or re-election of directors by shareholders and on the continuous appointment of any director during any period of time. If the Board intends to propose a resolution at the general meeting of shareholders to elect a person for appointment as an independent non-executive director, the committee shall procure that the following must be specified in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting: (1) the process of identifying the individual, the reasons for selecting such individual for appointment by the Board and the reasons for considering such individual to be an independent party; (2) if the proposed independent non-executive director is going to act as director for the seventh (or above) listed company, the reasons for the Board to believe that such individual is still able to devote sufficient time to perform his/her duties as a director; (3) the viewpoints, perspectives, skills and experience that may be brought by such individual to the Board; and (4) how such individual contributes to the diversity of the Board;

(xi) Formulating, reviewing and supervising the code of conduct and compliance manual (if any) for employees and directors;

(xii) Examining the Company's compliance with the Corporate Governance Code in Appendix C1 to the Hong Kong Listing Rules and the disclosure of information in the Corporate Governance Report;

(xiii) Matters required by applicable laws and regulations, the Articles of Association, the Hong Kong Listing Rules and other matters authorized by the Board of the Company.

In assessing the Board composition, the Nomination Committee would take into account various aspects as well as factors concerning Board diversity as set out in the Company's Board Diversity Policy. The Nomination Committee would discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption.

In identifying and selecting suitable candidates for directorships, the Nomination Committee would consider the candidate's relevant criteria as set out in the Board Diversity Policy that are necessary to complement the corporate strategy and achieve Board diversity, where appropriate, before making recommendation to the Board.

於報告期內，提名委員會舉行了2次會議，各董事出席會議的記錄載於下表：

During the Reporting Period, 2 Nomination Committee meetings were held and the attendance record of each Director is set out in the table below:

董事姓名	Name of Director	實際出席次數／應出席 提名委員會會議次數 Actual Attendance/Number of Nomination Committee Meeting(s) Required
陳曉歡先生	Mr. Chen Xiaohuan	2/2
陸海傳先生	Mr. Lu Haizhuan	2/2
高玉女士（於2025年6月30日獲委任）	Ms. Gao Yu (appointed on 30 June 2025)	1/1
徐勁科先生（於2025年6月30日辭任）	Mr. Xu Jinke (resigned on 30 June 2025)	1/1

提名委員會已於報告期內審閱、討論並批准有關提名董事的政策，包括董事候選人採納的提名程序、遴選及推薦準則以及物色具備合適可擔任董事的人士、考慮有關人士的經歷、以及是否能有效履職並作出評估並向董事會建議委任新董事。

The Nomination Committee has reviewed, discussed and approved the policy regarding the nomination of directors, including the nomination procedures, selection and recommendation criteria adopted for candidates for directorship, and the identification of individuals suitably qualified to become directors, taking into account the experience of such individuals, and assessing whether they can effectively perform their duties and making recommendations to the Board on the appointment of new directors during the Reporting Period.

戰略委員會

戰略委員會由三名成員組成，分別為陸海傳先生（執行董事）、汪會越先生（執行董事）及莊麗豔女士（執行董事）。陸海傳先生為戰略委員會主席。

Strategy Committee

The Strategy Committee consists of three members, namely Mr. Lu Haizhuan (executive Director), Mr. Ze Kuaiyue (executive Director) and Ms. Zhuang Liyan (executive Director). Mr. Lu Haizhuan is the chairperson of the Strategy Committee.

戰略委員會職權範圍的條款不遜於企業管治守則及中國相關法律所訂明者。戰略委員會的主要職責為：

The terms of reference of the Strategy Committee are of no less exacting terms than those set out in the Corporate Governance Code and the PRC laws. The main duties of the Strategy Committee are:

- (i) 審議公司的未來願景、使命和價值觀方案；
- (ii) 審議公司的戰略規劃和實施報告；
- (iii) 審議公司的市場定位和行業吸引力分析報告；
- (iv) 審議公司的市場、開發、融投資、人力資源等特定戰略分析報告；

- (i) to consider the Company's proposals for future vision, mission and values;
- (ii) to consider the Company's strategic planning and implementation reports;
- (iii) to consider the analysis reports on the Company's market positioning and industry attractiveness;
- (iv) to consider the specific strategic analysis reports on the Company's marketing, development, financing and investment, human resources, etc.;

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| (v) 審議公司的戰略實施計劃和戰略調整計劃； | (v) to consider the Company's strategy implementation plan and strategy adjustment plan; |
| (vi) 審議公司的重大項目投資的可行性分析報告； | (vi) to consider the feasibility analysis report on the Company's investment in major projects; |
| (vii) 審議公司的重大項目投資的實施計劃以及資金籌措和使用方案； | (vii) to consider the implementation plans of the Company's major investment projects and the plans for fund raising and use of funds; |
| (viii) 審議公司在重大項目投資中與合作方談判的情況報告； | (viii) to consider the report on the negotiation between the Company and its partners in the major investment projects; |
| (ix) 審議控股子公司的公司章程； | (ix) to consider the articles of association of holding subsidiaries; |
| (x) 審議控股子公司的戰略規劃； | (x) to consider the strategic plans of holding subsidiaries; |
| (xi) 審議控股子公司增資、減資、合併、分立、清算、上市等重大事項； | (xi) to consider major matters such as capital increase, decrease, merger, division, liquidation and listing of holding subsidiaries; |
| (xii) 董事會授予的其他職責。 | (xii) other duties as delegated by the Board. |

於報告期內，戰略委員會舉行了1次會議，各董事出席會議的記錄載於下表：

During the Reporting Period, 1 Strategy Committee meeting was held and the attendance record of each Director is set out in the table below:

董事姓名	Name of Director	實際出席次數／應出席 戰略委員會會議次數 Actual Attendance/Number of Strategy Committee Meeting(s) Required
陸海傳先生	Mr. Lu Haizhuan	1/1
迺會越先生	Mr. Ze Kuaiyue	1/1
莊麗豔女士	Ms. Zhuang Liyan	1/1

董事會多元化政策

為了提高董事會的效率並維持企業管治的高標準，本公司已採納董事會多元化政策。

根據董事會多元化政策，本公司通過考慮多種因素，包括但不限於性別、年齡、文化及教育背景、行業經驗、技術能力、專業資格及技能、知識及服務年限，以尋求實現董事會多元化。最終決定將根據獲選人選對董事會的功績及貢獻作出。

Board Diversity Policy

The Company has adopted a Board Diversity Policy in order to enhance the effectiveness of the Board and to maintain a high standard of corporate governance.

Pursuant to the Board Diversity Policy, the Company seeks to achieve diversity of the Board through the consideration of a wide range of factors, including but not limited to gender, age, cultural and educational background, industry experience, technical capabilities, professional qualifications and skills, knowledge and length of service. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

董事會的知識及技能組合均衡，包括整體管理及戰略發展、財務、會計以及風險管理。董事已獲得包括工商管理、金融、會計、經濟在內的多個專業的學位。本公司擁有四名具有不同行業背景的獨立非執行董事，佔董事會成員三分之一以上。

有關董事會多元化政策的實施，董事會已制定以下可計量目標以實施董事會多元化政策，並不時檢討該等目標以確保其合適及確定實現該等目標的進度：

- (A) 至少一名董事會成員為女性；
- (B) 至少三分之一董事會成員為獨立非執行董事；
- (C) 至少一名董事會成員應已取得會計或其他專業資格。

根據可計量目標對董事會現時組成的分析載列如下：

性別

男性：5名董事
女性：4名董事

職位

執行董事：4名董事
非執行董事：1名董事
獨立非執行董事：4名董事

業務經驗

會計及財務：3名董事
法律：1名董事
本公司業務相關經驗：5名董事

提名委員會及董事會認為，董事會目前的組成已達到董事會多元化政策設定的目標。

提名委員會每年檢討董事會多元化政策，確保其行之有效。

The Board have a balanced mix of knowledge and skills, including overall management and strategic development, finance, accounting and risk management. The Directors obtained degrees in various majors including business administration, finance, accounting and economics. The Company has four Independent Non-executive Directors with different industry backgrounds, representing more than one-third of the members of the Board.

For the purpose of implementation of the Board Diversity Policy, the Board has set the following measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives:

- (A) at least one of the members of the Board shall be female;
- (B) at least one-third of the members of the Board shall be independent non-executive Directors;
- (C) at least one of the members of the Board shall have obtained accounting or other professional qualifications.

An analysis of the Board's current composition based on the measurable objectives is set out below:

Gender

Male: 5 Directors
Female: 4 Directors

Position

Executive Directors: 4 Directors
Non-executive Director: 1 Director
Independent Non-executive Directors: 4 Directors

Business Experience

Accounting & Finance: 3 Directors
Legal: 1 Director
Experience Related to the Company's Business: 5 Directors

The Nomination Committee and the Board are of the view that the current composition of the Board has achieved the objectives set in the Board Diversity Policy.

The Nomination Committee will review the Board Diversity Policy annually to ensure its effectiveness.

性別多元化

本公司重視本集團所有層面的性別多元化。本公司已經並將繼續採取措施，在本公司所有層面（包括但不限於董事會及高級管理人員層面）促進性別多元化。

下表載列於本年報日期，本集團員工（包括本公司高級管理人員）的性別比例：

	女性 Female	男性 Male
全體員工	Overall workforce	52.70% (1,608) 47.30% (1,443)

有關本集團性別比例的詳情以及相關資料載於與本年度報告同步刊發的《環境、社會及管治報告》。

董事會的目標乃實現及已實現本公司至少1名女性董事，2名女性高級管理人員及不低於50%的其他女性員工。

本公司將繼續努力加強董事會的性別多元化。董事會將盡最大努力委任女性董事加入董事會，且提名委員會將竭盡所能識別並向董事會推薦合適的女性候選人，供其考慮任命為董事。本公司亦將繼續確保在招聘中高層員工時保持性別多元化，由此本公司將在適當時候擁有女性管理層及董事會的潛在繼任者，以確保董事會的性別多元化。本集團將繼續重視女性人才的培養，並為女性員工提供長期發展機會。

董事提名政策

董事會將其挑選及委任董事的責任及權力授予本公司提名委員會。

Gender Diversity

The Company values gender diversity across all levels of the Group. The Company has taken, and will continue to take, steps to promote gender diversity at all levels of the Company, including but not limited to the Board and the senior management levels.

The following table sets out the gender ratio in the workforce of the Group, including the senior management of the Company as at the date of this annual report:

	女性 Female	男性 Male
全體員工	Overall workforce	52.70% (1,608) 47.30% (1,443)

Details on the gender ratio of the Group together with relevant data can be found in the Environmental, Social and Governance Report, which is published simultaneously with this annual report.

The Board had set a target to achieve and had achieved at least 1 female Director, 2 female senior management members of the Company and no less than 50% of other female employees.

The Company will continue to work to enhance gender diversity of the Board. The Board will use its best endeavors to appoint female Directors to the Board and the Nomination Committee will use its best endeavors to identify and recommend suitable female candidates to the Board for its consideration of appointment of Directors. The Company will also continue to ensure that there is gender diversity when recruiting staff from mid to senior level, such that it will have a pipeline of female management and potential successors to our Board in due time to ensure gender diversity of the Board. The Group will continue to emphasise training of female talents and provide long-term development opportunities for the female staff.

Director Nomination Policy

The Board has delegated its responsibilities and authority for selection and appointment of Directors to the Nomination Committee of the Company.

本公司已採納董事提名政策（載於提名委員會的職權範圍），當中載列有關提名及委任本公司董事的甄選標準及提名程序以及董事會繼任計劃考慮因素，旨在確保董事會具備適合本公司的均衡技能、經驗及多元化觀點，以及董事會的持續性及董事會層面的適當領導能力。

載於董事提名政策的委任新任董事提名程序如下：

- (i) 人力資源部及提名委員會應積極與公司有關部門進行交流，研究公司對新的董事及高級管理人員的需求情況並製作書面材料；
- (ii) 提名委員會可在本公司、控股（參股）企業內部以及人才市場等廣泛搜尋董事及高級管理人員人選；
- (iii) 提名委員會應搜集、了解初選人的職業、學歷、職稱、詳細的工作經歷、全部兼職等情況並製作書面材料；
- (iv) 徵求被提名人對提名的書面同意，否則不能將其作為董事及高級管理人員人選；
- (v) 召開提名委員會會議，根據董事及高級管理人員的任職條件，對初選人進行資格審查；
- (vi) 在選舉新的董事及新的高級管理人員前合理時間內，向董事會提出董事及高級管理人員人選的建議及相關材料；
- (vii) 根據董事會的決定及反饋進行其他後續工作。

The Company has adopted a Director Nomination Policy, as contained in the terms of reference of the Nomination Committee, which sets out the selection criteria and nomination process and the Board succession planning considerations in relation to nomination and appointment of Directors of the Company and aims to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the Company and the continuity of the Board and appropriate leadership at Board level.

The nomination process of appointment of new Directors set out in the Director Nomination Policy is as follows:

- (i) the human resources department and the Nomination Committee shall actively communicate with the relevant departments of the Company to assess the Company's demand for new directors and senior management, and produce materials in writing;
- (ii) the Nomination Committee may extensively seek candidates for directors and senior management within the Company, its holding (shareholding) enterprises as well as the job market;
- (iii) the Nomination Committee shall collect and learn the information of the occupation, education background, job title, detailed working experience and all the part-time jobs of the initially proposed candidates, and produce materials in writing;
- (iv) to seek for the nominee's written consent to the nomination, otherwise, he/she shall not be considered as a candidate for directors and senior management;
- (v) to convene Nomination Committee meetings to review the qualifications of the initially proposed candidates according to the job requirements of directors and senior management;
- (vi) to submit proposals and the relevant materials to the Board in respect of candidates of directors and senior management within a reasonable period of time prior to the election of new directors and senior management; and
- (vii) to carry out other follow-up work according to the decision and feedback of the Board.

提名委員會應將其決定、建議及／或方案交予董事會審議及決策。過程中董事人選的提名須先經董事會審議，再提交股東會審議及批准，方可實施。

董事會多元化政策載有評估建議人選是否適合及對董事會的潛在貢獻的標準，包括但不限於以下各項：性別、年齡、文化及教育背景、行業經驗、技術能力、專業資格及技能、知識及服務年期。

於報告期內，董事會有以下變動：

- (i) 余鳳祿先生於2025年6月30日獲委任為執行董事。
- (ii) 張麗女士於2025年6月30日獲委任為非執行董事。
- (iii) 鄒家佳女士於2025年6月30日辭任本公司非執行董事。
- (iv) 金豪先生於2025年6月30日辭任本公司非執行董事。
- (v) 陸頌督先生於2025年6月30日辭任本公司非執行董事。
- (vi) 高玉女士於2025年6月30日獲委任為獨立非執行董事。
- (vii) 劉永先生於2025年6月30日獲委任為獨立非執行董事。
- (viii) 徐勁科先生於2025年6月30日辭任本公司獨立非執行董事。

余鳳祿先生、張麗女士、高玉女士及劉永先生分別於2025年5月25日、2025年5月20日、2025年5月20日、2025年5月16日就上市規則第3.09D條向有資格就香港法律提供意見的律師行取得法律意見，明白上市規則中所有適用於其作為本公司董事的規定，以及向聯交所作出虛假聲明或提供虛假信息所可能引致的後果。

The Nomination Committee shall submit its decisions, recommendations and/or proposals to the Board for consideration and decision. Among which, the nomination of director candidates must be submitted to the general meeting of shareholders for review and approval after being reviewed by the Board and before implementation.

The criteria for assessing the suitability and the potential contribution to the Board of a proposed candidate as set out in the Board Diversity Policy, including but not limited to the following, are gender, age, cultural and educational background, industry experience, technical capabilities, professional qualifications and skills, knowledge and length of service.

During the Reporting Period, the Board has the following changes:

- (i) Mr. Yu Fenglu was appointed as an executive Director on 30 June 2025.
- (ii) Ms. Zhang Li was appointed as a non-executive Director on 30 June 2025.
- (iii) Ms. Zou Jiajia resigned as a non-executive Director of the Company on 30 June 2025.
- (iv) Mr. Jin Hao resigned as a non-executive Director of the Company on 30 June 2025.
- (v) Mr. Lu Songdu resigned as a non-executive Director of the Company on 30 June 2025.
- (vi) Ms. Gao Yu was appointed as an independent non-executive Director on 30 June 2025.
- (vii) Mr Liu Yong was appointed as an independent non-executive Director on 30 June 2025.
- (viii) Mr. Xu Jinke resigned as an independent non-executive Director of the Company on 30 June 2025.

Mr. Yu Fenglu, Ms. Zhang Li, Ms. Gao Yu and Mr. Liu Yong have obtained legal advice from law firms qualified to advise on Hong Kong law on 25 May 2025, 20 May 2025, 20 May 2025 and 16 May 2025 respectively, regarding Rule 3.09D of the Listing Rules, and understood all the requirements of the Listing Rules applicable to them as directors of the Company, and the possible consequences of making false statements or providing false information to the Stock Exchange.

提名委員會將適時檢討董事會提名政策，確保其行之有效。

企業管治職能

根據企業管治守則的守則條文第A.2.1條，董事會負責履行以下企業管治職責：

- 制定及檢討本公司的企業管治政策及常規；
- 檢討及監察董事及高級管理人員的培訓及持續專業發展；
- 檢討及監察本公司在遵守法律及監管規定方面的政策及常規；
- 制定、檢討及監察僱員及董事的操守準則及合規手冊（如有）；及
- 檢討本公司遵守上市規則附錄C1（企業管治守則）的情況及在企業管治報告內的披露。

於報告期內，董事會已履行上述職責。

風險管理及內部控制

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

董事會全權負責評估及釐定本公司為達成戰略目標所願承擔的風險性質及程度，並建立及維持適當及有效的風險管理及內部控制系統。

審計委員會協助董事會領導管理層及監督其設計、實施及監察風險管理及內部控制系統。

The Nomination Committee will review the Director Nomination Policy, as appropriate, to ensure its effectiveness.

Corporate Governance Functions

In accordance with Code Provision A.2.1 of the CG Code, the Board is responsible for performing the corporate governance duties including:

- to develop and review the Company's policies and practices on corporate governance;
- to review and monitor the training and continuous professional development of Directors and senior management;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and
- to review the Company's compliance with Appendix C1 to the Listing Rules (CG Code) and disclosure in the Corporate Governance Report.

The Board has performed the above duties during the Reporting Period.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board acknowledges its responsibility for the risk management and internal control systems and for 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.

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、銷售及租賃、財務申報、人力資源。

本公司風險管理及內部控制系統已根據以下原則、特點及程序制定：

所有分部／部門均定期進行內部控制評估，以識別可能影響本集團業務及包括主要營運及財務程序、監管合規及信息安全在內多個方面的潛在風險。各分部／部門亦每年進行自我評估，以確保適當遵守控制政策。

管理層在分部／部門主管協調下，評估風險發生概率、提供應對計劃及監察風險管理進程，並向審計委員會及董事會報告所有結果及系統成效。

董事會及審計委員會每年檢討該系統的成效一次。管理層已向董事會及審計委員會確認截至2025年12月31日止年度風險管理及內部控制系統具有成效。

內部審計部負責提供內部審計職能、獨立檢討風險管理及內部控制系統的充足性及成效。內部審計部審查有關會計常規及所有重大控制的關鍵事宜，並向審計委員會提供其發現及改進建議。

董事會在審計委員會的支持下，並經參考管理層報告及內部審計結果，檢討截至2025年12月31日止年度的風險管理及內部控制系統（包括財務、營運及合規監控），並認為該等系統有效及足夠。年度檢討亦涵蓋財務申報及內部審計職能，以及員工資格、經驗及相關資源。

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, sales and leasing, financial reporting and human resources.

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

All divisions/departments conduct 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 division/department.

The management, in coordination with division/department heads, assess the likelihood of risk occurrence, provide treatment plans, and monitor the risk management progress, and report to the Audit Committee and the Board on all findings and the effectiveness of the systems.

The Board and the Audit Committee will review annually the effectiveness of the system. The management has confirmed to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems for the year ended 31 December 2025.

The internal audit department is responsible for providing the internal audit function and performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The internal audit department examined key issues in relation to the accounting practices and all material controls and provided its findings and recommendations for improvement to the Audit Committee.

The Board, as supported by the Audit Committee as well as the management report and the internal audit findings, conducted review of the risk management and internal control systems, including the financial, operational and compliance controls, for the year ended 31 December 2025, and considered that such systems are effective and adequate. The annual review also covered the financial reporting and internal audit function and staff qualifications, experiences and relevant resources.

舉報政策

本公司已制定舉報政策，讓本公司僱員及其他與本公司有往來的人士可在保密及匿名的情況下，向審計委員會提出對任何關於本公司的不當事宜的意見。

反貪污政策

本公司亦已制定反貪污政策，防止本公司內部出現貪污及賄賂行為。本公司設有公開的內部舉報渠道供本公司僱員舉報任何涉嫌貪污及賄賂的行為。員工亦可根據舉報政策載列的程序作出匿名舉報。

披露內幕消息政策

本公司已訂訂信息披露政策，為本公司董事、高級管理人員及相關僱員處理機密資料、監督資料披露及回應查詢提供全面指引。本公司已實施控制程序，確保未經許可存取及使用內幕消息遭到嚴格禁止。

董事對財務報表的責任

董事確認彼等有責任在會計及財務團隊的支持下編製財務報表。

董事已根據國際會計準則委員會頒佈的國際財務報告準則編製財務報表。除採納經修訂準則、準則的修訂本及詮釋外，本集團亦已貫徹使用及應用適當的會計政策。

報告期內，董事並不知悉有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的能力。本公司的財務報表乃按持續經營基準編製，董事認為該等財務報表真實公平地反映本集團截至2025年12月31日止年度的財務狀況、表現及現金流量，且當中披露其他財務資料及報告符合相關法律規定。

Whistleblowing Policy

The Company has in place the Whistleblowing Policy for employees of the Company and those who deal with the Company to raise concerns, in confidence and anonymity, with the Audit Committee about possible improprieties in any matters related to the Company.

Anti-Corruption Policy

The Company has also in place the Anti-Corruption Policy to safeguard against corruption and bribery within the Company. The Company has an internal reporting channel that is open and available for employees of the Company to report any suspected corruption and bribery. Employees can also make anonymous reports according to the procedures as set out in the Whistleblowing Policy.

Disclosure of Inside Information Policy

The Company has developed its disclosure policy which provides a general guide to the Company's Directors, 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.

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements with the support of the accounting and finance team.

The Directors have prepared the financial statements in accordance with the International Financial Reporting Standards issued by the International Accounting Standards Board. Appropriate accounting policies have also been used and applied consistently except for the adoption of revised standards, amendments to standards and interpretation.

During the Reporting Period, the Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern. The financial statements of the Company are prepared on a going concern basis, the Directors are of the view that they give a true and fair view of the financial position, performance and cash flow of the Group for the year ended 31 December 2025, and the disclosure of other financial information and report therein complies with relevant legal requirements.

本公司外聘核數師有關其對財務報表的申報責任的聲明載於本年報的獨立核數師報告。

核數師酬金

截至2025年12月31日止年度就審計服務及非審計服務已付及應付本公司外聘核數師的酬金載列如下：

服務類別	Service Category	已付／應付費用 Fees Paid/Payable (人民幣千元) (RMB'000)
審計服務	Audit Services	3,480
非審計服務(附註)	Non-audit Services (Note)	945
總計	Total	4,425

附註：非審計費用為公司2025年向核數師支付的中期審閱費用、轉移定價服務費用及稅務諮詢費用。

The statement of the external auditors of the Company about their reporting responsibilities on the financial statements is set out in the Independent Auditor's Report of this annual report.

AUDITORS' REMUNERATION

The remuneration paid and payable to the external auditors of the Company in respect of audit services and non-audit services for the year ended 31 December 2025 is set out below:

Note: The non-audit fees are the interim review fee, transfer pricing services fee and tax advisory fee paid by the Company to its auditors in 2025.

聯席公司秘書

本公司已委任本公司執行董事莊麗豔女士及卓佳專業商務有限公司(一家專門從事商務、企業及投資者綜合服務的全球化專業服務供應商)企業服務高級經理李健威先生為本公司的聯席公司秘書。

全體董事均可就企業管治及董事會常規及事宜取得聯席公司秘書的意見及服務。莊女士亦為董事會秘書，已獲指定為本公司的主要聯絡人士，將就本公司的企業管治以及秘書及行政事宜與李先生協作及溝通。

截至2025年12月31日止年度，莊女士及李先生已遵守上市規則第3.29條的規定，接受不少於15小時的相關專業培訓。莊女士及李先生的履歷載於本年報「董事及高級管理人員」一節。

JOINT COMPANY SECRETARIES

The Company has appointed Ms. Zhuang Liyan, an executive Director of the Company, and Mr. Li Kin Wai, a senior manager of corporate services of Tricor Services Limited, a global professional services provider specializing in integrated business, corporate and investor services, as the Company's joint company secretaries.

All Directors have access to the advice and services of the joint company secretaries on corporate governance and board practices and matters. Ms. Zhuang, who is also the secretary to the Board, has been designated as the primary contact person at the Company which would work and communicate with Mr. Li on the Company's corporate governance and secretarial and administrative matters.

For the year ended 31 December 2025, Ms. Zhuang and Mr. Li have undertaken not less than 15 hours of relevant professional training respectively in compliance with Rule 3.29 of the Listing Rules. The biographies of Ms. Zhuang and Mr. Li are set out in the "Directors and Senior Management" section of this annual report.

股東權利

召開臨時股東會

根據公司章程第54條，單獨或者合計持有公司百分之十以上股份的股東有權向董事會請求召開臨時股東會，並應當以書面形式向董事會提出。董事會應當根據法律、行政法規、香港上市規則和公司章程的規定，在收到請求後十日內提出同意或不同意召開臨時股東會的書面反饋意見。

董事會同意召開臨時股東會的，應當在作出董事會決議後五日內發出召開股東會的通知，通知中對原請求的變更，應當徵得相關股東的同意。

董事會不同意召開臨時股東會，或者在收到請求後十日內未作出反饋的，單獨或者合計持有公司百分之十以上股份的股東有權向審計委員會提議召開臨時股東會，並應當以書面形式向審計委員會提出請求。

審計委員會同意召開臨時股東會的，應在收到請求五日內發出召開股東會的通知，通知中對原提案的變更，應當徵得相關股東的同意。

審計委員會未在規定期限內發出股東會通知的，視為審計委員會不召集和主持股東會，連續九十日以上單獨或者合計持有公司百分之十以上股份的股東可以自行召集和主持。

於股東會上提出建議

根據公司章程第59條，單獨或者合計持有公司百分之十以上股份的股東，有權在股東會召開十日前提出臨時議案並書面提交董事會。

SHAREHOLDERS' RIGHTS

Convening an Extraordinary General Meeting

Pursuant to the Article 54 of the Articles of Association, shareholders who individually or together hold 10% or more of the shares of the Company shall have the right to request the Board of Directors to convene an extraordinary general meeting and such request shall be made to the Board of Directors in writing. The Board of Directors shall give a written reply as to whether it agrees or disagrees to hold an extraordinary general meeting within ten days upon receipt of the request in accordance with laws, administrative regulations, the Hong Kong Listing Rules and the Articles of Association.

Where the Board of Directors agrees to hold an extraordinary general meeting, it shall issue a notice of the General Meeting within five days after the resolution was made. Any change to the original request in the notice shall be subject to the approval from the relevant shareholders.

Where the Board of Directors does not agree to hold an extraordinary general meeting or fails to give a reply within ten days upon receipt of the request, it shall be deemed that shareholders who individually or together hold 10% or more of the shares of the Company shall have the right to submit a proposal to the Audit Committee on holding an extraordinary general meeting and such request shall be made to the Audit Committee in writing.

Where the Audit Committee agrees to hold an extraordinary general meeting, it shall issue a notice of General Meeting within five days after receiving the request. Any changes to the original proposal in the notice shall be approved by the relevant shareholders.

Where the Audit Committee fails to give the notice of the General Meeting within the specified time limit, it shall be deemed that the Audit Committee does not convene or preside over the meeting, in which case, shareholders who individually or together hold 10% or more of the shares of the Company for 90 or more consecutive days may convene and preside over the meeting on their own.

Putting Forward Proposals at General Meetings

Pursuant to Article 59 of the Articles of Association, shareholders separately or aggregately holding more than 1% of the shares of the Company, may propose extraordinary proposals to the Board of Directors in writing ten days before the convening of such General Meeting.

向董事會提出查詢

股東如對董事會有任何疑問，可向本公司發出書面查詢。本公司一般不會處理口頭或匿名查詢。

聯絡詳情

股東可將上文所述的查詢或要求送交：

地址： 中華人民共和國廣東省深圳市龍崗區南灣街道上李朗社區平吉大道66號康利信息谷大樓106室（致董事會／公司秘書）
Address: Room 106, Kangli Information Valley Building, No. 66 Pingji Avenue, Shanglilang Community, Nanwan Street, Longgang District, Shenzhen, Guangdong Province, The People's Republic of China (For the attention of the Board of Directors/Company Secretary)
電話： 0755-33622851
Telephone:
電郵： goldenkey@aukeys.com
Email:

為免生疑問，股東須將正式簽署的書面要求、通知或聲明或查詢（視情況而定）的正本送交及發出至上述地址，並提供彼等的全名、聯絡詳情及身份以使之生效。股東資料或會根據法律規定予以披露。

與股東及投資者的溝通／投資者關係

本公司認為與股東的有效溝通對增強投資者關係及投資者對本集團業務表現及策略的了解至為重要。本公司致力一直與股東保持溝通，特別是透過年度股東會及其他股東會。於年度股東會上，董事（或彼等的代表（如適用））可與股東會面並回答彼等的查詢。

為保障股東權益及權利，股東會上應就每個重大獨立事項提呈獨立決議案，包括個別董事選舉。於股東會上提呈的所有決議案將根據上市規則以投票方式表決，而投票結果將於每次股東會後於本公司及聯交所網站登載。

Putting Forward Enquiries to the Board

For putting forward any enquiries to the Board, Shareholders may send written enquiries to the Company. The Company will not normally deal with verbal or anonymous enquiries.

Contact Details

Shareholders may send their enquiries or requests as mentioned above to the following:

For the avoidance of doubt, Shareholders 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.

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS/INVESTOR RELATIONS

The Company considers that effective communication with Shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with Shareholders and in particular, through annual general meetings and other general meetings. At the annual general meeting, Directors (or their delegates as appropriate) are available to meet Shareholders and answer their enquiries.

To safeguard Shareholder interests and rights, separate resolution should be proposed for each substantially separate issue at general meetings, including the election of individual Directors. All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

股東通訊政策

本公司設有股東通訊政策。政策旨在促進與股東及其他持份者的有效通訊，鼓勵股東積極參與本公司事務，並使股東能夠有效地行使其作為股東的權利。

於報告期內，董事會已就股東通訊政策的實施情況及成效進行年度檢討並認為其有效。

本公司已建立以下多種渠道與其股東一直保持溝通：

(a) 公司通訊

根據上市規則所界定，「公司通訊」乃指本公司發出或將予發出以供其任何證券的持有人參照或採取行動的任何文件，其中包括但不限於本公司的下列文件：(a)董事會報告、年度賬目連同核數師報告以及(如適用)財務摘要報告；(b)中期報告及(如適用)中期摘要報告；(c)會議通告；(d)上市文件；(e)通函；及(f)代表委任表格。本公司的公司通訊將按照上市規則的規定適時在聯交所網站(www.hkex.com.hk)登載。公司通訊將以中、英文版本(或如獲許可，以單一語言)按照上市規則的規定適時向股東及非登記的本公司證券持有人提供。股東及非登記的本公司證券持有人應有權選擇語言(中文或英文)或收取公司通訊的方式(印刷本或透過電子形式)。

(b) 根據上市規則刊發的公告及其他文件

本公司將根據上市規則適時在聯交所網站刊登公告(關於內幕消息、企業行動及交易等)及其他文件(如公司章程)。

Shareholders Communication Policy

The Company has in place a Shareholders Communication Policy. The policy aims at promoting effective communication with Shareholders and other stakeholders, encouraging Shareholders to engage actively with the Company and enabling Shareholders to exercise their rights as Shareholders effectively.

During the Reporting Period, the Board had conducted the annual review on the implementation and effectiveness of the Shareholders Communication Policy and considered it effective.

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

(a) Corporate Communication

“Corporate Communication” as defined under the Listing Rules 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 following documents of the Company: (a) the Directors’ report, annual accounts together with a copy of the auditor’s report and, where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form. The Corporate Communication of the Company will be published on the Stock Exchange’s website (www.hkex.com.hk) in a timely manner as required by the Listing Rules. Corporate Communication will be provided to Shareholders and non-registered holders of the Company’s securities in both English and Chinese versions or where permitted, in a single language, in a timely manner as required by the Listing Rules. Shareholders and non-registered holders of the Company’s securities shall have the right to choose the language (either English or Chinese) or means of receipt of the Corporate Communication (in printed form or through electronic means).

(b) Announcements and Other Documents pursuant to the Listing Rules

The Company shall publish announcements (on inside information, corporate actions and transactions etc.) and other documents (e.g. Articles of Association) on the Stock Exchange’s website in a timely manner in accordance with the Listing Rules.

(c) 公司網站

任何登載於聯交所網站的本公司資料或文件亦將登載於本公司的網站(www.augroup.com)。有關本公司企業管治的其他公司資料亦可在本公司網站查閱。

(d) 股東會

本公司的年度股東會及其他股東會為本公司與其股東溝通的主要平台。本公司應按照上市規則適時向股東提供在股東會上提呈的決議案的相關資料。所提供的資料應是合理所需的資料，以便股東能夠就提呈的決議案作出知情決定。本公司鼓勵股東出席股東會，倘股東無法出席，亦可委任受委代表為出席並於會上投票。在適當或需要的情況下，董事會主席及其他董事會成員、董事會委員會主席及副主席或彼等的代表，以及外聘核數師應出席本公司的股東會以回答股東的提問(如有)。獨立董事委員會主席(如有)亦應在任何批准關連交易或任何其他須經獨立股東批准的交易的股東會上回答問題。

(e) 股東查詢

有關股權的查詢

股東可透過以下方式向本公司的H股證券登記處卓佳證券登記有限公司查詢股權：使用其網上股權查詢服務(網址為www.tricoris.com)，或電郵至is-enquiries@vistra.com，或致電其熱線(852) 2980 1333，或親臨其公眾櫃檯(地址為香港夏愨道16號遠東金融中心17樓)。

(c) Corporate Website

Any information or documents of the Company posted on the Stock Exchange's website will also be published on the Company's website (www.augroup.com). Other corporate information about the Company's corporate governance will also be available on the Company's website.

(d) General Meetings

The annual general meeting and other general meetings of the Company are primary forums for communication between the Company and its Shareholders. The Company shall provide Shareholders with relevant information on the resolution(s) proposed at a general meeting in a timely manner in accordance with the Listing Rules. The information provided shall be reasonably necessary to enable Shareholders to make an informed decision on the proposed resolution(s). Shareholders are encouraged to participate in general meetings or to appoint proxies to attend and vote at the meetings for and on their behalf if they are unable to attend the meetings. Where appropriate or required, the Chairman of the Board and other Board members, the chairmen and deputy chairman of board committees or their delegates, and the external auditors should attend general meetings of the Company to answer Shareholders' questions (if any). The chairman of the independent board committee (if any) should also be available to answer questions at any general meeting to approve a connected transaction or any other transaction that is subject to independent Shareholders' approval.

(e) Shareholders' Enquiries

Enquiries about Shareholdings

Shareholders should direct their enquiries about their shareholdings to the Company's H share registrar, Tricor Investor Services Limited, via its online holding enquiry service at www.tricoris.com, or send email to is-enquiries@vistra.com or call its hotline at (852) 2980 1333, or go in person to its public counter at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong.

向董事會及本公司提出有關企業管治或其他事宜的查詢

本公司通常不會處理口頭或匿名查詢。股東可透過以下方式向董事會提出任何查詢：電郵至 goldenkey@aukeys.com，或郵寄至中華人民共和國廣東省深圳市龍崗區南灣街道上李朗社區平吉大道66號康利信息谷大樓106室。

(f) 網上發佈

本公司的年度業績網上發佈現已可供查閱。

(g) 其他投資者關係通訊平台

投資者／分析員簡報會、本地及國際巡迴推廣會、媒體訪問、為投資者而設的營銷活動及業界專題研討會等將定期推出。

章程文件的修訂

本公司已於2025年1月15日及2025年6月30日修訂公司章程。詳情請參閱本年度報告「董事會報告 – 修訂公司章程及取消監事會」一節，以及本公司於2024年12月19日及2025年6月6日刊發的公告。

除上文所披露者外，於報告期內及於本年報日期，公司章程並無重大變動。

股息政策

本公司已採納有關派付股息的股息政策。本公司並無預設派息率。視乎本公司及本集團的財務狀況以及股息政策所載的條件及因素，董事會可於某一財政年度建議及／或宣派股息，任何財政年度的末期股息均須經由股東批准。

Enquiries about Corporate Governance or Other Matters to be put to the Board and the Company

The Company will not normally deal with verbal or anonymous enquiries. Shareholders may send any enquiries to the Board by email: goldenkey@aukeys.com or by post to Room 106, Kangli Information Valley Building, No. 66 Pingji Avenue, Shanglilang Community, Nanwan Street, Longgang District, Shenzhen, Guangdong Province, The People's Republic of China.

(f) Webcast

Webcasts of the Company's annual results are available.

(g) Other Investor Relations Communication Platforms

Investor/analysts briefings, roadshows (both domestic and international), media interviews, marketing activities for investors and specialist industry forums etc. will be launched on a regular basis.

Amendments to Constitutional Documents

On 15 January 2025 and 30 June 2025, the Company has amended the Articles of Association. For details, please refer to the section headed "Report of the Board of Directors – Amendments to the Articles of Association and Abolition of the Board of Supervisors" in this annual report, and the announcements of the Company dated 19 December 2024 and 6 June 2025.

Save as disclosed above, during the Reporting Period and as at the date of this annual report, there were no significant changes in the Articles of Association.

Dividend Policy

The Company has adopted a Dividend Policy on payment of dividends. The Company does not have any pre-determined dividend payout ratio. Depending on the financial conditions of the Company and the Group and the conditions and factors as set out in the Dividend Policy, dividends may be proposed and/or declared by the Board during a financial year and any final dividend for a financial year will be subject to the Shareholders' approval.

Deloitte.

德勤

致傲基（深圳）跨境商務股份有限公司股東

（於中華人民共和國註冊成立的股份有限公司）

意見

吾等已審核載列於第96頁至第211頁的傲基（深圳）跨境商務股份有限公司（以下簡稱「貴公司」）及其附屬公司（以下統稱「貴集團」）的綜合財務報表，此綜合財務報表包括於2025年12月31日的綜合財務狀況表、截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料及其他解釋資料。

吾等認為，有關綜合財務報表已根據國際會計準則理事會（「國際會計準則理事會」）頒佈的國際財務報告準則真實而公平地反映 貴集團於2025年12月31日的綜合財務狀況及其截至該日止年度的綜合財務表現及其綜合現金流量，並已遵照香港《公司條例》的披露規定妥為編製。

意見的基礎

吾等已根據香港會計師公會頒佈的香港核數準則（「香港核數準則」）進行審核。吾等在該等準則下承擔的責任已在本報告「核數師就審核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適用於公眾利益實體財務報表審計的《專業會計師道德守則》（「守則」），吾等獨立於 貴集團，並亦已履行守則中的其他道德責任。吾等相信，吾等所獲得的審核憑證能充足及適當地為吾等的意見提供基礎。

關鍵審核事項

關鍵審核事項是根據吾等的專業判斷，認為對本期綜合財務報表的審核最為重要的事項。該等事項乃於吾等整體審核綜合財務報表及出具意見時進行處理。吾等不會對該等事項提供單獨意見。

TO THE SHAREHOLDERS OF AUGROUP (SHENZHEN) CROSS-BORDER BUSINESS CO., LTD.

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

Opinion

We have audited the consolidated financial statements of AuGroup (SHENZHEN) Cross-Border Business Co., Ltd. (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”) set out on pages 96 to 211, 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, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

Basis for Opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSAs**”) issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the “**Code**”), as applicable to audits of financial statements of public interest entities. We have also 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 Matter

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. The matter was 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 the matter.

關鍵審核事項

Key audit matter

銷售商品收入的確認

Recognition of revenue from sales of goods

由於銷售商品收入的交易量龐大且其財務意義重大，因此吾等於綜合財務報表將銷售商品收入的確認識別為關鍵審核事項。

We identified the recognition of revenue from sales of goods as a key audit matter due to its large volume of transactions and financial significance of revenue to the consolidated financial statements.

截至2025年12月31日止年度來自銷售商品的收入約為人民幣9,581,841,000元，乃於商品控制權轉移至客戶時確認，一般於客戶收到產品時確認。

Revenue from the sale of goods of approximately RMB9,581,841,000 for the year ended 31 December 2025 is recognised at the point in time when control of the goods is transferred to the customer, generally on the receipt of products by customers.

吾等的審核如何處理關鍵審核事項

How our audit addressed the key audit matter

吾等對於銷售商品收入的確認程序包括：

Our procedures in relation to the recognition of revenue from sales of goods included:

- 評估和測試管理層就與銷售貨品收入有關的收入確認程序所設計、執行及運作的主要內部控制的成效；
- evaluating and testing the design, implementation and operating effectiveness of the management's key internal controls over the revenue recognition process in respect of sales of goods revenue;
- 由內部專家評估及測試 貴集團與銷售貨品有關的財務報告所用的操作系統與財務系統的一般信息技術控制；
- evaluating and testing the general information technology controls of the operational system related to financial reporting in relation to the sales of goods and the financial system of the Group by internal specialists;
- 透過對銷來自第三方平台的銷售交易數據及確認的相關收入金額來檢查透過若干第三方電子商務平台銷售商品的收入；
- examining the revenue from sales of goods through certain third-party e-commerce platform by reconciling the sales transaction data from the third-party platform and the relevant revenue amount recognised;
- 透過若干第三方電商平台及其他渠道銷售商品的收入，以第三方支持文件等為樣本，進行實質細節測試。
- performing substantive test of details with reference to the third party supporting documents, on a sample basis, in respect of revenue from sales of goods through certain third-party e-commerce platforms and other channels.

其他資料

貴公司董事對其他資料負責。其他資料包括年度報告中的資料，惟不包括綜合財務報表及吾等的核數師報告。

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

結合吾等對綜合財務報表的審計，吾等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吾等在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於吾等已執行的工作，倘吾等認為其他資料存在重大錯誤陳述，吾等需要報告該事實。在這方面，吾等沒有任何報告。

董事及治理層就綜合財務報表須承擔的責任

貴公司董事負責依據國際會計準則理事會所頒佈的國際財務報告準則及香港《公司條例》的披露規定編製及公允列報綜合財務報表，並負責實施董事認為需要的內部控制，以使編製的綜合財務報表不存在因詐欺或錯誤導致的重大錯報。

於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，披露與持續經營相關的事項（如適用），並使用持續經營會計基礎，惟董事擬清算貴集團或停止運營，或別無其他現實選擇則除外。

治理層負責監督貴集團的財務報告過程。

Other Information

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon.

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

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

Responsibilities of Directors and Those Charged with Governance for the Consolidated Financial Statements

The directors of the Company are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards as issued by the IASB 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.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

核數師就審計綜合財務報表承擔的責任

吾等的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並按照吾等協定的委聘條款規定僅向全體股東出具包括吾等意見的核數師報告。除此以外，吾等的報告不可用作其他用途。本行並不就本行報告之內容對任何其他人士承擔任何責任或接受任何義務。合理保證是高水準的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或匯總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

作為根據《香港審計準則》進行審計的一部分，吾等於整個審計過程中運用了專業判斷，保持專業懷疑態度。吾等亦：

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

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 solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs 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 HKSAs, we exercise professional judgment 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.

- 董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對 貴集團的持續經營能力產生重大疑慮。如果吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則吾等應當發表非無保留意見。吾等的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致 貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構及內容，包括披露，以及綜合財務報表是否中肯反映交易及事項。
- 規劃和執行集團審計，以取得就 貴集團內實體或業務單位之財務資料獲取充足及適當之審核憑證，以便對綜合財務報表發表意見。吾等負責集團審計之方向、監督和審查為集團審計目的而進行的審計工作。吾等為審核意見承擔全部責任。
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

除其他事項外，吾等與治理層溝通了計劃的審計範圍、時間安排、重大審計發現等，包括吾等在審計中識別出內部控制的任何重大缺陷。

吾等亦向治理層提交聲明，說明吾等已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響吾等獨立性的所有關係及其他事項，以及在適用的情況下，為消除威脅而採取的行動或採用的防範措施。

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

從與治理層溝通的事項中，吾等確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。吾等在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在吾等報告中溝通某事項造成的負面後果超過產生的公眾利益，吾等決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是王傑森（執業證書編號：P06788）。

德勤•關黃陳方會計師行
執業會計師
香港

2026年3月27日

From the matters communicated with those charged with governance, 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 Wong Kit Sum (practising certificate number: P06788).

Deloitte Touche Tohmatsu
Certified Public Accountants
Hong Kong

27 March 2026

綜合損益及其他全面收益表

Consolidated Statement of Profit or Loss and Other Comprehensive Income

截至2025年12月31日止年度 For the year ended 31 December 2025

		附註 NOTES	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
收入	Revenue	5	13,698,738	10,709,648
銷售成本	Cost of sales		(10,090,568)	(7,412,518)
毛利	Gross profit		3,608,170	3,297,130
其他收入	Other income	6	61,352	50,567
金融資產預期信貸虧損模式 (「預期信貸虧損」)下的 減值虧損，扣除撥回	Impairment losses under expected credit loss model (“ECL”) on financial assets, net of reversal	7	(20,723)	(8,308)
其他收益及虧損	Other gains and losses	8	(49,624)	67,662
銷售開支	Selling expenses		(2,513,097)	(2,071,846)
行政開支	Administrative expenses		(445,956)	(390,297)
研發開支	Research and development expenses		(182,127)	(130,016)
其他開支	Other expenses		(19,000)	(15,933)
上市開支	Listing expenses	11	–	(42,354)
應佔使用權益法入賬投資業績	Share of results of investments accounted for using the equity method		14,705	(3,507)
融資成本	Finance costs	9	(264,360)	(122,455)
除稅前利潤	Profit before tax		189,340	630,643
所得稅開支	Income tax expense	10	(36,754)	(109,447)
年內利潤	Profit for the year	11	152,586	521,196
年內其他全面收入(開支)	Other comprehensive income (expense) for the year			
其後不會重新分類至損益的項目：	<i>Items that will not be reclassified subsequently to profit or loss:</i>			
按公允價值計入其他全面收入 (「按公允價值計入其他 全面收入」)的權益工具投資的 公允價值變動	Fair value changes on investments in equity instruments at fair value through other comprehensive income (“FVTOCI”)		32,139	(95,104)

綜合損益及其他全面收益表

Consolidated Statement of Profit or Loss and Other Comprehensive Income

截至2025年12月31日止年度 For the year ended 31 December 2025

	附註 NOTE	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
其後可能會重新分類至損益的項目：	<i>Items that may be reclassified subsequently to profit or loss:</i>		
換算海外業務產生的匯兌差額	Exchange differences arising on translation of foreign operations	(1,916)	(2,211)
分佔按權益法入賬的投資業績的其他全面收入，扣除相關所得稅	Share of other comprehensive income of investments accounted for using the equity method, net of related income tax	424	899
		(1,492)	(1,312)
年內其他全面收入(開支)	Other comprehensive income (expense) for the year	30,647	(96,416)
年內全面收入總額	Total comprehensive income for the year	183,233	424,780
以下人士應佔年內利潤(虧損)：	Profit (loss) for the year attributable to:		
本公司擁有人	Owners of the Company	161,139	504,299
非控股權益	Non-controlling interests	(8,553)	16,897
		152,586	521,196
以下人士應佔年內全面收入(開支)總額：	Total comprehensive income (expense) for the year attributable to:		
本公司擁有人	Owners of the Company	192,792	409,340
非控股權益	Non-controlling interests	(9,559)	15,440
		183,233	424,780
每股盈利	Earnings per share		
— 基本及攤薄(人民幣元)	– Basic and diluted (RMB)	15	0.39
			1.29

綜合財務狀況表

Consolidated Statement of Financial Position

於2025年12月31日 At 31 December 2025

		附註 NOTES	2025年 2025 人民幣千元 RMB' 000	2024年 2024 人民幣千元 RMB' 000
非流動資產	Non-current Assets			
物業、廠房及設備	Property, plant and equipment	16	889,331	728,140
使用權資產	Right-of-use assets	17	2,693,033	2,769,803
無形資產	Intangible assets	18	10,173	26,034
按權益法入賬的投資	Investments accounted for using the equity method	19	121,619	72,257
按公允價值計入損益（「按公允價值計入損益」）的金融資產	Financial assets at fair value through profit or loss ("FVTPL")	20	118,608	9,075
按公允價值計入其他全面收入的權益工具	Equity instruments at FVTOCI	21	56,742	101,825
遞延稅項資產	Deferred tax assets	22	196,680	209,986
融資租賃應收款項	Finance lease receivables	23	51,393	61,421
質押銀行存款	Pledged bank deposits	24	–	20,200
收購物業、廠房及設備的按金	Deposit for acquisition of property, plant and equipment		–	2,289
原到期日超過三個月的銀行存款	Bank deposit with original maturity over three months	24	–	10,000
非流動資產總值	Total Non-current Assets		4,137,579	4,011,030
流動資產	Current Assets			
存貨	Inventories	25	1,627,440	1,445,386
貿易應收款項	Trade receivables	26	1,560,190	1,269,396
合約資產	Contract assets		31,366	22,290
預付款項及其他應收款項	Prepayments and other receivables	27	532,695	399,761
按公允價值計入損益的金融資產	Financial assets at FVTPL	20	101,790	23,263
融資租賃應收款項	Finance lease receivables	23	20,708	14,007
質押銀行存款	Pledged bank deposits	24	500,067	230,665
原到期日超過三個月的銀行存款	Bank deposit with original maturity over three months	24	10,000	–
現金及現金等價物	Cash and cash equivalents	24	1,613,126	1,363,752
流動資產總值	Total Current Assets		5,997,382	4,768,520
流動負債	Current Liabilities			
貿易及其他應付款項	Trade and other payables	28	1,854,820	1,523,741
應付稅項	Tax payable		22,978	24,781
銀行借款	Bank borrowings	29	1,555,416	716,626
租賃負債	Lease liabilities	32	366,623	231,345

綜合財務狀況表
Consolidated Statement of Financial Position

於2025年12月31日 At 31 December 2025

		附註 NOTES	2025年 2025 人民幣千元 RMB' 000	2024年 2024 人民幣千元 RMB' 000
合約負債	Contract liabilities	30	147,225	155,003
退款負債	Refund liabilities	31	66,700	24,283
流動負債總額	Total Current Liabilities		4,013,762	2,675,779
流動資產淨值	Net Current Assets		1,983,620	2,092,741
總資產減流動負債	Total Assets less Current Liabilities		6,121,199	6,103,771
非流動負債	Non-current Liabilities			
銀行借款	Bank borrowings	29	239,518	257,174
租賃負債	Lease liabilities	32	2,729,023	2,737,284
非流動負債總額	Total Non-current Liabilities		2,968,541	2,994,458
資產淨值	Net Assets		3,152,658	3,109,313
資本及儲備	Capital and Reserves			
股本	Share capital	33	415,206	415,206
儲備	Reserves		2,717,219	2,664,315
本公司擁有人應佔權益	Equity attributable to owners of the Company		3,132,425	3,079,521
非控股權益	Non-controlling interests		20,233	29,792
權益總額	Total Equity		3,152,658	3,109,313

第96至211頁的綜合財務報表已於2026年3月27日獲貴公司董事會批准及授權刊發，並由以下董事代為簽署：

The consolidated financial statements on pages 96 to 211 were approved and authorised for issue by the board of directors of the Company on 27 March 2026 and are signed on its behalf by:

陸海傳
董事
LU HAI ZHUAN
DIRECTOR

恽會越
董事
ZE KUAI YUE
DIRECTOR

綜合權益變動表

Consolidated Statement of Changes in Equity

截至2025年12月31日止年度 For the year ended 31 December 2025

		本公司擁有人應佔											
		Attributable to owners of the Company											
		按公允價值計入其他全面											
		Reserve for share award								Non-controlling interests		Total	
		Share capital	and trust scheme	Share premium	FVTOCI reserve	Other reserve	Translation reserve	Statutory reserve	Retained profits	Subtotal	Non-controlling interests	Total	
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
			(附註b)			(附註d)			(附註a)				
			(Note b)			(Note d)			(Note a)				
於2024年1月1日	At 1 January 2024	386,865	-	655,912	(36,324)	34,344	3,007	177,571	1,040,819	2,262,194	10,573	2,272,767	
年內利潤	Profit for the year	-	-	-	-	-	-	-	504,299	504,299	16,897	521,196	
按公允價值計入其他全面	Fair value change on												
收入的權益工具投資的	investments in equity												
公允價值變動	instruments at FVTOCI	-	-	-	(95,104)	-	-	-	-	(95,104)	-	(95,104)	
分佔按權益法入賬的投資	Share of other comprehensive												
的其他全面收入，	income of investments												
扣除稅項	accounted for using the	-	-	-	-	-	899	-	-	899	-	899	
	equity method, net of tax												
換算海外業務產生的匯兌	Exchange differences arising												
差額	on translation of foreign	-	-	-	-	-	(754)	-	-	(754)	(1,457)	(2,211)	
	operations												
年內全面(開支)收入總額	Total comprehensive (expense)												
	income for the year	-	-	-	(95,104)	-	145	-	504,299	409,340	15,440	424,780	
發行H股	Issue of H shares	29,895	-	378,092	-	-	-	-	-	407,987	-	407,987	
劃撥	Appropriation	-	-	-	-	-	-	30,073	(30,073)	-	-	-	
非控股權益的出資	Contribution from non-controlling												
	interests	-	-	-	-	-	-	-	-	-	3,779	3,779	
出售按公允價值計入其他	Release upon disposal of equity												
全面收入的權益工具撥回	instruments at FVTOCI	-	-	-	410	-	-	-	(410)	-	-	-	
購回及註銷股份(附註c)	Repurchase and cancellation												
	of shares (Note c)	(1,554)	-	1,554	-	-	-	-	-	-	-	-	

綜合權益變動表

Consolidated Statement of Changes in Equity

截至2025年12月31日止年度 For the year ended 31 December 2025

		本公司擁有人應佔										
		Attributable to owners of the Company										
		股本	股份獎勵 信託計劃 儲備	股份溢價	按公允 價值計入 其他全面 收入儲備	其他儲備	換算儲備	法定儲備	保留利潤	小計	非控股權益	總計
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
			(附註b) (Note b)		(附註d) (Note d)				(附註a) (Note a)			
於2024年12月31日	As at 31 December 2024	415,206	-	1,035,558	(131,018)	34,344	3,152	207,644	1,514,635	3,079,521	29,792	3,109,313
年內利潤(虧損)	Profit (loss) for the year	-	-	-	-	-	-	-	161,139	161,139	(8,553)	152,586
按公允價值計入其他全面 收入的權益工具投資的 公允價值變動	Fair value change on investments in equity instruments at FVTOCI	-	-	-	32,139	-	-	-	-	32,139	-	32,139
分佔按權益法入賬的投資 的其他全面收入， 扣除稅項	Share of other comprehensive income of investments accounted for using the equity method, net of tax	-	-	-	-	-	424	-	-	424	-	424
換算海外業務產生的匯兌 差額	Exchange differences arising on translation of foreign operations	-	-	-	-	-	(910)	-	-	(910)	(1,006)	(1,916)
年內全面收入(開支) 總額	Total comprehensive income (expense) for the year	-	-	-	32,139	-	(486)	-	161,139	192,792	(9,559)	183,233
出售按公允價值計入其他 全面收入的權益工具撥回	Release upon disposal of equity instruments at FVTOCI	-	-	-	2,096	-	-	-	(2,096)	-	-	-
出售按權益法入賬的 投資撥回	Release upon disposal of an investment accounted for using the equity method	-	-	-	-	167	-	-	-	167	-	167
就本公司受限制H股獎勵 信託計劃項下未歸屬 股份購買股份(附註b)	Purchase of shares for unvested shares under the Restricted H-share Award and Trust Scheme of the Company (Note b)	-	(36,254)	-	-	-	-	-	-	(36,254)	-	(36,254)
股息	Dividends	-	-	-	-	-	-	-	(103,801)	(103,801)	-	(103,801)
於2025年12月31日	As at 31 December 2025	415,206	(36,254)	1,035,558	(96,783)	34,511	2,666	207,644	1,569,877	3,132,425	20,233	3,152,658

綜合權益變動表

Consolidated Statement of Changes in Equity

截至2025年12月31日止年度 For the year ended 31 December 2025

附註：

a. 指於中華人民共和國（「中國」）組成本集團的若干實體的法定儲備。根據適用的中國法規，組成本集團的中國實體須將其稅後利潤（經抵銷前一年虧損後）的10%撥入法定儲備，直至該儲備達其註冊資本的50%。在向股東分派股息前必須將資金轉入該儲備。經相關機構批准後，法定儲備可用於抵銷累計虧損或增加組成本集團的實體的實繳資本。

b. 於2025年1月15日，本公司採納受限制H股獎勵信託計劃，據此，本公司向合資格參與者授出受限制股份，合資格參與者包括但不限於本集團董事、高級管理層及其他僱員。

年內，本集團支付約人民幣36,254,000元，用以收購4,219,200股為受限制H股獎勵信託計劃而持有的庫存股份，該金額包括根據本公司受限制H股獎勵信託計劃購買股份的任何應佔增量成本。

截至2025年12月31日止年度內，概無授出任何庫存股份。

c. 於截至2021年12月31日止年度，本公司向一名獨立第三方發行1,554,000股每股面值人民幣1元的內資股，代價為人民幣40,000,000元。根據股東協議，倘本公司未能於2025年前協定的時間內達成所指定的條件，股東具有沽出認沽期權，可要求本公司無條件購回該等股份，代價為人民幣40,000,000元另加8%的票面年利率。由於有關沽出認沽期權產生本公司概無無條件規避能力的合約義務，因此金融負債於初始確認時按贖回金額的現值確認，相應金額已計入其他儲備。

於截至2024年12月31日止年度，獨立第三方行使沽出認沽期權及本公司購回上述1,554,000股內資股，代價為人民幣47,136,000元。因此，已發行的沽出認沽期權項下的合約負債已獲結算。其後，本公司於2024年5月註銷該等股份。

d. 除上文所述者外，餘下結餘為非控股權益減少與過往年度在不失去控制權的情況下出售附屬公司部分股權的代價之間的差額。

Notes:

a. It represents the statutory reserve of certain entities comprising the Group in the People's Republic of China (the "PRC"). Pursuant to applicable PRC regulations, the PRC entities comprising the Group is required to appropriate 10% of its profit after tax (after offsetting prior year losses) to the statutory reserve until such reserve reaches 50% of its registered capital. Transfers to this reserve must be made before distribution of dividends to shareholders. Upon approval by relevant authorities, the statutory reserve can be utilised to offset the accumulated losses or to increase the paid-up capital of the entities comprising the Group.

b. On 15 January 2025, the Company has adopted Restricted H-share Award and Trust Scheme, pursuant to which the Company granted restricted shares to eligible participants include, but not limited to the Group's directors, senior management and other employees.

During the year, the Group paid of approximately RMB36,254,000 for acquiring 4,219,200 treasury shares held for the Restricted H-share Award and Trust Scheme, including any attributable incremental costs for the purchase of shares under the Restricted H-share Award and Trust Scheme of the Company.

During the year ended 31 December 2025, none of the treasury shares were granted.

c. During the year ended 31 December 2021, the Company issued 1,554,000 domestic shares with par value of RMB1 each to an independent third party at a consideration of RMB40,000,000. Pursuant to the shareholders' agreement, the shareholder has a written put option to require the Company to repurchase these shares unconditionally at a consideration of RMB40,000,000 plus 8% coupon rate per annum if the Company is unable to meet certain specified conditions under the agreed timeframe by 2025. Since such written put option creates contractual obligation that the Company does not have unconditional ability to avoid, a financial liability has been recognised at initial recognition at present value of the redemption amount and the corresponding amount has been debited to other reserve.

During the year ended 31 December 2024, the independent third party exercised the written put option and the Company repurchased the above mentioned 1,554,000 domestic shares at a consideration of RMB47,136,000. Accordingly, the contractual liabilities under issued written put option has been settled. Subsequently, the Company cancelled these shares in May 2024.

d. Save as above, the remaining balance represents the difference between the decrease in non-controlling interests and the consideration in respect of disposal of partial equity interest in a subsidiary without losing control in prior years.

綜合現金流量表

Consolidated Statement of Cash Flows

截至2025年12月31日止年度 For the year ended 31 December 2025

		2025年 2025 人民幣千元 RMB' 000	2024年 2024 人民幣千元 RMB' 000
經營活動	OPERATING ACTIVITIES		
除稅前利潤	Profit before tax	189,340	630,643
就以下各項調整：	Adjustments for:		
融資成本	Finance costs	264,360	122,455
銀行利息收入	Bank interest income	(25,685)	(26,023)
融資租賃應收款項利息收入	Interest income on finance lease receivables	(3,718)	(3,475)
應佔使用權益法入賬投資業績	Share of results of investments accounted for using the equity method	(14,705)	3,507
物業、廠房及設備折舊	Depreciation of property, plant and equipment	76,416	70,249
使用權資產折舊	Depreciation of right-of-use assets	383,839	229,596
無形資產攤銷	Amortisation of intangible assets	12,577	10,560
預期信貸虧損下確認的金融資產減值虧損，扣除撥回	Impairment losses recognised under ECL on financial assets, net of reversal	20,723	8,308
存貨撇減	Write-down of inventories	33,536	25,321
出售物業、廠房及設備(虧損)收益	Loss (gain) on disposal of property, plant and equipment	1,251	(5,588)
就無形資產確認的減值虧損	Impairment losses recognised on an intangible asset	8,700	–
出售按權益法入賬的投資虧損	Loss on disposal of investments accounted for using the equity method	8,085	–
按公允價值計入損益的金融資產公允價值變動收益	Gain on changes in fair value of financial assets at FVTPL	(10,385)	(1,915)
營運資本變動前經營現金流量	Operating cash flows before movements in working capital	944,334	1,063,638
存貨增加	Increase in inventories	(215,590)	(424,859)
貿易應收款項增加	Increase in trade receivables	(262,345)	(465,812)
合約資產增加	Increase in contract assets	(9,076)	(14,968)
預付款項及其他應收款項增加	Increase in prepayments and other receivables	(171,512)	(115,117)
融資租賃應收款項減少	Decrease in finance lease receivables	7,045	16,386
貿易及其他應付款項增加	Increase in trade and other payables	339,085	394,514
合約負債(減少)增加	(Decrease) increase in contract liabilities	(7,778)	106,804
退款負債增加	Increase in refund liabilities	42,417	3,486
營運所得現金	Cash generated from operations	666,580	564,072
已付所得稅	Income tax paid	(35,704)	(28,600)
經營活動所得現金淨額	Net cash from operating activities	630,876	535,472

綜合現金流量表

Consolidated Statement of Cash Flows

截至2025年12月31日止年度 For the year ended 31 December 2025

	附註 NOTES	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
投資活動	INVESTING ACTIVITIES		
已收利息	Interest received	36,070	27,938
已收股息	Dividend received	116	294
出售以下各項所得款項：	Proceeds from disposal of		
– 按公允價值計入損益的金融資產	– financial assets at FVTPL	2,194,105	321,151
– 按公允價值計入其他全面收入 的權益工具	– equity instruments at FVTOCI	92,804	631
– 按權益法入賬的投資	– investments accounted for using the equity method	8,406	–
出售物業、廠房及設備所得款項	Proceeds on disposal of property, plant and equipment	5,346	8,739
購買：	Purchases of		
– 按公允價值計入損益的金融資產	– financial assets at FVTPL	(2,382,165)	(334,414)
– 按公允價值計入其他全面收入 的權益工具	– equity instruments at FVTOCI	(9,598)	–
購買物業、廠房及設備	Purchases of property, plant and equipment	(252,696)	(157,783)
購買無形資產	Purchases of intangible assets	(5,416)	(8,500)
收購按權益法入賬的投資	Acquisitions of investments accounted for using the equity method	(49,570)	–
收購附屬公司現金流出淨額	Net cash outflow on acquisition of a subsidiary	43	(153,775)
存放質押銀行存款	Placement of pledged bank deposits	(2,214,154)	(175,360)
提取質押銀行存款	Withdrawal of pledged bank deposits	1,964,952	89,386
投資活動所用現金淨額	Net cash used in investing activities	(611,800)	(381,693)
融資活動	FINANCING ACTIVITIES		
新借銀行借款	New bank borrowings raised	2,927,017	1,336,454
償還銀行借款	Repayments of bank borrowings	(2,114,973)	(1,025,847)
償還租賃負債	Repayments of lease liabilities	(179,882)	(156,102)
已付利息	Interest paid	(264,360)	(121,719)
已付股息	Dividends paid	(103,801)	–
就本公司股份獎勵計劃項下 未歸屬股份購買股份	Purchase of shares for unvested shares under the share award scheme of the Company	(36,254)	–
支付發行成本	Payment of issue costs	(850)	(19,792)
發行股份所得款項	Proceeds from issue of shares	–	428,629
非控股權益注資	Contribution from non-controlling interests	–	3,779
購回股份	Repurchase of shares	33(ii)	(47,136)
償還一名非控股股東款項	Repayment to a non-controlling shareholder	–	(1,123)
融資活動所得現金淨額	Net cash from financing activities	226,897	397,143

綜合現金流量表
Consolidated Statement of Cash Flows

截至2025年12月31日止年度 For the year ended 31 December 2025

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
現金及現金等價物增加淨額	NET INCREASE IN CASH AND CASH EQUIVALENTS	245,973	550,922
年初現金及現金等價物	CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	1,363,752	809,838
匯率變動影響	EFFECTS OF FOREIGN EXCHANGE RATE CHANGES	3,401	2,992
年末現金及現金等價物	CASH AND CASH EQUIVALENTS AT END OF THE YEAR	1,613,126	1,363,752

1. 一般資料

傲基(深圳)跨境商務股份有限公司(前稱深圳市傲基電子商務股份有限公司及傲基科技股份有限公司)(「本公司」)為一家在中國註冊成立的有限責任股份公司。其最終控股方為陸海傳先生(「陸先生」)(亦為本公司聯合創始人、董事長、執行董事兼首席執行官)以及汪會越先生(「汪先生」)(亦為本公司聯合創始人、副董事長、執行董事兼首席財務官)。本公司註冊辦事處及主要營業地點的相關地址於本年報公司資料一節披露。

本公司及其附屬公司(統稱為「本集團」)的主要活動為(i)銷售商品及(ii)提供物流解決方案,當中包括倉儲服務、快遞及貨運服務以及相關增值服務。

綜合財務報表以人民幣(「人民幣」)列示,人民幣亦為本公司的功能貨幣。

2. 應用國際財務報告準則會計準則新訂及修訂本

本年度強制生效的國際財務報告準則會計準則修訂本

於本年度,本集團已首次應用以下於本集團2025年1月1日開始的年度期間強制生效由國際會計準則理事會頒佈的國際財務報告準則會計準則修訂本,以編製綜合財務報表:

國際會計準則
第21號修訂本

缺乏可交換性

於本年度應用國際財務報告準則會計準則修訂本,並無對本集團即期及過往年度的財務狀況及表現,及/或此等綜合財務報表作出的披露產生重大影響。

1. GENERAL INFORMATION

AuGroup (SHENZHEN) Cross-Border Business Co., Ltd. (previously known as Shenzhen Aukey E-Business Co., Ltd. and AuGroup Technology Co., Ltd.) (the “Company”) was incorporated in the PRC as a joint stock company with limited liability. Its ultimate controlling parties are Mr. Lu Haizhuan (“Mr. Lu”), who is also the co-founder, Chairman, Executive Director and Chief Executive Officer of the Company and Mr. Ze Kuaiyue (“Mr. Ze”), who is also the co-founder, Vice-Chairman, Executive Director and Chief financial Officer of the Company. The respective addresses of the registered office and the principal place of business of the Company are disclosed in the corporate information section to the annual report.

The principal activities of the Company and its subsidiaries (the “Group”) are (i) sales of goods and (ii) provision of logistic solutions, including warehousing services, express and freight delivery services and related value-added services.

The consolidated financial statements are presented in Renminbi (“RMB”), which is also the functional currency of the Company.

2. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

Amendments to an IFRS Accounting Standard that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to an IFRS Accounting Standard as issued by the International Accounting Standards Board for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to IAS 21

Lack of Exchangeability

The application of the amendments to an IFRS Accounting Standard in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

2. 應用國際財務報告準則會計準則新訂及修訂本（續）

已刊發但尚未生效的新訂及經修訂國際財務報告準則會計準則

本集團並未提前應用下列已刊發但尚未生效的新訂及經修訂國際財務報告準則會計準則：

國際會計準則 換算為惡性通貨
第21號修訂本 膨脹的呈列貨幣³

國際財務報告準則 金融工具分類及
第9號及國際 計量的修訂²
財務報告準則
第7號修訂本

國際財務報告準則 依賴自然條件的
第9號及國際 電力合約²
財務報告準則
第7號修訂本

國際財務報告準則 投資者與其聯營
第10號及國際 公司或合營企業
會計準則 之間出售或注入
第28號修訂本 資產¹

國際財務報告準則 國際財務報告準
會計準則修訂本 則會計準則年度
改進 – 第11卷²

國際財務報告準則 財務報表的呈列
第18號 及披露³

¹ 本集團於待確定日期或之後開始的年度期間生效

² 本集團於2026年1月1日或之後開始的年度期間生效

³ 本集團於2027年1月1日或之後開始的年度期間生效

2. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS (CONTINUED)

New and amendments to IFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

Amendments to *Translation to a Hyperinflationary*
IAS 21 *Presentation Currency*³

Amendments to *Amendments to the Classification*
IFRS 9 and IFRS 7 *and Measurement of Financial*
*Instruments*²

Amendments to *Contracts Referencing Nature –*
IFRS 9 and IFRS 7 *Dependent Electricity*²

Amendments to *Sale or Contribution of Assets*
IFRS 10 and IAS 28 *between an Investor and its Associate*
*or Joint Venture*¹

Amendments to IFRS *Annual Improvement to IFRS*
Accounting Standards *Accounting Standards – Volume 11*²

IFRS 18 *Presentation and Disclosure in*
*Financial Statements*³

¹ Effective for the Group's annual periods beginning on or after a date to be determined

² Effective for the Group's annual periods beginning on or after 1 January 2026

³ Effective for the Group's annual periods beginning on or after 1 January 2027

2. 應用國際財務報告準則會計準則新訂及修訂本(續)

已刊發但尚未生效的新訂及經修訂國際財務報告準則會計準則(續)

除下述新訂國際財務報告準則會計準則外，本公司董事預期在可預見的未來應用國際財務報告準則會計準則的所有其他新訂及修訂本對本集團的綜合財務報表不會產生重大影響。

國際財務報告準則第18號財務報表的呈列及披露

國際財務報告準則第18號財務報表的呈列及披露載列有關財務報表呈列及披露的規定，並將取代國際會計準則第1號財務報表的呈列。此新國際財務報告準則會計準則，在延續國際會計準則第1號多項規定的同時，引入了在損益表中呈列特定類別和定義小計的新要求：於財務報表附註中披露管理層界定的表現計量(MPMs)，並改善於財務報表中披露的資料匯總及分解。此外，部分國際會計準則第1號條文已移轉至國際會計準則第8號會計政策、會計估計變動及錯誤(該準則標題將於國際財務報告準則第18號生效時變更為財務報表編製基準)及國際財務報告準則第7號。國際會計準則第7號現金流量表及國際會計準則第33號每股收益亦已作出輕微修訂。

國際財務報告準則第18號及其他準則的修訂本將於2027年1月1日或之後開始的年度期間生效，並允許提早應用。國際財務報告準則第18號要求追溯應用，並設有特定的過渡規定。應用新準則預期將不會就確認及計量對本集團的財務表現及狀況產生重大影響。然而，預期會影響綜合損益表的架構及呈列。

2. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS (CONTINUED)

New and amendments to IFRS Accounting Standards in issue but not yet effective (Continued)

Except for new IFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to IFRS Accounting Standards will have no material impact on the consolidated financial statements of the Group in the foreseeable future.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 *Presentation and Disclosure in Financial Statements*, which sets out requirements on presentation and disclosures in financial statements, will replace IAS 1 *Presentation of Financial Statements*. This new IFRS Accounting Standard, while carrying forward many of the requirements in IAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some IAS 1 paragraphs have been moved to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* (the title of which will be changed to *Basis of Preparation of Financial Statements* upon effective of IFRS 18) and IFRS 7. Minor amendments to IAS 7 *Statement of Cash Flows* and IAS 33 *Earnings per Share* are also made.

IFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. IFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.

3. 綜合財務報表的編製基準及重大會計政策資料

3.1 綜合財務報表的編製基準

綜合財務報表乃根據由國際會計準則理事會發出的國際財務報告準則會計準則編製。就編製綜合財務報表而言，倘合理預期有關資料影響主要使用者的決定，則該等資料被視為重大資料。此外，綜合財務報表包括香港聯合交易所所有公司證券上市規則（「上市規則」）及香港《公司條例》規定的適用披露。

綜合財務報表乃於各報告期末按歷史成本基準編製，惟若干金融工具按公允價值計量除外，詳見下文會計政策。

歷史成本一般基於為換取貨品及服務而支付代價的公允價值釐定。

公允價值為於計量日期於市場參與者之間的有序交易中因出售資產而收取或因轉讓負債而支付的價格，不論該價格是否直接觀察可得或使用另一種估值技術估計。就估計資產或負債的公允價值而言，本集團經考慮市場參與者於計量日期為該資產或負債進行定價時所考慮有關資產或負債的特徵。在該等綜合財務報表中，用於計量及／或披露的公允價值均在此基礎上予以釐定，但屬於國際財務報告準則第2號以股份為基礎的付款範圍內的以股份為基礎的付款交易、根據國際財務報告準則第16號租賃（「國際財務報告準則第16號」）列賬的租賃交易及與公允價值部分類似但並非公允價值的計量（例如國際會計準則第2號存貨內的可變現淨值或國際會計準則第36號資產減值（「國際會計準則第36號」）的使用價值）除外。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of preparation of Consolidated financial statements

The consolidated financial statements has been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the “Listing Rules”) and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair values at the end of the reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2 *Share-based Payment*, leasing transactions that are accounted for in accordance with IFRS 16 *Leases* (“IFRS 16”), and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 *Inventories* or value in use in IAS 36 *Impairment of Assets* (“IAS 36”).

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料

綜合基準

綜合財務報表包括本公司、僱員以信託方式持有並代表本公司持有的實體以及本公司及其附屬公司控制的實體的財務報表。當本公司符合以下情況，即取得控制權：

- 有權控制投資對象；
- 因其參與投資對象業務而承擔可變回報的風險或享有權利；及
- 有能力以其權力影響其回報。

倘有事實及情況顯示上列三項控制權元素的其中一項或多項有變，則本集團會重新評估其是否控制投資對象。

倘本集團於投資對象的投票權未能佔大多數，但只要投票權足以賦予其實際能力可單方面掌控投資對象的相關業務時，則視為本公司即對投資對象擁有權力。在評估本集團於投資對象的投票權是否足以賦予其權力時，本集團考慮所有相關事實及情況，其中包括其他合約安排產生的權利。

本集團於獲得附屬公司控制權時將附屬公司綜合入賬，並於失去附屬公司控制權時終止綜合入賬。具體而言，於年內購入或出售的附屬公司的收入及開支，按自本集團獲得控制權當日起至本集團失去附屬公司控制權當日止，計入綜合損益及其他全面收益表內。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company, entities held on trust by employees and held on behalf of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it considers that it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it the power, including rights arising from other contractual arrangements.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profits or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

綜合基準(續)

損益及其他全面收入的各個組成部分歸屬於本公司擁有人及非控股權益。附屬公司的全面收入總額歸屬於本公司擁有人及非控股權益，即使這導致非控股權益出現虧絀餘。

必要時會調整附屬公司的財務報表以使其會計政策與本集團會計政策一致。

與本集團成員公司間交易相關的所有集團內公司間資產與負債、權益、收入、開支及現金流量於綜合賬目時全數對銷。

於附屬公司的非控股權益與本集團於附屬公司的權益分開呈列，該權益代表當前所有權權益，使其持有人有權在清算時按比例分享相關附屬公司的淨資產。

業務合併或資產收購

可選集中度測試

本集團可選擇按個別交易基準應用可選集中度測試，可簡化評估所收購的一組活動及資產是否為一項業務。倘所收購總資產的絕大部分公允價值集中於單一可識別資產或一組類似可識別資產，則符合集中度測試。評估中的總資產不包括現金及現金等價物、遞延稅項資產及遞延稅項負債影響產生的商譽。倘符合集中度測試，則該組活動及資產被釐定為並非一項業務且毋須進一步評估。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Basis of consolidation (Continued)

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of the subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

Business combinations or asset acquisitions

Optional concentration test

The Group can elect to apply an optional concentration test, on a transaction-by-transaction basis, that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets. The gross assets under assessment exclude cash and cash equivalents, deferred tax assets, and goodwill resulting from the effects of deferred tax liabilities. If the concentration test is met, the set of activities and assets is determined not to be a business and no further assessment is needed.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

業務合併或資產收購(續)

資產收購

當本集團收購一組不構成一項業務的資產及負債時，本集團通過將購買價首先分配及按各自公允價值計量的金融資產／金融負債，識別及確認所收購的個別可識別資產及所承擔的負債，購買價的餘額其後按其於購買日的相對公允價值分配至其他可識別資產及負債。該等交易不會產生商譽或議價購買收益。

按權益法入賬的投資

聯營公司是指本集團對其擁有重大影響力的實體。重大影響力是指參與投資對象財務及經營政策決策的權力，但並非對有關政策的控制權。

聯營公司的業績以及資產及負債採用權益會計法計入綜合財務報表。用於權益會計目的的聯營公司的財務報表採用與本集團在類似情況下的類似交易及事項相同的會計政策編製。

根據權益法，於聯營公司的投資初始於綜合財務狀況表中按成本確認，其後進行調整，以確認本集團分佔的聯營公司損益及其他全面收入。當本集團分佔的聯營公司虧損超過本集團於該聯營公司的權益(包括實質上構成本集團於聯營公司淨投資一部分的任何長期權益)時，本集團終止確認其分佔的進一步虧損。已就額外虧損作出撥備，並僅在本集團已承擔法定或推定義務或代表聯營公司支付款項的情況下確認負債。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Business combinations or asset acquisitions (Continued)

Asset acquisitions

When the Group acquires a group of assets and liabilities that do not constitute a business, the Group identifies and recognises the individual identifiable assets acquired and liabilities assumed by allocating the purchase price first and financial assets/financial liabilities at the respective fair values, the remaining balance of the purchase price is then allocated to the other identifiable assets and liabilities on the basis of their relative fair values at the date of purchase. Such a transaction does not give rise to goodwill or bargain purchase gain.

Investments accounted for using the equity method

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control over those policies.

The results and assets and liabilities of associates are incorporated in the consolidated financial statements using the equity method of accounting. The financial statements of associates used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances.

Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are provided for, and a liability is recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

按權益法入賬的投資(續)

於聯營公司的投資自投資對象成為聯營公司之日起採用權益法核算。在收購於聯營公司的投資時，投資成本超過本集團分佔的投資對象可識別資產及負債公允價值淨額的任何部分確認為商譽，計入投資的賬面值。本集團分佔的可識別資產及負債公允價值淨額超過投資成本的任何部分，於重新評估後，立即計入收購投資期間的損益。

本集團評估是否有客觀證據表明於聯營公司的權益可能減值。當存在任何客觀證據時，根據國際會計準則第36號通過將投資的可收回金額(使用價值與公允價值減處置成本兩者中較高者)與其賬面值進行比較，將投資(包括商譽)的全部賬面值作為單一資產進行減值測試。已確認的任何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)。倘投資的可收回金額其後增加，減值虧損的任何撥回根據國際會計準則第36號予以確認。

當集團實體與本集團的聯營公司進行交易時，與聯營公司進行交易產生的利潤及虧損僅以與本集團無關的於聯營公司的權益為限在綜合財務報表中確認。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Investments accounted for using the equity method (Continued)

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within 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 the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

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 IAS 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 IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

來自客戶合約的收入

本集團於達成履約責任時確認收入，即當與特定履約責任相關的貨品或服務的「控制權」轉移予客戶時。

履約責任指一個明確貨品或一項明確服務或一系列大致相同的明確貨品或服務。

倘符合下列其中一項標準，則控制權在一段時間內轉移，而收入會參考已完成相關履約責任的進度於一段時間內確認：

- 於本集團履約時，客戶同時取得並耗用本集團履約所提供的利益；
- 本集團的履約產生或提升一項資產，而該項資產於本集團履約時由客戶控制；或
- 本集團的履約並未產生對本集團有替代用途的資產，且本集團對迄今已完成履約的付款具有可強制執行的權利。

否則，收入在當客戶獲得明確貨品或服務的控制權時在某一時點確認。

合約負債指本集團因已向客戶收取代價，而須向客戶轉讓貨品或服務的責任。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group’s performance as the Group performs;
- the Group’s performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group’s performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A contract liability represents the Group’s obligation to transfer goods or services to a customer for which the Group has received consideration from the customer.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

來自客戶合約的收入(續)

隨時確認收入：計量完全達成履約責任的進度

本集團基於產出法計量完全達成履約責任的進度，即直接計量迄今已向客戶轉讓的服務的價值相對於合約中承諾的剩餘服務的價值以確認收入。該方法最適當地體現了本集團在轉讓服務控制權中的履約情況。

具退貨／換貨權的銷售

對於具退貨權的產品銷售，本集團確認所有以下各項：

- (a) 按本集團預計有權收取的代價金額確認已轉讓產品的收入(因此，將不會就預計退回／換貨的產品確認收入)；
- (b) 退款負債；及
- (c) 就其有權從客戶收回的產品確認資產(及其對銷售成本的相應調整)及呈列為退貨收回權資產。

租賃

本集團於合約開始按國際財務報告準則第16號項下的定義評估合約是否為租賃或包含租賃。除非合約的條款及條件其後變動，否則有關合約將不予重新評估。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Revenue from contracts with customers (Continued)

Over time revenue recognition: measurement of progress towards complete satisfaction of a performance obligation

The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of the services transferred to the customer to date relative to the remaining services promised under the contract, that best depict the Group's performance in transferring control of services.

Sale with a right of return/exchange

For a sale of products with a right of return, the Group recognises all of the following:

- (a) revenue for the transferred products in the amount of consideration to which the Group expects to be entitled (therefore, revenue would not be recognised for the products expected to be returned/exchanged);
- (b) a refund liability; and
- (c) an asset (and corresponding adjustment to cost of sales) for its right to recover products from customers and are presented as right to returned goods asset.

Leases

The Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

租賃(續)

本集團作為承租人

短期租賃

本集團對於租期自開始日期起計為12個月或以下且並無包含購買權的租賃應用短期租賃確認豁免。短期租賃的租賃付款按直線法確認為開支，除非其他系統性基準更能反映租賃資產所產生經濟利益被消耗的時間模式。

使用權資產

使用權資產成本包括租賃負債的初始計量金額以及於開始日期當日或之前作出的任何租賃付款，減去任何已收取租賃優惠。

使用權資產按成本減任何累計折舊及減值虧損計量，並就租賃負債的任何重新計量作出調整。

本集團合理確定於租賃期結束時取得相關租賃資產所有權的使用權資產，自開始日期起計提折舊至可使用年期結束。否則，使用權資產按其估計可使用年期及租期(以較短者為準)以直線法計提折舊。

本集團在綜合財務狀況表中單獨列示使用權資產。

可退還租金按金

已支付的可退還租金按金根據國際財務報告準則第9號金融工具(「國際財務報告準則第9號」)入賬，並初步按公允價值計量。初步確認時對公允價值的調整被視為額外租賃付款並計入使用權資產成本。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Leases (Continued)

The Group as a lessee

Short-term leases

The Group applies the short-term lease recognition exemption to leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets

The cost of right-of-use assets includes the amounts of the initial measurement of the lease liabilities and any lease payments made at or before the commencement date, less any lease incentives received.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

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 is 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 their estimated useful lives and the lease terms.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

Refundable rental deposits

Refundable rental deposits paid are accounted under IFRS 9 *Financial Instruments* ("IFRS9") and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

租賃(續)

本集團作為承租人(續)

租賃負債

於租賃開始日期，本集團按該日尚未支付的租賃付款現值確認及計量租賃負債。於計算租賃付款現值時，由於租賃內含利率不易釐定，則本集團使用於租賃開始日期的增量借款利率。增量借款利率取決於租賃的期限、貨幣及起始日期，並根據一系列輸入參數而釐定。

租賃付款包括固定付款(包括實質固定付款)減任何應收租賃優惠。

於開始日期後，租賃負債按利息增值及租賃付款進行調整。

本集團於綜合財務狀況表中將租賃負債呈列為單獨項目。

租賃修改

本集團於以下情況將租賃修改作為一項單獨租賃入賬：

- 修改因增加一項或多項相關資產的使用權而將租賃範圍擴大；及
- 租賃代價增加，而且增加的金額符合擴大範圍所需的獨立價格，加上任何為反映特定合約的情況而對獨立價格進行的適當調整。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Leases (Continued)

The Group as a lessee (Continued)

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date as the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs.

The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

租賃(續)

本集團作為承租人(續)

租賃修改(續)

就未作為一項單獨租賃入賬的租賃修改而言，本集團用經修改租賃的租期作為基準重新計量租賃負債，方法為(按修改生效日期的經修訂貼現率)貼現經修訂租賃付款。

本集團通過對相關使用權資產作出相應調整，對租賃負債進行重新計量。

以股份為基礎的付款

以股權結算以股份為基礎的付款交易：授予僱員的股份

授予提供類似服務的僱員的以股權結算以股份為基礎的付款乃按授出日期權益工具的公允價值計量。於授出日期未計及所有非市場歸屬條件而釐定的以股權結算以股份為基礎的付款的公允價值於歸屬期內根據本集團對將最終歸屬權益工具的估計以直線法支銷，並增加相應的權益(以股份為基礎的付款儲備)。於各報告期末，本集團根據對所有相關非市場歸屬條件的評估，修訂其對預期歸屬的權益工具的估計數目。修訂原先估計的影響(如有)在損益中確認以使累計開支反映經修訂的估計，並對以股份為基礎的付款儲備作出相應調整。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Leases (Continued)

The Group as a lessee (Continued)

Lease modifications (Continued)

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use assets.

Share-based payment

Equity-settled share-based payment transactions: shares granted to employees

Equity-settled share-based payments to employees providing similar services are measured at the fair value of the equity instruments at the grant date. The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payment reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payment reserve.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

稅項

所得稅開支指即期及遞延所得稅開支之總和。

即期應付稅項乃根據年內應課稅利潤計算。應課稅利潤與除稅前利潤不同，乃由於其他年度應課稅或可扣稅的收入或開支以及毋須課稅或扣稅的項目所致。本集團的即期稅項負債乃使用於報告期末已頒佈或實質上已頒佈的稅率計算。

遞延稅項乃就綜合財務報表內資產及負債的賬面值與計算應課稅利潤所用的相應稅基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。遞延稅項資產一般就所有可扣減暫時差額確認，惟以可能有應課稅利潤可用作抵銷該等可扣減暫時差額為限。倘於不影響應課稅利潤或會計利潤的交易中初步確認資產及負債(業務合併除外)而產生暫時差額，且該交易發生時不會產生相等的應課稅及可扣減暫時差額，則不會確認有關遞延稅項資產及負債。此外，倘暫時差額產生自商譽的初步確認，則不會確認遞延稅項負債。

遞延稅項資產的賬面值於報告期末進行檢討，並於不再可能有足夠的應課稅利潤以收回全部或部分資產時予以扣減。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Taxation

Income tax expense represents the sum of the current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax because 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 those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

The carrying amount of deferred tax assets is reviewed at the end of the 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.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

稅項(續)

遞延稅項資產及負債按預期於結算負債或變現資產期間適用的稅率，並基於截至報告期末已頒佈或實質頒佈的稅率(及稅法)計量。

遞延稅項負債及資產的計量反映本集團預期於報告期末收回或結算其資產及負債賬面值的方式所產生的稅務後果。

就本集團確認使用權資產及相關租賃負債的租賃交易計量遞延稅項而言，本集團首先釐定使用權資產或租賃負債是否應佔稅項扣減。

遞延稅項資產及負債於有法定可執行權利將即期稅項資產抵銷即期稅項負債且與同一稅務機關徵收的所得稅有關時予以抵銷。

即期及遞延稅項於損益中確認，惟當其與於其他全面收入或直接於權益確認的項目有關時除外，在此情況下，即期及遞延稅項亦分別於其他全面收入或直接於權益確認。

內部產生的無形資產 – 研發開支

研究活動的開支於其產生期間確認為開支。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Taxation (Continued)

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

The measurement of deferred tax liabilities and assets 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 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.

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.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

Internally-generated intangible assets – research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具

當一家集團實體成為工具合約條文的訂約方時確認金融資產及金融負債。

金融資產及金融負債按公允價值初步計量，惟因客戶合約而產生的貿易應收款項乃根據國際財務報告準則第15號來自客戶合約的收入(「國際財務報告準則第15號」)初步計量。收購或發行金融資產及金融負債直接產生的交易成本(按公允價值計入損益的金融資產除外)將於初步確認時計入或扣減自有關金融資產或金融負債(視情況而定)的公允價值。收購按公允價值計入損益的金融資產直接產生的交易成本實時於損益確認。

實際利率法為於有關期間計算金融資產或金融負債的攤銷成本及分配利息收入及利息開支的方法。實際利率指於金融資產或金融負債的預期年期或(如適用)較短期間，將估計未來現金收入及付款(包括構成整體實際利率的所有已付或已收費用及利率差價、交易成本及其他溢價或折讓)準確貼現至初步確認時的賬面淨值的利率。

金融資產

所有財務資產的日常買賣，於交易日確認及終止確認。日常買賣乃指購買或出售於有關市場規則或價例設定的時限內交付的金融資產。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15 *Revenue from Contracts with Customers* ("IFRS 15"). Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets at 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 at FVTPL are recognised immediately in profit or loss.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

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 generally by regulation or convention in the market place concerned.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

所有已確認金融資產其後視乎其分類按攤銷成本或公允價值整體計算。

金融資產的分類及其後計量

符合下列條件的金融資產其後按攤銷成本計量：

- 持有金融資產的業務模式目標為收取合約現金流量；及
- 合約條款於指定日期產生的現金流量純粹為支付本金及未償還本金的利息。

所有其他金融資產其後按公允價值計量。

在下列情況下，金融資產為持作買賣：

- 其收購主要目的為在短期內出售；或
- 於初步確認時其屬已識別金融工具組合的一部分，而本集團整體管理該組合，且近期具有實際短期套利的模式；或
- 其為並非指定及有效作對沖工具的衍生工具。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

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.

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at fair value.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a designated and effective hedging instrument.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

金融資產的分類及其後計量(續)

(i) 攤銷成本及利息收入

其後按攤銷成本計量的金融資產使用實際利率法確認利息收入。利息收入乃對一項金融資產賬面總值應用實際利率予以計算，惟其後出現信貸減值的金融資產除外。

(ii) 指定為按公允價值計入其他全面收入的權益工具

按公允價值計入其他全面收入的權益工具投資乃其後按公允價值計量，其自公允價值變動所產生的收益及虧損於其他全面收入確認，並於按公允價值計入其他全面收入儲備中累計；且毋須予以減值評估。累計收益或虧損不會於出售股權投資後重新分類至損益。

當本集團收取股息的權利獲確立，該等權益工具投資的股息於損益內確認，除非有關股息明顯屬於就該投資收回的部分成本。股息計入損益內的其他收入項目。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Classification and subsequent measurement of financial assets (Continued)

(i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired.

(ii) Equity instruments designated as at FVTOCI

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the other income line item in profit or loss.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

金融資產的分類及其後計量(續)

(iii) 按公允價值計入損益的金融資產

不符合按攤銷成本或按公允價值計入其他全面收入或指定為按公允價值計入其他全面收入準則的金融資產按公允價值計入損益計量。

於報告期末，按公允價值計入損益的金融資產按公允價值計量，而任何公允價值收益或虧損則在損益中確認。在損益中確認的收益或虧損淨額不包括就金融資產所賺取的任何股息或利息，並計入「其他收益及虧損」項目內。

根據國際財務報告準則第9號進行減值評估的金融資產減值

本集團按預期信貸虧損模式對根據國際財務報告準則第9號進行減值評估的金融資產進行減值評估。預期信貸虧損金額於報告日期更新，以反映信貸風險自初始確認以來的變動。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Classification and subsequent measurement of financial assets (Continued)

(iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of the reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend earned or interest earned on the financial asset and is included in the "other gains and losses" line item.

Impairment of financial assets subject to impairment assessment under IFRS 9

The Group performs impairment assessment under ECL model on financial assets which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at the reporting date to reflect changes in credit risk since initial recognition.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

全期預期信貸虧損指相關工具在預計生命週期內所有可能發生的違約事件所產生的預期信貸虧損。相反，12個月預期信貸虧損(「12個月預期信貸虧損」)指全期預期信貸虧損的一部分，即預計因報告日期後12個月內可能發生的違約事件而產生。本集團根據過往的信貸虧損經驗進行評估，並按照債務人的特定因素、一般經濟狀況、報告日期過去時件及當時狀況及未來經濟狀況預測的評估進行調整。

本集團一直就貿易應收款項確認全期預期信貸虧損。該等資產的預期信貸虧損乃就信貸風險顯著增加或出現信貸減值的債務人進行個別評估，而就債務人的餘下結餘使用適當分組的內部信貸評級進行集體評估。

就所有其他工具而言，本集團以等於12個月預期信貸虧損計入虧損撥備，除非自初始確認後信貸風險顯著增加時，本集團確認全期預期信貸虧損。是否應確認全期預期信貸虧損的評估是基於自初始確認以來發生違約的可能性或風險的顯著增加。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("12m ECL") represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done 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 past events and current conditions at the reporting date as well as the forecast of future economic conditions.

The Group always recognises lifetime ECL for trade receivables. The ECL on these assets are assessed individually for debtors with significant increase in credit risk or credit-impaired, and collectively for the remaining balances of debtors using internal credit rating with appropriate groupings.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

(i) 信貸風險顯著增加

為評估信貸風險在初始確認後有否顯著增加，本集團將金融工具在報告日期發生的違約風險及金融工具在初始確認日期發生的違約風險相比較。本集團進行評估時，會考慮合理並有充分支持的量性及質性信息(包括過往經驗以及無需付出過多成本或努力即可取得的前瞻性信息)。前瞻性信息涵蓋本集團債務人所屬行業的未來前景，該等資訊源自經濟專家報告及其他類似機構，並綜合考量與本集團核心業務相關的各類外部實際及預測經濟信息來源。

特別是，本公司在評估信貸風險有否顯著增加時，會將下列信息納入考慮範圍：

- 金融工具的外部(如有)或內部信貸評級實際上或預計會嚴重下降；
- 信貸風險的外部市場指標嚴重轉差，例如，信貸息差、債務人的信貸違約掉期價格大幅增加；

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. 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 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:

- 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, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

(i) 信貸風險顯著增加(續)

- 現時業務、金融或經濟環境受到不利影響或預測會出現不利影響，並預計會使債務人的債務償還能力嚴重下降；
- 債務人的經營業績實際上或預計會嚴重惡化。

如不考慮上述評估結果，除非本集團有合理及可提供充分證據的信息另作說明，否則如合約付款逾期超過30日，本集團會推定信貸風險在初始確認後已大幅攀升。

本集團定期監察就確定信貸風險曾否顯著增加所用標準得成效，並視適當情況修訂有關標準，以確保其能夠於款項逾期前發現信貸風險顯著增加。

(ii) 違約定義

就內部信貸風險管理而言，本集團認為，違約事件在內部制定或取自外界來源的資料顯示債務人不大可能悉數向其債權人(包括本集團)還款(未計及本集團所持任何抵押品)時發生。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

(i) Significant increase in credit risk (Continued)

- 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;
- an actual or expected significant deterioration in the operating results of the debtor.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk 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.

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.

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when 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).

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

(ii) 違約定義(續)

不論上述，本集團認為，違約於金融資產逾期超過90日時發生，除非本集團有合理且具理據資料顯示更加滯後的違約標準更為恰當。

(iii) 信貸減值的金融資產

金融資產在一件或多件事件(對該金融資產估計未來現金流量構成不利影響)發生時出現信貸減值。金融資產出現信貸減值的證據包括可觀察數據，例如發行人或借款人出現重大財務困難及違約(如拖欠或逾期事件)。

(iv) 撇銷政策

本集團於有資料顯示交易方處於嚴重財政困難且無實際復甦前景時撇銷金融資產。經考慮法律意見後(如適用)，已撇銷財務資產可能仍須按本集團收回程序進行強制執行活動。撇銷乃構成銷賬事件。任何後續收回款項於損益確認。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

(ii) Definition of default (Continued)

Irrespective of the above, 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.

(iii) 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 such as: significant financial difficulty of the issuer or the borrower and a breach of contract, such as a default or past due event.

(iv) Write-off policy

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

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

(v) 計量及確認預期信貸虧損

計量預期信貸虧損取決於違約概率、違約損失率程度(即倘發生違約的損失程度)及違約風險。違約概率及違約損失率程度的評估乃根據過往數據及前瞻性資料作出調整。估計預期信貸虧損反映無偏概率加權金額，以發生違約的風險為權重釐定。本集團採用實務簡便法估計貿易應收款項的預期信貸虧損，方法是運用內貸評級，同時考慮過往信貸虧損經驗，並根據債務人的特定因素、整體經濟狀況及前瞻性資料(包括在適當情況下考慮貨幣的時間價值)進行調整，且該等資料須能以合理成本或努力取得。

一般而言，預期信貸虧損為根據合約應付本集團的所有合約現金流量與本集團預期將收取的現金流量間的差額，並按初始確認時釐定的實際利率貼現。

若干已收貿易應收款項、合約資產、其他應收款項及融資租賃應收款項的全期預期信貸虧損乃經考慮逾期資料及相關信貸資料(如前瞻性宏觀經濟資)。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

(v) Measurement and recognition of ECL

The measurement of ECL 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 and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using internal credit rating taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward-looking information, including time value of money where appropriate, that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for certain trade receivables, contract assets, other receivables and finance lease receivables are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融資產(續)

根據國際財務報告準則第9號進行減值評估的金融資產減值(續)

(v) 計量及確認預期信貸虧損(續)

就組合評估而言，本集團在制定組合時考慮以下特徵：

- 逾期狀況；
- 債務人的性質、規模及行業；及
- 外部信用評級(如有)。

管理層定期審查分組，以確保各小組繼續分享類似的信貸風險特徵。

利息收入乃按金融資產的賬面總值計算，除非該金融資產出現信貸減值，在此情況下，利息收入按金融資產的攤銷成本計算。

本集團透過調整所有金融工具的賬面值於損益確認其減值收益或虧損，惟貿易及其他應收款項透過虧損撥備賬確認相應調整除外。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets subject to impairment assessment under IFRS 9 (Continued)

(v) Measurement and recognition of ECL (Continued)

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade and other receivables, where the corresponding adjustment is recognised through a loss allowance account.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

終止確認金融資產

僅當從資產收取現金流量的合約權利屆滿或倘其轉讓金融資產及資產所有權的絕大部分風險及回報予另一實體，本集團方會終止確認該項金融資產。倘本集團保留已轉讓金融資產所有權的絕大部分風險及回報，本集團繼續確認金融資產，亦會就已收所得款項確認有抵押借款。

於終止確認按攤銷成本計量的金融資產時，資產賬面值與已收及應收代價總和之間的差額於損益確認。

於終止確認本集團於初始確認時已選擇按公允價值計入其他全面收入計量的權益工具投資時，先前於按公允價值計入其他全面收入儲備累計的累計收益或虧損不會重新分類至損益，而會轉撥至保留利潤。

金融負債及權益

分類為債務或權益

債務及權益工具根據合約安排的內容及金融負債及權益工具的定義分類為金融負債或權益。

權益工具

權益工具乃證明資產經扣除所有負債後的餘額權益的任何合約。本公司發行的權益工具按已收所得款項(經扣除直接發行成本後)確認。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Derecognition of financial assets

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 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.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to retained profits.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

3. 綜合財務報表的編製基準及重大會計政策資料(續)

3.2 重大會計政策資料(續)

金融工具(續)

金融負債及權益(續)

權益工具(續)

購回本公司本身的權益工具直接於權益中確認及扣減。購買、出售、發行或註銷本公司自身權益工具的收益或虧損並無於損益確認。

按攤銷成本計量的金融負債

金融負債隨後採用實際利率法按攤銷成本計量。

終止確認金融負債

當及僅當本集團的責任獲解除、註銷或屆滿時，可終止確認金融負債。不再確認的金融負債賬面值與已付及應付代價的差額於損益確認。

4. 估計不確定性的主要來源

於應用本集團的會計政策時，本公司董事須就無法從其他來源獲得的資產及負債的賬面值作出估計及假設。估計及相關假設乃基於過往經驗及被視為相關的其他因素。實際結果可能有別於該等估計。

估計及相關假設會持續進行檢討。倘會計估計的修訂僅影響該期間，則會計估計的修訂於該期間確認，或倘修訂影響當前及未來期間，則於修訂期間及未來期間確認。

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial liabilities and equity (Continued)

Equity instruments (Continued)

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Financial liabilities at amortised cost

Financial liabilities are subsequently measured at amortised cost, using the effective interest method.

Derecognition of financial liabilities

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 is recognised in profit or loss.

4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, the directors of the Company are required to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going 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.

4. 估計不確定性的主要來源 (續)

以下為於報告期末有關未來的主要假設及預計不明朗因素的其他主要來源。此等假設及來源均對下一財政年度資產及負債賬面值，造成須作出大幅調整的重大風險。

遞延稅項資產

於2025年12月31日，稅項虧損人民幣556,591,000元(2024年：人民幣875,450,000元)已於本集團的綜合財務狀況表作為遞延稅項資產確認。由於無法預測未來利潤來源，故並無就稅項虧損人民幣163,774,000元(2024年：人民幣103,738,000元)確認遞延稅項資產。遞延稅項資產的可變現性主要取決於可預見未來是否有足夠的未來利潤，此乃估計不明朗因素的主要來源。倘產生的實際未來應課稅利潤少於或多於預期，或事實及情況變動導致修訂未來應課稅利潤估計，則可能產生遞延稅項資產的重大撥回或進一步確認，並將於有關撥回或進一步確認發生年內於損益確認。

金融工具之公允價值計量

於2025年12月31日，本集團的非上市股權投資人民幣7,652,000元(2024年：人民幣27,079,000元)及非上市私募基金人民幣105,298,000元(2024年：無)乃按公允價值計量，其公允價值使用估值技巧基於重大不可觀察輸入數據釐定。確定相關估值技巧及相關輸入數據時需要作出判斷及估計。與該等因素有關的假設變動可能會導致須對該等工具的公允價值作出重大調整。有關進一步披露請見附註35。

貿易應收款項的預期信貸虧損撥備

信貸風險大幅增加及出現信貸減值的貿易應收款項個別評估預期信貸虧損。

此外，就個別不重大的貿易應收款項或當本集團並無無需付出不必要成本或努力可獲得的合理及有理據資料以按個別基準計量預期信貸虧損時，則會根據本集團的內部信貸評級對債務人分組進行集體評估。

4. KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

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

Deferred tax assets

As at 31 December 2025, the tax losses of RMB556,591,000 (2024: RMB875,450,000), has been recognised as deferral tax assets in the Group's consolidated statement of financial position. No deferred tax asset has been recognised on the tax losses of RMB163,774,000 (2024: RMB103,738,000) due to the unpredictability of future profit streams. The realisability of the deferred tax asset mainly depends on whether sufficient future profits will be available in the foreseeable future, which is a key source of estimation uncertainty. In cases where the actual future taxable profits generated are less or more than expected, or change in facts and circumstances which result in revision of future taxable profits estimation, a material reversal or further recognition of deferred tax assets may arise, which would be recognised in profit or loss for the year in which such a reversal or further recognition takes place.

Fair value measurement of financial instruments

As at 31 December 2025, the Group's unlisted equity investments of RMB7,652,000 (2024: RMB27,079,000) and an unlisted private fund of RMB105,298,000 (2024: nil) are measured at fair value with fair value being determined based on significant unobservable inputs using valuation techniques. Judgement and estimation are required in establishing the relevant valuation techniques and the relevant inputs thereof. Changes in assumptions relating to these factors could result in material adjustments to the fair value of these instruments. See Note 35 for further disclosures.

Provision of ECL for trade receivables

Trade receivables with significant increase in credit risk and credit-impaired are assessed for ECL individually.

In addition, for trade receivables which are individually insignificant or when the Group does not have reasonable and supportable information that is available without undue cost or effort to measure ECL on individual basis, collective assessment is performed by grouping debtors based on the Group's internal credit ratings.

4. 估計不確定性的主要來源 (續)

貿易應收款項的預期信貸虧損撥備 (續)

預期信貸虧損撥備易受估計變動影響。有關預期信貸虧損及本集團貿易應收款項之資料於附註35披露。

存貨的可變現淨值

於2025年12月31日，本集團的存貨賬面值為人民幣1,627,440,000元(2024年：人民幣1,445,386,000元)。截至2025年12月31日止年度，存貨撇減人民幣33,536,000元(2024年：人民幣25,321,000元)的存貨撇減於損益確認。

存貨的可變現淨值乃按其於日常業務過程中的估計售價，減估計完成的成本及進行銷售所需的成本。

本集團評估報告期末之存貨可變現淨值以及所需計提的存貨撇減撥備金額，此評估涉及對釐定估計售價、完工成本及作出銷售所需成本的重大判斷。

5. 收入及經營分部

(i) 分拆客戶合約收入

貨物或服務類型

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
家具家居及家用電器類產品	Furniture, home furnishings and home appliances	7,610,977	6,740,016
電動工具類產品	Electric tools	1,061,689	741,733
其他產品(附註)	Other products (Note)	909,175	786,443
物流解決方案	Logistics solutions	4,116,897	2,441,456
		13,698,738	10,709,648

附註：其他產品包括消費電子類產品及母嬰產品等。

4. KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

Provision of ECL for trade receivables (Continued)

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade receivables are disclosed in Note 35.

Net realisable value of inventories

As at 31 December 2025, the carrying amount of the Group's inventories is RMB1,627,440,000 (2024: RMB1,445,386,000). During the year ended 31 December 2025, a write-down of inventories of RMB33,536,000 (2024: RMB25,321,000) was recognised in profit or loss.

Net realisable value of inventories is the estimated selling price in the ordinary course of business, less the estimated costs of completion and costs necessary to make the sale.

The Group assesses the net realisable value of inventories as well as the required amount of write-down of inventory provision at the end of the reporting period, which involves significant judgment on determination of the estimated selling prices, costs to completion and costs necessary to make the sale.

5. REVENUE AND OPERATING SEGMENTS

(i) Disaggregation of revenue from contracts with customers

Types of goods or service

	2025	2024
	人民幣千元	人民幣千元
	RMB'000	RMB'000
家具家居及家用電器類產品	7,610,977	6,740,016
電動工具類產品	1,061,689	741,733
其他產品(附註)	909,175	786,443
物流解決方案	4,116,897	2,441,456
	13,698,738	10,709,648

Note: Other products mainly include consumer electronics and maternity and child products.

5. 收入及經營分部 (續)

(i) 分拆客戶合約收入 (續)

銷售渠道

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
銷售貨物的收入	Revenue from sales of goods		
– 透過第三方電商平台	– Through third party e-commerce platforms	8,686,819	7,410,840
– 透過其他渠道 (附註)	– Through other channels (Note)	895,022	857,352
		9,581,841	8,268,192
物流解決方案收入	Logistics solutions income	4,116,897	2,441,456
總計	Total	13,698,738	10,709,648

附註：其他渠道主要指自營網店及線下渠道。

Note: Other channels mainly represent self-operated online stores and offline channels.

地域市場

Geographical markets

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
中國	PRC	3,598,560	2,111,811
美國	United States	8,612,789	7,553,668
其他北美國家	Other North American countries	184,362	94,460
德國	Germany	535,896	325,038
其他歐洲國家	Other European countries	616,084	459,468
其他	Others	151,047	165,203
總計	Total	13,698,738	10,709,648

5. 收入及經營分部 (續)

(i) 分拆客戶合約收入 (續)

收入確認的時間

國際財務報告準則第15號範圍內隨時間推移確認及於某個時間點確認的客戶合約收入分析如下：

		2025 人民幣千元 RMB'000	2024 人民幣千元 RMB'000
收入確認的時間	Timing of revenue recognition		
— 某個時間點	— A point in time	9,581,841	8,268,192
— 隨時間推移	— Over time	4,116,897	2,441,456
總計	Total	13,698,738	10,709,648

(ii) 客戶合約履約責任

銷售貨物

本集團主要通過第三方電商平台及其他渠道向客戶銷售其產品。

銷售產品的收入於貨品控制權轉移給客戶時確認，一般於客戶收到產品時確認。

倘銷售產品的合約向客戶提供退貨權，則產生可變代價。

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(i) Disaggregation of revenue from contracts with customers (Continued)

Timing of revenue recognition

Revenue from contracts with customers within the scope of IFRS 15 recognised over time and recognised at a point in time is analysed as follows:

(ii) Performance obligations for contracts with customers

Sales of goods

The Group mainly sells its products to customers over third-party e-commerce platforms and other channels.

Revenue from the sale of products is recognised at the point in time when control of the goods is transferred to the customer, generally on the receipt of products by customers.

If the contract for the sale of products provides customers with rights of return, it gives rise to variable consideration.

5. 收入及經營分部 (續)

(ii) 客戶合約履約責任 (續)

銷售貨物 (續)

對於向客戶提供在指定期限內退貨的權利的合約，採用預期價值法估計將不會退回的貨物，因為該方法最能預測本集團有權獲得的可變代價金額。應用國際財務報告準則第15號關於約束可變代價估計的規定，以釐定可計入交易價格的可變代價金額。就預期將被退回的貨物而言，確認退款負債而非收入。退貨權資產（及對銷售成本的相應調整）亦就向客戶收回產品的權利予以確認。

合約負債指本集團就已收客戶代價而應向客戶轉讓貨物或服務的責任。

物流解決方案收入

本集團通過提供物流解決方案獲得收入，包括倉儲服務、快遞及貨運服務以及相關增值服務。

本集團根據期內提供服務的進度確認收入，該進度根據已花費的天數佔估計總天數確定。於報告期末，本集團重新估計所提供服務的進度，以反映合約履行的實際狀況。

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(ii) Performance obligations for contracts with customers (Continued)

Sales of goods (Continued)

For contracts which provide a customer with a right to return the goods within a specified period, the expected value method is used to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, instead of revenue, a refund liability is recognised. A right-of-return asset (and the corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration from the customer.

Logistics solutions income

The Group derives revenue from provision of logistics solutions, including warehousing services, express and freight delivery services and related value-added services.

The Group recognises revenue based on the progress of the service performed within period, which is determined based on days spent to the estimated total days. As at the date of the end of the reporting period, the Group re-estimates the progress of the service performed to reflect the actual status of contract performance.

5. 收入及經營分部 (續)

(ii) 客戶合約履約責任 (續)

物流解決方案收入 (續)

當本集團根據所提供服務的進度確認收入時，本集團將有權無條件收取代價的金額確認為貿易應收款項，其餘確認為合約資產。同時，貿易應收款項及合約資產撥備乃按預期信貸虧損確認。倘已收或應收的合約代價超過已提供服務進度，將超出部分確認為合約負債。同一合約下的合約資產及合約負債以淨額列示。

(iii) 分配至客戶合約餘下履約責任的交易價格

於2025年及2024年12月31日，分配至餘下履約責任（未履行或部分未履行）的交易價格及確認收入的預期時間如下：

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
一年內	Within one year	147,225	155,003

(iv) 經營分部

就資源分配及分部表現評估而言，向主要經營決策者（「主要經營決策者」）執行董事陸先生及汪先生報告的資料集中於交付或提供的貨物或服務類型。

具體而言，本集團在國際財務報告準則第8號經營分部下的經營及報告分部如下：

1. 銷售貨物
2. 物流解決方案

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(ii) Performance obligations for contracts with customers (Continued)

Logistics solutions income (Continued)

When the Group recognises revenue based on the progress of the service performed, the amount with unconditional right to consideration obtained by the Group is recognised as trade receivables, and the rest is recognised as contract assets. Meanwhile, provision for trade receivables and contract assets is recognised on the basis of expected credit losses. If the contract consideration received or receivable exceeds the progress of the service performed, the excess portion will be recognised as contract liabilities. Contract assets and contract liabilities under the same contract are presented on a net basis.

(iii) 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 2024, and the expected timing of recognising revenue are as follows:

(iv) Operating Segments

Information reported to the Mr. Lu and Mr. Ze, executive directors, being the chief operating decision makers ("CODM"), for the purposes of resource allocation and assessment of segment performance focuses on types of goods or services delivered or provided.

Specifically, the Group's operating and reportable segments under IFRS 8 *Operating Segments* are as follows:

1. Sales of goods
2. Logistics solutions

5. 收入及經營分部 (續)

(iv) 經營分部 (續)

以下為本集團按報告分部劃分的收入及其他業績分析：

截至2025年12月31日止年度

		銷售貨物 Sales of goods 人民幣千元 RMB'000	物流解決方案 Logistics solutions 人民幣千元 RMB'000	對銷 Eliminations 人民幣千元 RMB'000	綜合 Consolidated 人民幣千元 RMB'000
分部收入	Segment revenue	9,581,841	4,116,897	–	13,698,738
分部間銷售	Inter-segment sales	–	1,764,844	(1,764,844)	–
		9,581,841	5,881,741	(1,764,844)	13,698,738
分部利潤	Segment profit	894,538	230,429	(29,894)	1,095,073
應佔使用權益法入賬投資業績	Share of results of investments accounted for using the equity method				14,705
其他收入	Other income				61,352
其他收益及虧損	Other gains and losses				(49,624)
融資成本	Finance costs				(264,360)
未分配企業開支	Unallocated corporate expenses				(667,806)
本集團稅前利潤	Group's profit before tax				189,340

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(iv) Operating Segments (Continued)

The following is an analysis of the Group's revenue and results by reportable segments:

For the year ended 31 December 2025

		銷售貨物 Sales of goods 人民幣千元 RMB'000	物流解決方案 Logistics solutions 人民幣千元 RMB'000	對銷 Eliminations 人民幣千元 RMB'000	綜合 Consolidated 人民幣千元 RMB'000
分部收入	Segment revenue	8,268,192	2,441,456	–	10,709,648
分部間銷售	Inter-segment sales	–	599,063	(599,063)	–
		8,268,192	3,040,519	(599,063)	10,709,648
分部利潤	Segment profit	931,969	297,468	(4,153)	1,225,284
應佔使用權益法入賬投資業績	Share of results of investments accounted for using the equity method				(3,507)
其他收入	Other income				50,567
其他收益及虧損	Other gains and losses				67,662
融資成本	Finance costs				(122,455)
未分配企業開支	Unallocated corporate expenses				(586,908)
本集團稅前利潤	Group's profit before tax				630,643

截至2024年12月31日止年度

For the year ended 31 December 2024

		銷售貨物 Sales of goods 人民幣千元 RMB'000	物流解決方案 Logistics solutions 人民幣千元 RMB'000	對銷 Eliminations 人民幣千元 RMB'000	綜合 Consolidated 人民幣千元 RMB'000
分部收入	Segment revenue	8,268,192	2,441,456	–	10,709,648
分部間銷售	Inter-segment sales	–	599,063	(599,063)	–
		8,268,192	3,040,519	(599,063)	10,709,648
分部利潤	Segment profit	931,969	297,468	(4,153)	1,225,284
應佔使用權益法入賬投資業績	Share of results of investments accounted for using the equity method				(3,507)
其他收入	Other income				50,567
其他收益及虧損	Other gains and losses				67,662
融資成本	Finance costs				(122,455)
未分配企業開支	Unallocated corporate expenses				(586,908)
本集團稅前利潤	Group's profit before tax				630,643

5. 收入及經營分部 (續)

(iv) 經營分部 (續)

地理信息

本集團按業務地理位置劃分來自外部客戶的收入詳情載於附註5(i)。

本集團的非流動資產(不包括以資產地理位置劃分的金融工具及遞延稅項資產)及詳情呈列如下：

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
中國	PRC	893,779	798,327
美國	United States	2,681,749	2,749,331
德國	Germany	65,004	50,850
其他亞洲國家	Other Asian countries	73,624	15
		3,714,156	3,598,523

各經營分部的會計政策和本集團會計政策一致。分部利潤為各分部所得利潤，惟中央管理成本、上市開支、董事酬金、應佔使用權益法入賬投資業績、其他收益及虧損、其他收入及融資成本不予分配。此為分配資源和評估業績向主要經營決策者報告的判定。

主要經營決策者根據各分部的經營業績作出決策。由於主要經營決策者並無就資源分配及表現評估定期審閱分部資產、分部負債及其他分部信息，故並無呈列該等資料的分析。

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(iv) Operating Segments (Continued)

Geographical information

The details of the Group's revenue from external customers by geographical location of the operations are set out in Note 5(i).

The Group's non-current assets, excluding financial instruments and deferred tax assets by geographical location of assets and details are presented as below:

The accounting policies of the operating segments are the same as the Group's accounting policies. Segment profit represents the profit earned by each segment without allocation of central administration costs, listing expense, directors' emoluments, share of results of investments accounted for using the equity method, other gains and losses, other income and finance costs. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

The CODM makes decisions according to operating results of each segment. No analysis of segment asset, segment liability and other segment information is presented as the CODM does not regularly review such information for the purposes of resources allocation and performance assessment.

5. 收入及經營分部 (續)

(iv) 經營分部 (續)

主要客戶資料

於有關兩個年度，概無個別客戶的收入超過本集團總收入的10%。

5. REVENUE AND OPERATING SEGMENTS (CONTINUED)

(iv) Operating Segments (Continued)

Information of major customers

There is no individual customer whose revenue has exceeded 10% of the Group's total revenue in both years.

6. 其他收入

6. OTHER INCOME

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
銀行利息收入	Bank interest income	25,685	26,023
政府補助	Government grants	31,833	20,775
融資租賃應收款項利息收入	Interest income on finance lease receivables	3,718	3,475
按公允價值計入其他全面收入的金融資產股息	Dividends from financial assets at FVTOCI	116	294
		61,352	50,567

政府補助主要指自中國地方政府收取並用於支持本集團研究、發展、設計活動及電商業務發展的政府補助。就該等補助並無未達成之條件。

Government grants mainly represented the government subsidies received from the local governments in the PRC to support the research, development, designs activities and e-commerce operation development of the Group. There are no unfulfilled conditions relating to these grants.

7. 預期信貸虧損下的減值虧損，扣除撥回

7. IMPAIRMENT LOSSES UNDER ECL ON FINANCIAL ASSETS, NET OF REVERSAL

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
就以下項目確認(撥回)的減值虧損，扣除撥回：	Impairment losses, net of reversal, recognised (reversed) on:		
– 貿易應收款項	– trade receivables	10,996	9,737
– 其他應收款項	– other receivables	9,727	(1,429)
		20,723	8,308

減值評估詳情載於附註35。

Details of impairment assessment are set out in Note 35.

8. 其他收益及虧損

8. OTHER GAINS AND LOSSES

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
外匯(虧損)收益淨額	Foreign exchange (loss) gains, net	(41,973)	60,159
就無形資產確認的減值虧損	Impairment losses recognised on an intangible asset	(8,700)	–
出售按權益法入賬的投資虧損	Loss on disposal of investments accounted for using the equity method	(8,085)	–
出售物業、廠房及設備(虧損)收益	(Loss) gain on disposal of property, plant and equipment	(1,251)	5,588
按公允價值計入損益的金融資產公允價值變動收益	Gain on changes in fair value of financial assets at FVTPL	10,385	1,915
		(49,624)	67,662

9. 融資成本

9. FINANCE COSTS

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
銀行貸款利息	Interest on bank loans	30,513	28,527
租賃負債利息	Interest on lease liabilities	233,847	93,192
已發行沽出認沽期權項下的利息	Interest on issued written put options	–	736
		264,360	122,455

10. 所得稅開支

10. INCOME TAX EXPENSE

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
即期稅項：	Current tax:		
香港	Hong Kong	10,924	8,828
中國企業所得稅	PRC Enterprise Income Tax	3,903	7,956
美國	United States	14,979	12,797
過往年度撥備不足(超額撥備)：	Under (over) provision in prior years:		
香港	Hong Kong	125	6,076
中國企業所得稅	PRC Enterprise Income Tax	(1,573)	599
美國	United States	1	(14,421)
遞延稅項(附註22)	Deferred tax (Note 22)	8,395	87,612
所得稅開支	Income tax expense	36,754	109,447

香港

於有關兩個年度，香港利得稅按估計應課稅利潤之16.5%計算。

中國企業所得稅

根據中華人民共和國企業所得稅法(「企業所得稅法」)及企業所得稅法實施條例，除以下披露者外，中國附屬公司於有關兩個年度的稅率為25%。

本公司於2022年至2025年被認定為高新技術企業。根據高新技術企業「企業所得稅法」，於有關年度，本公司按15%的較低稅率繳納企業所得稅。

於有關兩個年度，若干中國附屬公司符合中國企業所得稅制度下的小微企業資格，並享有2.5%至10%的企業所得稅率。

Hong Kong

Hong Kong Profits Tax is calculated at 16.5% on the estimated assessable profits in both years.

PRC Enterprise Income Tax

Under the Law of the PRC on Enterprise Income Tax (the "EIT Law") and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% in both years, except for disclosed below.

The Company has been recognised as the High New Tech Enterprises from 2022 to 2025. According to the EIT Law for High New Tech Enterprises, the Company is subject to a reduced Enterprise Income Tax rate of 15% in respective years.

In both years, several subsidiaries in PRC were qualified as small and micro enterprises under the PRC Enterprise Income Tax regime, which enjoyed a enterprise income tax rate of 2.5%-10%.

10. 所得稅開支(續)

美國

根據美國相關稅法，於有關兩個年度美國應課稅收入按聯邦企業所得稅最高稅率21%及其他相關州的稅率8.84%計提撥備。

其他

其他司法權區產生的稅項乃根據有關司法權區的現行稅率計算。

年內所得稅開支可根據綜合損益及其他全面收益表與除稅前利潤進行對賬，如下：

10. INCOME TAX EXPENSE (CONTINUED)

United States

Pursuant to the relevant tax laws of the United States, tax at a maximum of 21% federal corporate income tax rate and other relevant states tax rate of 8.84% has been provided on the taxable income arising in the United States in both years.

Others

Taxation arising in other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

The income tax expense for the year can be reconciled to the profit before tax per the consolidated statement of profit or loss and other comprehensive income as follows:

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
除稅前利潤	Profit before tax	189,340	630,643
按本地所得稅稅率15%計算之稅項	Tax at the domestic income tax rate of 15%	28,401	94,597
應佔使用權益法入賬投資業績的稅務影響	Tax effect of share of results of investments accounted for using the equity method	2,206	526
就稅務而言不可抵扣開支之稅務影響	Tax effect of expenses not deductible for tax purpose	717	1,373
過往年度超額撥備	Over provision in respect of prior years	(1,447)	(7,746)
未確認之稅項虧損之稅務影響	Tax effect of tax losses not recognised	14,854	680
動用先前未確認之稅項虧損	Utilisation of tax losses previously not recognised	(5,849)	(1,272)
按優惠利率繳交之所得稅	Income tax at concessionary rate	(142)	234
其他司法權地區經營之附屬公司繳納不同稅率之影響	Effect of different tax rates of subsidiaries operating in other jurisdictions	(1,986)	21,055
所得稅開支	Income tax expense	36,754	109,447

10. 所得稅開支(續)

本集團於若干司法權區營運，而該等司法權區的支柱二規則已生效／制定但尚未生效。然而，經考慮管理層根據支柱二規則作出的最佳估計的若干調整後，本集團在其經營所在的所有司法權區的估計實際稅率均高於15%，因此本集團管理層毋須根據支柱二規則繳納補足稅。

10. INCOME TAX EXPENSE (CONTINUED)

The Group is operating in certain jurisdictions where the Pillar Two Rules are effective/enacted but not effective. However, the Group's estimated effective tax rates of all jurisdictions in which the Group operates are higher than 15%, after taking into account certain adjustments under the Pillar Two Rules based on management's best estimate, the management of the Group is not liable to top-up tax under the Pillar Two Rules.

11. 年內利潤

年內利潤已扣除下列各項後達致：

11. PROFIT FOR THE YEAR

Profit for the year has been arrived at after charging:

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
物業、廠房及設備的折舊	Depreciation of property, plant and equipment	76,416	70,249
使用權資產折舊	Depreciation of right-of-use assets	383,839	229,596
無形資產攤銷	Amortisation of intangible assets	12,577	10,560
核數師薪酬：	Auditor's remuneration:		
審計服務	Audit services	3,480	3,100
非審計服務	Non-audit services	945	8,833
		4,425	11,933
僱員福利開支	Employee benefits expenses	726,240	513,758
計入銷售開支的存貨撇減	Write-down of inventories included in cost of sales	33,536	25,321
確認為開支的存貨成本 (不包括存貨撇減)	Cost of inventories recognised as an expense excluding write-down of inventories	6,162,184	5,247,911
上市開支	Listing expenses	-	42,354

12. 董事、最高行政人員及監事酬金

年內，根據適用的上市規則及香港《公司條例》披露的已付或應付予本公司董事、最高行政人員（「首席執行官」）及監事的酬金詳情如下：

12. DIRECTORS', CHIEF EXECUTIVE'S AND SUPERVISORS' EMOLUMENTS

Details of the emoluments paid or payable to the directors, chief executive officer ("CEO") and supervisors of the Company during the year disclosed pursuant to the applicable Listing Rules and the Hong Kong Companies Ordinance are as follows:

		薪金及 其他津貼 Salaries and other allowances 人民幣千元 RMB'000	退休福利 計劃供款 Contributions to retirement benefit plan 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
截至2025年12月13日止年度	Year ended 31 December 2025			
執行董事：	Executive directors:			
陸先生（「首席執行官」）	Mr. Lu ("CEO")	3,655	13	3,668
逄先生	Mr. Ze	3,659	13	3,672
莊麗豔女士（「莊女士」）	Ms. Zhuang Liyan ("Ms. Zhuang")	1,573	—	1,573
余鳳祿先生（「余先生」）， 於2025年6月30日獲委任	Mr. Yu Fenglu ("Mr. Yu"), appointed on 30 June 2025	902	25	927
非執行董事：	Non-executive directors:			
張麗女士（「張女士」）， 於2025年6月30日獲委任	Ms. Zhang Li, ("Ms. Zhang"), appointed on 30 June 2025	1,103	28	1,131
鄒家佳女士（「鄒女士」）， 於2025年6月30日辭任	Ms. Zou Jiajia ("Ms. Zou"), resigned on 30 June 2025	—	—	—
金豪先生（「金先生」）， 於2025年6月30日辭任	Mr. Jin Hao ("Mr. Jin"), resigned on 30 June 2025	—	—	—
陸頌督先生，於2025年 6月30日辭任	Mr. Lu Songdu, resigned on 30 June 2025	—	—	—
獨立非執行董事：	Independent non-executive directors:			
孟榮芳女士（「孟女士」）	Ms. Meng Rongfang ("Ms. Meng")	132	—	132
陳曉歡先生（「陳先生」）	Mr. Chen Xiaohuan ("Mr. Chen")	132	—	132
高玉女士（「高女士」）， 於2025年6月30日獲委任	Ms. Gao Yu ("Ms. Gao"), appointed on 30 June 2025	90	—	90
劉永先生（「劉先生」）， 於2025年6月30日獲委任	Mr. Liu Yong ("Mr. Liu"), appointed on 30 June 2025	90	—	90
徐勁科先生（「徐先生」）， 於2025年6月30日辭任	Mr. Xu Jinke ("Mr. Xu"), resigned on 30 June 2025	42	—	42
監事：	Supervisors:			
張女士，於2025年6月30日辭任	Ms. Zhang, resigned on 30 June 2025	438	28	466
滑翔女士（「滑女士」）， 於2025年6月30日辭任	Ms. Hua Xiang ("Ms. Hua"), resigned on 30 June 2025	—	—	—
劉美霞女士（「劉女士」）， 於2025年6月30日辭任	Ms. Liu Meixia ("Ms. Liu"), resigned on 30 June 2025	312	5	317
		12,128	112	12,240

12. 董事、最高行政人員及監事
酬金(續)12. DIRECTORS', CHIEF EXECUTIVE'S
AND SUPERVISORS' EMOLUMENTS
(CONTINUED)

		薪金及 其他津貼 Salaries and other allowances 人民幣千元 RMB'000	退休福利 計劃供款 Contributions to retirement benefit plan 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
截至2024年12月13日止年度	Year ended 31 December 2024			
執行董事：	Executive directors:			
陸先生(「首席執行官」)	Mr. Lu, ("CEO")	3,182	13	3,195
迺先生	Mr. Ze	3,233	12	3,245
莊女士	Ms. Zhuang	1,739	–	1,739
非執行董事：	Non-executive directors:			
鄒女士，於2025年6月30日辭任	Ms. Zou, resigned on 30 June 2025	–	–	–
金先生，於2025年6月30日辭任	Mr. Jin, resigned on 30 June 2025	–	–	–
陸頌督先生， 於2025年6月30日辭任	Mr. Lu Songdu, resigned on 30 June 2025	–	–	–
獨立非執行董事：	Independent non-executive directors:			
孟女士	Ms. Meng	84	–	84
徐先生，於2025年6月30日辭任	Mr. Xu, resigned on 30 June 2025	84	–	84
陳先生	Mr. Chen	84	–	84
監事：	Supervisors:			
張女士，於2025年6月30日辭任	Ms. Zhang, resigned on 30 June 2025	1,008	53	1,061
滑女士，於2025年6月30日辭任	Ms. Hua, resigned on 30 June 2025	–	–	–
劉女士，於2025年6月30日辭任	Ms. Liu, resigned on 30 June 2025	536	9	545
		9,950	87	10,037

上文所示執行董事的酬金為彼等為管理本公司及本集團事務提供服務的酬金。

The executive directors' emoluments shown above were for their services in connection with the management of the affairs of the Company and the Group.

上文所示非執行董事、獨立非執行董事及監事的酬金為彼等擔任本公司董事／監事提供服務的酬金。

The non-executive directors', independent non-executive directors' and supervisors' emoluments shown above were for their services as directors/supervisors of the Company.

截至2025年及2024年12月31日止年度，概無本公司董事及最高行政人員放棄任何酬金，而本集團亦無向任何董事或最高行政人員或五名最高薪酬人士支付任何酬金，作為加入或加入本集團後的獎勵或作為離職補償。

During the years ended 31 December 2025 and 2024, none of the Directors and CEO of the Company had waived any emoluments and no emoluments had been paid by the Group to any of the Directors or CEO or the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

13. 僱員酬金

截至2025年12月31日止年度，本集團五名最高薪酬僱員包括2名（2024年：無）董事，其薪酬詳情載列於上文附註12。

其餘3名（2024年：5名）並非本公司董事或最高行政人員的最高薪酬僱員的薪酬詳情如下：

13. EMPLOYEES' EMOLUMENTS

There are 2 (2024: nil) directors among the five highest paid employees of the Group for the years ended 31 December 2025, details of whose remuneration are set out in Note 12 above.

Details of the remuneration for the year of the remaining 3 (2024: 5) highest paid employees who are neither a director nor CEO of the Company are as follows:

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
薪金、津貼及實物福利	Salaries, allowances and benefits in kind	2,614	7,303
表現相關花紅（附註）	Performance related bonuses (Note)	12,441	29,017
來自退休福利計劃供款的退休福利	Retirement benefits from contributions to retirement benefit plan	118	140
		15,173	36,460

附註：表現相關花紅由本公司董事會根據本公司及本集團的表現釐定。

Note: The performance related bonuses are determined by the Board of the Company based on the performance of the Company and the Group.

薪酬介乎以下範圍的並非本公司董事的最高薪酬僱員人數如下：

The number of the highest paid employees who are not the directors of the Company whose remuneration fell within the following bands is as follows:

		2025	2024
		僱員人數	僱員人數
		Number of employees	Number of employees
- 3,500,001港元（「港元」）至4,000,000港元	- Hong Kong dollars ("HK\$") 3,500,001 to HK\$4,000,000	-	1
- 4,500,001港元至5,000,000港元	- HK\$4,500,001 to HK\$5,000,000	1	1
- 5,000,001港元至5,500,000港元	- HK\$5,000,001 to HK\$5,500,000	1	-
- 6,000,001港元至6,500,000港元	- HK\$6,000,001 to HK\$6,500,000	1	-
- 9,000,001港元至9,500,000港元	- HK\$9,000,001 to HK\$9,500,000	-	1
- 10,500,001港元至11,000,000港元	- HK\$10,500,001 to HK\$11,000,000	-	1
- 11,500,001港元至12,000,000港元	- HK\$11,500,001 to HK\$12,000,000	-	1

14. 股息

於截至2025年12月31日止年度，已向本公司擁有人宣派及派付每股普通股人民幣0.25元的特別股息。截至2025年12月31日止年度已宣派及派付的特別股息總金額為人民幣103,801,000元（2024年：無）。

報告期末後，本公司董事建議不派付任何股息，並須待股東於應屆股東大會上批准。

15. 每股盈利

本公司擁有人應佔每股基本及攤薄盈利乃基於以下數據計算得出：

盈利數字乃按下列各項計算：

14. DIVIDENDS

During the year ended 31 December 2025, a special dividend of RMB0.25 per ordinary share was declared and paid to owners of the Company. The aggregate amount of the special dividend declared and paid in the year ended 31 December 2025 amounted to RMB103,801,000 (2024: Nil).

Subsequent to the end of the reporting period, no dividend has been proposed by the directors of the Company and is subject to approval by the shareholders in the forthcoming general meeting.

15. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share attributable to owners of the Company is based on the following data:

Earnings figures are calculated as follows:

	2025 人民幣千元 RMB'000	2024 人民幣千元 RMB'000
本公司擁有人就本年度每股盈利應佔的基本及攤薄利潤	161,139	504,299

股份數量

Number of shares

	2025	2024
就每股基本及攤薄盈利加權平均普通股數（附註）	412,108,620	389,733,994

附註：就計算每股基本盈利而言，本公司已發行股份總數中不包括附有書面認沽購股權並要求本公司無條件回購並於截至2024年12月31日止年度回購的內資股1,554,000股。

截至2025年12月31日止年度，本公司已回購4,219,200股股份作為就股份獎勵計劃持有的股份，就計算每股基本盈利而言，有關股份不包括在已發行股份總數中。

就要求本公司購回本公司股份的沽出認沽期權而言，其於截至2024年12月31日止年度對每股盈利的計算並無重大攤薄影響。

Note: A total of 1,554,000 domestic shares with a written put option requiring the Company to repurchase these shares unconditionally and repurchased during the year ended 31 December 2024 were not included from the total number of shares in issue for the purpose of calculating basic earnings per share.

During the year ended 31 December 2025, the Company repurchased 4,219,200 shares as shares held for share award scheme and they were not included from the total number of shares in issue for the purpose of calculating basic earnings per share.

In respect of the written put option requiring the Company to repurchase the shares of the Company, it did not have significant dilutive effect on earnings per share calculation during the year ended 31 December 2024.

16. 物業、廠房及設備

16. PROPERTY, PLANT AND EQUIPMENT

		租賃土地 及樓宇	機動車輛	辦公設備	電子設備 及倉庫設備	機器	租賃裝修 及其他	在建工程	總計
		Leasehold land and buildings	Motor vehicles	Office equipment	Electronic equipment and warehouse fixture	Machinery	Leasehold improvement and others	Construction in progress	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
成本	COST								
於2024年1月1日	At 1 January 2024	609,966	27,616	11,544	50,275	-	47,454	-	746,855
匯兌調整	Exchange adjustments	-	(341)	81	(96)	-	-	-	(356)
添置	Additions	-	8,785	9,215	38,619	-	10,673	107,731	175,023
轉入	Transfer	-	-	-	-	-	57,178	(57,178)	-
出售	Disposals	-	(4,475)	(1,508)	(2,178)	-	-	-	(8,161)
於2024年12月31日	At 31 December 2024	609,966	31,585	19,332	86,620	-	115,305	50,553	913,361
匯兌調整	Exchange adjustments	-	(490)	(154)	(233)	(107)	(611)	-	(1,595)
添置	Additions	-	14,182	4,688	96,157	32,207	19,560	78,997	245,791
轉入	Transfer	-	-	-	-	-	5,562	(5,562)	-
出售	Disposals	-	(2,599)	(288)	(5,152)	(1,284)	(1,811)	-	(11,134)
於2025年12月31日	At 31 December 2025	609,966	42,678	23,578	177,392	30,816	138,005	123,988	1,146,423
折舊	DEPRECIATION								
於2024年1月1日	At 1 January 2024	48,401	12,644	4,604	27,142	-	27,312	-	120,103
匯兌調整	Exchange adjustments	-	(96)	53	(78)	-	-	-	(121)
年內撥備	Provided for the year	34,166	4,963	3,569	14,422	-	13,129	-	70,249
出售時對銷	Eliminated on disposals	-	(2,289)	(1,188)	(1,533)	-	-	-	(5,010)
於2024年12月31日	At 31 December 2024	82,567	15,222	7,038	39,953	-	40,441	-	185,221
匯兌調整	Exchange adjustments	-	(2)	(2)	(2)	(2)	-	-	(8)
年內撥備	Provided for the year	34,166	5,556	3,632	19,442	2,509	11,111	-	76,416
出售時對銷	Eliminated on disposals	-	(2,284)	(220)	(1,882)	(71)	(80)	-	(4,537)
於2025年12月31日	At 31 December 2025	116,733	18,492	10,448	57,511	2,436	51,472	-	257,092
賬面值	CARRYING VALUES								
於2025年12月31日	At 31 December 2025	493,233	24,186	13,130	119,881	28,380	86,533	123,988	889,331
於2024年12月31日	At 31 December 2024	527,399	16,363	12,294	46,667	-	74,864	50,553	728,140

16. 物業、廠房及設備（續）

本集團的物業、廠房及設備按成本減其後累計折舊及累計減值虧損（如有）列賬。

上述物業、廠房及設備項目（經考慮剩餘價值後）基於以下年率按直線法折舊：

租賃土地及樓宇	租賃期較短者為主，或5%
Leasehold land and buildings	Over the shorter of the lease term or 5%
機動車輛	20%
Motor vehicles	20%
辦公設備	20%
Office equipment	20%
電子設備及倉庫設備	10%至20%
Electronic equipment and warehouse fixture	10% to 20%
機器	10%至33%
Machinery	10% to 33%
租賃物業裝修及其他	租賃期較短者為主，或10%至20%
Leasehold improvement and others	Over the shorter of the lease term, or 10% to 20%

於2025年12月31日，本集團已質押賬面金額為人民幣493,233,000元（2024年：人民幣527,399,000元）的自有物業，以取得本集團的一般銀行融資。

16. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The Group's property, plant and equipment are stated at cost less subsequent accumulated depreciation and accumulated impairment losses, if any.

The above items of property, plant and equipment, after taking into account the residual values, are depreciated on a straight-line basis at the following rates per annum:

租賃期較短者為主，或5%	Over the shorter of the lease term or 5%
20%	20%
20%	20%
20%	20%
10%至20%	10% to 20%
10%至33%	10% to 33%
10%至33%	10% to 33%
租賃期較短者為主，或10%至20%	Over the shorter of the lease term, or 10% to 20%
Over the shorter of the lease term, or 10% to 20%	Over the shorter of the lease term, or 10% to 20%

The Group has pledged owned properties with carrying amount of RMB493,233,000 (2024: RMB527,399,000) to secure general banking facilities of the Group as at 31 December 2025.

17. 使用權資產**17. RIGHT-OF-USE ASSETS**

		租賃土地 Leasehold lands	樓宇及設備 Buildings and equipment	總計 Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2025年12月31日	At 31 December 2025			
賬面值	Carrying amount	28,659	2,664,374	2,693,033
於2024年12月31日	At 31 December 2024			
賬面值	Carrying amount	29,765	2,740,038	2,769,803
截至2025年12月31日止年度	Year ended 31 December 2025			
折舊費用	Depreciation charge	1,106	382,733	383,839
截至2024年12月31日止年度	Year ended 31 December 2024			
折舊費用	Depreciation charge	1,105	228,491	229,596

17. 使用權資產(續)

17. RIGHT-OF-USE ASSETS (CONTINUED)

		截至12月31日止年度 Year ended 31 December	
		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
與短期租賃相關的開支	Expenses relating to short-term leases	19,431	4,052
租賃現金流出總額	Total cash outflows for leases	433,160	253,346
添置使用權資產	Addition to right-of-use assets	322,315	2,261,046

本集團為其業務營運租賃多個辦公室、員工宿舍、設備及倉庫。租賃條款乃由本集團按個別基準磋商確定，當中包含各種不同的條款及條件。期限釐定為12個月至128個月不等的固定期限。本集團應用合約的定義及釐定可強制執行合約的期間以釐定租賃期及評估不可撤銷期間的長度。

本集團主要就若干辦公室、員工宿舍及倉庫定期訂立短期租賃。於2025年及2024年12月31日，短期租賃組合與於上文披露短期租賃開支的短期租賃組合相似。

本集團已取得所有租賃土地的土地使用權證。

The Group leases various offices, staff quarters, equipment and warehouses for its operations. Lease terms are negotiated by the Group on an individual basis and contain a wide range of different terms and conditions. The terms are fixed with various period, from 12 months to 128 months. 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.

The Group regularly entered into short-term leases for certain offices, staff quarters and warehouses. As at 31 December 2025 and 2024, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed above.

The Group has obtained the land use right certificates for all leasehold lands.

18. 無形資產

18. INTANGIBLE ASSETS

		軟件 Software 人民幣千元 RMB'000	許可證 License 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
成本	COST			
於2024年1月1日	At 1 January 2024	3,204	–	3,204
添置	Additions	8,500	–	8,500
於收購附屬公司時獲得(附註43)	Acquired on acquisition of a subsidiary (Note 43)	–	27,316	27,316
於2024年12月31日	At 31 December 2024	11,704	27,316	39,020
添置	Additions	5,416	–	5,416
於2025年12月31日	At 31 December 2025	17,120	27,316	44,436
攤銷及減值	AMORTISATION AND IMPAIRMENT			
於2024年1月1日	At 1 January 2024	2,426	–	2,426
年內計提	Charge for the year	1,223	9,337	10,560
於2024年12月31日	At 31 December 2024	3,649	9,337	12,986
年內計提	Charge for the year	3,298	9,279	12,577
於年內確認的減值虧損	Impairment loss recognised in the year	–	8,700	8,700
於2025年12月31日	At 31 December 2025	6,947	27,316	34,263
賬面值	CARRYING VALUES			
於2024年12月31日	At 31 December 2024	8,055	17,979	26,034
於2025年12月31日	At 31 December 2025	10,173	–	10,173

本集團具有有限使用年期的無形資產按直線法於三至五年期間攤銷。

The Group's intangible assets having finite useful lives are amortised on a straight-line basis over three to five years.

19. 按權益法入賬的投資

19. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

		2025 人民幣千元 RMB'000	2024 人民幣千元 RMB'000
投資聯營公司成本	Cost of investment in associates	161,025	133,103
分佔收購後業績及其他全面開支 (扣除已收股息)	Share of post-acquisition results and other comprehensive expense, net of dividends received	(39,406)	(55,689)
		121,619	77,414
確認的減值虧損	Impairment losses recognised	–	(5,157)
		121,619	72,257

19. 按權益法入賬的投資 (續)

本集團於報告期末採用權益法入賬的各項投資詳情如下：

19. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

Details of each of the Group's investments accounted for using the equity method at the end of the reporting period are as follows:

實體名稱 Name of entities	註冊成立 國家／主要 營業地點 Country of incorporation/ principal place of business	本集團所持擁有權 權益比例 Proportion of ownership interest held by the Group		本集團所持投票 權比例 Proportion of voting rights held by the Group		主營業務 Principal activities
		2025年 2025	2024年 2024	2025年 2025	2024年 2024	
		深圳漢旅商貿有限公司 Shenzhen Hanlv Trading Co., Ltd. (深圳漢旅商貿有限公司)	中國 PRC	30.00% 30.00%	30.00% 30.00%	
深圳市眾包物流科技有限公司 Shenzhen Zbao Logistics Technology Co., Ltd. (深圳市眾包物流科技有限公司)	中國 PRC	21.25% 21.25%	21.25% 21.25%	21.25% 21.25%	21.25% 21.25%	貨運代理及物流 Freight forwarding and logistics
深圳市猿人創新科技有限公司(附註a) Shenzhen Apeman Innovations Technology Co., Ltd. (深圳市猿人創新科技有限公司)(Note a)	中國 PRC	10.77% 10.77%	10.77% 10.77%	10.77% 10.77%	10.77% 10.77%	在電商平台上經營網店 Operation of online stores on e-commerce platforms
寧波西郵物流科技有限公司(「寧波西郵」) Ningbo Western Post Logistics Technology Co., Ltd. (寧波西郵物流科技有限公司) ("Ningbo Western Post")	中國 PRC	40.00% 40.00%	40.00% 40.00%	40.00% 40.00%	40.00% 40.00%	倉儲及物流 Warehousing and logistics
深圳市理德銘科技股份有限公司(附註b) Shenzhen Leaderment Technology Co., Ltd. (深圳市理德銘科技股份 有限公司)(Note b)	中國 PRC	– (附註d)	13.97% 13.97%	– (附註d)	13.97% 13.97%	在電商平台上經營網店 Operation of online stores on e-commerce platforms
深圳市小思科技有限公司(附註b) Shenzhen Xiaosi Technology Co., Ltd. (深圳市小思科技有限公司)(Note b)	中國 PRC	7.07% 7.07%	7.07% 7.07%	7.07% 7.07%	7.07% 7.07%	在電商平台上經營網店 Operation of online stores on e-commerce platforms
深圳市傲聲智能有限公司(附註b) Shenzhen Aukey Smart Information Technology Co., Ltd. (深圳市傲聲智能有限公司)(Note b)	中國 PRC	9.50% 9.50%	9.50% 9.50%	9.50% 9.50%	9.50% 9.50%	在電商平台上經營網店 Operation of online stores on e-commerce platforms
上海建隆信息技術有限公司 Shanghai Jianlong Information Technology Co., Ltd. (上海建隆信息技術有限公司)	中國 PRC	– (附註e)	20.00% 20.00%	– (附註e)	20.00% 20.00%	在電商平台上經營網店 Operation of online stores on e-commerce platforms

19. 按權益法入賬的投資 (續)

19. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

實體名稱 Name of entities	註冊成立 國家／主要 營業地點 Country of incorporation/ principal place of business	本集團所持擁有權 權益比例		本集團所持投票 權比例		主營業務 Principal activities
		Proportion of ownership interest held by the Group		Proportion of voting rights held by the Group		
		2025年 2025	2024年 2024	2025年 2025	2024年 2024	
廈門少年智管理諮詢合夥企業(有限合夥) (「廈門少年」)(附註c)	中國	96.77%	96.77%	33.33%	33.33%	投資控股
Xiamen Junior Management Consulting Partnership (Limited Partnership) (“Xiamen Junior”) (廈門少年智管理諮詢合夥企業 (有限合夥)) (Note c)	PRC	96.77%	96.77%	33.33%	33.33%	Investment holding
LC Western Post Logistic INC. (「LC Western Post」)	美國(「美國」)	20.00%	20.00%	20.00%	20.00%	貨運代理及物流
LC Western Post Logistic INC. (「LC Western Post」)	United States (“USA”)	20.00%	20.00%	20.00%	20.00%	Freight forwarding and logistics
寧波瑞傲智慧科技有限公司(「寧波瑞傲」)	中國	30.00%	30.00%	30.00%	30.00%	在電商平台上經營網店
Ningbo Ruiao Intelligent Technology Co., Ltd. (寧波瑞傲智慧科技有限公司) (“Ningbo Ruiao”)	PRC	30.00%	30.00%	30.00%	30.00%	Operation of online stores on e-commerce platforms
三柏碩(深圳)健康科技有限公司	中國	30.00%	–	30.00%	–	在電商平台上經營網店
Sportsoul International Co., Ltd. (三柏碩(深圳)健康科技有限公司)	PRC	30.00%	–	30.00%	–	Operation of online stores on e-commerce platforms
Sea Estate Company Limited	泰國	49.00%	–	49.00%	–	工業園區開發及運營
Sea Estate Company Limited	Thailand	49.00%	–	49.00%	–	Industrial park development & operations

19. 按權益法入賬的投資 (續)

附註：

- (a) 本集團能夠對深圳市猿人創新科技有限公司施加重大影響力，因為其根據其章程細則委任該聯營公司七名董事中的一名。
- (b) 本集團能夠對該等公司施加重大影響力，因為其根據其章程細則委任該等公司五名董事中的一名。
- (c) 本集團持有廈門少年已發行股本的96.77%。根據廈門少年的合夥協議及投資委員會協議，廈門少年的所有相關活動均由兩名或以上投資委員會成員決定及批准。由於本集團有權委任廈門少年三名投資委員會成員中的一名，本集團對廈門少年並無控制權，並視廈門少年為具有重大影響力的聯營公司。
- (d) 截至2025年12月31日止年度，本集團以代價人民幣6,989,000元出售其於深圳市理德銘科技股份有限公司的全部13.97%股權，導致出售一間聯營公司虧損人民幣6,701,000元。截至2025年12月31日止年度，分佔深圳市理德銘科技股份有限公司的業績並不重大。
- (e) 截至2025年12月31日止年度，本集團以代價人民幣1,417,000元出售其於上海建隆信息技術有限公司的全部20%股權，導致出售一間聯營公司虧損人民幣1,384,000元。截至2025年12月31日止年度，分佔上海建隆信息技術有限公司的業績並不重大。

重要聯營公司的財務資料概要

有關本集團重要聯營公司的財務資料概要載列如下。以下財務資料概要指聯營公司根據國際財務報告準則會計準則編製的財務報表中列示的金額。

聯營公司於綜合財務報表中以權益法入賬。

19. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

Notes:

- (a) The Group is able to exercise significant influence over Shenzhen Apeman Innovations Technology Co., Ltd. because it has appointed one out of the seven directors of this associate under its articles of association.
- (b) The Group is able to exercise significant influence over these companies because it has appointed one out of five directors under the articles of association of these companies.
- (c) The Group holds 96.77% of the issued share capital of Xiamen Junior. Under the partnership agreement and agreement of investment committee of Xiamen Junior, all the relevant activities of Xiamen Junior are decided and approved by two or more investment committee members. Since the Group has the power to appoint one out of the three investment committee members of Xiamen Junior, the Group does not have control over Xiamen Junior and considers Xiamen Junior as an associate with significant influence.
- (d) During the year ended 31 December 2025, the Group disposed of its entire 13.97% equity interest in Shenzhen Leaderment Technology Co., Ltd at a consideration of RMB6,989,000 and resulting in a loss on disposal of an associate amounting to RMB6,701,000. The share of results of Shenzhen Leaderment Technology Co., Ltd. during the year ended 31 December 2025 is insignificant.
- (e) During the year ended 31 December 2025, the Group disposed of its entire 20% equity interest in Shanghai Jianlong Information Technology Co., Ltd at a consideration of RMB1,417,000 and resulting in a loss on disposal of an associate amounting to RMB1,384,000. The share of results of Shanghai Jianlong Information Technology Co., Ltd during the year ended 31 December 2025 is insignificant.

Summarised financial information of material associate

Summarised financial information in respect of the Group's material associate is described below. The summarised financial information below represents amounts shown in the associate's financial statements prepared in accordance with IFRS Accounting Standards.

This associate is accounted for using the equity method in the consolidated financial statements.

19. 按權益法入賬的投資 (續)

19. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

深圳市眾包物流科技有限公司

Shenzhen Zbao Logistics Technology Co., Ltd.

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
收入	Revenue	1,115,597	865,457
聯營公司權益持有人應佔 年內利潤	Profit for the year attributable to equity holders of the associate	40,875	21,003
聯營公司權益持有人應佔 年內其他全面收入	Other comprehensive income for the year attributable to equity holders of the associate	1,995	4,230
聯營公司權益持有人應佔 年內全面收入總額	Total comprehensive income for the year attributable to equity holders of the associate	42,870	25,233
年內自聯營公司收取的股息	Dividends received from the associate during the year	-	-
流動資產	Current assets	383,890	230,526
非流動資產	Non-current assets	1,598	1,972
流動負債	Current liabilities	162,957	53,295
聯營公司資產淨值	Net assets of the associate	222,531	179,203
與於聯營公司的權益的賬面值的對賬：	Reconciliation to the carrying amounts of interests in the associate:		
聯營公司資產淨值	Net assets of the associate	222,531	179,203
減：非控股權益	Less: Non-controlling interests	2,538	2,080
聯營公司權益持有人應佔資產淨值	Net assets attributable to equity holders of the associate	219,993	177,123
本集團於聯營公司的權益百分比	Percentage of the Group's interests in the associate	21.25%	21.25%
本集團應佔聯營公司資產淨值及賬面值	Net assets and carrying amount of the associate attributable to the Group	46,749	37,639

非個別重要的使用權益法入賬的投資
匯總資料Aggregate information of investments accounted for using
the equity method that are not individually material

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
本集團應佔年內利潤(虧損)及 全面收入(開支)總額	The Group's share of profit (loss) and total comprehensive income (expense) for the year	7,173	(8,055)
本集團於該等被投資公司的 權益賬面總值	Aggregate carrying amount of the Group's interests in these investees	74,870	34,618

20. 按公允價值計入損益的金融資產

20. FINANCIAL ASSETS AT FVTPL

		2025 人民幣千元 RMB'000	2024 人民幣千元 RMB'000
流動	Current		
結構性存款	Structured deposits	101,790	23,263
非流動	Non-current		
非上市人壽保險單	Unlisted life insurance policy	13,310	9,075
非上市私募基金	An unlisted private fund	105,298	–
		118,608	9,075
		220,398	32,338

於2025年及2024年12月31日，按公允價值計入損益的金融資產指本集團(i)對中國的銀行所發行的短期結構性存款的投資及；(ii)為本公司一名董事投保的非上市人壽保險單（指就人壽保險保單（「保單」）繳付的保費）。根據保單，受益人及保單持有人為本集團。本集團可隨時終止保單，並於終止日期根據保單的賬戶價值收取現金（「現金退保價值」），其乃基於已付保費及經扣除根據保單條款及條件收取的費用（包括退保費用）後的應計回報釐定。

於2025年12月，本集團亦持有對在中國註冊成立的非上市私募基金的投資。其強制分類為按公允價值計入損益的投資，此乃由於其合約現金流量並非僅為本金及利息付款。由於該基金將不會於一年內到期，故於期末分類為非即期。

公允價值計量詳情披露於附註35。

Financial assets at FVTPL as at 31 December 2025 and 2024 represented the Group's investments in (i) short term structured deposits issued by banks in the PRC and; (ii) unlisted life insurance policy (which represents the insurance premium paid for a life insurance policy (the "Insurance Policy") to insure a director of the Company. Under the Insurance Policy, the beneficiary and policy holder is the Group. The Group can terminate the Insurance Policy at any time and receive cash at the date of termination based on the account value of the Insurance Policy (the "Cash Surrender Value"), which is determined based on the premium paid with the accrued returns after netting of the charges (including a surrender charge) in accordance with the terms and conditions of the Insurance Policy).

As at December 2025, the Group also held investment in an unlisted private fund incorporated in the PRC. It was mandatorily classified as investment at FVTPL as its contractual cash flows are not solely payments of principal and interest. The fund is classified as non-current at the period ended since it will not be matured within one year.

Details of the fair value measurement are disclosed in Note 35.

21. 按公允價值計入其他全面收入的權益工具

21. EQUITY INSTRUMENTS AT FVTOCI

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
上市股權證券(附註a)	Listed equity securities (Note a)	49,090	74,746
非上市股權投資(附註b)	Unlisted equity investments (Note b)	7,652	27,079
		56,742	101,825

附註：

Notes:

- (a) 上述上市股權投資指中國及香港上市實體的普通股。該等投資並非持作買賣，而是出於長期戰略目的而持有。本公司董事已選擇將該等權益工具投資指定為按公允價值計入其他全面收入，因為彼等認為於損益中確認該等投資的公允價值的短期波動與本集團出於長期目的而持有該等投資並實現其長期表現潛力的策略不一致。
- (b) 上述非上市股權投資指本集團於中國成立的私人實體的股權。本公司董事已選擇將該等權益工具投資指定為按公允價值計入其他全面收入，因為彼等認為該等投資乃出於長期戰略目的而持有。

- (a) The above listed equity investments represent ordinary shares of an entity listed in the PRC and Hong Kong. These investments are not held for trading, instead, they are held for long-term strategic purposes. The directors of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Group's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.
- (b) The above unlisted equity investments represent the Group's equity interest in private entities established in the PRC. The directors of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that they are held for long-term strategic purposes.

公允價值計量詳情披露於附註35。

Details of the fair value measurement are disclosed in Note 35.

22. 遞延稅項

就綜合財務狀況表呈列而言，遞延稅項資產及負債已抵銷。

以下為本集團於截至2025年及2024年12月31日止年度已確認的主要遞延稅項資產（負債）以及其變動：

22. DEFERRED TAXATION

For the purpose of presentation in the consolidated statement of financial position, deferred tax assets and liabilities have been offset.

The following are the major deferred tax assets (liabilities) recognised by the Group and movements therein during the year ended 31 December 2025 and 2024:

		預期信貸虧損下的減值虧損/ 存貨撇減 Impairment losses under ECL/write-down of inventories	稅項虧損 Tax losses	未變現利潤 Unrealised profits	租賃負債 Lease liabilities	使用權資產 Right-of-use assets	其他 Others	總計 Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	13,759	243,446	5,825	146,127	(116,055)	3,779	296,881
匯兌調整	Exchange adjustments	11	10	-	(409)	372	-	(16)
於損益計入(扣除)	Credited (charged) to profit or loss	2,561	(91,220)	3,923	462,262	(460,163)	(4,975)	(87,612)
於其他全面收入計入	Credited to other comprehensive income	-	-	-	-	-	733	733
於2024年12月31日	At 31 December 2024	16,331	152,236	9,748	607,980	(575,846)	(463)	209,986
匯兌調整	Exchange adjustments	(124)	(17)	-	875	(114)	-	620
於損益計入(扣除)	Credited (charged) to profit or loss	2,165	(54,634)	(20)	24,215	18,004	1,875	(8,395)
於其他全面收入扣除	Charged to other comprehensive income	-	-	-	-	-	(5,531)	(5,531)
於2025年12月31日	At 31 December 2025	18,372	97,585	9,728	633,070	(557,956)	(4,119)	196,680

22. 遞延稅項 (續)

於2025年12月31日，本集團的未動用稅項虧損為人民幣720,365,000元（2024年：人民幣979,188,000元），可用於抵銷未來利潤。於2025年12月31日，已就該等虧損人民幣556,591,000元（2024年：人民幣875,450,000元）確認遞延稅項資產。由於不能預計未來利潤來源，因此於2025年12月31日，並無就該等虧損的剩餘稅項虧損人民幣163,774,000元（2024年：人民幣103,738,000元）確認遞延稅項資產。未確認稅項虧損為於2025年12月31日的虧損，連同屆滿日期於下表披露。

22. DEFERRED TAXATION (CONTINUED)

The Group has unused tax losses of RMB720,365,000 (2024: RMB979,188,000) available for offset against future profits as at 31 December 2025. A deferred tax asset has been recognised in respect of RMB556,591,000 (2024: RMB875,450,000) of such losses as at 31 December 2025. No deferred tax asset has been recognised on the tax losses of remaining RMB163,774,000 (2024: RMB103,738,000) of such losses as at 31 December 2025 due to the unpredictability of future profit streams. Unrecognised tax losses are losses as at 31 December 2025 with expiry dates as disclosed in the following table.

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
2025年	2025	–	1,018
2026年	2026	9,626	9,626
2027年	2027	9,814	19,616
2028年	2028	17,416	34,102
2029年	2029	2,410	7,736
2030年	2030	34,048	–
無限期	Indefinitely	90,460	31,640
		163,774	103,738

23. 融資租賃應收款項

本集團於剩餘租期轉租若干倉庫並作為出租人訂立融資租賃安排。所訂立融資租賃的平均年期通常為3至7年。租賃期限內租賃中的所有固有利率於合同日期釐定。

23. FINANCE LEASE RECEIVABLES

The Group subleased certain warehouses for the remaining lease terms and entered into finance lease arrangements as a lessor. The average terms of finance leases entered into usually range from 3 to 7 years. All interest rates inherent in the leases are fixed at the contract date over the lease terms.

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
融資租賃應收款項包括：	Finance lease receivables comprise:		
一年內	Within one year	23,318	16,944
第二年	In the second year	23,830	17,452
第三年	In the third year	18,104	17,976
第四年	In the fourth year	12,308	18,515
第五年	In the fifth year	–	12,588
		77,560	83,475
租賃投資總額	Gross investment in the lease	77,560	83,475
減：未賺取之金融收入	Less: unearned finance income	(5,459)	(8,047)
最低租賃付款的現值	Present value of minimum lease payments	72,101	75,428
		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
分析為：	Analysed as:		
流動	Current	20,708	14,007
非流動	Non-current	51,393	61,421
		72,101	75,428

於2025年12月31日，上述融資租賃的內含利率介乎3.65%至4.25%（2024年：4.25%）

Interest rates implicit in the above finance leases range from 3.65% to 4.25% (2024: at 4.25%) as at 31 December 2025.

由於所有租賃均以集團實體各自的功能貨幣計值，故本集團並無因租賃安排而面臨外匯風險。

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.

24. 質押銀行存款／原到期日 超過三個月的銀行存款／ 現金及現金等價物

現金及現金等價物

現金及現金等價物包括用於滿足本集團短期現金承擔的活期存款及短期存款，其於2025年12月31日按市場利率0.0001%至3.50%（2024年：0.0001%至3.50%）計息。

質押銀行存款

質押銀行存款指於2025年及2024年12月31日質押予銀行以擔保以下各項的存款(i)本集團發行應付票據及(ii)銀行借款。質押銀行存款將於相關票據及銀行借款分別結清後解除。

原到期日超過三個月的銀行存款

於2025年12月31日，原到期日超過三個月的銀行存款按現行銀行存款年利率3.30%（2024年：3.30%）計息。

銀行結餘、原到期日超過三個月的銀行存款及已質押銀行存款詳情揭露於附註35。

25. 存貨

存貨按成本及可變現淨值兩者中的較低者列賬。存貨成本按加權平均法釐定。

24. PLEDGED BANK DEPOSITS/BANK DEPOSITS WITH ORIGINAL MATURITY OVER THREE MONTHS/CASH AND CASH EQUIVALENTS

Cash and cash equivalents

Cash and cash equivalents include demand deposits and short term deposits for the purpose of meeting the Group's short term cash commitments, which carry interest at market rates range from 0.0001% to 3.50% (2024: 0.0001% to 3.50%) as at 31 December 2025.

Pledged bank deposits

Pledged bank deposits represent the deposits pledged to banks to secure the (i) issuance of the Group's bills payable and (ii) bank borrowings as at 31 December 2025 and 2024. The pledged bank deposits will be released upon the settlement of relevant bills and bank borrowings respectively.

Bank deposits with original maturity over three months

As at 31 December 2025, bank deposits with original maturity over three months carry interest at prevailing banking deposits rate at 3.30% (2024: 3.30%) per annum.

Details of impairment assessment of bank balances, bank deposit with maturity over three months and pledged bank deposits are set out in Note 35.

25. INVENTORIES

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
— 製成品	— Finished goods	1,598,040	1,437,225
— 原材料	— Raw materials	4,270	—
— 在製品	— Work in progress	4,664	—
— 退貨權資產	— Right-of-return assets	20,466	8,161
		1,627,440	1,445,386

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a weighted average method.

26. 貿易應收款項

26. TRADE RECEIVABLES

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
來自第三方的貿易應收款項	Trade receivables from third parties	1,611,740	1,311,157
減：信用虧損準備	Less: Allowance for credit losses	(51,550)	(41,761)
		1,560,190	1,269,396

於2024年1月1日，應收本集團客戶合約款項為人民幣807,469,000元。

At 1 January 2024, trade receivables from contracts with customers of the Group amounted to RMB807,469,000.

本集團向其貿易客戶授出介乎10天至90天不等的信貸期。

The Group grants the credit period ranging from 10 days to 90 days to its trade customers.

貿易應收款項賬齡乃根據貨品轉讓或開具發票日期（與各自的收入確認日期相若）編製，如下所示：

Aging of trade receivables, is prepared based on the date of transfer of goods or issue of invoice, which approximated the respective revenue recognition dates, as follows:

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
0至90天	0 – 90 days	1,409,084	1,187,111
91至180天	91 – 180 days	97,859	43,820
181至365天	181 – 365 days	19,719	11,174
超過365天	Over 365 days	33,528	27,291
		1,560,190	1,269,396

該餘額中包括本集團於2025年12月31日逾期但非減值的貿易應收款項餘額合計為人民幣151,106,000元（2024年：人民幣97,605,000元）。於逾期貿易應收款項中，有人民幣151,106,000元（2024年：人民幣82,285,000元）已逾期90天或以上，但未被視為違約，因本集團根據過往經驗認為該等款項可予收回。本集團並無就該等結餘持有任何抵押品。

Included in the balance are the Group's trade receivables balance are debtors with the aggregate carrying amount of RMB151,106,000 (2024: RMB97,605,000) which are past due but not impaired as at 31 December 2025. Out of the past due balances, RMB151,106,000 (2024: RMB82,285,000) has been past due 90 days or more and is not considered as in default as the Group believes that these balances can be recovered based on past experience. The Group does not hold any security for these balances.

貿易應收款項的減值評估詳情載於附註35。

Details of impairment assessment of trade receivables are set out in Note 35.

27. 預付款項及其他應收款項

27. PREPAYMENTS AND OTHER RECEIVABLES

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
預付款項	Prepayments	284,579	165,116
應收增值稅	Value-added tax receivable	112,309	73,870
其他應收稅款	Other tax receivable	193	29,015
應收代價(附註)	Consideration receivable (Note)	70,920	70,920
存款	Deposits	66,859	63,042
其他	Others	18,495	19,396
		553,355	421,359
減：信用虧損準備	Less: Allowance for credit losses	(20,660)	(21,598)
		532,695	399,761

附註：該金額指於過往年度在不失去控制權的情況下向一名僱員出售本集團附屬公司深圳范泰克(定義見附註40)部分權益的應收代價。該筆應收款項以該僱員持有的本公司及深圳范泰克股份作抵押。

Note: The amount represented the consideration receivable from a partial disposal of a subsidiary of the Group, Shenzhen Fanttik (as defined in Note 40), to an employee without losing control in prior years. The receivable was secured by a pledge of the shares of both the Company and Shenzhen Fanttik held by this employee.

其他應收款項減值評估詳情載於附註35。

Details of impairment assessment of other receivables are set out in Note 35.

28. 貿易及其他應付款項

28. TRADE AND OTHER PAYABLES

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
貿易應付款項來自	Trade payables from		
— 第三方	— third parties	1,572,026	1,396,100
— 聯營公司	— associates	9,640	2,348
		1,581,666	1,398,448
應付票據	Bills payable	116,508	39,996
		1,698,174	1,438,444
應計僱員福利	Accrued employees' benefits	65,030	52,355
其他應付稅項	Other tax payables	9,838	5,413
存款	Deposits	13,779	10,995
應計發行成本／上市開支	Accrued issue cost/listing expenses	—	8,116
其他	Others	67,999	8,418
		1,854,820	1,523,741

28. 貿易及其他應付款項 (續)

以下為報告期末根據發票日期的貿易應付款項及應付票據的賬齡分析。

28. TRADE AND OTHER PAYABLES (CONTINUED)

The following is the aging analysis of trade and bills payables based on the invoice date at the end of the reporting period.

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
0至90天	0 – 90 days	1,646,626	1,338,704
91至180天	91 – 180 days	36,871	84,059
181至365天	181 – 365 days	10,179	6,580
超過365天	Over 365 days	4,498	9,101
		1,698,174	1,438,444

採購貨物的平均信貸期為90天。

The average credit period on purchases of goods is 90 days.

29. 銀行借款

29. BANK BORROWINGS

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
銀行貸款	Bank loans		
– 有擔保	– secured	772,930	377,649
– 無擔保	– unsecured	1,022,004	596,151
		1,794,934	973,800

		2025 人民幣千元 RMB' 000	2024 人民幣千元 RMB' 000
應償還銀行借款的賬面金額*：	The carrying amounts of the bank borrowings are repayable*:		
一年內	Within one year	1,555,416	716,626
一年以上但不超過兩年	Within a year of more than one year but not exceeding two years	239,518	17,852
兩年以上但不超過五年	Within a year of more than two years but not exceeding five years	–	239,322
		1,794,934	973,800
減：流動負債項下一年內到期的金額	Less: Amounts due within one year shown under current liabilities	(1,555,416)	(716,626)
非流動負債項下列示的金額	Amounts shown under non-current liabilities	239,518	257,174

* 應付金額基於貸款協議中規定的預定還款日期。

* The amounts due are based on scheduled repayment dates set out in the loan agreements.

29. 銀行借款(續)

29. BANK BORROWINGS (CONTINUED)

本集團的借款風險如下所示：

The exposure of the Group's borrowings are as follows:

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
固定利率借款	Fixed-rate borrowings	1,207,660	580,409
浮動利率借款	Variable-rate borrowings	587,274	393,391
		1,794,934	973,800

本集團銀行借款的實際利率(亦等於合同利率)範圍如下：

The range of effective interest rates (which are also equal to contracted interest rates) on the Group's bank loans is as follows:

		2025	2024
實際利率：	Effective interest rate:		
固定利率借款	Fixed-rate borrowings	0.80%至3.00%	0.00%至3.80%
		0.80% to 3.00%	0.00% to 3.80%
浮動利率借款	Variable-rate borrowings	2.10%至3.45%	0.00%至3.95%
		2.10% to 3.45%	0.00% to 3.95%

本集團以相關集團實體功能貨幣以外的貨幣計值的借款載列如下：

The Group's borrowings that are denominated in currencies other than functional currencies of the relevant group entities are set out below:

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
歐元(「歐元」)	Euro ("EUR")	165,073	-
日圓(「日圓」)	Japanese Yen ("JPY")	37,556	234,510
美元(「美元」)	United States Dollars ("USD")	72	104

29. 銀行借款 (續)

於2025年12月31日，借款約人民幣350,487,000元(2024年：人民幣100,311,000元)以人民幣393,613,000元的定期存款作抵押(2024年：人民幣113,577,000元)。

於2025年12月31日，借款金額約為人民幣422,443,000元(2024年：人民幣277,338,000元)由傲基國際有限公司及深圳市佳久物流有限公司共同擔保，並以本集團賬面值為人民幣493,233,000元(2024年：人民幣527,399,000元)的租賃土地及樓宇作抵押。

截至2025年12月31日，借款金額約為人民幣897,273,000元(2024年：人民幣95,321,000元)由本公司擔保。

於2025年12月31日，借款約人民幣45,090,000元(2024年：人民幣397,593,000元)由傲基國際有限公司及本公司提供擔保。

於2025年12月31日，借款約為人民幣40,000,000元(2024年：45,038,000元)由傲基國際有限公司及深圳市傲視電子商務有限公司共同擔保。

於2025年12月31日，借款約為人民幣30,568,000元(2024年：無)由本公司及深圳市西郵智倉科技有限公司共同擔保。

29. BANK BORROWINGS (CONTINUED)

At 31 December 2025, the borrowings amounting to approximately RMB350,487,000 (2024: RMB100,311,000) were secured by a pledge of time deposit of RMB393,613,000 (2024: RMB113,577,000).

At 31 December 2025, the borrowings amounting to approximately RMB422,443,000 (2024: RMB277,338,000) were jointly guaranteed by Aukey International Limited and Shenzhen Jiaju Logistics Co., Ltd., and secured by a leasehold land and building of the Group with carrying amount of RMB493,233,000 (2024: RMB527,399,000).

At 31 December 2025, the borrowings amounting to approximately RMB897,273,000 (2024: RMB95,321,000) were guaranteed by the Company.

At 31 December 2025, the borrowings amounting to approximately RMB45,090,000 (2024: RMB397,593,000) were guaranteed by Aukey International Limited and the Company.

At 31 December 2025, the borrowings amounting to approximately RMB40,000,000 (2024: RMB45,038,000) were jointly guaranteed by Aukey International Limited and Shenzhen Allsight E-business Co., Ltd.

At 31 December 2025, the borrowings amounting to approximately RMB30,568,000 (2024: nil) were jointly guaranteed by the Company and Shenzhen Western Post Intelligent Warehouse Technology Co., Ltd.

30. 合約負債

30. CONTRACT LIABILITIES

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
商品銷售	Sales of goods	85,458	83,138
物流解決方案	Logistics solutions	61,767	71,865
		147,225	155,003

於2024年1月1日，本集團合約負債分別為人民幣48,199,000元。

As at 1 January 2024, the Group's contract liabilities amounted to RMB48,199,000.

所有合約負債預期將於本集團正常營運週期內結算，並根據本集團向客戶轉讓貨品或服務的最早責任分類為流動。

All contract liabilities are expected to be settled within the Group's normal operating cycle, and are classified as current based on the Group's earliest obligation to transfer goods or services to the customers.

下表列示與結轉合約負債有關的已確認收入及與過往期間已達成的履約責任有關的已確認收入。

The following table shows how much of the revenue recognised relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in prior periods.

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
年初計入合約負債結餘的已確認收入	Revenue recognised that was included in the contract liability balance at the beginning of the year	155,003	48,199

31. 退款負債

31. REFUND LIABILITIES

退貨權資產是指當客戶根據本集團的30天退貨政策行使退貨不同產品權利時，本集團向客戶收回產品的權利。本集團根據積累的歷史經驗按組合層面估計退貨數目。

The right to returned goods asset represents the Group's right to recover products from customers where customers exercise their right of return for dissimilar products under the Group's 30-day returns policy. The Group uses its accumulated historical experience to estimate the number of returns on a portfolio level.

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
退貨權產生的退款負債	Refund liabilities arising from right of return	66,700	24,283

退款負債涉及客戶一般在購買後30天內退貨的權利。在銷售點，針對預期退回的產品確認退款負債及相應的收入調整。

The refund liabilities relate to customers' right to return products, generally within 30 days of purchase. At the point of sale, a refund liability and a corresponding adjustment to revenue is recognised for those products expected to be returned.

32. 租賃負債

32. LEASE LIABILITIES

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
應付租賃負債：	Lease liabilities payable:		
一年內	Within one year	366,623	231,345
一年以上但不超過兩年期間	Within a period of more than one year but not exceeding two years	357,804	280,223
兩年以上但不超過五年期間	Within a period of more than two years but not exceeding five years	1,003,671	804,070
五年以上期間	Within a period of more than five years	1,367,548	1,652,991
		3,095,646	2,968,629
減：流動負債項下12個月 到期應付金額	Less: Amounts due for settlement with 12 months under current liabilities	(366,623)	(231,345)
非流動負債項下顯示的 12個月後到期結算金額	Amounts due for settlement after 12 months shown under non-current liabilities	2,729,023	2,737,284

於2025年12月31日，本集團租賃負債的加權平均增量借款利率為3%至9.50%（2024年：3%至9.50%）。

The weighted average incremental borrowing rates of the Group's lease liabilities are from 3% to 9.50% (2024: 3% to 9.50%) as at 31 December 2025.

於2025年及2024年12月31日，確認全部租賃負債及相關使用權資產。除出租人持有租賃資產的擔保權益外，租賃協議不附加任何契約。

All of the lease liabilities are recognised with related right-of-use assets as at 31 December 2025 and 2024. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor.

33. 股本

33. SHARE CAPITAL

		股份數目 Number of shares	股本 Share capital 人民幣千元 RMB'000
每股為人民幣1元的普通股	Ordinary shares of RMB1 each		
已註冊、已發行及繳足	Registered, issued and fully paid		
於2024年1月1日	At 1 January 2024	386,865,216	386,865
於上市時發行股份(附註i)	Issue of shares upon listing (Note i)	29,894,700	29,895
購回及註銷股份(附註ii)	Shares repurchased and cancelled (Note ii)	(1,554,000)	(1,554)
於2024年12月31日、 2025年1月1日、 2025年12月31日	At 31 December 2024, 1 January 2025, 31 December 2025	415,205,916	415,206

附註：

Notes:

(i) 本公司於2024年11月8日在香港聯交所上市，以每股15.60港元發行29,894,700股每股面值人民幣1元的H股，所得款項總額約為466,357,000港元(相當於約人民幣428,629,000元)。

(i) On 8 November 2024, upon listing on the Hong Kong Stock Exchange, the Company issued 29,894,700 H shares with par value of RMB1 each at HK\$15.60 each with gross proceeds of approximately HK\$466,357,000 (equivalent to approximately RMB428,629,000).

(ii) 截至2024年12月31日止年度，獨立第三方行使沽出認沽期權及本公司購回1,554,000股內資股，代價為人民幣47,136,000元。因此，已發行的沽出認沽期權項下的合約負債已獲結算，而本公司於2024年5月註銷該等股份。

(ii) During the year ended 31 December 2024, the independent third party exercised the written put option and the Company repurchased 1,554,000 domestic shares at a consideration of RMB47,136,000. Accordingly, the contractual liabilities under issued written put option has been settled and the Company cancelled these shares in May 2024.

34. 資本風險管理

本集團管理其資本，確保本集團實體可持續經營，並透過優化債項及權益結餘以為股東帶來最大回報。於兩個年度內，本集團的整體策略維持不變。

本集團資本架構由扣除現金及現金等價物的債項淨額（包括分別於附註29及附註32披露的銀行借款及租賃負債）及本集團權益總額（包括股本及儲備）組成。

本集團管理層定期審閱資本架構。作為審閱一部分，管理層考慮資本成本及資本相關風險。基於管理層建議，本集團將透過籌集新資金，發行新債項或贖回現有債項以平衡整體資本架構。

34. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern with maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged in both years.

The capital structure of the Group consists of net debt, which includes bank borrowings and lease liabilities as disclosed in Notes 29 and 32, respectively, net of cash and cash equivalents, and total equity of the Group, comprising share capital and reserves.

The management of the Group reviews the capital structure on a regular basis. As part of this review, the management considers the cost of capital and the risks associated with the capital. Based on recommendations of the management, the Group will balance its overall capital structure through raising of new capital, issue of new debts or the redemption of the existing debts.

35. 金融工具

金融工具類別

35. FINANCIAL INSTRUMENTS

Categories of financial instruments

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
金融資產	Financial assets		
按攤銷成本計量的金融資產	Financial assets at amortised cost	3,818,997	3,025,773
按公允價值計入損益的金融資產	Financial assets at FVTPL	220,398	32,338
按公允價值計入其他全面收入的權益工具	Equity instruments at FVTOCI	56,742	101,825
		4,096,137	3,159,936
融資租賃應收款項	Finance lease receivables	72,101	75,428
金融負債	Financial liabilities		
按攤銷成本計量的金融負債	Financial liabilities at amortised cost	3,574,886	2,439,773
租賃負債	Lease liabilities	3,095,646	2,968,629

35. 金融工具 (續)**金融風險管理目標和政策**

本集團的主要金融工具包括按公允價值計入損益的金融資產、按公允價值計入其他全面收入的權益工具、租賃融資應收款項、貿易及其他應收款項、合約資產、質押銀行存款、原到期日超過三個月的銀行存款、銀行結餘、貿易及其他應付款項、銀行借款及租賃負債。金融工具的詳情於相關附註中披露。與這些金融工具相關的風險包括市場風險（貨幣風險、利率風險和其他價格風險）、信貸風險和流動資金風險。以下載列如何減輕這些風險的政策。本集團管理層對這些風險進行管理和監控，以確保及時有效地採取適當的措施。

市場風險

本集團的活動主要面臨貨幣風險、利率風險和其他價格風險。

報告期內，本集團面臨的市場風險以及管理和計量風險的方式未發生變化。

(i) 貨幣風險

本集團擁有外幣買賣、銀行結餘及銀行借款，使本集團面臨外幣風險。本集團的集團內公司間結餘的貨幣風險並不重大。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Financial risk management objectives and policies**

The Group's major financial instruments include financial assets at FVTPL, equity instruments at FVTOCI, finance lease receivables, trade and other receivables, contract assets, pledged bank deposits, bank deposit with original maturity over three months, bank balances, trade and other payables, bank borrowings and lease liabilities. Details of the financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (currency risk, interest rate risk and other price risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

Market risk

The Group's activities expose it primarily to currency risk, interest rate risk and other price risk.

There has been no change to the Group's exposure to market risks or the manner in which it manages and measures the risk during the reporting period.

(i) Currency risk

The Group have foreign currency sales and purchases, bank balances and bank borrowings which expose the Group to foreign currency risk. The currency risk in respect of the intra-group balances of the Group is immaterial.

35. 金融工具 (續)**市場風險 (續)****(i) 貨幣風險 (續)**

於報告期末，本集團外幣貨幣性資產及貨幣性負債的賬面值如下所示：

		資產		負債	
		Assets		Liabilities	
		2025	2024	2025	2024
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000
美元	USD	4,970,473	1,260,949	3,116,314	393,378
歐元	EUR	292,941	123,067	225,029	18,345
日圓	JPY	15,099	5,618	46,398	171,523
		5,278,513	1,389,634	3,387,741	583,246

本集團目前並無外匯對沖政策。然而，本集團管理層監控外匯風險，並將於需要時考慮對沖重大外匯風險。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Market risk (Continued)****(i) Currency risk (Continued)**

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

		Assets		Liabilities	
		2025	2024	2025	2024
		RMB'000	RMB'000	RMB'000	RMB'000
美元	USD	4,970,473	1,260,949	3,116,314	393,378
歐元	EUR	292,941	123,067	225,029	18,345
日圓	JPY	15,099	5,618	46,398	171,523
		5,278,513	1,389,634	3,387,741	583,246

The Group currently does not have a foreign exchange hedging policy. However, the management of the Group monitor foreign exchange exposure and will consider hedging significant foreign exchange exposure should the need arise.

35. 金融工具 (續)**市場風險 (續)****(i) 貨幣風險 (續)***敏感性分析*

下表詳細載列本集團對人民幣兌相關外幣5% (2024年: 5%) 升值和貶值的敏感度。5% (2024年: 5%) 是向關鍵管理人員內部報告外匯風險時使用的敏感度，代表管理層對外匯匯率合理可能變化的評估。敏感性分析僅包括未償還的外幣計價貨幣項目，並在報告期末針對外幣匯率變化5% (2024年: 5%) 調整其換算。下列負數表示稅後利潤的減少，其中人民幣兌相關貨幣升值5% (2024年: 5%)。若人民幣兌相關貨幣貶值5% (2024年: 5%)，將對稅後利潤產生同等且相反的影響，且以下金額將為正數。

	美元影響		歐元影響		日圓影響		
	USD Impact		EUR Impact		JPY Impact		
	2025	2024	2025	2024	2025	2024	
	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
損益	Profit or loss	(77,411)	(36,221)	(2,835)	(4,372)	1,330	6,927

(ii) 利率風險

本集團面臨的公允價值利率風險與融資租賃應收款項 (附註23)、固定利率質押銀行存款 (附註24)、原到期日超過三個月的銀行存款 (附註24)、固定利率銀行借款 (附註29) 及租賃負債 (附註32) 有關。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Market risk (Continued)****(i) Currency risk (Continued)***Sensitivity analysis*

The following table details the Group's sensitivity to a 5% (2024: 5%) increase and decrease in RMB against the relevant foreign currencies. 5% (2024: 5%) is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the end of the reporting period for a 5% (2024: 5%) change in foreign currency rates. A negative number below indicates a decrease in post-tax profit where RMB strengthen 5% (2024: 5%) against the relevant currency. For a 5% (2024: 5%) weakening of RMB against the relevant currency, there would be an equal and opposite impact on the post-tax profit and the amounts below would be positive.

	美元影響		歐元影響		日圓影響		
	USD Impact		EUR Impact		JPY Impact		
	2025	2024	2025	2024	2025	2024	
	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
損益	Profit or loss	(77,411)	(36,221)	(2,835)	(4,372)	1,330	6,927

(ii) Interest rate risk

The Group are exposed to fair value interest rate risk in relation to finance lease receivables (Note 23), fixed-rate pledged bank deposits (Note 24), bank deposit with original maturity over three months (Note 24), fixed-rate bank borrowings (Note 29) and lease liabilities (Note 32).

35. 金融工具 (續)**市場風險 (續)****(ii) 利率風險 (續)**

本集團亦面臨現金流利率風險，乃與可變利率銀行結餘及質押銀行存款（附註24）以及浮息銀行借款（附註29）有關。本集團的現金流利率風險主要集中於銀行結餘利率波動及來自本集團銀行借款的中國貸款市場報價利率（統稱「浮動借貸利率」）。本集團基於利率水平及前景評估利率變動引致的潛在風險，以管理利率風險。管理層會審視固定及浮動利率借款的比例，確保兩者處於合理範圍。

敏感性分析

以下敏感性分析乃按各報告期末利率風險敞口釐定。此分析乃假設報告期末尚未行使的金融工具於整個年度內尚未行使而編製。向主要管理人員內部報告利率風險時，使用浮息銀行借款上升或下降50個基點（2024年：50個基點），代表管理層對利率可能合理變動的評估。銀行結餘及銀行存款不計入敏感性分析，因為管理層認為，來自浮息銀行結餘的現金流利率風險並不重大。

倘利率上升／下降50個基點（2024年：50個基點），而所有其他變數維持不變，則截至2025年及2024年12月31日止年度本集團稅後利潤將分別減少／增加人民幣2,496,000元及人民幣1,672,000元。此乃主要由於本集團因浮息銀行借款面對的利率風險。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Market risk (Continued)****(ii) Interest rate risk (Continued)**

The Group are also exposed to cash flow interest rate risk in relation to variable-rate bank balances and pledged bank deposits (Note 24) and variable-rate bank borrowings (Note 29). The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances and Loan Prime Rate of China (collectively as “**Variable Borrowing Rates**”) arising from the Group’s bank borrowings. The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook. The management will review the proportion of borrowings in fixed and variable rates and ensure they are within reasonable range.

Sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to interest rates at the end of the reporting period. The analysis is prepared assuming the financial instruments outstanding at the end of the reporting period were outstanding for the whole year. A 50 basis point (2024: 50 basis point) increase or decrease in variable-rate bank borrowings are used when reporting interest rate risk internally to key management personnel and represents management’s assessment of the reasonably possible change in interest rates. Bank balances and bank deposits are excluded from sensitivity analysis as the management considers that the exposure of cash flow interest rate risk arising from variable-rate bank balances is insignificant.

If interest rates had been 50 basis point (2024: 50 basis point) higher/lower and all other variables were held constant, the Group’s post-tax profit for the year ended 31 December 2025 and 2024 would decrease/increase by RMB2,496,000 and RMB1,672,000 respectively. This is mainly attributable to the Group’s exposure to interest rates on its variable-rate bank borrowings.

35. 金融工具 (續)**市場風險 (續)****(iii) 其他價格風險**

本集團因投資於按公允價值計入其他全面收入的股本證券投資而面臨股本價格風險。上述金融工具因市場價格變動而面臨價格風險，該變動是由個別金融工具或其發行人特有的因素或影響市場上交易的所有類似金融工具的因素引起的。其他價格風險被認為是微不足道的。本集團已委任專門團隊監控價格風險，並會在有需要時考慮對沖風險敞口。

信貸風險及減值評估

於報告期末，本集團面臨的導致本集團財務損失的最大信貸風險是由於交易對手未能履行責任而導致的。本集團的信貸風險主要與銀行結餘、質押銀行存款、原到期日超過三個月的銀行存款、貿易及其他應收款項、合約資產以及融資租賃應收款項有關。

客戶合約的貿易應收款項及合約資產

本集團主要與質量良好、關係長期的客戶進行交易，在通過線下渠道接受新客戶時，本集團在簽訂合約前會考慮客戶的聲譽。為盡量降低信貸風險，本集團管理層持續監控債務人的信用質量及財務狀況，以確保採取後續行動收回逾期債務。

為管理貿易應收款項及合約資產產生的風險，本集團制定政策確保向具有適當信用記錄的交易對手方制定信貸條款，且管理層對其交易對手方進行持續的信用評估。授予客戶的信貸期及該等客戶的信貸質量乃經評估，並考慮其財務狀況、過往經驗及其他因素。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Market risk (Continued)****(iii) Other price risk**

The Group are exposed to equity price risk through its investments in equity securities measured at FVTOCI. The above financial instruments are exposed to price risk because of changes in market prices, where changes are caused by factors specific to the individual financial instruments or their issuers, or factors affecting all similar financial instruments traded in the market. The exposure of other price risk is considered to be insignificant. The Group have appointed a special team to monitor the price risk and will consider hedging the risk exposure should the need arise.

Credit risk and impairment assessment

At the end of the reporting period, the Group's maximum exposure to credit risk which will cause a financial loss to the Group is due to failure to discharge an obligation by the counterparties. The Group's credit risk is mainly associated with bank balances, pledged bank deposits, bank deposit with original maturity over three months, trade and other receivables, contract assets and finance lease receivables.

Trade receivables and contract assets arising from contracts with customers

The Group mainly conducted transactions with customers with good quality and long term relationship, when accepting new customers through offline channels, the Group consider the reputation of the customer before contract is signed. In order to minimise the credit risk, the management of the Group continuously monitor the credit quality and financial condition of the debtors to ensure that follow-up action is taken to recover overdue debts.

To manage risk arising from trade receivables and contract assets, the Group have policies in place to ensure that credit terms are made to counterparties with an appropriate credit history and the management performs ongoing credit evaluations of its counterparties. The credit period granted to the customers and the credit quality of these customers is assessed, which takes into account their financial position, past experience and other factors.

35. 金融工具(續)

信貸風險及減值評估(續)

客戶合約的貿易應收款項及合約資產(續)

本集團重新評估客戶合約產生的貿易應收款項及合約資產的整個存續期預期信貸虧損，以確保針對發生違約的可能性或風險顯著增加作出足夠的減值虧損。這些資產的預期信貸虧損對信貸風險大幅增加或已發生信用減值的債務人單獨評估，並根據內部信用評級對剩餘餘額進行集中評估。作為本集團信貸風險管理的一部分，本集團使用內部信用評級來評估其客戶的減值，因為這些客戶由大量具有共同風險特徵的客戶組成，這些特徵代表了客戶根據合約條款支付所有應付款項的能力。估計損失率是根據債務人預期壽命內歷史觀察到的違約率進行估計的，並根據無需付出不當成本或努力即可獲得的前瞻性信息進行調整。管理層定期審查分組和評估，以確保更新特定債務人的相關信息。

其他應收款項

其他應收款項方面，管理層根據歷史結算記錄、過往經驗以及定量及定性資料(即合理及言之有據的前瞻性資料)，對其他應收款項的可收回性進行個別定期評估。管理層相信，該等金額自初始確認以來信貸風險並無大幅增加，而本集團基於12個月預期信貸虧損計提減值，惟若干已根據全期預期信貸虧損計量且信貸風險大幅增加的若干其他應收款項則除外。有關定量披露的詳情載列本附註下文。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk and impairment assessment (Continued)

Trade receivables and contract assets arising from contracts with customers (Continued)

The Group reassess lifetime ECL for trade receivables and contract assets arising from contracts with customers to ensure that adequate impairment loss is made for significant increase in the likelihood or risk of a default occurring. The ECL on these assets are individually assessed for debtors with significant increase in credit risk or credit-impaired and collectively assessed based on internal credit ratings for the remaining balance. As part of the Group's credit risk management, the Group uses internal credit ratings to assess with the impairment for its customers because these customers consist of a large number of customers which share common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The estimated loss rates are estimated on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information that is available without undue cost or effort. The grouping and assessment are regularly reviewed by management to ensure relevant information about specific debtors is updated.

Other receivables

For other receivables, the management makes periodic individual assessment on the recoverability of other receivables based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management believes that there are no significant increase in credit risk of these amounts since initial recognition and the Group provided impairment based on 12m ECL except for certain other receivables have been measured based on lifetime ECL with significant increase in credit risk. Details of the quantitative disclosures are set out below in this note.

35. 金融工具(續)

信貸風險及減值評估(續)

融資租賃應收款項

管理層根據債務人的歷史信貸虧損經驗估計融資租賃應收款項的虧損率。按管理層的評估，管理層認為融資租賃應收款項的預期信貸虧損並不重大，因此並無確認虧損撥備。

銀行結餘、質押銀行存款及原到期日超過三個月的銀行存款

本集團與信用評級較高的銀行進行交易。於2025年及2024年12月31日，銀行結餘、質押銀行存款及原到期日超過三個月的銀行存款的信貸風險被視為並不重大，原因是有關款項乃存放於信譽良好的銀行。本集團參考外部信貸評級機構所發佈有關信貸評級等級的違約概率及虧損的資料評估質押銀行存款、銀行結餘及原到期日超過三個月的銀行存款的12個月預期信貸虧損。基於平均虧損率、質押銀行存款、銀行結餘及原到期日超過三個月的銀行存款的12個月預期信貸虧損被視為不重大，因此並無確認虧損撥備。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk and impairment assessment (Continued)

Finance lease receivables

The management estimates the loss rates of finance lease receivables based on historical credit loss experience of the debtors. Based on assessment by the management, the management considers the ECL for finance lease receivables is insignificant and therefore no loss allowance was recognised.

Bank balances, pledged bank deposits and bank deposit with original maturity over three months

The Group transact with banks with high credit ratings. The credit risk for bank balances, pledged bank deposits and bank deposit with original maturity over three months as at 31 December 2025 and 2024 was considered as insignificant as such amounts were placed in reputable banks. The Group assessed 12m ECL for pledged bank deposits, bank balances and bank deposit with original maturity over three months by reference to information relating to probability of default and loss given default of the respective credit rating grades published by external credit rating agencies. Based on the average loss rates, the 12m ECL on pledged bank deposits, bank balances and bank deposit with original maturity over three months is considered to be insignificant and therefore no loss allowance was recognised.

35. 金融工具 (續)

信貸風險及減值評估 (續)

銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款 (續)

本集團的內部信貸風險評級評估包括
以下類別：

內部信貸評級	說明	貿易應收款項 及融資租賃應收款項	貿易應收款項及融資租賃 應收款項以外的金融資產
Internal credit rating	Description	Trade receivables finance lease receivables	Financial assets other than trade receivables and finance lease receivables
低風險 Low risk	交易對手違約風險低且無逾期款項 The counterparty has a low risk of default and does not have any past-due amounts	全期預期信貸虧損 – 未 發生信貸減值 Lifetime ECL – not credit-impaired	12個月預期信貸虧損 12m ECL
關注名單 Watch list	債務人經常在到期日後償還但通常 全額清償 Debtor frequently repays after due dates but usually settle in full	全期預期信貸虧損 – 未發生信貸減值 Lifetime ECL – not credit-impaired	12個月預期信貸虧損 12m ECL
可疑 Doubtful	自通過內部產生的信息或外部資源 初始確認信貸風險以來顯著增加 There have been significant increases in credit risk since initial recognition through information developed internally or external resources	全期預期信貸虧損 – 未發生信貸減值 Lifetime ECL – not credit-impaired	全期預期信貸虧損 – 未發生 信貸減值 Lifetime ECL – not credit- impaired
虧損 Loss	有證據表明資產已發生信用減值 There is evidence indicating the asset is credit – impaired	全期預期信貸虧損 – 發生信貸減值 Lifetime ECL – credit-impaired	全期預期信貸虧損 – 發生信 貸減值 Lifetime ECL – credit- impaired
撇銷 Write-off	有證據顯示債務人處於嚴重財務困難 且本集團並無實際的收回前景 There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	撇銷有關款項 Amount is written off	撇銷有關款項 Amount is written off

35. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk and impairment assessment (Continued)

Bank balances, pledged bank deposits and bank deposit with
original maturity over three months (Continued)

The Group's internal credit risk grading assessment comprises
the following categories:

35. 金融工具(續)

信貸風險及減值評估(續)

銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款(續)

下表詳列本集團須進行預期信貸虧損
評估的金融資產、合約資產及融資租
賃應收款項的信貸風險敞口情況：

35. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk and impairment assessment (Continued)

Bank balances, pledged bank deposits and bank deposit with
original maturity over three months (Continued)

The tables below detail the credit risk exposures of the Group's
financial assets, contract assets and finance lease receivables
which are subject to ECL assessment:

	附註 Notes	外部信貸評級 External credit rating	內部信貸評級 Internal credit rating	12個月或全期預期信貸虧損 12m or Lifetime ECL	2025年賬面總值		2024年賬面總值	
					2025	2024	2025	2024
					人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
按攤銷成本計量的金融資產								
Financial assets at amortised cost								
銀行結餘、質押銀行存款及原到期日 超過三個月的銀行存款	24	AA及AA+ AA and AA+	不適用 N/A	12個月預期信貸虧損 12m ECL				
Bank balances, pledged bank deposits and bank deposit with original maturity over three months						2,123,193		1,624,617
貿易應收款項 – 客戶合約	26	不適用 N/A	低風險 / 關注 / Low risk/Watch list/	全期預期信貸虧損(集體評估， 非信貸減值) Lifetime ECL (collective assessment, not credit- impaired)	1,605,776		1,251,385	
Trade receivables – contracts with customers			可疑 Doubtful	全期預期信貸虧損(集體評估， 非信貸減值) Lifetime ECL (individual assessment, not credit- impaired)	1		53,477	
			虧損 Loss	全期預期信貸虧損(信貸減值) Lifetime ECL (Credit-impaired)	5,963	1,611,740	6,295	1,311,157
其他應收款項	27	不適用 N/A	低風險 / Low risk/ 關注名單 Watch list	12個月預期信貸虧損 12m ECL 全期預期信貸虧損(非信貸減值) Lifetime ECL (not credit- impaired)	85,259		79,456	
Other receivables			虧損 Loss	信貸減值 Credit-impaired	70,920		70,920	
					95	156,274	2,982	153,358

35. 金融工具(續)

信貸風險及減值評估(續)

銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款(續)

	附註 Notes	外部信貸評級	內部信貸評級	12個月或全期預期信貸虧損	2025年賬面總值		2024年賬面總值	
		External credit rating	Internal credit rating	12m or Lifetime ECL	2025 Gross carrying amount		2024 Gross carrying amount	
					人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
融資租賃應收款項 Finance lease receivables	23	不適用 N/A	低風險/ Low risk/	全期預期信貸虧損(集體評估， 非信貸減值) Lifetime ECL (collective assessment, not credit- impaired)		72,101		75,428
合約資產 Contract assets		不適用 N/A	低風險/關注 Low risk/ Watch list	全期預期信貸(集體評估，非信 貸減值) Lifetime ECL (collective assessment, not credit- impaired)		31,366		22,290

附註：

- (a) 貿易應收款項、合約資產及融資租賃應收款項方面，本集團應用國際財務報告準則第9號的簡化法計量全期預期信貸虧損撥備。除信貸風險大幅增加或信貸減值的應收賬項外，本集團採用內部信貸評級(按性質及信貸風險分類為低風險、關注名單或可疑)釐定該等項目的預期信貸虧損。
- (b) 質押銀行存款、銀行結餘及原到期日超過三個月的銀行存款、其他應收款項及按金方面，本集團採用12個月預期信貸虧損，除非自初步確認起信貸風險顯著增加，則本集團會確認全期預期信貸虧損。

Notes:

- (a) For the trade receivables, contract assets and finance lease receivables, the Group applied the simplified approach in IFRS 9 to measure loss allowance at lifetime ECL. Except for debtors with significant increase in credit risk or credit-impaired, the Group determines the expected credit losses on these items by using internal credit rating, grouped by nature and credit risk in the classes of low risk, watch list or doubtful.
- (b) For pledged bank deposits, bank balances and bank deposit with original maturity over three months, other receivables and deposits, the Group has applied the 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, the Group recognises lifetime ECL.

35. 金融工具(續)**信貸風險及減值評估(續)****銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款(續)**

為進行本集團信貸風險管理，本集團對業務相關客戶採用內部信用評級。下表載列有關貿易應收款項信貸風險敞口的信息，乃以全期預計信貸虧損(無信貸減值)按集體基準予以評估。於2025年及2024年12月31日，已對本集團有大額未償還結餘或出現信貸減值、總賬面值分別為人民幣5,964,000元及人民幣59,772,000元的應收款項作出單獨評估。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Credit risk and impairment assessment (Continued)****Bank balances, pledged bank deposits and bank deposit with
original maturity over three months (Continued)**

As part of the Group's credit risk management, the Group applies internal credit rating for its customers in relation to its operation. The following table provides information about the exposure to credit risk for trade receivables which are assessed on a collective basis within lifetime ECL (not credit-impaired). Debtors with significant increase in credit risk or credit-impaired with gross carrying amounts as at 31 December 2025 and 2024 of RMB5,964,000 and RMB59,772,000 of the Group were assessed individually, respectively.

內部信用評級	Internal credit rating	2025		2024	
		平均虧損率 Average loss rate	貿易應收款項 Trade receivables	平均虧損率 Average loss rate	貿易應收款項 Trade receivables
		%	人民幣千元 RMB'000	%	人民幣千元 RMB'000
低風險	Low risk	2.71	1,569,603	2.38	1,223,005
關注名單	Watch list	4.19	668	4.97	30
可疑	Doubtful	8.64	35,505	8.71	28,350

估計虧損率乃按債務人預期壽命內歷史觀察到的違約率作出估計，並經無需過多成本或人手即可獲得的前瞻性信息作出調整。管理層定期審視分組情況，以確保更新特定債務人的相關信息。

The estimated loss rates are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information that is available without undue cost or effort. The grouping is regularly reviewed by management to ensure relevant information about specific debtors is updated.

35. 金融工具(續)

信貸風險及減值評估(續)

銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款(續)

下表概列已確認貿易應收款項的全期
預期信貸虧損的變動。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk and impairment assessment (Continued)

Bank balances, pledged bank deposits and bank deposit with
original maturity over three months (Continued)

The following table shows the movement in lifetime ECL that has
been recognised for trade receivables.

		全期預期 信貸虧損 (非信貸減值)	全期預期 信貸虧損 (信貸減值)	總計
		Lifetime ECL (not credit- impaired)	Lifetime ECL (credit- impaired)	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	24,178	44,748	68,926
已確認減值虧損	Impairment losses recognised	15,297	–	15,297
已撥回減值虧損	Impairment losses reversed	(4,402)	(1,158)	(5,560)
撇銷	Written-off	–	(37,390)	(37,390)
匯兌調整	Exchange adjustments	488	–	488
於2024年12月31日	At 31 December 2024	35,561	6,200	41,761
已確認減值虧損	Impairment losses recognised	13,655	–	13,655
已撥回減值虧損	Impairment losses reversed	(2,659)	–	(2,659)
撇銷	Written-off	–	(324)	(324)
匯兌調整	Exchange adjustments	(883)	–	(883)
於2025年12月31日	At 31 December 2025	45,674	5,876	51,550

倘資料顯示債務人出現嚴重財務困難
且不可能收回款項，則本集團就貿易
應收款項提計全數撥備。

The Group makes full provision for trade receivables when there
is information indicating that the debtor is in severe financial
difficulty and there is no realistic prospect of recovery.

35. 金融工具 (續)**信貸風險及減值評估 (續)**

銀行結餘、質押銀行存款及原到期日
超過三個月的銀行存款 (續)

下表載列已確認其他應收款項虧損撥
備的對賬。

35. FINANCIAL INSTRUMENTS (CONTINUED)**Credit risk and impairment assessment (Continued)**

Bank balances, pledged bank deposits and bank deposit with
original maturity over three months (Continued)

The following table shows reconciliation of loss allowances that
has been recognised for other receivables.

		12個月預期 信貸虧損 信貨虧損 (非信貨減值)	全期預期 信貸虧損 信貨虧損 (信貨減值)	全期預期 信貸虧損 信貨虧損 (信貨減值)	總計
		Lifetime ECL (not credit- impaired)	Lifetime ECL (credit- impaired)	Lifetime ECL (credit- impaired)	Total
		12m ECL 人民幣千元 RMB'000	impaired) 人民幣千元 RMB'000	impaired) 人民幣千元 RMB'000	impaired) 人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	5,538	14,436	2,886	22,860
已確認減值虧損	Impairment losses recognised	3,176	185	51	3,412
已撥回減值虧損	Impairment losses reversed	(4,841)	–	–	(4,841)
匯兌調整	Exchange adjustments	167	–	–	167
於2024年12月31日	At 31 December 2024	4,040	14,621	2,937	21,598
已確認減值虧損	Impairment losses recognised	6,505	–	6,290	12,795
已撥回減值虧損	Impairment losses reversed	(2,897)	(171)	–	(3,068)
撇銷	Written-off	(4,172)	–	(6,200)	(10,372)
匯兌調整	Exchange adjustments	(293)	–	–	(293)
於2025年12月31日	At 31 December 2025	3,183	14,450	3,027	20,660

流動資金風險

流動資金風險方面，本集團監察並維持管理層視為充足的現金及現金等價物水平，以為本集團業務營運提供資金，並減低現金流量波動的影響。管理層亦監察動用銀行借款的情況，確保遵守貸款契約並按需要重續銀行借款。

Liquidity risk

In the management of the liquidity risk, the Group monitor and maintain a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management also monitors the utilisation of bank borrowings, ensures compliance with loan covenants and renews bank borrowings, if necessary.

35. 金融工具(續)

流動資金風險(續)

下表為根據報告期末至合約到期日剩餘期間將本集團的金融負債劃分為相關到期組別的分析。下表所披露金額為合約未貼現現金流量(包括利息及本金)。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Liquidity risk (Continued)

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at the end of the reporting period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows including both interest and principal.

		加權平均 利率 Weighted average interest rate %	按要求或 1年內 On demand or within 1 year RMB'000	1至2年 1 – 2 years RMB'000	2至5年 2 – 5 years RMB'000	5年以上 5 years RMB'000	未貼現現金 流量總額 Total undiscounted cash flows RMB'000	賬面總值 Total Carrying amount RMB'000
於2025年12月31日	As at 31 December 2025							
貿易及其他應付款項	Trade and other payables		1,779,952	-	-	-	1,779,952	1,779,952
銀行借款	Bank borrowings							
– 固定利率	– fixed rate	0.80 – 3.00	1,211,063	-	-	-	1,211,063	1,207,660
– 浮息	– variable rate	2.10 – 3.80	361,055	247,313	-	-	608,368	587,274
			3,352,070	247,313	-	-	3,599,383	3,574,886
租賃負債	Lease liabilities	3.00 – 9.50	602,945	568,865	1,481,553	1,640,134	4,293,497	3,095,646
於2024年12月31日	As at 31 December 2024							
貿易及其他應付款項	Trade and other payables		1,465,973	-	-	-	1,465,973	1,465,973
銀行借款	Bank borrowings							
– 固定利率	– fixed rate	0.00 – 3.80	581,203	-	-	-	581,203	580,409
– 浮息	– variable rate	0.00 – 3.95	148,852	28,941	247,313	-	425,106	393,391
			2,196,028	28,941	247,313	-	2,472,282	2,439,773
租賃負債	Lease liabilities	3.00 – 9.50	422,067	523,828	1,335,479	2,046,923	4,328,297	2,968,629

35. 金融工具(續)

公允價值估計

下表以估值法分析本集團按經常基準以公允價值計量的金融資產。公允價值根據估值技術所用的輸入數據分類為不同層級如下：

- 第一級公允價值計量指相同資產或負債於活躍市場的報價(未經調整)所產生者
- 第二級公允價值計量指除第一級包含的報價外，資產或負債可直接(即價格)或間接(即源自價格)觀察的輸入數據
- 第三級公允價值計量指估值技術所產生者，對公允價值計量有重大影響的最低層級輸入數據為不可觀察者(即重大不可觀察輸入數據)

本集團使用可得市場可觀察數據估計資產或負債的公允價值。倘無第一級輸入資料，則本集團委聘第三方合資格估值師進行估值。管理層委聘合資格外部估值師，以確定合適估值法及模型的輸入數據。有關確定各類資產公允價值所用估值法及輸入數據的信息於下文披露。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Fair value estimation

The table below analyses the Group's financial investments carried at fair value on a recurring basis by valuation method. Fair values are categorised into different fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. prices) or indirectly (i.e. derived from prices)
- Level 3 fair value measurements are those derived from valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable (significant unobservable input)

In estimating the fair value of an asset or a liability, the Group use market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group engages third party qualified valuers to perform the valuation. The management engaged qualified external valuers to establish the appropriate valuation techniques and inputs to the models. Information about the valuation techniques and inputs used in determining the fair value of various assets is disclosed below.

35. 金融工具 (續)

公允價值估計 (續)

(i) 按經常基準以公允價值計量的金融資產的公允價值

本集團若干金融資產及金融負債於報告期末以公允價值計量。下表提供有關該等金融資產及金融負債之公允價值如何釐定之資料 (特別是，所使用估值技術及輸入數據)。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Fair value estimation (Continued)

(i) Fair value of financial instruments that are measured at fair value on a recurring basis

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of the reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

金融資產/金融負債 Financial assets/ financial liabilities	於以下日期的公允價值		公允價值層級 Fair value hierarchy	估值技術(及主要輸入數據) Valuation techniques) and key input(s)	重大不可觀察輸入數據 Significant unobservable input(s)	不可觀察輸入數據 與公允價值的關係 Relationship of unobservable input(s) to fair value
	Fair value as at					
	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000				
按公允價值計入損益						
金融資產						
Financial at FVTPL						
結構性存款 Structured deposits	101,790	23,263	第二級 Level 2	收入法 – 使用貼現現金流量法 估計相關銀行存款的利息 Income approach – The discounted cash flow method was used to estimate the interest from the underlying bank deposits	不適用 N/A	不適用 N/A
非上市人壽保險單 Unlisted life insurance policy	13,310	9,075	第三級 Level 3	人壽保單的投購價報價 Quoted purchase price of the life insurance policy	不適用(附註1) N/A (Note 1)	不適用(附註1) N/A (Note 1)
非上市私募基金 An unlisted private fund	105,298	–	第三級 Level 3	近期交易價 Recent transaction price	不適用(附註1) N/A (Note 1)	不適用(附註1) N/A (Note 1)

35. 金融工具(續)

公允價值估計(續)

- (i) 按經常基準以公允價值計量的金融資產的公允價值(續)

金融資產/金融負債	於以下日期的公允價值		公允價值層級	估值技術(及主要輸入數據)	重大不可觀察輸入數據	不可觀察輸入數據與公允價值的關係
	2025年	2024年				
Financial assets/ financial liabilities	Fair value as at		Fair value hierarchy	Valuation techniques and key input(s)	Significant unobservable input(s)	Relationship of unobservable input(s) to fair value
	2025	2024				
	人民幣千元	人民幣千元				
	RMB'000	RMB'000				
按公允價值計入其他						
全面收入的權益工具						
Equity instruments at FVTOCI						
上市股權證券	49,090	74,746	第一級	人壽保單的投購價報	不適用	不適用
Listed equity securities			Level 1	Quoted bid prices in an active market	N/A	N/A
非上市股權	7,652	27,079	第三級	市場法 – 指引公眾公司法，並將企業價值與收入(「企業價值/收入」)倍數及相關投資的市值作為主要輸入數據	於2025年及2024年12月31日的企業價值/收入倍數0.6倍(附註2)	企業價值/收入倍數越高，公允價值越高
Unlisted equity			Level 3	Market approach – Guideline Public Company Method with Enterprise Value to Revenue ("EV/Revenue") multiple and market value of the underlying investment as key inputs	as at 31 December 2025 and 2024 (Note 2)	The higher the EV/Revenue multiple, the higher the fair value

附註1：不可觀察輸入數據的變動將不會導致公允價值計量顯著增加或減少。

Note 1: The changes in unobservable inputs will not result in significant higher or lower fair value measurements.

附註2：在所有其他變量保持不變的情況下，預期企業價值/收入倍數增加/減少5%，於2025年及2024年12月31日對非上市股權投資賬面值的影響並不重大。

Note 2: A 5% increase/decrease in the expected EV/Revenue multiple holding all other variables constant, the impact on the carrying amount of the unlisted equity investments was insignificant as at 31 December 2025 and 2024.

35. 金融工具(續)

公允價值估計(續)

(ii) 第三級公允價值計量的對賬

下表呈列於年內的第三級工具變動：

		按公允價值計入 損益的金融資產	按公允價值計入 其他全面收入的 權益工具
		Financial assets at FVTPL	Equity instruments at FVTOCI
		人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	9,075	27,663
購入／添置	Purchased/addition	—	(172)
公允價值變動	Fair value changes	—	(412)
於2024年12月31日	At 31 December 2024	9,075	27,079
購入／添置	Purchased/addition	109,533	624
出售／結算	Disposal/settlements	—	(15,229)
公允價值變動	Fair value changes	—	(4,822)
於2025年12月31日	At 31 December 2025	118,608	7,652

(iii) 並非按經常基準以公允價值計量(但須作出公允價值披露)的金融資產及金融負債的公允價值。

本公司董事認為，本集團於報告期末在綜合財務報表中按攤銷成本入賬的金融資產及金融負債的賬面值與其公允價值相若。

35. FINANCIAL INSTRUMENTS (CONTINUED)

Fair value estimation (Continued)

(ii) Reconciliation of Level 3 fair value measurements

The following table presents the changes in Level 3 instruments during the year:

		按公允價值計入 損益的金融資產	按公允價值計入 其他全面收入的 權益工具
		Financial assets at FVTPL	Equity instruments at FVTOCI
		人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	9,075	27,663
購入／添置	Purchased/addition	—	(172)
公允價值變動	Fair value changes	—	(412)
於2024年12月31日	At 31 December 2024	9,075	27,079
購入／添置	Purchased/addition	109,533	624
出售／結算	Disposal/settlements	—	(15,229)
公允價值變動	Fair value changes	—	(4,822)
於2025年12月31日	At 31 December 2025	118,608	7,652

(iii) Fair value of financial assets and financial liabilities that are not measured at fair value on a recurring basis (but fair value disclosures are required).

The directors of the Company consider that the carrying amounts of the Group's financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements approximate their fair values at the end of the reporting period.

36. 資本承擔

36. CAPITAL COMMITMENTS

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
資本開支／已訂約但未於綜合財務報表內計提撥備與收購以下事項有關的金額	Capital expenditure/amount contracted for but not provided in the consolidated financial statements in respect of the acquisition of		
– 物業、廠房及設備	– property, plant and equipment	145,306	194,827
– 於聯營公司的注資及按公允價值計入其他全面收入的權益工具	– capital injection in associates and equity instruments at FVTOCI	2,199	1,959
		147,505	196,786

37. 關聯方交易

37. RELATED PARTY TRANSACTIONS

關係	交易性質	2025	2024
Relationships	Nature of transactions	人民幣千元	人民幣千元
		RMB' 000	RMB' 000
聯營公司 Associates	物流解決方案費用 Logistics solutions fees	134,790	124,075
聯營公司 Associates	物流解決方案收入 Logistics solutions income	184,865	115,507
聯營公司 Associates	經營服務收入 Operational services income	34	–
聯營公司 Associates	購買貨品 Purchase of goods	352	1,800
聯營公司的附屬公司 Subsidiaries of associates	物流解決方案費用 Logistics solutions fees	334,672	292,247
聯營公司的附屬公司 Subsidiaries of associates	物流解決方案收入 Logistics solutions income	93,725	38,142

37. 關聯方交易 (續)**(a) 主要管理人員薪酬**

年內董事、監事及其他主要管理人員的薪酬如下：

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
薪金及其他短期僱員福利	Salaries and other short-term employee benefits	23,204	25,620
退休福利	Retirement benefits	207	204
		23,411	25,824

董事、監事及其他主要管理人員的薪酬由薪酬委員會考慮個人表現及市場趨勢後釐定。

37. RELATED PARTY TRANSACTIONS (CONTINUED)**(a) Compensation of key management personnel**

The remuneration of directors, supervisors and other members of key management during the year was as follows:

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
薪金及其他短期僱員福利	Salaries and other short-term employee benefits	23,204	25,620
退休福利	Retirement benefits	207	204
		23,411	25,824

The remuneration of directors, supervisors and other members of key management is determined by the remuneration committee having regard to the performance of individuals and market trends.

38. 資產抵押

本集團的借款及應付票據乃以質押本集團資產作抵押。有關資產的賬面值如下：

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
物業、廠房及設備	Property, plant and equipment	493,233	527,399
質押銀行存款	Pledged bank deposits	500,067	250,865
		993,300	778,264

38. PLEDGE OF ASSETS

The Group's borrowings and bills payable had been secured by the pledge of the Group's assets and the carrying amounts of the respective assets are as follows:

39. 融資活動產生的負債對賬

下表詳述本集團融資活動產生的負債變動，包括現金及非現金變動。融資活動產生的負債為現金流量過往或未來現金流量將在本集團綜合現金流量表中分類為融資活動產生的現金流量的負債。

39. 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.

		借款	應付股息	租賃負債	應付非控股股東款項	已發行沽出認沽期權下的合約負債	應計發行成本	總計
		Borrowings	Dividends payable	Lease liabilities	Amount due to a non-controlling shareholder	Contractual liabilities under issued written put options	Accrued issue cost	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	663,193	-	833,253	1,123	46,400	1,339	1,545,308
融資現金流量	Financing cash flows	282,080	-	(249,294)	(1,123)	(47,136)	(19,792)	(35,265)
新租約	New leases	-	-	2,261,046	-	-	-	2,261,046
匯兌調整	Exchange adjustments	-	-	30,432	-	-	-	30,432
預付/應計發行成本	Prepaid/accrued issue cost	-	-	-	-	-	19,303	19,303
應計利息開支	Interest expenses accrued	28,527	-	93,192	-	736	-	122,455
於2024年12月31日	At 31 December 2024	973,800	-	2,968,629	-	-	850	3,943,279
融資現金流量	Financing cash flows	781,531	(103,801)	(413,729)	-	-	(850)	263,151
新租約	New leases	-	-	322,315	-	-	-	322,315
匯兌調整	Exchange adjustments	9,090	-	(15,416)	-	-	-	(6,326)
確認為分派的股息	Dividend recognised as distribution	-	103,801	-	-	-	-	103,801
應計利息開支	Interest expenses accrued	30,513	-	233,847	-	-	-	264,360
於2025年12月31日	At 31 December 2025	1,794,934	-	3,095,646	-	-	-	4,890,580

40. 本公司主要附屬公司詳情

(a) 附屬公司一般資料

年內，本公司於報告期末直接及間接持有附屬公司的詳情載列如下：

附屬公司名稱	註冊成立／註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
Name of the subsidiaries			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
傲基國際有限公司 Aukey International Limited (傲基國際有限公司)	香港 Hong Kong	320,000美元 USD320,000	100	100	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
深圳前海高雅盛世企業管理有限公司 Shenzhen Qianhai Gaoya Shengshi Business Management Co., Ltd. (深圳前海高雅盛世企業管理有限公司)	中國 PRC	人民幣5,000,000元 RMB5,000,000	100	100	-	-	投資控股 Investment holding
海南傲基科技有限責任公司 Hainan Aoji Technology Co., Ltd. (海南傲基科技有限責任公司)	中國 PRC	人民幣5,000,000元 RMB5,000,000	100	100	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
長春市誠基科技有限公司 Changchun Chengji Technology Co., Ltd. (長春市誠基科技有限公司)	中國 PRC	人民幣2,000,000元 RMB2,000,000	100	100	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products

40. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

(a) General information of subsidiaries

During the year, details of the subsidiaries directly and indirectly held by the Company at the end of the reporting period are set out below:

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025 %	2024 %	2025 %	2024 %	
深圳市傲視電子商務有限公司 Shenzhen Allsight E-business Co., Ltd. (深圳市傲視電子商務有限公司)	中國 PRC	人民幣 10,000,000元 RMB10,000,000	100 %	100 %	- %	- %	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
深圳范泰克科技創新有限公司 (「深圳范泰克」) Shenzhen Fantik Technology Innovation Co., Ltd. ("Shenzhen Fantik") (深圳范泰克科技創新有限公司)	中國 PRC	人民幣 10,000,000元 RMB10,000,000	70 %	70 %	- %	- %	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
范泰克智行科技(惠州)有限公司 Fantik Ride Intelligent Technology (Huizhou) Co., Ltd. (范泰克智行科技(惠州)有限公司)	中國 PRC	人民幣 3,000,000元 RMB3,000,000	- %	- %	70 %	70 %	製造產品 Manufacturing products
范佩希(深圳)科技有限公司 Fan Peixi (Shenzhen) Technology Co., Ltd. (范佩希(深圳)科技有限公司)	中國 PRC	人民幣5,000,000元 RMB5,000,000	- %	- %	70 %	70 %	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
深圳市宜雅科技有限公司 Shenzhen Yiya Technology Co., Ltd. (深圳市宜雅科技有限公司)	中國 PRC	人民幣1,000,000元 RMB1,000,000	- %	- %	100 %	100 %	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products

40. 本公司主要附屬公司詳情
(續)

40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) 附屬公司一般資料(續)

(a) General information of subsidiaries (Continued)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
深圳市木以文飾貿易有限公司 Shenzhen Muyi Wenshi Trading Co., Ltd. (深圳市木以文飾貿易有限公司)	中國 PRC	人民幣 1,000,000元 RMB1,000,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
深圳市銳聖商貿有限公司 Shenzhen Ruisheng Trading Ltd. (深圳市銳聖商貿有限公司)	中國 PRC	人民幣10,000元 RMB10,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms procurement and sales of products
上海維思圖思家居科技有限公司 Shanghai Weisitusi Home Technology Co., Ltd. (上海維思圖思家居科技有限公司)	中國 PRC	人民幣100,000元 RMB100,000	-	-	51	51	暫無業務 Inactive
深圳市傲家科技有限公司 Shenzhen Aojia Technology Co., Ltd. (深圳市傲家科技有限公司)	中國 PRC	人民幣5,000,000元 RMB5,000,000	51	51 (附註iv) 51 (Note iv)	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms procurement and sales of products
傲家科技國際有限公司 Aojia Technology International Limited (傲家科技國際有限公司)	香港 Hong Kong	10,000港元 HK\$10,000	-	-	51	51	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms procurement and sales of products

40. 本公司主要附屬公司詳情
(續)40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) 附屬公司一般資料(續)

(a) General information of subsidiaries (Continued)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
深圳市富相宜科技有限公司 Shenzhen Fuxiangyi Technology Co., Ltd. (深圳市富相宜科技 有限公司)	中國 PRC	人民幣 1,000,000元 RMB1,000,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms procurement and sales of products
深圳市貿順實業有限公司 Shenzhen Maoshun Industrial Co., Ltd. (深圳市貿順實業有限公司)	中國 PRC	人民幣 210,325,349元 RMB210,325,349	100	100	-	-	房地產管理 Real estate management
深圳市佳久物流有限公司 Shenzhen Jiajiu Logistics Co., Ltd. (深圳市佳久物流有限公司)	中國 PRC	人民幣 600,000,000元 RMB600,000,000	-	-	100	100	房地產管理 Real estate management
深圳市西郵智倉科技有限公司 WESTERN POST (SZ) CO. LTD (深圳市西郵智倉科技有限公司)	中國 PRC	人民幣 14,457,841元 RMB14,457,841	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
WESTERN POST (HK) LIMITED (附註ii) WESTERN POST (HK) LIMITED (Note ii)	香港 Hong Kong	67,227,771港元 HK\$67,227,771	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
Western Post Group Holding Inc. Western Post Group Holding Inc.	美國 USA	15,699,000美元 USD15,699,000	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025 %	2024 %	2025 %	2024 %	
WESTERN POST (US) LLC (附註ii) WESTERN POST (US) LLC (Note ii)	美國 USA	1,000美元 USD1,000	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
Auklogis Gmbh (附註ii) Auklogis Gmbh (Note ii)	德國 Germany	1,000,000歐元 EUR1,000,000	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
WP GROUND INC. (附註ii) WP GROUND INC. (Note ii)	美國 USA	5,000股 5,000 Shares	-	-	48	48	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
CÔNG TY TNHH WESTERN POST (VIETNAM) (附註ii) CÔNG TY TNHH WESTERN POST (VIETNAM) (Note ii)	越南 Vietnam	2,550,000,000 越南盾 VND2,550,000,000	-	-	24	24	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services
Aucoor Gmbh (附註ii) Aucoor Gmbh (Note ii)	德國 Germany	25,000歐元 EUR25,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
WESTERN POST (SG) PTE. LTD. (附註ii) WESTERN POST (SG) PTE. LTD. (Note ii)	新加坡 Singapore	11,579,013 新加坡元 SGD11,579,013	48	48	-	-	倉儲、貨運、供應鏈管理服務 Warehousing, freight forwarding, supply chain management services

40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) General information of subsidiaries (Continued)

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
博愷國際有限公司 Broadcare International Limited (博愷國際有限公司)	香港 Hong Kong	200,000美元 USD200,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
AUKEY MEA FZCO (前稱AICOOK MEA DMCC) AUKEY MEA FZCO (previously known as AICOOK MEA DMCC)	阿聯酋 The United Arab Emirates	100,000迪拉姆 AED 100,000	-	-	100	100	暫無業務 Inactive
Aukey Group Holding Limited Aukey Group Holding Limited	美國 USA	250,000美元 USD250,000	-	-	100	100	暫無業務 Inactive
ACE FARMER LLC ACE FARMER LLC	美國 USA	100,000美元 USD100,000	-	-	100	100	暫無業務 Inactive
NEXTFUR LLC NEXTFUR LLC	美國 USA	100,000美元 USD100,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
Central Power International Limited LLC Central Power International Limited LLC	美國 USA	100,000美元 USD100,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products

40. 本公司主要附屬公司詳情
(續)

40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) 附屬公司一般資料(續)

(a) General information of subsidiaries (Continued)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
Quantech Innovations LLC	美國	100,000美元	-	-	100	100	於電商平台經營網店、採購及銷售產品
Quantech Innovations LLC	USA	USD100,000					Operation of online stores on e-commerce platforms, procurement and sales of products
AUGROUP HOLDINGS INC.	美國	5,000,000美元	-	-	100	100	暫無業務
AUGROUP HOLDINGS INC.	USA	USD5,000,000					Inactive
蘇州范泰克科技有限公司	中國	人民幣500,000元	-	-	70	70	於電商平台經營網店、採購及銷售產品
Suzhou Fanttik Technology Co., Ltd. (蘇州范泰克科技有限公司)	PRC	RMB500,000					Operation of online stores on e-commerce platforms, procurement and sales of products
Restu LLC	美國	100,000美元	-	-	100	100	暫無業務
Restu LLC	USA	USD100,000					Inactive
Wowme LLC	美國	100,000美元	-	-	100	100	於電商平台經營網店、採購及銷售產品
Wowme LLC	USA	USD100,000					Operation of online stores on e-commerce platforms, procurement and sales of products
Physpo Care LLC	美國	100,000美元	-	-	100	100	暫無業務
Physpo Care LLC	USA	USD100,000					Inactive

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱	註冊成立 / 註冊及 經營地點	註冊資本	本公司所持實際所有權權益的比例				主要活動
			直接		間接		
Name of the subsidiaries	Place of incorporation/ registration and operation	Registered capital	Proportion of effective ownership interest held by the Company				Principal activities
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
FANTTIK INNOVATION INC	美國	100,000美元	-	-	70	70	於電商平台經營網店、採購及銷售產品
FANTTIK INNOVATION INC	USA	USD100,000					Operation of online stores on e-commerce platforms, procurement and sales of products
KBJ Trading LLC	美國	451,000美元	-	-	100	100	於電商平台經營網店、採購及銷售產品
KBJ Trading LLC	USA	USD451,000					Operation of online stores on e-commerce platforms, procurement and sales of products
傲盈國際有限公司	香港	10,000港元	-	-	100	100	於電商平台經營網店、採購及銷售產品
Auwin International Limited (傲盈國際有限公司)	Hong Kong	HK\$10,000					Operation of online stores on e-commerce platforms, procurement and sales of products
范泰克創新有限公司	香港	10,000港元	-	-	70	70	於電商平台經營網店、採購及銷售產品
Fanttik Innovation Limited (范泰克創新有限公司)	Hong Kong	HK\$10,000					Operation of online stores on e-commerce platforms, procurement and sales of products

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025 %	2024 %	2025 %	2024 %	
深圳傲創科技創新有限公司 Shenzhen Autral Technology Innovation Co., Ltd (深圳傲創科技創新有限公司)	中國 PRC	人民幣12,000,000元 RMB12,000,000	100	100	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
寧波傲盈科技有限公司 Ningbo Auwin Technology Co., Ltd. (寧波傲盈科技有限公司)	中國 PRC	人民幣1,000,000元 RMB1,000,000	100	100	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
傲創國際有限公司 Autral International Limited (傲創國際有限公司)	香港 Hong Kong	10,000港元 HK\$10,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
傲聰科技國際有限公司 AOQI TECHNOLOGY INTERNATIONAL LIMITED (傲聰科技國際公司)	香港 Hong Kong	10,000港元 HK\$10,000	-	-	75	75	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products

40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) General information of subsidiaries (Continued)

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
深圳市傲慧科技有限公司 Shenzhen Aoqi Technology Co., Ltd (深圳市傲慧科技有限公司)	中國 PRC	人民幣10,000,000元 RMB10,000,000	75	75	-	-	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
傲隆國際有限公司 Aulong International Limited (傲隆國際有限公司)	香港 Hong Kong	10,000港元 HK\$10,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
傲康國際有限公司 Aucome International Limited (傲康國際有限公司)	香港 Hong Kong	10,000港元 HK\$10,000	-	-	100	100	於電商平台經營網店、採購及銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products
Hulkman LLC Hulkman LLC	美國 USA	100,000美元 USD100,000	-	-	100	100	暫無業務 Inactive
BOLD RISE INNOVATIONS INC. BOLD RISE INNOVATIONS INC.	美國 USA	100,000美元 USD100,000	-	-	100	100	暫無業務 Inactive

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025 %	2024 %	2025 %	2024 %	
Sunton GmbH	德國	25,000歐元	-	-	100	100	於電商平台經營網店、採購及銷售產品
Sunton GmbH	Germany	EUR25,000					Operation of online stores on e-commerce platforms, procurement and sales of products
S2E, Inc.	美國	54,500美元	-	-	91	91	於電商平台經營網店、採購及銷售產品
S2E, Inc.	USA	USD54,500					Operation of online stores on e-commerce platforms, procurement and sales of products
廈門藍鯨破浪企業管理合夥企業(有限合夥) Xiamen Lanjing Wave Breaking Enterprise Management Partnership (Limited partnership) (廈門藍鯨破浪企業管理合夥 企業(有限合夥))	中國 PRC	人民幣 126,000,000元 RMB126,000,000	74	74	-	-	投資控股 Investment holding
Flatiron Merchants, INC.	美國	4,000,000美元	-	-	100	100	倉儲、貨運、供應鏈管理服務
Flatiron Merchants, INC.	USA	USD4,000,000					Warehousing, freight forwarding, supply chain management services
深圳利可妙科技有限公司 Shenzhen Likemiao Technology Co., Ltd (深圳利可妙科技有限公司)	中國 PRC	人民幣1,000,000元 RMB1,000,000	100	100	-	-	於電商平台經營網店、採購及銷售產品
							Operation of online stores on e-commerce platforms, procurement and sales of products

40. PARTICULARS OF PRINCIPAL
SUBSIDIARIES OF THE COMPANY
(CONTINUED)

(a) General information of subsidiaries (Continued)

40. 本公司主要附屬公司詳情
(續)

(a) 附屬公司一般資料(續)

附屬公司名稱 Name of the subsidiaries	註冊成立 / 註冊及 經營地點 Place of incorporation/ registration and operation	註冊資本 Registered capital	本公司所持實際所有權權益的比例 Proportion of effective ownership interest held by the Company				主要活動 Principal activities
			直接 Directly		間接 Indirectly		
			2025	2024	2025	2024	
			%	%	%	%	
			%	%	%	%	
范泰克(成都)科技有限公司 Shenzhen Likemiao Technology Co., Ltd (范泰克(成都)科技有限公司)	中國 PRC	人民幣100,000元 RMB100,000	-	-	70	- 於電商平台經營網店、採購及 銷售產品 Operation of online stores on e-commerce platforms, procurement and sales of products	

以上公司名稱的英文翻譯僅供參考。該等實體的正式名稱為中文。

於2025年12月31日，有267家(2024年：254家)公司並無資產及負債，亦無繳足資本及業務營運，僅為在電商平台上註冊賣家門店而成立。該等公司為本公司的間接全資附屬公司。董事認為，該等公司對本集團資產的業績並無重大影響，詳列該等附屬公司的資料會過於冗長。

附註：

- (i) 於報告期末，概無附屬公司發行任何債務證券。
- (ii) 該實體為西郵集團的附屬公司之一(定義見附註40(b))。
- (iii) 本集團於中國註冊成立的所有附屬公司均為國內獨資實體。

The English translation of the names of the above companies is for reference only. The official names of these entities are in Chinese.

As at 31 December 2025, there are 267 (2024: 254) companies, with no assets and liabilities, paid-up capital and business operation, established solely for the purpose of registration of seller stores on e-commerce platforms. These companies are indirectly wholly-owned subsidiaries of the Company, respectively. In the opinion of the Directors, these companies do not principally affect the results of assets of the Group, to give details of these subsidiaries would result in particular of excessive length.

Notes:

- (i) None of the subsidiaries had issued any debt securities as at the end of the reporting period.
- (ii) The entity is one of the subsidiaries of the Western Post Group as defined in Note 40(b).
- (iii) All of the Group's subsidiaries incorporated in the PRC are wholly domestic entities.

40. 本公司主要附屬公司詳情
(續)

(b) 擁有重大非控股權益的非全資附屬公司的詳情

下表列示本集團擁有重大非控股權益的非全資附屬公司的詳情：

附屬公司名稱 Name of the subsidiary	註冊成立國家/ 及主營業務地點 Country of incorporation/principal place operation	權益持有人所持非控股 權益的比例 Proportion of non- controlling interests held by equity holders		分配予非控股權益的全面 (開支)收入總額 Total comprehensive (expense) income allocated to non-controlling interests		累計非控股權益 Accumulated non-controlling interests	
		2025	2024	2025	2024	2025	2024
		%	%	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		%	%	RMB'000	RMB'000	RMB'000	RMB'000
WESTERN POST (SG) PTE LTD./ 深圳市西郵智倉科技有限公司及其附屬公司 (「西郵集團」)(附註)	新加坡/中國 Singapore/PRC	52	52	(28,978)	16,637	1,968	30,946
WESTERN POST (SG) PTE LTD./Shenzhen Western Post Intelligent Warehouse Technology Co., Ltd. and its subsidiaries ("Western Post Group") (Note)							
具有非控股權益的個別非重大附屬公司 Individually immaterial subsidiaries with non-controlling interests						18,265	(1,154)
						20,233	29,792

附註：儘管本集團於西郵集團僅擁有48%的所有權，本公司董事認為本集團對西郵集團的相關活動擁有足夠的支配性投票權，其唯一董事由本公司委派且西郵集團餘下各股東將根據西郵集團股東之間訂立的協議遵循本公司的決定。

40. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (CONTINUED)

(b) Details of non-wholly owned subsidiaries that have material non-controlling interests

The table below shows details of non-wholly-owned subsidiaries of the Group that have material non-controlling interests:

Note: Although the Group has only 48% ownership in the Western Post Group, the directors of the Company concluded that the Group has a sufficiently dominant voting interest to direct the relevant activities of the Western Post Group with sole director delegated by the Company and each of the remaining shareholders of Western Post Group will follow the decision of the Company pursuant to the agreements entered among the shareholders of Western Post Group.

40. 本公司主要附屬公司詳情 (續)

(b) 擁有重大非控股權益的非全資附屬公司的詳情 (續)

本集團擁有重大非控股權益的附屬公司的財務資料概述如下。以下財務資料概要列示本集團內的抵銷前金額。

40. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (CONTINUED)

(b) Details of non-wholly owned subsidiaries that have material non-controlling interests (Continued)

The financial information of subsidiaries in which the Group has significant non-controlling interests is summarised below. The following summarised financial information shows the pre-offset amounts within the Group.

		2025	2024
		人民幣千元	人民幣千元
		RMB' 000	RMB' 000
西郵集團	Western Post Group		
流動資產	Current assets	1,060,315	821,075
非流動資產	Non-current assets	2,903,069	2,897,821
流動負債	Current liabilities	1,235,569	884,069
非流動負債	Non-current liabilities	2,696,991	2,734,404
資產淨值	Net assets	31,824	100,423
西郵集團非控股權益	Non-controlling interests of Western Post Group	1,968	30,946
收入	Revenue	4,532,448	2,816,628
開支	Expense	4,586,241	2,781,701
全面(開支)收入總額	Total comprehensive (expense) income	(55,730)	32,126
西郵集團非控股權益應佔(虧損)利潤	(Loss) profit attributable to the non-controlling interests of Western Post Group	(27,972)	18,094
西郵集團非控股權益應佔其他全面開支	Other comprehensive expense attributable to the non-controlling interests of Western Post Group	(1,006)	(1,457)
西郵集團非控股權益應佔全面(開支)收入總額	Total comprehensive (expense) income attributable to the non-controlling interests of Western Post Group	(28,978)	16,637
經營活動產生的現金流入淨額	Net cash inflow from operating activities	401,407	356,346
投資活動所用現金流出淨額	Net cash outflow used in investing activities	(59,182)	(155,027)
融資活動所用的現金流出淨額	Net cash outflow used in financing activities	(245,215)	(246,267)
外匯匯率變動的影響	Effects of foreign exchange rate changes	(1,553)	(18)
現金流入(流出)淨額	Net cash inflow (outflow)	95,457	(44,966)

41. 本公司財務狀況表

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
非流動資產	Non-current Assets		
物業、廠房及設備	Property, plant and equipment	94,206	62,305
使用權資產	Right-of-use assets	33,109	32,280
無形資產	Intangible assets	6,238	5,713
於附屬公司的投資	Investments in subsidiaries	701,923	699,500
按權益法入賬的投資	Investments accounted for using the equity method	65,974	65,988
按公允價值計入其他全面收入 的權益工具	Equity instruments at FVTOCI	7,652	42,714
按公允價值計入損益的金融資產	Financial assets at FVTPL	105,298	-
遞延稅項資產	Deferred tax assets	10,201	8,651
收購物業、廠房及設備的按金	Deposit for acquisition of property, plant and equipment	-	1,781
質押銀行存款	Pledged bank deposits	-	10,849
原到期日超過三個月的銀行存款	Bank deposit with original maturity over three months	-	10,000
非流動資產總值	Total Non-current Assets	1,024,601	939,781
流動資產	Current Assets		
存貨	Inventories	944	1,743
貿易應收款項	Trade receivables	1,244,501	925,262
預付款項及其他應收款項	Prepayments and other receivables	1,220,004	90,239
應收附屬公司款項	Amounts due from subsidiaries	138,803	1,513,146
按公允價值計入損益的金融資產	Financial assets at FVTPL	61,290	-
質押銀行存款	Pledged bank deposits	30,961	16,300
原到期日超過三個月的銀行存款	Bank deposit with original maturity over three months	10,000	-
現金及現金等價物	Cash and cash equivalents	193,779	569,278
流動資產總值	Total Current Assets	2,900,282	3,115,968

41. 本公司財務狀況表（續）

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

		2025	2024
		人民幣千元	人民幣千元
		RMB'000	RMB'000
流動負債	Current Liabilities		
貿易及其他應付款項	Trade and other payables	123,628	67,234
應付附屬公司款項	Amounts due to subsidiaries	1,849	209,955
銀行借款	Bank borrowings	9,000	73,098
租賃負債	Lease liabilities	2,764	1,277
合約負債	Contract liabilities	2	206
流動負債總額	Total Current Liabilities	137,243	351,770
流動資產淨值	Net Current Assets	2,763,039	2,764,198
總資產減流動負債	Total Assets less Current Liabilities	3,787,640	3,703,979
非流動負債	Non-current Liabilities		
銀行借款	Bank borrowings	297,370	257,174
租賃負債	Lease liabilities	2,415	1,546
非流動負債總額	Total Non-current Liabilities	299,785	258,720
資產淨值	Net Assets	3,487,855	3,445,259
資本及儲備	Capital and Reserves		
股本	Share capital	415,206	415,206
儲備（附註）	Reserves (Note)	3,072,649	3,030,053
權益總額	Total Equity	3,487,855	3,445,259

41. 本公司財務狀況表 (續)

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

附註：下表載列本公司的儲備詳情：

Note: Below table sets out the details of the reserves of the Company:

		股份獎勵及	按公允價值	其他儲備	匯兌儲備	法定儲備	保留利潤	總計	
		信託計劃	計入其他						
		儲備	全面收入的						
		Reserve for	Share	FVTOCI	Other	Translation	Statutory	Retained	Total
		share award	premium	reserve	reserve	reserve	reserve	profits	
		and trust	Share	FVTOCI	Other	Translation	Statutory	Retained	Total
		scheme	premium	reserve	reserve	reserve	reserve	profits	Total
		儲備	儲備	儲備	儲備	儲備	儲備	儲備	儲備
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
於2024年1月1日	At 1 January 2024	-	655,912	(83,800)	(40,000)	380	177,571	1,487,823	2,197,886
年內利潤	Profit for the year	-	-	-	-	-	-	456,869	456,869
按公允價值計入其他全面收入的權益	Fair value change on investments in equity instruments								
工具投資的公允價值變動	at FVTOCI	-	-	(5,247)	-	-	-	-	(5,247)
分佔按權益法入賬投資的其他全面收入，	Share of other comprehensive income of investments								
扣除稅項	accounted for using the equity method, net of tax	-	-	-	-	899	-	-	899
年內全面(開支)收入總額	Total comprehensive (expense) income for the year	-	-	(5,247)	-	899	-	456,869	452,521
發行H股	Issue of H shares	-	378,092	-	-	-	-	-	378,092
劃撥	Appropriation	-	-	-	-	-	30,073	(30,073)	-
出售按公允價值計入其他全面收入的權益工具	Release upon disposal of equity instruments								
撥回	at FVTOCI	-	-	410	-	-	-	(410)	-
購回及註銷股份(附註33)	Repurchase and cancellation of shares (Note 33)	-	1,554	-	-	-	-	-	1,554
於2024年12月31日	At 31 December 2024	-	1,035,558	(88,637)	(40,000)	1,279	207,644	1,914,209	3,030,053
年內利潤	Profit for the year	-	-	-	-	-	-	185,781	185,781
按公允價值計入其他全面收入的權益工具	Fair value change on investments in equity instruments								
投資的公允價值變動	at FVTOCI	-	-	(3,721)	-	-	-	-	(3,721)
分佔按權益法入賬投資的其他全面收入，	Share of other comprehensive income of investments								
扣除稅項	accounted for using the equity method, net of tax	-	-	-	-	424	-	-	424
年內全面(開支)收入總額	Total comprehensive (expense) income for the year	-	-	(3,721)	-	424	-	185,781	182,484
出售按公允價值計入其他全面收入的權益工具	Release upon disposal of equity instruments								
撥回	at FVTOCI	-	-	290	-	-	-	(290)	-
出售按權益法入賬的投資撥回	Release upon disposal of an investment accounted for using the equity method	-	-	-	167	-	-	-	167
就本公司受限制H股獎勵信託計劃項下未歸屬	Purchase of shares for unvested shares under the								
股份購買股份	Restricted H-share Award and Trust Scheme of the Company	(36,254)	-	-	-	-	-	-	(36,254)
股息	Dividends	-	-	-	-	-	-	(103,801)	(103,801)
於2025年12月31日	At 31 December 2025	(36,254)	1,035,558	(92,068)	(39,833)	1,703	207,644	1,995,899	3,072,649

42. 退休福利計劃

界定供款計劃

本集團於中國的僱員為中國政府運營的國家管理退休福利計劃的成員。本公司的中國附屬公司須按薪金成本的若干百分比向該退休福利計劃供款，以為該等福利提供資金。本集團就退休福利計劃的唯一義務為根據該計劃作出指定供款。

於兩個年度內，本集團概無（代表在供款悉數歸屬之前退出退休福利計劃的僱員）沒收任何供款，亦無使用沒收供款降低現有供款水平。

43. 收購一家附屬公司／透過收購一家附屬公司以收購資產

截至2024年12月31日止年度，本集團一家附屬公司同意向一名獨立第三方收購Flatiron Merchants Inc.（「Flatiron」）的全部股權，現金代價為3,800,000美元（相當於人民幣27,316,000元），該代價指許可證的公允價值，該許可證是Flatiron於收購日期當天持有的唯一資產。

本集團於截至2023年12月31日止年度支付按金人民幣3,541,000元，餘額人民幣23,775,000元已於截至2024年12月31日止年度支付。

本集團根據國際財務報告準則第3號**業務合併**選擇應用可選集中度測試，並認定該許可證被視為單一可識別資產。

因此，本集團釐定所收購的資產總值（不包括現金及現金等價物）的絕大部分公允價值集中於一組類似的可識別資產，並認定所收購的一系列業務及資產並非業務。

此外，金額為人民幣130,000,000元於上年度收購一家附屬公司時應付予賣方的代價亦已於截至2024年12月31日止年度內結清。

42. RETIREMENT BENEFITS PLANS

Defined contribution plan

The employees of the Group in the PRC are members of a state-managed retirement benefit scheme operated by the PRC government. The Company's PRC subsidiaries are required to contribute certain percentage of payroll costs to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefit scheme is to make the specified contributions under the scheme.

No contribution was forfeited (by the Group on behalf of its employees who leave the retirement benefit plan prior to vesting fully in such contribution) and used by the Group to reduce the existing level of contributions in both years.

43. ACQUISITION OF A SUBSIDIARY/ASSETS THROUGH ACQUISITION OF A SUBSIDIARY

During the year ended 31 December 2024, a subsidiary of the Group agreed to acquire entire equity interest in Flatiron Merchants Inc. ("Flatiron") from an independent third party at a cash consideration of USD3,800,000 (equivalent to RMB27,316,000) which represented the fair value of the licence, the only asset held by Flatiron at the date of acquisition.

The Group paid a deposit of RMB3,541,000 during the year ended 31 December 2023 and the remaining amount of RMB23,775,000 has been paid during the year ended 31 December 2024.

The Group elected to apply the optional concentration test in accordance with IFRS 3 *Business Combinations* and concluded that the licence is considered a single identifiable asset.

Consequently, the Group determined that substantially all of the fair value of the gross assets (excluding cash and cash equivalents) acquired is concentrated in a group of similar identifiable assets and concluded that the acquired set of activities and assets is not a business.

In addition, an amount of RMB130,000,000 consideration payable to the vendor upon the acquisition of a subsidiary in prior year was also settled during the year ended 31 December 2024.

財務摘要
Financial Summary

單位：人民幣千元

Unit:RMB'000

		截至12月31日止年度 Year ended 31 December				
		2025年 2025	2024年 2024	2023年 2023	2022年 2022	2021年 2021
收入	Revenue	13,698,738	10,709,648	8,682,977	7,100,230	9,071,193
毛利	Gross profit	3,608,170	3,297,130	2,993,690	2,479,049	1,895,099
除稅前利潤／(虧損)	Profit/(Loss) before tax	189,340	630,643	639,908	232,002	(734,459)
年內利潤／(虧損)	Profit/(Loss) for the year	152,586	521,196	520,101	223,169	(589,879)
本公司擁有人應佔年內利潤／(虧損)	Profit/(Loss) attributable to owners of the Company for the year	161,139	504,299	532,010	219,054	(580,797)

單位：人民幣千元

Unit:RMB'000

		於12月31日 As at 31 December				
		2025年 2025	2024年 2024	2023年 2023	2022年 2022	2021年 2021
資產	Assets					
非流動資產	Non-current assets	4,137,579	4,011,030	2,031,731	2,226,484	1,447,579
流動資產	Current assets	5,997,382	4,768,520	3,145,796	2,731,460	3,011,439
總資產	Total assets	10,134,961	8,779,550	5,177,527	4,957,944	4,459,018
負債	Liabilities					
非流動負債	Non-current liabilities	2,968,541	2,994,458	1,100,888	972,055	466,425
流動負債	Current liabilities	4,013,762	2,675,779	1,803,872	2,204,371	2,473,744
總負債	Total liabilities	6,982,303	5,670,237	2,904,760	3,176,426	2,940,169
權益	Equity					
權益總額	Total equity	3,152,658	3,109,313	2,272,767	1,781,518	1,518,849
本公司擁有人應佔權益	Equity attributable to owners of the Company	3,132,425	3,079,521	2,262,194	1,762,512	1,506,598
權益及負債總額	Total equity and liabilities	10,134,961	8,779,550	5,177,527	4,957,944	4,459,018

AuGroup (SHENZHEN) Cross-Border Business Co., Ltd.
傲基（深圳）跨境商務股份有限公司

AUGroup