



China International Marine Containers (Group) Co., Ltd.

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

A Share Stock Code: 000039

H Share Stock Code: 02039



2025

ANNUAL REPORT

SIGNIFICANT RISK WARNING

This Report contains certain forward-looking statements with respect to the financial position, operational results and business of the Group. These forward-looking statements are, by their nature, subject to significant risk and uncertainties because they relate to events and depend on circumstances which may occur in the future and are beyond our control. Therefore, the forward-looking statements reflect the Group's current views with respect of future events and are not a guarantee of future performance. Actual results may differ from the information contained in such forward-looking statements.





CONTENTS

Important Notice	2
Documents Available for Inspection	2
Definitions	3
Glossary	6
Chapter I Corporate Profile	7
Chapter II Summary of Accounting Data and Financial Indicators	10
Chapter III Chairman's Statement	16
Chapter IV Report of the Board and Management Discussion and Analysis	23
Chapter V Corporate Governance, Environment and Society	112
Chapter VI Significant Events	177
Chapter VII Changes in Share Capital and Information on Shareholders	209
Chapter VIII Bonds	222
Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon	229

IMPORTANT NOTICE

The Board and the Directors and senior management of the Company, except for vice president Mr. YU Yuqun who is unable to sign the written confirmation in respect of the 2025 annual report due to sudden personal health reasons, warrant that the 2025 annual report (hereinafter referred to as this “**Report**” or the “**2025 Annual Report**”) is true, accurate and complete and does not contain misrepresentations, misleading statements or material omissions and jointly and severally take legal responsibility.

Mr. MAI Boliang, person-in-charge of the Company, Chairman of the Board, Mr. ZENG Han, the vice president and Chief Financial Officer (CFO), person-in-charge of accounting affairs and Ms. XU Zhaoying, the general manager of financial department, the head of accounting department, hereby warrant the truthfulness, accuracy and completeness of the annual financial report for 2025 in the Report.

All Directors have attended the Board meeting to consider the Report.

The financial statements of the Group for 2025, which have been prepared in accordance with CASBE, have been audited by KPMG Huazhen LLP, who has issued an auditor’s report with unqualified opinions on the financial statements.

The proposed profit distribution plan for 2025 of the Company considered and approved by the Board meeting is as follows: a cash dividend of RMB0.179 (tax inclusive) per share to all the shareholders on the basis of 5,246,340,845 shares, which is calculated by deducting 146,179,540 repurchased shares as at the disclosure date of the Report from 5,392,520,385 shares, the existing total share capital of the Company, and there will be no bonus shares or new shares being issued by way of conversion of capital reserve. Where there are any changes in the share capital of the Company after the Board considered the profit distribution plan until implementation of the plan, the total dividend amount will be adjusted while maintaining the dividend ratio of RMB0.179 (tax inclusive) per share in cash. The proposed dividend is expected to be payable by 31 August 2026. The proposed profit distribution plan for 2025 shall be submitted to the Company’s annual general meeting for consideration and approval.

In addition, the forward-looking statements in the Report regarding future plans and development strategies do not constitute a material commitment by the Group to investors. Investors are advised to be fully aware of the risks involved, to understand the differences between plans, forecasts and commitments and to be aware of the investment risks.

DOCUMENTS AVAILABLE FOR INSPECTION

The following documents will be available for inspection at the headquarters of the Company in Shenzhen upon request by the relevant regulatory authorities and Shareholders in accordance with PRC laws and regulations or the Articles of Association:

- I. The financial statements under the hand and seal of the legal representative, the person in charge of accounting affairs and the head of the accounting department.
- II. The original copy of the audit report under the seal of Accountants Firms and under the hand and seal of Certified Public Accountants.
- III. The original copies of the documents and announcements of the Company published on the websites of “China Securities Journal”, “Securities Times”, “Shanghai Securities News”, Cninfo and the Hong Kong Stock Exchange during the Reporting Period.

DEFINITIONS

For the purpose of this Report, unless the context otherwise requires, the following terms shall have the meanings set out below:

Items	Definitions
"Company"	China International Marine Containers (Group) Co., Ltd. (中國國際海運集裝箱(集團)股份有限公司), a joint stock company incorporated in the PRC with limited liability, the A shares of which are listed on the Shenzhen Stock Exchange and the H Shares of which are listed on the Main Board of the Hong Kong Stock Exchange
"CIMC Group" or "Group"	The Company and its subsidiaries
"A Share(s)" (or "RMB-denominated Ordinary Share(s)")	Domestic ordinary share(s) with a nominal value of RMB1.00 each in the share capital of the Company, which are listed on the Shenzhen Stock Exchange and traded in Renminbi
"H Share(s)" (or "Overseas-listed Foreign Share(s)")	Overseas-listed foreign ordinary share(s) with a nominal value of RMB1.00 each in the share capital of the Company, which are listed on the Hong Kong Stock Exchange and traded in Hong Kong dollars
"Shareholder(s)"	The holder(s) of A share(s) and H share(s) of the Company
"CSRC"	China Securities Regulatory Commission
"Shenzhen Stock Exchange"	The Shenzhen Stock Exchange
"Hong Kong Stock Exchange"	The Stock Exchange of Hong Kong Limited
"HKSCC"	Hong Kong Securities Clearing Company Limited and HKSCC NOMINEES LIMITED
"Reporting Period" or "Year" or "Period"	The twelve months from 1 January 2025 to 31 December 2025
"Rules of Procedures for the Board"	The Rules of Procedures for the Board of China International Marine Containers (Group) Co., Ltd.
"Rules of Procedure for the General Meetings"	The Rules of Procedure for the General Meetings of China International Marine Containers (Group) Co., Ltd.
"Articles of Association"	The Articles of China International Marine Containers (Group) Co., Ltd.
"Shenzhen Listing Rules"	The Rules Governing the Listing of Securities on the Shenzhen Stock Exchange

DEFINITIONS

"CASBE"	Accounting Standards for Business Enterprises – Basic Standard and 42 Specific Accounting Standards issued by the Ministry of Finance of the PRC, and application guidance and interpretations to CASBE and other related regulations
"Hong Kong Listing Rules"	The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
"Model Code"	The Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 of the Hong Kong Listing Rules
"Corporate Governance Code"	The Corporate Governance Code contained in Appendix C1 of the Hong Kong Listing Rules
"SFO"	The Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong
"Shenzhen Capital Group"	Shenzhen Capital Holdings Co., Ltd., a state-owned enterprise established in the PRC under direct control of the State-owned Assets Supervision and Administration Commission of the People's Government of Shenzhen Municipal, which is the largest Shareholder of the Company
"Shenzhen Capital (Hong Kong)"	Shenzhen Capital (Hong Kong) Container Investment Co., Ltd.
"China Merchants Group" or "CMG"	China Merchants Group Limited (招商局集團有限公司), a state-owned enterprise established in the PRC under direct control of the State-owned Assets Supervision and Administration Commission, which is second largest Shareholder of the Company
"China Merchants (CIMC) Investment"	China Merchants (CIMC) Investment Limited
"CMI"	China Merchants Shipbuilding Industry Group Co., Limited (招商局船舶工業集團有限公司) (formerly known as "China Merchants Industry Holdings Company Limited" which was changed in February 2026)
"CIMC Container (Group) Co., Ltd."	CIMC Container (Group) Co., Ltd., a subsidiary of the Company
"CIMC Vehicles"	CIMC Vehicles (Group) Co., Ltd. (中集車輛(集團)股份有限公司), the shares of which are listed on the ChiNext Market of Shenzhen Stock Exchange (stock code: 301039) and a subsidiary of the Company
"CIMC TianDa"	CIMC-TianDa Holdings Company Limited, a subsidiary of the Company



DEFINITIONS

"CIMC Wetrans"	CIMC Wetrans Logistics Technology (Group) Co., Ltd., a subsidiary of the Company
"CIMC Transpack Technology"	CIMC Transpack Technology Co, Ltd., a subsidiary of the Company
"CIMC Enric"	CIMC Enric Holdings Limited (中集安瑞科控股有限公司), the shares of which are listed on the Main Board of the Hong Kong Stock Exchange (Hong Kong stock code: 3899) and a subsidiary of the Company
"CIMC Safeway"	CIMC Safeway Technologies Co., Ltd. (中集安瑞環科技股份有限公司), the shares of which are listed on the ChiNext Market of Shenzhen Stock Exchange (stock code: 301559) and a subsidiary of the Company
"CIMC Finance Company"	CIMC Finance Co., Ltd., a subsidiary of the Company
"Shenzhen Financial Leasing Company"	Shenzhen Financial Leasing (Group) Co., Ltd. (深圳市融資租賃(集團)有限公司) (formerly known as "CIMC Financial Leasing Co., Ltd.", an associate of the Company
"CIMC HK"	China International Marine Containers (Hong Kong) Limited (中國國際海運集裝箱(香港)有限公司), a subsidiary of the Company
"CIMC Raffles"	Yantai CIMC Raffles Marine Technology Group Co., Ltd., a subsidiary of the Company
"CIMC Industry & City"	Shenzhen CIMC Industry & City Development Group Co., Ltd. (深圳市中集產城發展集團有限公司), an associate of the Company
"Sinotrans & CSC"	Sinotrans & CSC Holdings Co., Ltd., together with its subsidiaries "Sinotrans & CSC Group"
"China Merchants Port"	China Merchants Port Group Co., Ltd., together with its subsidiaries "China Merchants Port Group"
"Liaoning Port"	Liaoning Port Group Limited (遼寧港口集團有限公司), together with its subsidiaries "Liaoning Port Group"
"Sinotrans"	Sinotrans Container Lines Co., Ltd. (中外運集裝箱運輸有限公司), together with its subsidiaries "Sinotrans Group"
"SIPG"	Shanghai International Port (Group) Co., Ltd., together with its subsidiaries "SIPG Group"

GLOSSARY

This glossary contains certain definitions of technical terms used in this Report in connection with the Group. Some of these definitions may not correspond to standard industry definitions or usage.

Items	Definitions
EPC	Engineering Procurement Construction
FPSO	Floating Production Storage and Offloading
FLNG	Floating Liquefied Natural Gas System
HSE	Health Safety Environment
Jack-up Drilling Platform	A jack-up drilling platform is a mobile oil rig commonly used for shallow water operation. Most jack-up rigs operate in water depths ranging from 250 to 400 feet. This oil drilling equipment is generally used for mounting machinery, power supply, equipment and accommodation facilities for drilling and certain liftable spud legs on a platform floating on the water
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
Modular Building	The building manufactured in a factory environment and transported to a prepared project site to be installed
ONE Model	Optimization Never Ending, the lean management system of the Group
QHSE	A management system that guides and controls an organisation in respect of Quality, Health, Safety and Environmental aspects
Semi-submersible Drilling Platform	A semi-submersible drilling platform is a mobile oil rig; the upper part of the hull structure is the working deck and the lower part comprises two lower hulls, with the parts connected by support columns. When in operation, the lower hulls are submerged into the water. A semisubmersible platform is generally used in deep seas with water depths ranging from 600–3,600m. The platform typically uses a dynamic positioning system for positioning
TEU	Twenty-foot equivalent unit, also known as a standard unit (a container with a length of 20 feet, a height of 8 feet and 6 inches and a width of 8 feet), being used to measure the volume of a container
Modular Data Center	the modular products and integrated solutions for the core infrastructure of a data center, which are provided by the Group to its customers based on the concept of modularisation and prefabrication, mainly including the design and manufacturing of core data center modules such as IT equipment, high-efficiency cooling, and intelligent power distribution

CHAPTER I

CORPORATE PROFILE

The Company was incorporated in Shenzhen, Guangdong Province, the PRC on 14 January 1980 and was named as “China International Marine Containers Co., Ltd.” (中國國際海運集裝箱股份有限公司) upon incorporation. After being restructured as a joint stock limited company in December 1992, and publicly offering A shares and B shares which were listed on the Shenzhen Stock Exchange in 1994, the Company changed its name to “China International Marine Containers (Group) Co., Ltd.” (中國國際海運集裝箱(集團)股份有限公司) in 1995. The A shares of the Company were listed on the Shenzhen Stock Exchange on 8 April 1994 and its H shares were listed by introduction on the main board of the Hong Kong Stock Exchange on 19 December 2012. The Company is the first enterprise in China with its B shares converted into H Shares listed on the Main Board of the Hong Kong Stock Exchange.

The Group is a world leading equipment and solution provider in the logistics and energy industries and is principally engaged in the manufacture of containers, road transportation vehicles, energy/chemical/liquid food equipment, offshore engineering equipment, airport and logistics facilities/firefighting and rescue equipment as well as the provision of relevant services, including the international standard dry containers, reefer containers, special-purpose containers, tank containers, natural gas/industrial gas/hydrogen storage tanks and transport tankers, bio-fermentation liquid food turnkey projects, semi-trailer products, special vehicle upper parts, jack-up drilling platforms, semi-submersible drilling platforms, special vessels, offshore wind turbine installation vessel, passenger boarding bridges and bridge-mounted equipment, airport ground support equipment, fire safety and rescue vehicles, automated logistics system, etc. In addition, the Group is also engaged in recycled load business, logistics services business, and finance and asset management and other businesses, etc. Through business expansion and technology development, the Group has formed an industry cluster focusing on key equipment and solutions provided for the logistics and energy industries.

I. COMPANY INFORMATION

Legal Chinese Name:	中國國際海運集裝箱(集團)股份有限公司(abbreviated to “中集集團”)
English Name:	China International Marine Containers (Group) Co., Ltd. (abbreviated to “CIMC”)
Legal Representative:	MAI Boliang
Authorised Representatives to the Stock Exchange:	MAI Boliang, WU Sanqiang
Registered Address and Address of the Head Office:	8th Floor, CIMC R&D Centre, 2 Gangwan Avenue, Shekou, Nanshan District, Shenzhen, Guangdong, PRC
Postal Code:	518067
Principal Place of Business in Hong Kong:	3101-2 Infinitus Plaza, 199 Des Voeux Road Central, Hong Kong
Website:	http://www.cimc.com
Email Address:	ir@cimc.com

CHAPTER I CORPORATE PROFILE

II. CONTACT PERSONS AND MEANS OF COMMUNICATION

Secretary to the Board/ Company Secretary:	WU Sanqiang
Representative of Securities Affairs/Assistant Company Secretary:	HE Linying
Contact Address:	CIMC R&D Centre, 2 Gangwan Avenue, Shekou, Nanshan District, Shenzhen, Guangdong, the PRC (Postal code: 518067)
Contact Telephone:	+86 755 2669 1130
Facsimile:	+86 755 2682 6579
Email Address:	ir@cimc.com

III. CHANGES IN REGISTRATION

Unified social credit code:	91440300618869509J
Change of Principal Business since Listing:	No
Change of the Controlling Shareholder:	No controlling Shareholder

IV. INFORMATION DISCLOSURE AND LOCATIONS FOR DOCUMENTS FOR INSPECTION

Stock Exchange Website of Disclosure of Annual Report of the Company:	A Share: www.szse.cn ; H Share: www.hkexnews.hk
Media or Website of Disclosure of Annual Report of the Company:	A Share: "China Securities Journal", "Securities Times", and "Shanghai Securities News" and www.cninfo.com.cn ; H share: www.hkexnews.hk
Official Website:	www.cimc.com
Places at which this Report is Available:	Office of the Secretary to the Board of the Company, CIMC R&D Centre, 2 Gangwan Avenue, Shekou, Nanshan District, Shenzhen, Guangdong, PRC (Postal code: 518067)

CHAPTER I CORPORATE PROFILE

V. STOCK INFORMATION OF THE COMPANY

Stock Exchange on which A Shares are Listed:	Shenzhen Stock Exchange
Abbreviated Stock Name for A Shares:	CIMC
Stock Code:	000039
Stock Exchange on which H Shares are Listed:	The Hong Kong Stock Exchange
Abbreviated Stock Name for H Shares:	CIMC, ZJHD (Note)
Stock Code:	02039, 299901 (Note)

Note: Both the abbreviated stock name and the stock code were only used by the original B Shareholders of the Company in the PRC in respect of their trading of H Shares of the Company after H Shares of the Company were listed on the Hong Kong Stock Exchange.

VI. OTHER RELEVANT INFORMATION

Hong Kong Share Registrar:	Computershare Hong Kong Investor Services Limited Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong
Hong Kong Lawyer:	Paul Hastings (Hong Kong) LLP 22/F, Bank of China Tower, 1 Garden Road, Central, Hong Kong
PRC Lawyer:	Commerce & Finance (Shenzhen) Law Offices Unit 1001, Qianhai Chow Tai Fook Finance Tower (Phase I), No. 66 Shu Niu Avenue, Yangguang Zonglü Community, Nanshan Subdistrict, Shenzhen, Guangdong Province
Auditor:	KPMG Huazhen LLP 8/F, KPMG Tower, Oriental Plaza, 1 East Chang An Avenue, Beijing, the PRC
The Certified Public Accountants as the Signatories:	MA Yuchong, CHEN Lijia

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

I. RETROSPECTIVE ADJUSTMENT TO OR RESTATEMENT OF THE ACCOUNTING DATA FOR PRIOR YEARS BY THE COMPANY DUE TO CHANGE OF ACCOUNTING POLICIES AND CORRECTION OF ACCOUNTING ERRORS

☐ Yes ☒ No

II. KEY ACCOUNTING DATA AND FINANCIAL INDICATORS OF THE GROUP FOR THE LAST FIVE YEARS

Unit: RMB thousand

Consolidated Income Statement Items	For the year ended 31 December					
	2025	2024	Changes from the previous year to this year	2023	2022	2021
Revenue	156,611,446	177,664,098	(11.85%)	127,809,519	141,536,654	163,695,980
Operating profit	2,841,624	6,552,897	(56.64%)	2,831,912	7,505,208	13,471,549
Profit before income tax	2,816,061	6,595,247	(57.30%)	2,834,174	6,937,851	13,295,059
Income tax expense	1,478,685	2,400,090	(38.39%)	970,800	2,336,709	4,934,291
Net profit	1,337,376	4,195,157	(68.12%)	1,863,374	4,601,142	8,360,768
Including:						
Net profit attributable to Shareholders and other equity holders of the Company	220,820	2,972,343	(92.57%)	421,249	3,219,226	6,665,323
Net profit attributable to minority Shareholders	1,116,556	1,222,814	(8.69%)	1,442,125	1,381,916	1,695,445
Net profit/(loss) attributable to Shareholders and other equity holders of the Company after deducting non-recurring profit or loss	(30,943)	3,450,704	(100.90%)	665,302	4,283,631	5,473,060

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

Unit: RMB thousand

Consolidated Balance Sheet Items	As at 31 December					
	2025	2024	Changes from the end of the previous year to this year	2023	2022	2021
Total current assets	94,435,152	100,763,425	(6.28%)	88,439,976	76,984,186	81,457,379
Total non-current assets	72,360,348	73,988,811	(2.20%)	73,323,257	68,915,763	72,865,122
Total assets	166,795,500	174,752,236	(4.55%)	161,763,233	145,899,949	154,322,501
Total current liabilities	76,328,479	80,856,808	(5.60%)	78,985,163	62,998,154	69,422,602
Total non-current liabilities	23,656,176	25,875,626	(8.58%)	18,147,720	20,245,711	27,919,809
Total liabilities	99,984,655	106,732,434	(6.32%)	97,132,883	83,243,865	97,342,411
Total equity attributable to Shareholders	66,810,845	68,019,802	(1.78%)	64,630,350	62,656,084	56,980,090
Equity attributable to Shareholders and other equity holders of the Company	50,391,529	51,619,332	(2.38%)	47,857,805	48,613,429	45,118,633
Minority interests	16,419,316	16,400,470	0.11%	16,772,545	14,042,655	11,861,457

Unit: RMB thousand

Consolidated Cash Flow Statement Items	For the year ended 31 December					
	2025	2024	Changes from the previous year to this year	2023	2022	2021
Net cash flows generated from operating activities	18,514,449	9,263,870	99.86%	2,703,186	14,617,466	20,574,655
Net cash flows used in investing activities	(3,766,530)	(6,630,289)	43.19%	(8,174,551)	(6,257,577)	(2,843,021)
Net cash flows (used in)/ generated from financing activities	(10,319,806)	(4,243,987)	(143.16%)	9,705,012	(9,763,357)	(12,186,978)

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

Key Financial Indicators	2025	2024	Changes from the previous year to this year	2023	2022	2021
Basic earnings per share attributable to Shareholders of the Company (RMB)	0.03	0.53	(94.34%)	0.07	0.59	1.20
Diluted earnings per share attributable to Shareholders of the Company (RMB)	0.02	0.53	(96.23%)	0.05	0.57	1.20
Net cash flows generated from operating activities per share (RMB)	3.53	1.73	104.05%	0.50	2.71	3.82
Net assets attributable to Shareholders and other equity holders of the Company per share (RMB) (Total shares based on ordinary shares outstanding at the end of the year)	9.60	9.62	(0.21%)	8.87	9.01	8.37
Weighted average return on net assets (%)	0.29%	6%	(5.71%)	1%	7%	15%
Weighted average return on net assets after deducting non-recurring profit or loss (%)	(0.25%)	7%	(7.25%)	1%	9%	13%

Notes:

1. As the Company implemented the conversion of capital reserve in 2022, earnings per share, net cash flows from operating activities per share and net assets attributable to shareholders and other equity holders of the Company per share for 2021 have been adjusted for the latest share capital pursuant to the relevant accounting standards.
2. Basic earnings per share attributable to shareholders of the Company, diluted earnings per share attributable to shareholders of the Company, net cash flows from operating activities per share and net assets attributable to shareholders and other equity holders of the Company per share have excluded the impact of share repurchase.

The lower of the Company's net profit before and after deducting non-recurring profit or loss for the latest three accounting years was negative and there were uncertainties in the Company's ability to continue as a going concern as indicated in the latest audit report

☐ Yes ☒ No

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

During the Reporting Period, the lowest of the audited profit before income tax, net profit, or net profit after deducting non-recurring gain or loss of the Company was negative

☒ Yes ☐ No

Unit: RMB thousand

Items	2025	2024	Note
Revenue	156,611,446	177,664,098	Nil
Amount deducted from revenue	1,844,117	1,952,107	Sales of raw materials, other services and rental
Amount of revenue after deduction	154,767,329	175,711,991	Nil

The total share capital of the Company as of the trading day preceding the date of disclosure and the fully-diluted earnings per share based on the latest share capital:

The total share capital of the Company as of the trading day preceding the date of disclosure (shares)	5,392,520,385
Dividends paid for preferred shares	—
Provision for interests on perpetual bonds (RMB thousand)	85,254
Fully-diluted earnings per share based on the latest share capital (RMB/share) (Note)	0.03

Note: The calculation formula of "fully-diluted earnings per share based on the latest share capital (RMB/share)" is: (net profit attributable to shareholders and other equity holders of the Company – provision for interests on perpetual bonds)/latest number of ordinary shares.

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

III. DIFFERENCES IN ACCOUNTING DATA UNDER DOMESTIC AND FOREIGN ACCOUNTING STANDARDS

Differences in net profits and net assets disclosed under international/foreign accounting standards and CASBE

☐ Applicable ☒ Not applicable

IV. KEY FINANCIAL INDICATORS OF THE GROUP BY QUARTER DURING THE REPORTING PERIOD

Unit: RMB thousand

	2025			
	The first quarter	The second quarter	The third quarter	The fourth quarter
Revenue	36,026,452	40,063,940	40,970,452	39,550,602
Net profit attributable to Shareholders and other equity holders of the Company	543,799	734,357	287,459	(1,344,795)
Net profit/(loss) attributable to Shareholders and other equity holders of the Company after deducting non-recurring profit or loss	523,091	717,106	214,387	(1,485,527)
Net cash flows from operating activities	5,521,122	1,633,303	2,672,710	8,687,314

Significant differences exist between the above financial indicators or their sums and the related financial indicators in the quarter reports and semi-annual reports disclosed by the Company

☐ Yes ☒ No

CHAPTER II

SUMMARY OF ACCOUNTING DATA AND FINANCIAL INDICATORS

V. NON-RECURRING PROFIT OR LOSS ITEMS AND AMOUNTS OF THE GROUP FOR THE LAST THREE YEARS

✓Applicable □Not applicable

Unit: RMB thousand

Items	Amounts in 2025	Amounts in 2024	Amounts in 2023
(Losses)/gains on disposal of non-current assets (including the part written off for provision for impairment on assets)	(40,486)	25,707	(21,451)
Government grants recognised in profit or loss for the current period	475,843	454,023	580,916
Gains or losses from changes in fair value arising from holding financial assets, and gains or losses arising from disposal of financial assets and gains or losses from changes in fair values of investment properties subsequently measured at fair value, except for the effective hedging activities relating to the Group's ordinary operating activities	(97,628)	(1,243,275)	(1,331,486)
Reversal of impairment provision for accounts receivable tested for impairment separately	11,962	19,315	34,487
Net gains from disposal of long-term equity investment	57,106	23,482	89,449
Gains or losses on debt restructuring	(1,132)	—	—
Other non-operating income and expenses other than the above items	47,782	131,043	37,252
Less: Effect of income tax	93,409	(145,936)	(168,219)
Effect of minority interests (after tax)	108,275	34,592	(198,561)
Total	251,763	(478,361)	(244,053)

Note: The above-mentioned non-recurring profit or loss items (except for the effect of minority interests (after tax)) are all presented as pre-tax. During the Reporting Period, the Company did not have any non-recurring profit or loss items, which were defined and listed in accordance with "Explanatory announcement No. 1 on information disclosure by companies offering securities to the public – non-recurring profit or loss", defined as recurring profit or loss items.

CHAPTER III

CHAIRMAN'S STATEMENT

Mai Boliang
Chairman



DEAR SHAREHOLDERS AND INVESTORS,

In 2025, the world underwent a once-in-a-century transformation at an accelerating pace while the global economy demonstrated certain resilience amid the turbulence. Amidst the tumultuous currents of an era presenting both opportunities and challenges, we remained firmly committed to our overarching theme of “cultivating new growth drivers and focusing on high-quality development”. Drawing on our DNA of “striving constantly for self-improvement” and commitment to “relentlessly pursuing excellence”, we have not only stabilised our core operations but also strategically expanded our energy business with impressive progress. This is not only a powerful endorsement of our strategic planning, but also a significant step forward with our enduring efforts to capitalise on opportunities in the logistics and energy sectors.

In 2025, the Group recorded operating revenue of RMB156.611 billion, with net cash inflow from operating activities increasing significantly by 99.86% to RMB18.514 billion. Guided by our tenet of being “driven by innovation, and superior in quality”, our core business segments continued to deliver “CIMC Solutions” across the world. During the year, the Group ranked 154th among the 2025 Fortune China 500.

CHAPTER III CHAIRMAN'S STATEMENT

(I) Focusing on Core Businesses while Consolidating Foundations, Our Business Segments Honed Resilience in the Changing Landscape.

Over the past year, the harsh and complex economic conditions, both domestically and internationally, posed pressures and challenges to the high-quality development of our businesses. Weak demand and intensifying competition in major markets resulted in a decline in profitability of some of our business segments. Nevertheless, by focusing on our strategies and maintaining stability, we strove to uphold our fundamentals and resilience in a complex environment, thereby consolidating the foundation for the Group's high-quality development.

Our container manufacturing business served as a "cornerstone" of the Group, demonstrating strong resilience in the face of cyclical fluctuations. Despite multiple challenges, including changes in tariff policies and geopolitical tensions, the production and sales volume of standard dry containers of our Star Business segment remained at a solid level throughout the year, further consolidating its industry-leading position. Moreover, our Satellite Businesses made new breakthroughs driven by their own dynamic momentum, with the key sectors such as cold chain logistics, energy storage, and modular data centres making large strides in their transformation towards green and smart operations, securing orders from a number of landmark projects and making significant progress in the relationship with certain key clients.

Our road transportation vehicle business steadfastly advanced the Starlink Project and achieved initial success in combating "cutthroat industry competition". By relentlessly advancing the Starlink Project, CIMC Vehicles achieved high-quality development both in the unified domestic market and the Global South market, which has not only consolidated its leading position in China's semi-trailer industry but also further strengthened its strategic footprint in the Global South market, expediting its evolution into a "full-value-chain operator". Furthermore, they were concentrating their efforts to build an EV-RT ecosystem to support the strategic development of pure electric tractors and trailers.

Our energy, chemical, and liquid food equipment business capitalised on the opportunities presented by the energy transformation and leveraged its dual-core strengths in equipment and process to build new growth engines. Our clean energy segment witnessed a surge in both orders and profits in the offshore clean energy subsegment, while the onshore clean energy subsegment continued to deliver strong performance despite macroeconomic challenges, with several flagship projects, such as the coke oven gas-to-hydrogen and gas-to-LNG projects and green methanol projects, successfully completed and delivered. While consolidating its leading position in tank containers, the chemical and environmental segment is actively expanding into the second growth driver such as high-end medical equipment. The liquid food segment continued to explore the market opportunities both domestically and internationally, with a steady pace amid a complex business environment.

CHAPTER III

CHAIRMAN'S STATEMENT

The offshore engineering segment continued to render impressive performance, while the asset pool platform secured numerous lease extensions. Thanks to the lean management and continuous improvement in delivery efficiency, CIMC Raffles maintained its significant year-on-year growth in operating results. While steadily advancing and delivering its projects, they continued to acquire high-quality orders from around the world, constantly optimizing their order mix. The cumulative value of their order backlog remained at a high level of US\$5.09 billion, further demonstrating that CIMC Raffles' capabilities in the high-end offshore engineering segment have gained widespread international recognition. With regard to the operation of offshore engineering asset pool, they continued to promote the asset leasing and disposal business throughout the year to optimize asset utilization.

The airport and logistics equipment business acquired high-quality orders in steady pace, while innovatively expanding into new areas such as smart logistics. In the field of airport and logistics equipment, we have secured a steady stream of high-quality international orders, including the delivery and commissioning of the world's first smart unmanned docking system, as well as a large-scale, technologically advanced automated three-dimensional warehouse project in China's chemical industry, supporting the intelligent upgrade of the airport cargo terminals. The firefighting and rescue equipment business was further optimizing its global strategies and actively expanding into the fields of smart firefighting and intelligent fire trucks.

With steady progress, the logistics services business has completed its strategic restructuring, and is now charting a new course for the future. Throughout the year, the segment strove vigorously to bring in new strategic investors and build momentum for our next stage of development. By consolidating its strengths in customer and product and deepening its "globalization + digitalization" strategy, CIMC Wetrans achieved synergistic improvements across its core business subsegments. It ranked among the top five in the "Comprehensive Ranking of Freight Forwarding and Logistics Enterprises" released by the China International Freight Forwarders Association for three consecutive years, further solidifying its influence in the industry.

CHAPTER III CHAIRMAN'S STATEMENT

(II) Striving for Self-reliance in Science and Technology, and Building a “Key Hub for Technological Innovation” that Serves National Strategic Objectives and the Global Energy Transition.

During the year, the Group released its first White Paper on Technological Innovation, outlining three key strategic directions: high-end development, digital and intelligent transformation, and green development. This is not only a clear articulation of CIMC's technological roadmap, but also a reflection of our deep insight into the direction of industry transformation and our proactive response to it.

Targeting the high-end market – continuously climbing to the top of the global industrial chain.

In the field of high-end offshore engineering equipment, we delivered the world's largest and most advanced offshore wind turbine installation vessel to an international client during the year and successfully built China's first car carrier which is well up to the latest international standards for transporting new energy vehicles. In particular, leveraging our end-to-end technical expertise, from design to engineering implementation, and our one-stop delivery capabilities, we have successfully conquered the challenges of ultra-complex systems in the high-end offshore engineering equipment sector. In 2025, we completed and delivered two newly built FPSOs and one retrofitted and commissioned FPU, further enhancing our market competitiveness in the high-end oil and gas equipment sector.

Digital and intelligent transformation – embracing digital and intelligent technologies to reshape industrial efficiency.

On the product side, we delivered the world's first unmanned docking systems to Lanzhou Airport and assisted Baiyun Airport in building a world-leading smart cargo hub, continuously pushing the boundaries of smart logistics infrastructure. Meanwhile, following the successful delivery of the Malaysian Data Centre project, the Company delivered another modular data centre project in Osaka, Japan, in 2025, enabling the mass production of modular data centres on a production line with “accelerated” delivery process. On the manufacturing side, we were making significant progress in advancing our smart manufacturing initiatives. As of the end of 2025, the Company had two national excellent-level smart factories, one national intelligent manufacturing demonstration factory, and eight enterprises listed in the MIIT 5G Factory Directory.

CHAPTER III CHAIRMAN'S STATEMENT

Going Green – pursuing sustainable development towards a green future. In 2025, we pioneered the world's first modular wind turbine nacelle, signifying a breakthrough in core technologies. We also successfully delivered China's first river-to-sea direct-transit LNG carrier with interchangeable tanks, solving challenges in green energy equipment. From the nation's first mass-produced biomass methanol project to a project achieving 100% conversion of coke oven gas, CIMC Enric continued to fuel the construction of industrial ecosystems for hydrogen, LNG, and green methanol, providing comprehensive smart solutions to support the clean energy transition of traditional industries. On the manufacturing side, our container segment launched the world's first powder coating line for complete containers and received recognition from numerous mainstream clients following trial production. The Group has completed carbon footprint verification for multiple products, and the total number of its green factories has added up to 46, including 31 national-level green factories.

(III) With a Renewed Brand, We Will Forge Ahead on a New Journey toward World-Class Excellence.

In December 2025, CIMC officially unveiled its new logo and brand positioning to the world, representing the most significant brand upgrade in its 16-year history and signifying a new chapter in its "One CIMC" brand strategy. As a **"world-leading equipment and service provider in the field of logistics and energy"**, we have adopted a new slogan **"Driving the World into a Better One"** and are proactively aligning ourselves with the requirements for building a world-class enterprise characterized by "product excellence, brand distinction, innovation leadership, and modern governance". We are simultaneously upgrading our brand philosophy system to clearly communicate CIMC's long-term strategy and value proposition to our customers around the world through a brand image that is more modern, innovative, and globally oriented, aiming to enhance brand consistency and trust among our customers and partners across the world, strengthen our brand premium and customer acquisition capabilities, and support CIMC's global operations and high-quality development.

CIMC 中集

CHAPTER III CHAIRMAN'S STATEMENT

(IV) Steady Progress Leads to Long-Term Success; Genuine Commitment Builds Lasting Value

We continuously rolled out share buyback programs to share our achievements with shareholders.

In 2025, we repurchased shares for a total of RMB913 million in cash, demonstrating our unwavering confidence in the Company's future.

In 2025, we adhered to a stable dividend policy. To reward our shareholders for their consistent support and trust throughout the year, the Group proposed a cash dividend of RMB0.179 (tax inclusive) per share to all our shareholders, totalling RMB939 million (tax inclusive). This is a heartfelt response from the Group to our shareholders for their long-standing support, as well as a strong testimony of our sound development against all odds.

Embarking on a New Journey, We Shall Strive for Greater Excellence.

In 2026, building on our renewed brand logo, we will focus on **"strengthening our foundations, pursuing innovation, and enhancing quality and efficiency"**. With a more proactive strategic approach, we will seize new opportunities and forge a new path amid complex and shifting circumstances, striving to build CIMC into a "high-quality and respected world-class enterprise". For strengthening our foundations, we plan to consolidate our leading position in core businesses, define the technical upgrade pathways for core technologies, core materials, and core components, and enhance product value and core competitiveness; for pursuing innovation, we plan to deepen the strategic expansion of our core business, focusing on high-end equipment and business model innovation, and creating a "second growth curve" to support our high-quality development in the future; for enhancing quality and efficiency, we will promote our technological innovation and resource allocation, advance the development of a "digital and intelligent CIMC" with lean manufacturing, strengthen internal governance and talent development, and comprehensively improve operational efficiency and the quality of our development.

CHAPTER III

CHAIRMAN'S STATEMENT

Looking ahead, we are confident in CIMC Group's long-term development and prospects. This is not only the start of a new year, but also the first year of our country's 15th Five-Year Plan. While the global economy is undergoing a moderate recovery, with next-generation information technology and green transition emerging as the key drivers, for CIMC, which has always remained in sync with national strategies, we see vast opportunities and boundless potential.

No matter how far we go, we remain committed to our mission – **leveraging technological innovation to provide high-quality, state-of-the-art equipment, services, and solutions to our customers around the world, driving the sustainable development of the logistics and energy sectors, and creating a better life for humanity.**

With a mission on our shoulders and a journey ahead, let us stand shoulder to shoulder, harness the momentum, and forge ahead with determination!

Mai Boliang

Chairman

Shenzhen, the PRC

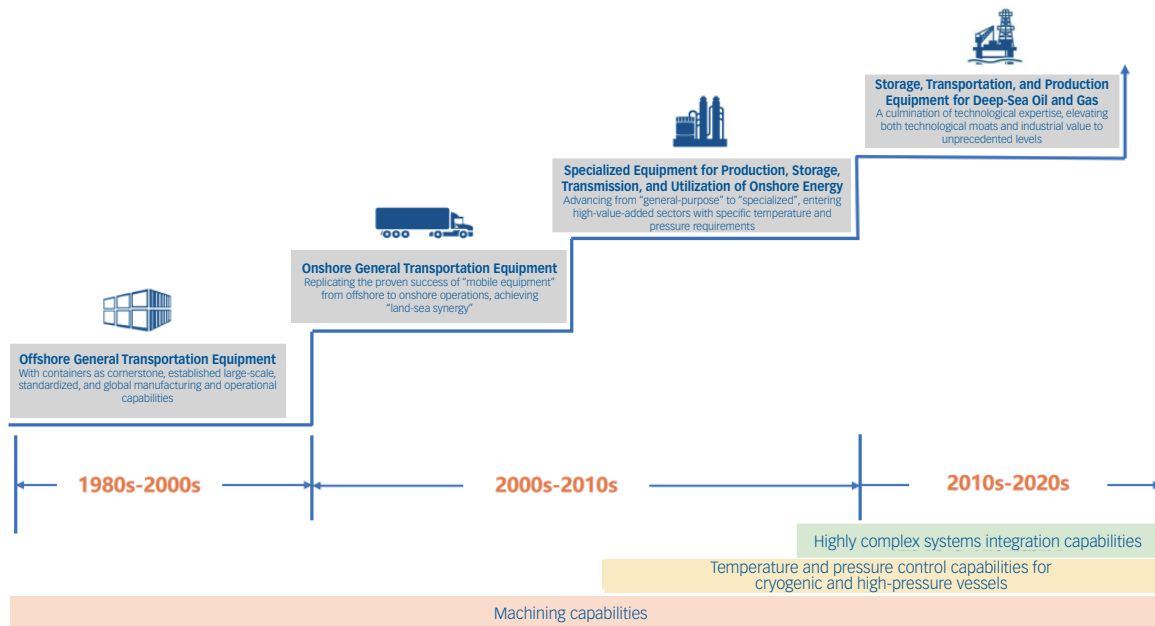
March 2026

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

I. BUSINESS SUMMARY

The Group is a world leading equipment and solution provider in logistics and energy industries, and its industry cluster mainly covers logistics and energy fields. In the logistics field, the Group still adheres to taking container manufacturing business as its core business, based on which to develop road transportation vehicles business, airport facilities and logistics equipment/fire safety and rescue equipment business and to a lesser extent, logistics services business and recycled load business providing products and services in professional field of logistics; in the energy field, the Group is principally engaged in energy/chemical/liquid food equipment business and offshore engineering business; meanwhile, the Group also continuously develops emerging industries and has finance and asset management business that serves the Group itself. The Group is committed to providing high quality and reliable equipment and services for the logistics and energy industries, delivering good returns to shareholders and employees and creating sustainable value for society.

CIMC's Development Trajectory



CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

According to the latest 2025/26 Container Equipment Survey and Leasing Market Annual Report issued by Drewry, an industry authoritative analyst, the Group is ranked No. 1 in the world in terms of production volume of standard dry containers, reefer containers and special-purpose containers. According to the 2024 Global Tank Container Fleet Survey issued by the International Tank Container Organisation, the production volume of tank containers of the Group ranked No. 1 in the world. According to the 2025 global ranking of semi-trailer manufacturers by production volume released by Global Trailer, CIMC Vehicles ranked first worldwide once again. CIMC TianDa, a subsidiary of the Group, is one of the major suppliers of boarding bridges in the world, and the Group is also one of the high-end offshore engineering equipment enterprises in China.

The Group continued to consolidate its strategy of globalised deployment, with its research and development centres and manufacturing bases located in nearly 20 countries and regions around the world, and more than 30 overseas entities and enterprises, mainly in Europe, North America and other regions. Benefiting from the continuously consolidating foundation of its global operation platforms, the Group has achieved stable and quality development by catering to the demands of customers in various regions and smoothing out the risk fluctuations in a single region. During the Reporting Period, the Group's domestic revenue accounted for approximately 52.38% and its overseas revenue accounted for approximately 47.62%, maintaining a sound market landscape.

II. REVIEW OF THE PRINCIPAL BUSINESSES DURING THE REPORTING PERIOD

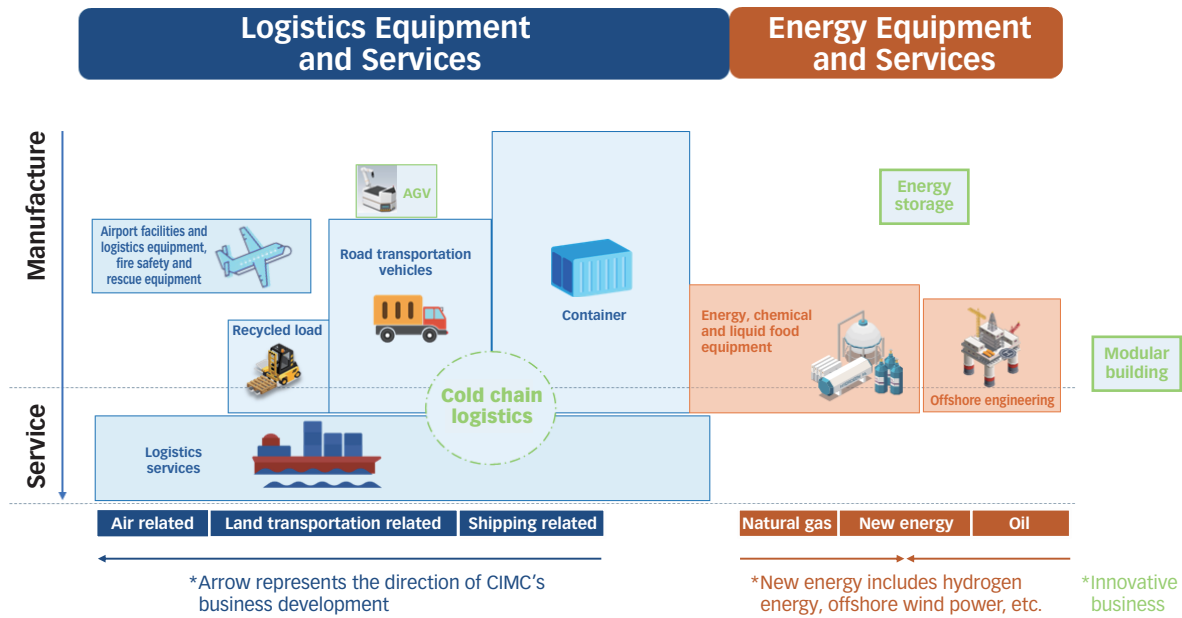
1. Overview

During the Reporting Period, the Group's revenue amounted to RMB156,611 million (same period in 2024: RMB177,664 million), representing a year-on-year decrease of 11.85%; the net profit attributable to shareholders and other equity holders of the Company amounted to RMB221 million (same period in 2024: RMB2,972 million), representing a year-on-year decrease of 92.57%; and the basic earnings per share amounted to RMB0.03 (same period in 2024: RMB0.53), representing a year-on-year decrease of 94.34%. During the Reporting Period, there were no significant changes in the Group's principal operating model, and the products and businesses contributing 10% or more to the Group's revenue included the container manufacturing business, road transportation vehicles business and energy, chemical and liquid food equipment business, offshore engineering business and logistics services business.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

2. Review of Operations of Major Business Segments

Through business expansion and technology development, the Group has formed an industry cluster focusing on key equipment and solutions provided for the logistics and energy industries.



CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(I) In logistics field:

- **The Group adheres to taking container manufacturing business as our core business**

The Group's container manufacturing business has been leading the world in terms of production and sales volume since 1996, and as a leader in the global container industry, its production bases cover all major coastal and inland ports in China. It has the capacity to produce a full series of container products with independent intellectual property rights, which mainly consists of standard dry containers, reefer containers and special-purpose containers. In particular, special-purpose containers mainly include 53-foot containers, flatracks, railway containers, open-top containers, energy storage containers and other products. Currently, the main operating entity of the container manufacturing business is CIMC Container (Group) Co., Ltd. (中集集裝箱(集團)有限公司) and its subsidiaries. The Company holds 100% equity interest in CIMC Container (Group) Co., Ltd. as at 31 December 2025.

During the Reporting Period, the container manufacturing business of the Group recorded a revenue of RMB43,009 million (same period in 2024: RMB62,205 million), representing a year-on-year decrease of 30.86%, and a net profit of RMB1,882 million (same period in 2024: RMB4,088 million), representing a year-on-year decrease of 53.97%, mainly due to the decrease in gross profit margin of standard dry containers as a result of the intensified competitiveness and the impact of exchange rate.

During the Reporting Period, despite persistent disruptions from U.S. tariff policies and negative supply chain impacts stemming from geopolitical conflicts, global merchandise trade once again demonstrated supply chain resilience. Intra-regional trade, along with Asia-Europe, and emerging market routes, are emerging as the primary drivers of growth. According to the report issued in December 2025 by CLARKSON'S, global container trade volume increased by 4.0% year-on-year to 222 million TEUs in 2025. In addition, factors such as the Red Sea detour, port congestion, shipping environmental requirements, and the increasing complexity of trade routes have reduced container consolidation efficiency. This has further boosted the actual demand for dry and reefer containers at the foundational level, propelling the global container inventory into a new structural phase. Given the above, overall demand for new containers in 2025 still remained at a relatively strong level, exceeding the average of the past decade. However, affected by the high base effect of standard dry containers in 2024, the production and sales volume of the Group's container manufacturing business experienced a year-on-year decrease during the Reporting Period, aligning with overall industry expectations. In particular, the accumulated sales volume of dry containers reached 2,224,900 TEUs (same period in 2024: 3,433,600 TEUs), representing a year-on-year decrease of approximately 35.2%. Driven by rising industrial demand, the accumulated sales volume of reefer containers reached 208,200 TEUs (same period in 2024: 138,600 TEUs), representing a year-on-year increase of approximately 50.2%, maintaining a leading position in the industry.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **Expand the road transportation vehicles business**

CIMC Vehicles, the main operating entity of the Group's road transportation vehicles business, is mainly engaged in the design, production, distribution, intercontinental manufacturing, sales and production-related services of semi-trailers globally; the provision of specialized truck bodies design, manufacturing and after-sales services for the chassis of fuel/new energy heavy-duty trucks to assist closely partnered leading new energy heavy duty truck manufacturers in completing the closed loop of value chain for heavy-duty new energy specialty vehicles; and the design, manufacturing and sales of pure electric tractors and trailers. The Group held approximately 61.13% equity interests in CIMC Vehicles as at the end of the Reporting Period.

During the Reporting Period, CIMC Vehicles achieved a revenue of RMB20,178 million (same period in 2024: RMB20,998 million), representing a year-on-year decrease of 3.91%; achieved a net profit of RMB927 million (same period in 2024: RMB1,081 million), representing a year-on-year decrease of 14.29%.

- (1) Global semi-trailer business: During the Reporting Period, CIMC Vehicles sold 112,159 semi-trailers globally (same period in 2024: 101,735), representing a year-on-year increase of 10.25%. It recorded a revenue of RMB14,372 million from its global semi-trailer business (same period in 2024: RMB14,952 million). In the domestic market, CIMC Vehicles restructured its organizational and operational models through the StarLink Project to drive business transformation and upgrade, and built new quality production and marketing capabilities for semi-trailers and tank trucks. The sales volume of semi-trailer business in China increased by 15.00% year-on-year, with revenue rising by 14.65% year-on-year, and gross profit margin improving by 3.3% year-on-year. In the overseas market, the business in the Global South achieved high-quality growth, with revenue reaching RMB3,090 million during the Reporting Period, representing a year-on-year increase of 17.7%. Sales volume surged by 29.1% year-on-year, and the gross profit margin improved by 1.3 percentage points. The European semi-trailer business exhibited a trend of "stable sales volume, revenue growth, and profit pressure" overall, with SDC continuing to maintain its leading position in the United Kingdom. The North American semi-trailer business was affected by a combination of adverse factors, including a severe downturn in the North American freight market, high industry inventory levels, and a decline in customer's procurement demand. This has put significant pressure on overall operating performance, with a decrease in sales volume, revenue and profits. It is hoped that demand for semi-trailers in the U.S. will gradually recover by mid 2026.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- (2) DTB truck bodies products: In 2025, the heavy-duty truck market in China underwent profound transformation driven by the transition in the energy structure. The DTB business of CIMC Vehicles showed steady growth in both sales volume and revenue. It provided a total of 28,570 specialized truck bodies products for the chassis of fuel/new energy heavy-duty trucks, which generated a total revenue of RMB3,184 million (same period in 2024: RMB3,033 million), representing a year-on-year increase of 4.97%, with further expansion of the market share of core products. During the Reporting Period, CIMC Vehicles promoted the structural reform in the DTB production organization, resulting in a significant year-on-year increase in operating profit; meanwhile, it continued to expand R&D and sales of new energy products in an active manner, deepened cooperation with OEM partners across the entire value chain. Sales of DTB products for new energy heavy-duty trucks witnessed a significant growth, with the growth rates of both EV-DTB dump trucks and mixer trucks exceeding 100%.
- (3) In addition, during the Reporting Period, the EV-RT tractors and trailers business of CIMC Vehicles globally launched the EV-RT ecosystem, completed the R&D of the world's first engineering grade electric trailer platform and prototype, and proposed the industry's first "3 × 3 TCO" value cycle concept to build long-term competitive advantages.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **Expand the airport facilities and logistics equipment, fire safety and rescue equipment business**

Through its subsidiary CIMC TianDa, the Group is engaged in the business of airport facilities and logistics equipment, fire safety and rescue equipment. As at 31 December 2025, the Group held approximately 65.66% equity interests in CIMC TianDa. The airport facilities and logistics equipment business mainly include passenger boarding bridges, airport ground support equipment, airport baggage handling systems, logistics handling systems and intelligent storage systems. The fire safety and rescue equipment business mainly covers comprehensive fire safety and rescue mobile equipment primarily based on various types of fire trucks, and also includes other fire safety and rescue equipment and services, such as various types of fire pump monitors, intelligent control and management systems for fire vehicles and various types of fire-fighting systems.

During the Year, CIMC TianDa recorded a revenue of RMB7,619 million (same period in 2024: RMB7,193 million), representing a year-on-year increase of 5.92%; and a net profit of RMB264 million (same period in 2024: RMB265 million), representing a year-on-year decrease of 0.29%.

- (1) In respect of the airport facilities and logistics equipment business: Revenue and profit showed steady growth during the period primarily due to the release and settlement of high-quality orders such as smart boarding bridges and automated logistics storage systems. During the Reporting Period, in addition to the delivery of smart boarding bridges projects for Xi'an Xianyang International Airport, Antalya Airport in Turkey and Lanzhou Airport, CIMC TianDa also successfully launched its independently-developed innovative prefabricated fixed bridge, which has gained high market recognition with its core advantages. In 2025, CIMC TianDa successfully won bids for two key projects: the second phase of Nanning Airport and the T2 and T4 connecting corridor of Hangzhou Airport. Meanwhile, the Company integrated overseas brands with the advantages of Chinese manufacturing to complete the localization transformation of its entire series of 3.5-35 ton platform vehicles, and won the bid for and delivered electric platform vehicles for Shenzhen Airport, achieving a significant breakthrough in the market. In terms of the logistics equipment business, CIMC TianDa completed and delivered an automated three-dimensional warehouse supporting the petrochemical and refining integration project in the domestic chemical industry during the Reporting Period, helping customer to upgrade its operations in a comprehensive way.
- (2) In respect of the fire safety and rescue equipment business: While the operations of overseas Ziegler continued to improve, profit from the domestic fire safety business were somewhat constrained by factors such as intense competition in the domestic fire safety industry. However, CIMC TianDa leveraged the Ziegler brand to seek a global footprint, optimizing its supply chain synergy between China and Europe to drive its domestic fire safety subsidiaries to actively expand into overseas markets, so as to achieve a breakthrough for domestically manufactured products in the international arena. In terms of technology research and development, CIMC TianDa undertook national and provincial-level special research projects, including "14th Five-Year Plan" projects of the Ministry of Science and Technology and key science and technology programs of the Ministry of Emergency Management. It focused on cutting-edge fields such as smart fire safety and unmanned fire trucks, deepened industry-university-research collaboration and accelerated the transformation of core technological achievements.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **Leverage the logistics services business**

In 2025, CIMC Wetrans, the main operating entity of the Group's logistics services business, is committed to "becoming a high quality and trustworthy world-class multimodal transport enterprise". As at 31 December 2025, the Group held approximately 62.70% equity interests in CIMC Wetrans. Relying on its global network, with "customer + product" as core growth drivers and focusing on "internationalization + digital intelligence", CIMC Wetrans kept exploring ways to provide stable, efficient, low-carbon and visual logistics services to customers, and provided professional and personalized logistics solutions to specific customers. During the Reporting Period, CIMC Wetrans ranked as top 14 on the list of the 2025 Top 50 Ocean Freight Forwarders issued by Transport Topics, an authoritative magazine in the global logistics industry, and the fifth place among Chinese enterprises; it ranked among the top 5 for three consecutive years in the Comprehensive List of Freight Forwarding and Logistics Enterprises released by the China International Logistics and Freight Forwarding Association.

During the Reporting Period, the logistics services business of the Group realised a revenue of RMB26,793 million (same period in 2024: RMB31,389 million), representing a year-on-year decrease of 14.64%, and a net profit of RMB364 million (same period in 2024: RMB437 million), representing a year-on-year decrease of 16.65%. During the Reporting Period, affected by multiple factors such as tariff disputes, geopolitical conflicts, and route restructuring, although the total container shipping volume increased, performance diverged across different routes. Freight rates were generally under pressure, fluctuating downward. The performance trend of CIMC Wetrans aligned with industry trend changes in general.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

During the Reporting Period, CIMC Wetrans proactively adjusted its business structure and integrated business resources, forming a new “3+N” business framework, which includes three core business groups: shipping, port logistics, and industry logistics, along with N supplementary businesses mainly consisting of air transportation and land transportation. During the Reporting Period, the sea transportation business (mainly covering route business, booking business, and branch transportation business in the Yangtze River) achieved a 6% year-on-year increase in self-sourced cargo volume through optimizing organizational structure, integrating core resources, and deepening long-term cooperation with core carriers, which indicated a promising business fundamental; the port logistics business (mainly covering terminals and value-added services and shipping agency business) deepened strategic mutual trust with core shipping companies, undertook supporting services for new routes and collaboratively provided integrated “door-to-door” services, reaching record highs in second-hand container trading and warehousing distribution businesses; the industry logistics business (mainly consisting of project engineering logistics, cold chain logistics and steel logistics) focused on key areas such as new energy, automotive, engineering projects, enhancing professional service capabilities, extending service chains and consolidating segment advantages; the air transportation business actively adjusted its products and business models, while continuously exploring routes in Asia, Middle East, Europe, and other regions, becoming part of the premium partnership lineup for leading e-commerce companies; the land transportation business concentrated on “full-service domestic network establishment + direct customer business development”, transitioning towards “international rail + road” transportation of “containers + oversized projects”. During the Reporting Period, the Company simultaneously advanced its overseas network expansion and digital intelligence construction, deepening cost reduction and efficiency improvements, and continuously enhancing overall operational efficiency and core competitiveness.

- **Rely on the recycled load business as the supplementary to provide the modernized transportation and logistics with first-class products and services**

The Group’s recycled load business focuses on providing customers with comprehensive solutions for recycling packaging to facilitate carbon neutrality, which mainly provides professional recycled load R&D and manufacturing, shared operation service and comprehensive solutions for customers in industries including automobile, new energy power battery, photovoltaics, household appliances, fresh agricultural products, liquid chemicals, rubber and bulk commodities, etc. The recycled load business of the Group is carried out through CIMC Transportation Technology, in which the Group held approximately 63.58% equity interests as at 31 December 2025.

During the Reporting Period, the recycled load business of the Group achieved a revenue of RMB2,702 million (same period in 2024: RMB2,429 million), representing a year-on-year increase of 11.23%, and a net profit of RMB8.43 million (same period in 2024: net loss of RMB229 million), achieving a turnaround from loss to profit. During the Reporting Period, CIMC Transportation Technology actively expanded its advantageous product offerings while implementing a series of cost reduction and efficiency enhancement initiatives through lean production. Currently, it has formed a business layout emphasizing both manufacturing and operation, leading to significant improvements in profitability and operating cash flows during the Reporting Period. Among these, the manufacturing business continued to meet the innovative demands for products such as engines and battery packaging, with notable growth in overseas markets; the service business demonstrated strong risk resilience and profit improvement potential, with evident results from focusing on major customer operational strategies. Cooperations with leading customers in the automotive, home appliances and petrochemicals industries have deepened, achieving qualitative growth in both revenue and profit.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(II) In energy field:

- **Carry out energy, chemical and liquid food equipment business with a focus on clean energy business:**

The Group's energy, chemical and liquid food equipment business segment is principally engaged in the design, development, manufacturing, engineering, sales and operations of various transportation, storage and processing equipment widely used in three sectors, namely energy, chemical and liquid food equipment, as well as provision of relevant technical and maintenance services. During the Reporting Period, the Group's energy, chemical and liquid food equipment business achieved a revenue of RMB27,192 million (same period in 2024: RMB25,579 million), representing a year-on-year increase of 6.31%, and net profits of RMB1,040 million (same period in 2024: RMB732 million), representing a year-on-year increase of 42.15%. The main operating entity of the Group's energy, chemical and liquid food equipment segment is CIMC Enric. As at 31 December 2025, the Group held approximately 69.99% equity interests in CIMC Enric.

During the Reporting Period, CIMC Enric registered a revenue of RMB26.326 billion (same period in 2024: RMB24.756 billion), representing a year-on-year increase of 6.3%. The segment operating results of CIMC Enric are as follows:

1. The clean energy segment recorded a revenue of RMB20.565 billion (same period in 2024: RMB17.183 billion), representing a year-on-year increase of 19.7%. CIMC Enric continued to consolidate its leading position in the entire natural gas industry chain for land and water transportation. It maintained a leading market share in key equipment such as high-pressure and cryogenic systems, while precisely capturing growth opportunities arising from the increasing application of natural gas in land and water transportation, power generation, and other sectors. Meanwhile, CIMC Enric actively explored emerging growth opportunities for specialty industrial gas equipment in high-tech industries. For example, the high-pressure gas cylinder with a thin-walled aluminum liner has completed testing, and the carbon fiber cylinder with an aluminum liner has passed customer testing. During the year, the gas-to-diesel price ratio remained low. In addition, driven by the implementation of trade-in subsidy policy in China, as well as the advancement of the green transition in international shipping, there was a strong demand for the LNG related products of CIMC Enric. In summary, this segment secured newly signed orders totaling RMB22.229 billion in 2025, maintaining a growth trend. Among these, cumulative newly signed orders for offshore clean energy-related businesses exceeded RMB10 billion. As of the end of 2025, the orders on hand exceeded RMB19 billion, with shipbuilding orders already scheduled through 2028. In the hydrogen energy business, CIMC Enric, as a leading global supplier of hydrogen energy equipment and solutions, continued to enhance its integrated solution capabilities. It successfully replicated the business model for the comprehensive utilization of coke oven gas, commenced the operation of the second Linggang phase I project, and further entered into the contract for the Linggang phase II project. As for green methanol, on 16 December 2025, the first domestic mass-production bio-methanol (green methanol) project of CIMC Enric commenced operations in Zhanjiang, Guangdong, marking the first large-scale project in China to achieve a closed-loop operation of the entire chain from "biomass waste – green methanol – shipping fuel" with an initial annual production capacity of 50,000 tons of green methanol.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

2. The main operating entity of the chemical and environment segment is "CIMC Safeway", a company listed on the ChiNext Market of the Shenzhen Stock Exchange (301559.SZ). During the period, due to the pressure on the global chemical industry, the market demand for tank containers declined year-on-year. This segment secured leading market share despite a year-on-year decrease in revenue. In the long run, the global chemical industry will continue to grow and advance towards a safer, more economical, more environmentally friendly, and more intelligent green logistics model, which will provide growth opportunities for the tank container market in the future. In addition, the medical equipment components businesses and after-sales service businesses of this segment maintained steady growth during the Reporting Period. As of 31 December 2025, the orders on hand amounted to RMB1.276 billion, representing a year-on-year increase of 36.27%. The order backlog provided a solid foundation for the company's future business development.
3. The main operating entity of the liquid food segment is "CIMC LPT" (872914.NEEQ). During the Reporting Period, factors such as policy uncertainty and the slowdown in consumption growth continued to affect the capital expenditure and investment decisions of the entire industry, leading to a decline in newly signed orders and ultimately a year-on-year decrease in revenue of this segment. However, due to the steady delivery of ongoing projects and robust profitability, the segment's gross profit margin improved year-on-year to 21.7%. In addition, this segment actively explored business opportunities for the transformation and upgrading of traditional solid-state fermentation enterprises in China, the localization of whisky, and green upgrading.

- **Carry out offshore engineering business relying on offshore resources:**

The Group is engaged in the offshore engineering business mainly through CIMC Raffles, in which the Group indirectly held approximately 83.30% equity interest as at 31 December 2025. The offshore engineering business is operated under an integrated operating model covering design, procurement, manufacturing, construction, commissioning and operation, and provides mass and industrialised construction of high-end offshore engineering equipment and other special vessels, making it one of the leading contractors of high-end offshore engineering equipment in China. Its major businesses include manufacture of oil and gas equipment with a focus on FPSO and FLNG, construction of offshore wind power equipment with a focus on wind power installation vessels and substations, as well as wind farm operation and maintenance, and manufacture of special vessels.

During the Reporting Period, the offshore engineering business of the Group recorded a revenue of RMB17,938 million (same period in 2024: RMB16,556 million), representing a year-on-year increase of 8.35%, and a net profit of RMB1,057 million (same period in 2024: net profit of RMB224 million), representing a year-on-year increase of 371.79%.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

In 2025, the global offshore engineering market showed a structural recovery, with strong demand for high-end oil and gas equipment represented by FPSO/FLNG. At the same time, the entire industry is accelerating its transformation towards greening and intelligence, with stable growth in orders for new energy equipment. During the Reporting Period, CIMC Raffles, as the offshore engineering leader within CIMC, rapidly advanced its front-end engineering design capabilities for deepwater production equipment and gained high recognition from customers. It successfully achieved a strategic transformation from “construction-led” to an integrated service model of “design + construction + integration”, maintaining a leading position in the domestic market and emerging as a significant new force in the international offshore engineering market. The newly signed contract orders during the Reporting Period amounted to US\$1,200 million (same period in 2024: US\$3,300 million), including 12+8 container feeder vessels, 2 offshore engineering special vessels and orders for other modules. As at the end of 2025, the accumulated value of orders on hand reached US\$5,090 million, of which the proportion of orders for oil and gas and special vessels was approximately 7:3. The manufacturing schedule of the Longkou Base has been booked up to 2030. In respect of delivery: during the Reporting Period, 15 projects were completed and delivered, with a contract value of US\$3,500 million, mainly including the reconstruction and commission of 2 newbuild FPSOs and 1 FPU, 8 automotive ro-ro ships and 4 wind power installation vessels.

(III) Finance and Asset Management Business that serves the Group itself:

The Group’s finance and asset management business is devoted to establishing a financial service system which matches the Group’s strategic positioning as a leading manufacturer in the world, which is aimed at enhancing the efficiency and effectiveness of fund utilisation within the Group, providing necessary industrial financial solutions to support the Group’s integrated strategy through diversified financial services, and carrying out equipment manufacturing and product services to achieve cross-segment integration and upgrading of manufacturing and technology within the Group. Meanwhile, with supply chain finance, it facilitates the Group’s strategic expansion, business model innovation, industrial structure optimisation and overall competitiveness enhancement. Besides, a platform for existing offshore engineering assets is operated under the business segment to generate asset returns. The main operating entities are CIMC Finance Company and Offshore Engineering Asset Management Platform Company.

During the Reporting Period, the Group’s finance and asset management business achieved a revenue of RMB1,849 million (same period in 2024: RMB2,079 million), representing a year-on-year decrease of 11.03%, and net loss of RMB1,426 million (same period in 2024: net loss of RMB1,804 million), representing a decrease in loss of 21.00% year-on-year, mainly due to the decrease in interest expenses of Offshore Engineering Asset Management Platform Company for the year due to a reduction in borrowing rates, debt replacement and debt repayments.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **CIMC Finance Company:**

During the Reporting Period, adhering to the development philosophy of “creating unlimited value for customers within a limited business scope” and upholding the principle of “relying on and serving the Group”, CIMC Finance Company continued to deepen its functional positioning and enhance its service efficiency in a comprehensive way.

CIMC Finance Company, guided by systematic thinking, continuously strengthened centralised fund operation and management through multi-pronged efforts. By increasing the account opening rate and super online banking system coverage, it not only consolidated the foundation for fund concentration in the non-listed sectors but also significantly increased deposit limits for the listed sectors, providing crucial support for improving the overall fund utilisation efficiency and reducing comprehensive financial costs for the Group. Meanwhile, CIMC Finance Company focused on the core of industry-finance synergy, precisely matching the differentiated needs of various business segments, and continuously strengthening support for the funding requirements of member enterprises. The total credit facilities provided to member enterprises rose year-on-year to over RMB6,700 million during the year, thereby effectively ensuring the efficient operation of the Group’s capital and contributing to the reduction of both high deposits and high loans within the Group.

CIMC Finance Company actively implemented the concept of serving the real economy by offering member enterprises diversified comprehensive services such as free or low-cost fund settlement, cash management, foreign exchange trading, guarantees, and bill acceptance, effectively lowering the Group’s overall financial costs and improving operational quality and efficiency. CIMC Finance Company consistently adhered to the principle of prudent operation, deepening compliance system construction, and strictly reinforced the bottom line for risk prevention and control. As of the end of the Reporting Period, the capital adequacy ratio reached 24.57%, with all regulatory indicators consistently meeting standards.

- **Offshore engineering asset operation and management business of CIMC:**

During the Reporting Period, there were a total of 14 offshore engineering vessels assets involved in the offshore engineering asset operation and management business of the Group, including 2 ultra-deepwater semi-submersible drilling platforms, 3 semi-submersible drilling platforms for severe sea conditions, 3 semi-submersible lifting/life support platforms, 3 400-foot jack-up drilling platforms and 3 300-foot jack-up drilling platforms.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

During the Reporting Period, global oil companies placed greater emphasis on energy security by slowing the pace of new energy transition and refocusing on their core oil and gas operations. Therefore, the international drilling market demonstrated resilience amid volatility. Utilisation rates for the world's three major drilling platforms remained high at 88%.

During the Reporting Period, the offshore engineering asset operation and management business of CIMC continued to leverage on its existing project experience and business capabilities, further consolidated its cooperative relationship with customers at home and abroad, and capitalised on its excellent offshore engineering platform operation and management capabilities to improve asset rental rates, and continuously promote asset disposal business in light of market changes. During the Reporting Period, the sixth generation semi-submersible drilling platform "Deepsea Yantai" completed lease renewal; the ultra-deepwater semi-submersible drilling platform "Blue Whale No. 1" signed a new lease agreement with an international client; semi-submersible lifting/life platform "Blue Gretha (formerly Huadian CIMC 01)" signed a new lease agreement with an international client; multiple other platforms have also been actively participating in market tenders through various channels to seek business opportunities such as asset disposal and leasing. During the Reporting Period, the average daily lease rate for semi-submersible drilling platforms and jack-up drilling platforms both recorded year-on-year increase.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(IV) Innovative Businesses that highlight the advantage of CIMC:

While focusing on its main business, the Group has adopted “exploration and innovation (開拓創新)” as its core value, insisted on technology as the first productivity, and used innovative business as a new driving force for the Group’s high quality development, integrated the advantageous resources of each segment, captured the possible opportunities in the industrial chain and competence circle, strengthened technological innovation and product innovation, and shaped the new competitive advantages of each business with technological innovation to create breakthroughs. The Group’s main innovative businesses are as follows:

- **Cold chain logistics:**

During the Reporting Period, the cold chain business of the Group stabilised the fundamentals of reefer containers, and the Group continued to pursue its strategic direction of extending high-value-added products and achieving self-reliance in core equipment. It deepened market deployment and business expansion in areas such as incremental special containers, industrial temperature control, and pharmaceutical cold chain, achieving multiple breakthroughs. Among them, in terms of incremental special containers, the Group engaged in product iteration, market development and business model exploration around the operations of aviation containers, onshore power distribution cabinets, physical preservation containers, etc.; In terms of industrial temperature control, the Group successfully entered the fan business sector, achieving stable profitability through merger and acquisition integration and synergistic industrial empowerment.

During the Reporting Period, the cold chain business of the Group achieved multiple honours: the project of “R&D and Industrial Application of Key Technologies and Equipment for Precision Logistics Preservation of Fruits and Vegetables”, jointly applied for by Qingleng Special Containers and Zhejiang University and other research institutions, was awarded the First Prize for Outstanding Scientific Research Achievements by the Ministry of Education for the year 2025. CIMC Cold Cloud was successfully included in the list of Key Research Enterprises on Pharmaceutical Cold Chain Transportation Capacity in 2024, marking its sixth consecutive year on the list since 2019.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **Energy storage technology:**

In 2025, the global energy storage industry entered a critical stage of policy adjustment and market-oriented transformation. The Group's energy storage business proactively responded and operated steadily through the following measures, consolidating the foundation for sustainable development amidst pressure: firstly, we focused on the systematic integration of our core businesses, adhered to prudent planning and lean management, and orderly promoted project construction and high-quality delivery to ensure the stability of our basics of business; secondly, we advanced scenario-based innovative applications, actively expanded into diversified scenarios such as high-energy consuming enterprises, highways fast-charging power and port shore power, forming a differentiated competitive advantage; and thirdly, we have strengthened industrial chain collaboration by establishing a joint venture with Ronghe BESS (融和元儲) to promote resource complementarity and capability synergy and build a systematic and efficient operating platform, laying a solid foundation for long-term healthy development.

- **Modular building business:**

During the Reporting Period, CIMC's modular building business focused on the high-end market and emerging scenarios, achieving benchmark breakthroughs and scale expansion in key regions at home and abroad. In the area of high-end public buildings and overseas hotels, the main structure of the LegCo Complex expansion project, in which CIMC participated, was officially completed. It became the first expansion demonstration project in Hong Kong to successfully apply Modular Integrated Construction (MiC) in an existing public building, setting a new benchmark for prefabricated buildings in the region. In the Middle East market, a contract was successfully signed with the Earth Boutique Hotel in Riyadh, the capital of Saudi Arabia, marking the first application of modular architecture in the local high-end cultural tourism market and opening up growth opportunities in the Gulf region. Moreover, in the field of high-growth modular data centers, CIMC successfully delivered a 2MW modular data center project in Osaka, Japan, marking the first time CIMC's modular data center solutions have entered the Japanese market, fully demonstrating the technical adaptability and delivery competitiveness of China's digital infrastructure solutions in developed countries. By the end of the year, leveraging the Group's advantages in industrialized manufacturing and global delivery, it is providing technical and manufacturing delivery services of prefabrication data center to industry customers exceeding 300MW.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(V) Capital Operations:

During the Reporting Period, the Group's important matters in terms of capital operations are as follows: (1) **repurchase of a portion of H Shares:** the Company carried out the first batch of H-share repurchase, with a repurchase amount not exceeding HKD500 million (inclusive). As of the end of the Reporting Period, the Company had repurchased 60,700,800 H Shares, with a total amount of funds used amounting to HKD452,269,600 (exclusive of transaction fees). To further protect shareholders' interests and enhance investor confidence, after comprehensively considering factors such as the Company's financial condition, future development and reasonable valuation level, an additional HKD300 million (inclusive) will be used for the second batch of H-share repurchase. As of the end of the Reporting Period, the second batch of H-share repurchase had not yet been implemented. (2) **repurchase of a portion of A Shares:** in order to safeguard the Company's value and shareholders' rights, from 9 October 2025 to 28 November 2025, the Company repurchased a total of 60,417,690 A Shares of the Company through a dedicated securities account for share repurchase via centralized bidding. The total amount of funds used was RMB498,286,268.47 (exclusive of transaction fees). Such repurchase of some A Shares has been completed. (3) in December 2025, CIMC Wetrans signed an agreement to introduce strategic investors through capital increase and share expansion and the transfer of a small number of existing shares. Upon completion of the transaction, the Group's shareholding in CIMC Wetrans would decrease from 62.70% to 45.04%, and the Group would continue to consolidate CIMC Wetrans.

III. FUTURE DEVELOPMENT AND PROSPECTS OF THE COMPANY

In an era of global trade restructuring and energy structure transformation, CIMC Group focused on two core tracks, namely commodity logistics supply chain and energy supply chain, building a complete industrial ecosystem from basic transportation equipment to high-end intelligent systems, and from single-point product supply to full-chain integrated services. In the face of supply chain uncertainties and restructuring challenges caused by geopolitical fluctuations, the Group leveraged its global footprint and hardcore product strength to provide global customers with reliable and resilient solutions covering commodity circulation, energy storage and transportation and infrastructure construction. In line with the trends of industrial electrification, greening, and intelligentization, CIMC deeply integrated the "CIMC solutions" of standardized production, low-cost control and high-guarantee delivery into all aspects of the industrial chain, driving high-quality development through technological innovation and achieving resonance with global industrial upgrading.

In the next five years, CIMC will follow the guidance of national policies based on the situation in the new development stage, and will also continue the implementation of the strategic theme of "accelerating the construction of new growth drivers and focusing on promoting high-quality development" and coordinate the reasonable growth of "quantity" and the effective improvement of "quality", so as to "become a high-quality and respected world-class enterprise".

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(I) Industrial Analysis and Corporate Operating Strategy of Major Business Segments

1. In the Logistics Field:

Container Manufacturing Business

Under the influence of the reshaping of the global economic and trade landscape, CLARKSONS expects global container trade volume to still grow by 2.5% in 2026, with volume of merchandise trade on non-U.S. routes benefiting from economic development and increased turnover demand, which will continue to contribute to the increase. However, considering that container shipping capacity will grow by 4.5% during the same period and the uncertainty of the resumption of Red Sea shipping, container shipping is gradually entering a stage of structural supply imbalance. Meanwhile, as affected by geopolitical events, fuel prices, the availability of key shipping routes and ports, policy risks and other uncertainties continue to bring significant fluctuations to the container shipping market, thereby reducing the stability of the global supply chain and the efficiency of container shipping. The above uncertainties, coupled with the normal replacement of containers, are expected to continue to support the demand for new containers in 2026 to a considerable extent.

In 2026, our traditional container manufacturing business will adopt “synergistic and stable operations with high-quality, innovative development” as the main business tone to guide all initiatives, continuously enhancing our comprehensive competitiveness and securing our industry leadership. In responding to market changes, we will further consolidate our market competitiveness through efficient collaboration, rapid response, and strengthened flexible manufacturing capabilities. In terms of manufacturing and delivery, we will embrace new quality productive forces by leveraging lean, digital, and intelligent management measures to continuously improve product quality and cost competitiveness. As for business innovation, we will continue to intensify the R&D and application of new products, new materials, and new technologies, further expand innovation for containers + products, and steadfastly develop new growth drivers.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Road Transportation Vehicles Business

Road Transportation Vehicles Business



In 2026, the inaugural year of the “15th Five-Year Plan”, CIMC Vehicles will deepen its “Bold Transformation” development approach. It will launch the “StarVision Project” (2026–2030), striving to achieve a “significant leap” in corporate value during the “15th Five-Year Plan” period. The “StarVision Project” will build upon the solid foundation of semi-trailer and liquid tanker production organisations established under the “StarLink Project”, fully reaping the outcomes of the “StarLink Project”. More efforts will be put on research and development to continuously enhance both the soft and hard strengths, as well as the industry influence, developed through the “StarLink Project”.

Meanwhile, CIMC Vehicles will systematically incorporate the production organisations of powder tankers, DTB mixer trucks and DTB dump trucks into the “StarVision Project”, integrating and upgrading their production organisations using the “StarLink Project” transformation methodologies. Simultaneously, it will extend and enhance its advantages in truck-body capabilities. By establishing the “Intelligent Truck-Body Research Institute”, it aims to fundamentally improve cargo loading and unloading efficiency and operational convenience, empowering traditional semi-trailers while providing intelligent truck-body solutions for EV-RT products. Furthermore, through the establishment of the “Running Gear Innovation Center”, it will conduct cutting-edge exploration in material science, forming processes and intelligent control, cultivating diversified running-gear technical solutions across product lines. In addition, CIMC Vehicles will strive for the EV-RT ecosystem by formally establishing the “EV-RT Product Platform Research Institute”, marking a critical leap from project-based operations to a permanent and systematic R&D organisation.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Airport Facilities and Logistics Equipment, Fire Safety and Rescue Equipment Business

In respect of the airport facilities and logistics equipment business: The overall growth rate of domestic industries is slowing down, but the new construction cycle of the “15th Five-Year Plan” will be ushered in, and the demand for smart, intelligent, green and low carbon technologies will increase. As overall demand in the international market recovers, CIMC TianDa is keeping an eye on overseas markets such as Southeast Asia, the Middle East and Europe to further promote its overseas expansion. A global business platform and network will be built to promote the manufacturing in China and the localization of sales and services, and bring our businesses closer to customers in different regions. We will advance global resource interaction so that China’s and overseas advantageous resources can be coordinated and leveraged. Meanwhile, we will build an effective risk control system for overseas enterprises to reduce overseas investment risks.

In respect of the fire safety and rescue equipment business: In 2026, the domestic fire truck market is expected to experience a moderate recovery, while the global market will show highly concentrated and technology-driven growth. CIMC TianDa strengthens integrated marketing and services, improves sales efficiency, and seizes a larger and broader market share. We will actively promote the operation and comprehensive upgrading of the new generation of information technology, digital technology and green environmental protection standards in all aspects of technology, products, manufacturing and operation management, and form real market value and competitiveness.

Logistics Services Business

In 2026, the logistics industry will enter a complex phase where structural opportunities coexist with challenges. CIMC Wetrans will continuously enhance its competitiveness and respond to various market challenges and opportunities by deepening cooperation with core shipping companies, optimizing its network and products and strengthening cross-business synergy.

The Group’s logistics services business will embark on a new journey of “second-stage entrepreneurship,” further improve its strategic planning in conjunction with the “15th Five-Year Plan”, deepen its global presence, keep pace with the global expansion of Chinese industries, and pragmatically build localized operational capabilities in key regions such as Europe, the U.S., the Middle East, Central Asia and Southeast Asia through “acquisition + organic growth + strategic cooperation”. We will integrate our core businesses, deepen the synergy between our three major business groups (shipping, port logistics and industry logistics), concentrate resources to create flagship products, and build “one-stop” integrated solutions. We will deepen customer relationships, implement the top-customer strategy, extend our service model to the upstream and downstream of the value chain, and build a “supply chain community of shared future” with strategic customers. We will strengthen internal support, and fully implement comprehensive budget management to optimize cost structure and improve organizational efficiency with digital intelligence, laying a solid foundation for high-quality development and global breakthrough.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Recycled Load Business



Looking ahead to 2026, the industry penetration and adoption rate of recycled load will continue to increase, and refined management capabilities will be greatly enhanced through digital technology.

CIMC Transportation Technology will continue to deepen its presence in existing key target markets, such as new energy, automobiles, fresh food and fast-moving consumer goods, rubber and chemicals, and actively expand our customer base to include high-value industries. It will also focus on increasing investment in its existing leading customers to increase its share of business and actively extend its reach into the supply chain. It will concentrate on improving the operational management capabilities and asset turnover efficiency of its service businesses, and continuously optimize the profitability of invested assets. In existing business scenarios, it will actively promote the effective application of digital technologies in asset operation and management, and seek to upgrade its core capabilities and business models.

2. In the Energy Industries Field:

Energy, Chemical and Liquid Food Equipment Business



Clean Energy Segment: Looking ahead to 2026 and beyond, the global energy landscape will exhibit an accelerated trend of both divergence and integration.

The global natural gas market is evolving from a “transitional fuel” to a “long-term partner”, with the supply-demand landscape moving towards a new equilibrium. After a slowdown in growth in 2025, the global natural gas market is poised to enter a new cycle of growth. According to the International Energy Agency (IEA) reports, the market is expected to see accelerated growth in 2026, with demand growth projected to reach around 2%, potentially reaching a record high. Hydrogen energy and green liquid fuels are moving from strategic planning to full value-chain integration. Hydrogen and hydrogen-based green fuels are undergoing a critical transition from “proof of concept” to “large-scale application”. With the continued deepening layout by Chinese enterprises, green methanol is also expected to evolve from individual pilot projects towards the formation of industrial clusters.

Facing market changes in the future, CIMC Enric will embrace unprecedented strategic opportunities and will continue to deepen its strategic transformation from “equipment + core processes” to a clean energy “comprehensive service provider”, precisely grasp the window period of the global energy landscape adjustment, and with its intelligent equipment manufacturing, turnkey services and integrated solution capabilities related to natural gas as well as renewable energy such as hydrogen energy, green methanol and green ammonia, assist both domestic and international customers in successfully achieving low-carbon transition, and promote faster, more efficient and safer large-scale application of clean energy through continuous technological R&D and innovation.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Chemical and Environment Segment: This segment will thoroughly implement the medium-to-long-term strategy of “Lean Innovation, Intelligent Transformation and Digital Upgrading, Connecting the World with Tanks, and Green Development”. Taking operational excellence as the key driver, it will continuously enhance its differentiation capabilities through sustained innovation and achieve high-quality development through the expansion of new businesses, thereby consolidating its industry-leading position. On the one hand, it will strengthen the foundations of its core business to support stable operations. Through continuous product innovation and iteration, lean intensive cultivation, and the development of integrated value chain capabilities, it will explore and implement both incremental and breakthrough improvements across technology, products, services, management and business models, thereby continuously enhancing the segment’s core competitiveness. On the other hand, it will focus on the high-end equipment manufacturing sector and actively expand into new areas. In terms of high-end medical equipment business, the segment will be rooted in China with a global outlook, aligning with cutting-edge developments in medical MRI equipment and following the lead of industry leaders, striving to deliver more advanced high-end components for medical imaging equipment. Besides, it will continue to build its precision machining capabilities for non-ferrous metals and expand into the field of high-end equipment. In terms of intelligent equipment business, the segment will continue to build software and hardware and service capabilities of “sense, foresight and implementation”, empowering digital intelligence transformation of the chemical logistics and intelligent manufacturing fields with reliable quality and innovative technologies. In addition, focusing on areas such as high-end medical equipment and intelligent equipment manufacturing, it will actively extend its presence through capital market initiatives such as mergers and acquisitions and investments. Through the next three to five years of effort, it aims to build a matrix of “high-end equipment + new materials + new processes + new scenarios”, achieving a strategic leap from being a global leader in tank containers to becoming a core technology platform for global high-end equipment.

Liquid Food Segment: The segment, leveraging its position as a global leader in turnkey projects in the liquid equipment industry, in addition to its core strengths in beer and spirits, closely monitors industry developments, such as actively expanding into emerging markets including Southeast Asia and Africa; actively developing domestic whisky projects and increasing its share in the PRC market; promoting R&D in biopharmaceuticals and the ready-to-drink market, and anchored in the strategies of digitalisation, diversification and sustainable development ensuring the stable development of its business.

Offshore Engineering Business

(1) In respect of the oil and gas platform business: global demand for FPSO remained strong, with ample market demand and project reserves expect over the next five years. Latin America, West Africa and Southeast Asia are leading the market, and the FLNG market is projected to continue its high growth. (2) In respect of the clean energy business: the global offshore wind power industry remained relatively sluggish. China’s price competitiveness and delivery stability advantages remained stable and would continue to exist in the long term. The next five years are expected to be characterized by stable growth or maintaining the status quo. (3) In respect of the special vessels business: the demand for the ro-ro ships was cooling down, and the structure was showing a trend of differentiation, with technology developing towards ultra-large and small-to medium-sized ships; the ro-ro passenger ship fleet was being updated at an accelerated pace, and a new ship construction boom may be coming; and feeder container ships were still maintaining a high-speed growth phase.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

In 2026, the Group's offshore engineering business will continue to actively advance business transformation, integrate the industry landscape, and take marine oil and gas as the foundation to gradually expand into new energy sources and thus form a combination that can smooth out economic cycles. In general, in respect of the oil and gas platform business: we will continue to break through technical barriers and enhance our EPCIC general contracting capabilities, while expanding into popular regions such as South America, Africa and Southeast Asia to secure orders. In respect of the clean energy business: we will continue to leverage our advantages in the design and construction of high-end marine engineering equipment, focusing on offshore wind power assembly and wind power operation and maintenance. In respect of the special vessels business: we will focus on the fields of ro-ro ships, container feeder ships and service engineering vessels, leveraging our excellent delivery performance to expand into new customers and markets, establish business networks, ensure relevant production capacity and consolidate our leading position in the international market.

3. Finance and Asset Management Business:

CIMC Finance Company

CIMC Finance Company will always adhere to the business philosophy of "relying on and serving the Group", strengthen centralized fund management, consolidate the fund foundation, achieve new breakthroughs in centralized fund management and optimize the precise fund allocation strategy, striving to improve the efficiency of the Group's overall fund utilization. We will further deepen our customer-centric service model, focus on the innovation and upgrading of financial products and services, and strengthen our customer base and enhance customer loyalty through continuous service iteration. Meanwhile, we will actively collaborate with the Group's treasury to help deepen efficient and intelligent global treasury management and comprehensively improve the Group's overall fund management efficiency and value creation.

Faced with the complexity and uncertainty of the external environment, CIMC Finance Company will always adhere to prudent operation, always take risk prevention and control as the bottom line, rely on team building as support and digital transformation as the engine to deepen internal and external collaboration, promote service innovation, strictly control various risks and strive to improve the level of operation and management. With professional services, CIMC Finance Company will empower the Group to reduce costs and increase efficiency, and contribute greater comprehensive value to the Group's high-quality development.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Offshore engineering asset operation and management business of CIMC

In 2026, influenced by the geopolitical risks, international oil prices are expected to exhibit wide-ranging volatility. Global oil and gas investment is expected to demonstrate distinct structural divergence: the deepwater and ultra-deepwater sectors will become key growth drivers for investment due to their low marginal cost advantages; while national oil companies will continue to maintain counter-cyclical investment intensity based on energy security strategies. In the drilling market, driven by the concentrated commencement of projects deferred from 2024 and 2025, daily rates for deepwater drilling platforms are expected to remain firm against the backdrop of a tight supply-demand balance, demonstrating a trend of stable growth accompanied by high utilization rates.

The Group will adhere to an operating strategy of “maintaining stable operations, promoting asset turnover and expanding market reach”, ensuring the safe and smooth operation of leased assets while proactively securing lease renewals. It will seize market windows to expedite the marketing of jack-up and accommodation platform assets. The Group will advance the marketing of mid-to-deepwater and ultra-deepwater platforms in an orderly way, continuously optimize its asset structure and enhance operation efficiency, thereby consolidating its leading position in the global offshore engineering market.

(II) Major Risk Factors in the Future Development of the Group

Risk of economic periodic fluctuations: the industries that the principal businesses of the Group are engaged in are dependent on global and domestic economic performance and often vary with economic periodical changes. In recent years, the global economy has become increasingly complex with increasing uncertainty factors. In particular, the rise of the trade protectionism will have a negative impact on the growth of the global economy and trade. The changes and risks in the global economic environment demand higher requirements on the Group’s operating and management capabilities.

Risk of trade protectionism and anti-globalisation: the rise of global trade protectionism disrupted national policy stances and posed a threat to the growth of global trade. Part of the Group’s principal businesses will be affected by global trade protectionism and anti-globalisation.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Risk of economic restructuring and industrial policies upgrade in China: China's economy entered into the new normal, and the government comprehensively deepened supply-side structural reform to push forward the transformation and upgrade of economic structure. Developments including new industrial policies, tax policies and land policies, etc. that have a huge impact on business operations have resulted in uncertainties to the future development of industries.

Fluctuations of financial market and foreign exchange risks: the presentation currency of the consolidated statements of the Group is RMB. The Group's exchange risks are mainly attributable to the foreign currency exposure resulting from the settlement of sales, purchases and finance in currencies other than RMB. The increased volatility and frequency of the exchange rate of RMB against USD which may be resulted from the continuous fluctuation of the global financial market will pose new challenges to the foreign currency and capital management of the Group.

Market competition risks: the Group faces competition from both domestic and foreign enterprises in respect of its various principal businesses, leading to imbalance between supply and demand. In addition, the competition landscape of the industry may change due to entry of new players or improved capacity of existing competitors.

Employment and environmental protection pressure and risks: with demographic changes in China, China's manufacturing industries see constantly soaring labour costs, and automation represented by robots is becoming one of the key directions for future upgrade of the traditional manufacturing industries. In addition, China has been carrying out sustainable development strategies and attaching increasing attention on environmental protection, strengthening environmental protection requirements for China's traditional manufacturing industries.

Risks of fluctuations in price of main raw materials: raw materials account for a relatively high proportion of the cost structure of the Group's products. At the same time, the Group's major finished products are metal products and its raw materials include steel, aluminium and timber. The global economy presents a trend of regional differentiation, and supply and demand and price will also become complicated and volatile, which bring uncertainties to the Group's operating result.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

IV. ANALYSIS OF CORE COMPETITIVE ADVANTAGES

Development Philosophies of Globalisation

The Group has always been committed to globalised business deployment, leveraging on its global network and brand advantages accumulated over 40 years. The Group's existing principal businesses cover container manufacturing business, road transportation vehicles business, energy/chemical/liquid food equipment business, offshore engineering business, logistics services business, airport facilities and logistics equipment, fire safety and rescue equipment, finance and asset management business, and other emerging industries, with its production bases spreading across Asia, Europe, North America and Australia, and its business network spanning major countries and regions around the world. In particular, the container business continued to take the lead in the industry worldwide, as well as road transportation vehicles, energy/chemical/liquid food equipment and offshore engineering businesses with strong global competitive edges. The efficient implementation of globalised business deployment effectively offset the adverse impact from periodic fluctuations of the global market in recent years on the Group's results.

A Scientific and Efficient Corporate Governance Mechanism

Relying on its unique mixed-ownership advantage, CIMC has built a balanced shareholding structure and a standardized governance mechanism to ensure efficient decision-making and effective governance. The innovative governance model is reflected in the diversified and professional board structure and efficient operation mechanism, with the in-depth participation of directors and supervisors and enhanced prior communication to ensure scientific decision-making. By continuously optimising the corporate governance system, the Group has formed an internal and external interactive supervisory mechanism, combined with rigorous implementation of internal audit and control, to ensure that the strategies are scientifically and effectively executed. The distinctive governance practices and market-oriented governance enable CIMC to energize the management's vitality and focus on market orientation, laying a solid foundation for the Group to move forward steadily in global competition.

Lean Production Management Capabilities in Intelligent Manufacturing

Since 2007, the Group has continuously promoted the construction of lean ONE mode, building a relatively perfect lean manufacturing system, and expanded it into business and management fields such as market, research and development, technology, supply chain, finance, human resources, etc. to continuously enhance the core competitiveness of the Company through strengthening its lean management capabilities.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Integrated Resources and Ability to Achieve Collaborative Development

Guided by the national key development areas and the strategic development of the Group, during the Reporting Period, the Group gave full play to its internal and external synergy advantages, optimised the top-level design of its business, implemented the coordinated development strategy of various segments, and expanded the domestic market in key areas. During the Reporting Period, the Group, through the capital cooperation with key partners, optimised the market network of and introduced market resources for the relevant business; besides, the Group promoted the internal and external resource collaboration and model innovation by strengthening cooperation with governments, customers and other parties, striving to provide one-stop overall solutions for downstream customers.

Continuous Innovation and Technological Research and Development Capabilities

The Group always attaches great importance to continuous innovation and technological research and development capabilities through developing mid-to-long term development strategies to optimise R&D systems and platforms and accelerate the development of products and technologies as well as evolution of existing products to promote R&D of new products, technologies, processes and equipment, while constantly improving the mechanism for identifying, inspiring and promoting innovations to speed up the commercialisation of technological achievements.

Good Brand Image

With more than 40 years of commitment to manufacturing, the Group has become a leader in various sectors including container manufacturing, road transportation vehicles, energy, chemical and food equipment, airport equipment and offshore engineering. The “CIMC” brand is exported to more than 100 countries and regions all over the world, and a number of champion/star products such as containers, semi-trailers, boarding bridges of CIMC have become shining business cards endorsing the brand of CIMC, earning global reputation and respect for “Made in China” products. At present, the Group has become a globally renowned brand with extensive influence in the global logistics and energy industries.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **Brand Revitalisation: A New Chapter on the Path to a World-Class Enterprise**



In 2025, the Group launched a new brand logo and visual identity system globally, together with an upgraded brand philosophy framework. Marking CIMC's most significant brand evolution in nearly 15 years, this milestone signals a new chapter in our acceleration toward becoming a world-class enterprise. Amidst global supply chain restructuring, green and low-carbon transitions, and rapid technological shifts, CIMC has proactively aligned itself with world-class standards of "excellent products, outstanding brand, leading innovation, and modern governance". The Group continues to advance core competencies in "technological innovation, green development, high-end manufacturing, and global operations". Through a more modern, innovative, and globally-minded brand image, CIMC aims to convey its long-term strategy and value proposition to global customers, enhance brand consistency and trust among global customers and partners, strengthen brand premium and customer acquisition capabilities, and support its global operations and high-quality development.

Brand Positioning: A globally leading provider of logistics and energy equipment and services.

Brand Slogan: Driving a Better World.

Brand Attributes:

- **Innovation-Driven:** CIMC anchors its brand evolution in technological innovation, consistently elevating the quality and efficiency of its products and services, and advancing the digital and intelligent evolution of its logistics and energy equipment.
- **Professional and Reliable:** Rooted in high standards and quality, CIMC guarantees the professional excellence and operational reliability across all its products, services and solutions.
- **Global Vision:** CIMC is committed to collaborating with global customers, empowering them to navigate complex market challenges and to delivering business value with a competitive international edge.
- **Sustainable Development:** CIMC actively responds to industry and societal push for green and low-carbon solutions, striving to drive the green transformation of the energy and logistics sectors through innovation, to mitigate environmental footprints and to contribute to a sustainable future.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

V. ANALYSIS OF FINANCIAL DATA

(I) Analysis of Principal Businesses

1. Indicators by Industry, Business and Region

(1) Indicators by industry, business and region for the year

Unit: RMB thousand

Indicators for 2025	Revenue	% of revenue	Year-on-year change in revenue	Cost of sales	% of cost of sales	Year-on-year change in cost of sales	Gross profit	Gross profit margin	Year-on-year change in gross profit margin
By industry/product									
Containers manufacturing	43,008,947	27.46%	(30.86%)	37,253,961	27.17%	(29.05%)	5,754,986	13.38%	(2.21%)
Road transportation vehicles	20,177,636	12.88%	(3.91%)	16,971,653	12.38%	(3.41%)	3,205,983	15.89%	(0.43%)
Energy, chemical and liquid food equipment	27,192,470	17.36%	6.31%	23,168,220	16.90%	5.09%	4,024,250	14.80%	0.99%
Offshore engineering	17,938,402	11.45%	8.35%	15,278,123	11.14%	1.53%	2,660,279	14.83%	5.72%
Airport facilities and logistics equipment, fire safety and rescue equipment	7,619,143	4.86%	5.92%	6,105,532	4.45%	6.77%	1,513,611	19.87%	(0.63%)
Logistics services	26,793,404	17.11%	(14.64%)	25,123,606	18.32%	(14.69%)	1,669,798	6.23%	0.05%
Recycled load	2,702,088	1.73%	11.23%	2,252,313	1.64%	2.85%	449,775	16.65%	6.80%
Finance and asset management	1,849,239	1.18%	(11.03%)	2,167,517	1.58%	(3.24%)	(318,278)	(17.21%)	(9.44%)
Others	11,889,649	7.59%	(0.78%)	10,280,291	7.50%	(3.25%)	1,609,358	13.54%	2.21%
Combined offset	(2,559,532)	(1.62%)	(6.87%)	(1,484,794)	(1.08%)	(24.99%)	(1,074,738)	41.99%	14.01%
Total	156,611,446	100.00%	(11.85%)	137,116,422	100.00%	(11.78%)	19,495,024	12.45%	(0.07%)
By region (by geographical locations of customers)									
China	82,028,785	52.38%	(0.47%)	-	-	-	-	-	-
America	21,568,961	13.77%	(40.11%)	-	-	-	-	-	-
Europe	26,131,910	16.69%	2.66%	-	-	-	-	-	-
Asia (excluding China)	21,648,966	13.82%	(21.13%)	-	-	-	-	-	-
Others	5,232,824	3.34%	(17.37%)	-	-	-	-	-	-
Total	156,611,446	100.00%	(11.85%)	-	-	-	-	-	-

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(2) Indicators by industry, business and region in the same period of the previous year

Unit: RMB thousand

Indicators for 2024	Revenue	% of revenue	Year-on-year change in revenue	Cost of sales	% of cost of sales	Year-on-year change in cost of sales	Gross profit	Gross profit margin	Year-on-year change in gross profit margin
By industry/product									
Containers manufacturing	62,205,203	35.01%	105.89%	52,505,891	33.78%	106.58%	9,699,312	15.59%	(0.29%)
Road transportation vehicles	20,998,201	11.82%	(16.30%)	17,571,338	11.31%	(13.94%)	3,426,863	16.32%	(2.30%)
Energy, chemical and liquid food equipment	25,579,491	14.40%	2.21%	22,046,149	14.19%	4.10%	3,533,342	13.81%	(1.57%)
Offshore engineering	16,555,963	9.32%	58.41%	15,048,245	9.68%	58.14%	1,507,718	9.11%	0.15%
Airport facilities and logistics equipment, fire safety and rescue equipment	7,193,101	4.05%	3.33%	5,718,463	3.68%	3.22%	1,474,638	20.50%	0.08%
Logistics services	31,389,341	17.67%	55.65%	29,450,699	18.95%	57.01%	1,938,642	6.18%	(0.80%)
Recycled load	2,429,355	1.37%	(14.29%)	2,189,995	1.41%	(12.34%)	239,360	9.85%	(2.01%)
Finance and asset management	2,078,522	1.17%	(6.30%)	2,239,986	1.44%	(16.57%)	(161,464)	(7.77%)	13.27%
Others	11,983,389	6.74%	48.44%	10,626,125	6.84%	47.06%	1,357,264	11.33%	0.84%
Combined offset	(2,748,468)	(1.55%)	(14.67%)	(1,979,553)	(1.28%)	29.04%	(768,915)	27.98%	14.59%
Total	177,664,098	100.00%	39.01%	155,417,338	100.00%	40.72%	22,246,760	12.52%	(1.07%)
By region (by geographical locations of customers)									
China	82,415,289	46.39%	23.43%	-	-	-	-	-	-
America	36,012,089	20.27%	51.21%	-	-	-	-	-	-
Europe	25,453,855	14.33%	41.78%	-	-	-	-	-	-
Asia (excluding China)	27,449,650	15.45%	75.15%	-	-	-	-	-	-
Others	6,333,215	3.56%	76.04%	-	-	-	-	-	-
Total	177,664,098	100.00%	39.01%	-	-	-	-	-	-

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

The information on the Company's principal business for the previous year collected by using the modified statistical method which was adopted during the Reporting Period.

☐ Applicable ☒ Not applicable

(3) The Company's Income of the Physical Sale is Higher than the Service Revenue or not

☒ Yes ☐ No

Industry classification	Item (Sales volume)	2025	2024	Year-on-year Change (%)
Containers manufacturing	Dry containers (ten thousand TEU)	222.49	343.36	(35.20%)
	Reefer (ten thousand TEU)	20.82	13.86	50.22%
Road Transportation vehicles	Semi-trailer (unit)	112,159	101,735	10.25%
	Truck bodies for specialty vehicles (unit)	28,570	25,388	12.53%
Offshore engineering	Offshore products	15	14	7.14%

Reasons for relevant information changes by over 30% on a year-on-year basis: For the reasons for the changes, please refer to "II. Review of the Principal Businesses During the Reporting Period" of this chapter.

(4) Performance of the Significant Sales and Procurement Contracts Entered into by the Company as at the Reporting Period

☐ Applicable ☒ Not Applicable

(5) Composition of Cost of Sales

Unit: RMB thousand

Industry classification	Item	2025		2024		Year-on-year change of %
		Amount	% of cost of sales	Amount	% of cost of sales	
Containers manufacturing	Direct materials	27,481,952	73.77%	40,594,307	77.31%	(3.54%)
Road transportation vehicles	Direct materials	13,870,488	81.73%	14,360,515	81.73%	—
Offshore engineering	Direct materials	8,788,285	57.52%	9,061,531	60.22%	(2.70%)

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(6) Changes in the Consolidation Scope during the Reporting Period

☒ Yes ☐ No

During the Reporting Period, for details of the change of the consolidation scope of the Group, please refer to note VI to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(7) Information of Significant Changes or Adjustments of Businesses, Products or Services of the Company during the Reporting Period

☐ Applicable ☒ Not Applicable

(8) Information on the Major Customers and Major Suppliers

During the Reporting Period, the aggregate purchase attributable to the top five largest suppliers of the Group was less than 30% of the Group's total purchase, the aggregate revenue derived from the top five largest customers was less than 30% of the Group's total sales.

Information on the major customers of the Company

Total sales amount of the top five customers (Unit: RMB thousand)	18,966,094
% of the total sales amount of the top five customers in the annual total sales amount	12.12%
% of the total sales amount of related parties among the top five customers in the annual total sales amount	—

Information on the top five customers of the Company

☒ Applicable ☐ Not Applicable

Unit: RMB thousand

No.	Name of customer	Sales amount	% of the annual total sales amount
1	Customer A	5,889,232	3.76%
2	Customer B	3,879,529	2.48%
3	Customer C	3,502,443	2.24%
4	Customer D	2,865,359	1.83%
5	Customer E	2,829,531	1.81%
Total		18,966,094	12.12%

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Other information on the major customers

☐ Applicable ☒ Not Applicable

There was no relationship between the Company and the top five customers, and the Directors and their associates, senior management, core technicians, Shareholders holding more than 5% of shares, de facto controller and other related parties of the Company did not directly or indirectly own interests in the major customers.

Information on the major suppliers of the Company

Total purchase amount of the top five suppliers (Unit: RMB thousand)	24,866,938
% of the total purchase amount of the top five suppliers in the annual total purchase amount	18.13%
% of the total purchase amount of related parties among the top five suppliers in the annual total purchase amount	—

Information on the top five suppliers of the Company

☒ Applicable ☐ Not Applicable

Unit: RMB thousand

No.	Name of supplier	Purchase Amount	% of the annual total purchase amount
1	Supplier A	10,468,335	7.63%
2	Supplier B	5,427,574	3.96%
3	Supplier C	4,950,669	3.61%
4	Supplier D	2,144,289	1.56%
5	Supplier E	1,876,071	1.37%
Total		24,866,938	18.13%

Other information on the major suppliers

☐ Applicable ☒ Not Applicable

There was no relationship between the Company and the top five suppliers, and the Directors and their associates, senior management, core technicians, Shareholders holding more than 5% of shares, de facto controller and other related parties of the Company did not directly or indirectly own interests in the major suppliers.

Trade-related revenue exceeding 10% of the total revenue during the Reporting Period

☐ Applicable ☒ Not Applicable

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

2. Expenses

Unit: RMB thousand

	2025	2024	Year-on-year Change
Selling and distribution expenses	2,706,853	2,627,870	3.01%
General and administrative expenses	6,319,429	6,955,039	(9.14%)
Research and development expenses	2,787,780	2,709,107	2.90%
Financial expenses	2,033,323	1,364,876	48.97%
Income tax expenses	1,478,685	2,400,090	(38.39%)

Description for significant changes: Income tax expense decreased by 38.39% year-on-year, mainly due to the decrease in total profit for the current year as compared with the same period last year; financial expenses increased by 48.97% year-on-year, primarily attributable to the exchange loss incurred in the current year versus the exchange gain recognised in the previous year. For details, please refer to “(XI) Exchange Rate Fluctuation Risk and Relevant Hedge” of “V. Analysis of Financial Data” of this chapter.

For details of selling and distribution expenses, general and administrative expenses, research and development expenses, financial expenses and income tax expenses of the Group during the Reporting Period, please refer to note V. 51, 52, 53, 54, and 64 to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor’s Report Thereon” in this Report.

3. Scientific and Technological R&D Capability and R&D Investment

• R&D Capability

After more than 40 years of development, the Group has consistently rooted itself in the construction of underlying capabilities in the logistics and energy sectors. This has not only built a solid moat for the Group’s core businesses but also provided a rapid foothold for pivoting into new tracks and empowering new growth. The Group’s five underlying core competencies include:

Deep understanding of steel structure manufacturing technology for mechanical equipment products, which enables the migration of precision and reliability from industrial manufacturing to broader construction scenarios. In 2025, the Modular Building business under the Group participated in the LegCo Complex project, breaking through traditional renovation and expansion paradigms, and successfully entered the high-end market in the Middle East, securing orders and exporting new standards of “CIMC Construction” to the world. In the field of modular data centers, following the high-quality delivery of the Malaysia project, the Group again delivered the Osaka modular data center project in Japan in 2025, achieving new breakthroughs in serving the global computing power market.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Understanding of temperature and pressure control for cryogenic and high-pressure vessel products, leveraging the advantages of core technological barriers, to serve more stringent application scenarios. During the year, the Group achieved a series of breakthroughs in “national firsts”: the first cryogenic liquid ammonia transport vehicle in China was applied to a green ammonia project for the first time, and the first 30MPa hydrogen transport vehicle in China was successfully put into operation. Meanwhile, by virtue of its leading storage and transportation technologies for ultra-low temperatures (including liquid hydrogen at -252.87℃, etc.) and ultra-high pressures (up to 103MPa), as well as its advanced precision welding technology and high cleanliness of equipment inner walls and pipelines, the Group not only meets chemical industry standards but also achieves aerospace-grade purity requirements, serving key frontier fields.

Continuous accumulation of core competencies in deep-sea equipment, allowing CIMC to transition from shallow seas to deep seas and pluck the “pearl of the crown” of the offshore engineering field. Through the integration of full-process technology covering everything from the design source to engineering implementation, coupled with one-stop delivery capabilities and the advantages of a global supply chain system, the Group’s influence in the field of high-end offshore engineering equipment has continued to rise. During the year, CIMC Raffles completed and delivered 2 newbuild FPSOs and 1 FPU reconstruction and commissioning with high quality, further enhancing its market competitiveness in the field of high-end oil and gas equipment.

R&D and manufacturing capabilities for intelligent equipment products help expand efficiency boundaries and empower traditional industries to transform through “intelligence.” In the airport facilities field, CIMC TianDa delivered an intelligent unmanned docking system, enhancing the intelligence level of airports in China. In the welding field, CIMC FSAI independently developed core components for robots, granting welding robots high-precision visual recognition and rapid decision-making capabilities. In the energy and chemical field, CIMC Enric applied intelligent monitoring, digital twin design, and intelligent manufacturing technologies to achieve digital and intelligent life-cycle management of energy and chemical equipment.

EPC general contracting capabilities for complex equipment and systems migrate the Group’s engineering experience in equipment and system integration to more complex industrial transformation scenarios. From the first mass-production bio-methanol project in China to the 100% conversion project of coke oven gas, the Group has driven the transformation of traditional high-energy-consuming industries. While creating value for customers, it also continues to assist in the construction of industrial ecosystems for hydrogen energy, LNG, and green methanol, achieving the switch to and replacement with green energy.

Focusing on these five core capabilities, while fortifying the Group’s advantages in core businesses, it also helps the Group gain continuous new momentum for development and keenly capture and seize frontier development opportunities.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- **R&D Investment**

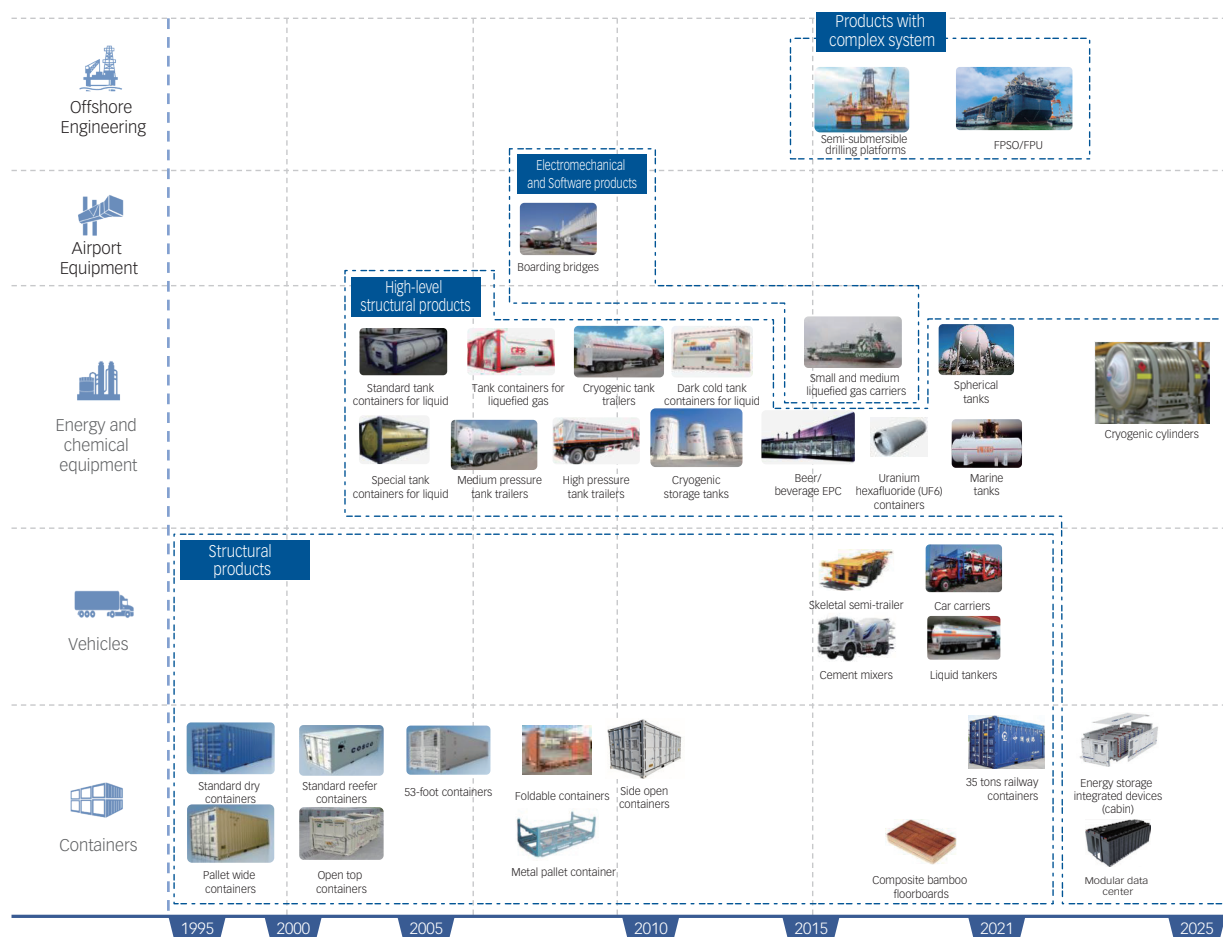
CIMC Group focuses on the four high-quality characteristics of “excellent products, outstanding brands, leading innovation and modern governance,” upholding the core value of “exploration and innovation,” and placing scientific and technological innovation at the core of the Group’s overall development. It consistently adheres to the industrial development positioning of “the country has needs, the industry has pain points and CIMC has advantages,” and with the philosophy of “Global Operation, Local Wisdom,” has constructed a championship product innovation and development system of “small specialised teams with comprehensive platform support, and open innovation.” With the goal of creating a championship product cluster, the Group formulates medium- to long-term scientific and technological development strategies, optimises technical R&D systems, innovation mechanisms and platforms, strengthens technological innovation and digital construction, promotes intelligent manufacturing, smart products and platform services, and fortifies CIMC’s core competitiveness in various business fields through technological innovation and product upgrades.

In 2025, the Group further intensified its R&D investment. During the Reporting Period, the Group’s R&D investment amounted to RMB2,789,079 thousand, accounting for 1.78% of its operating revenue; 1,082 new patent applications were filed (including 322 invention patent applications), and the Group maintained a total of 6,684 valid patents. The three patents which won the 25th China Patent Award in 2024 (Fluidization System for Powder and Particle Material Transportation Vehicle and Powder and Particle Material Transportation Vehicle, Connection Mechanism and Foldable Container Therewith, and Braking Device and Boarding Bridge, respectively) were officially announced on the website of the China National Intellectual Property Administration on 5 June 2025.

Through continuous technological innovation and R&D investment, the Group has achieved international leading production technologies or processes in multiple niche product segments. It has strengthened its moat advantages across technology, brand and market dimensions, representing a high level of development and market strength in its respective product segments. As at the end of 2025, CIMC Group has possessed 33 star products.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

CIMC's Existing Star Product Layout



CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

As at the end of 2025, the 9 items of **National Single-Discipline Champion Enterprises (Products)** in the Manufacturing Industry recognised by the Ministry of Industry and Information Technology (MIIT) are as follows:

Existing (as at the beginning of the Reporting Period)

CIMC Container (Group) Co., Ltd.	Nantong CIMC Special Transportation Equipment Manufacture Co., Ltd.	Qingdao CIMC Reefer Container Manufacture Co., Ltd.	Yantai CIMC Raffles Offshore Ltd.
CIMC Safeway Technologies Co., Ltd.	Boarding Bridge (Shenzhen CIMC – TianDa Airport Support Co., Ltd.)	Cargo trailers and semi-trailers (CIMC Vehicles (Group) Co., Ltd.)	Pressure vessel for low-pressure liquefied gas storage and transportation (Jingmen Hongtu Special Aircraft Manufacturing Co., Ltd.)

Newly added during the Reporting Period

Dalian CIMC Special Logistics Equipment Co., Ltd. **(newly added in 2025)**

During the Reporting Period, Dalian CIMC Special Logistics Equipment Co., Ltd. was successfully selected as a National Single-Discipline Champion Enterprise (Product) in the Manufacturing Industry recognised by the MIIT by virtue of its leading position and innovation strength in the niche product segments of multimodal transport railway bulk containers.

CHAPTER IV
REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

By driving relentless innovation and technological advancement, the Group has elevated its product value and international standing, with many products and technologies evolving from “Made in China” to “Innovated in China”. The Group’s representative achievements in 2025 include the followings:

Product/Technology	Highlight/Milestone
Offshore wind power installation vessel 	In January 2025, BOREAS, the world’s largest and latest-generation offshore wind power installation vessel, was delivered, demonstrating the robust capabilities and global competitiveness of China’s high-end offshore equipment manufacturing. With a maximum lifting capacity of 55,000 tons and a main crane lifting capacity of 3,310 tons, both ranking first among similar products, it can install 25MW offshore wind turbines.
30MPa hydrogen tube bundle trailer 	In March 2025, the first 30MPa hydrogen tube bundle trailer in China was put into operation in Beijing, marking a key leap for China’s hydrogen transportation from 20MPa to 30MPa. The hydrogen transport capacity per unit can reach 650kg, effectively promoting the commercialization process of hydrogen energy.
Intelligent unmanned docking system 	In July 2025, the world’s first batch of intelligent unmanned docking systems was fully put into operation at Lanzhou Airport, with all 86 boarding bridges at the airport achieving unmanned operations. Docking with aircraft can be completed remotely with one click, improving operational efficiency by 65%, which will further enhance the intelligence level of airports in China.
TDI hazardous goods railway tank container 	In August 2025, the first TDI hazardous goods railway tank container in China, jointly developed by CIMC and external partners, successfully passed static strength tests and impact tests, promoting the process of “shifting from road to rail” for hazardous chemical transportation in China. The 20-foot TDI tank container passed the 30-ton static strength and 8km/h impact tests, achieving recyclable transportation.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Product/Technology	Highlight/Milestone
LNG dual-fuel car carrier 	In November 2025, China's first car carrier complying with new international standards for new energy vehicle maritime transport was completed in Yantai, Shandong, providing a safety model for international maritime transport of new energy vehicles. "NOCC PACIFIC", a 7,000-CEU LNG dual-fuel car carrier, has a total length of nearly 200 meters and a design speed of 19 knots, achieving zero emissions during port operations.
100% conversion project of coke oven gas 	In November 2025, the first 100% conversion project of coke oven gas in China , jointly built by CIMC, was launched , opening up a new path for the green and low-carbon development of the steel industry. It can produce approximately 140,000 tons of LNG and 73,000 tons of synthetic ammonia, reducing CO ₂ emissions in the steel industry by over 400,000 tons per year.
Bio-methanol project 	In December 2025, the first mass-production bio-methanol project in China was fully operational , providing a practical deep decarbonization solution for the global shipping industry. The first phase, with an annual output of 50,000 tons of green methanol, features advantages such as strong raw material adaptability, high operational flexibility, and high process integration, with a life-cycle carbon reduction rate exceeding 85%.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

During the Reporting Period, the Group and its subsidiaries were recognised with a number of industry awards and authoritative certifications:

Project/Product Name	Awards/Certifications
High-performance welding manufacturing and service safety evaluation technology for large deep-water structures under extreme marine conditions	First prize of Tianjin Science and Technology Progress Award
Key technologies and applications of high-performance welding and evaluation for offshore engineering structures under extreme conditions	First prize of the China Association for Promoting Cooperation between Industries, Universities, and Research Institutes
Key technologies and equipment for welding of deep-sea platforms under extreme conditions	First prize of Science and Technology Progress Award of China Machinery Industry
Key technologies and equipment for precision logistics preservation of agricultural products	First prize of National Scientific and Technological Achievement Award of the Ministry of Education
Development and engineering application of green large-scale integrated offshore wind power installation vessel under high sea conditions	Special prize of Shandong Science and Technology Progress Award
Creation and application of large-scale aquaculture facilities and intelligent equipment in deep and far sea	First prize of Shandong Science and Technology Progress Award
Key technologies and applications of high-mobility liquid-cooled energy storage integrated equipment	Second prize of Jiangsu Science and Technology Progress Award
Development and application of special operation and maintenance robots for ship and offshore engineering structures	Second prize of Shanghai Science and Technology Progress Award
Key technology R&D and industrialization of high-end hydrogen energy storage and transportation equipment	Second prize of Hebei Science and Technology Progress Award
Independent R&D and industrialization of large-scale deep and far sea aquaculture equipment	Second prize of Science and Technology Progress Award of the Ministry of Education
Research on key technologies of silver molecular sieve special getter and its application in cryogenic equipment	Third prize of Jiangsu Science and Technology Progress Award
40-foot liquid helium tank container	First Unit (Set) Product of Jiangsu Province; "Top Ten Achievements in Helium Industry Chain" of China Industrial Gases Industry Association

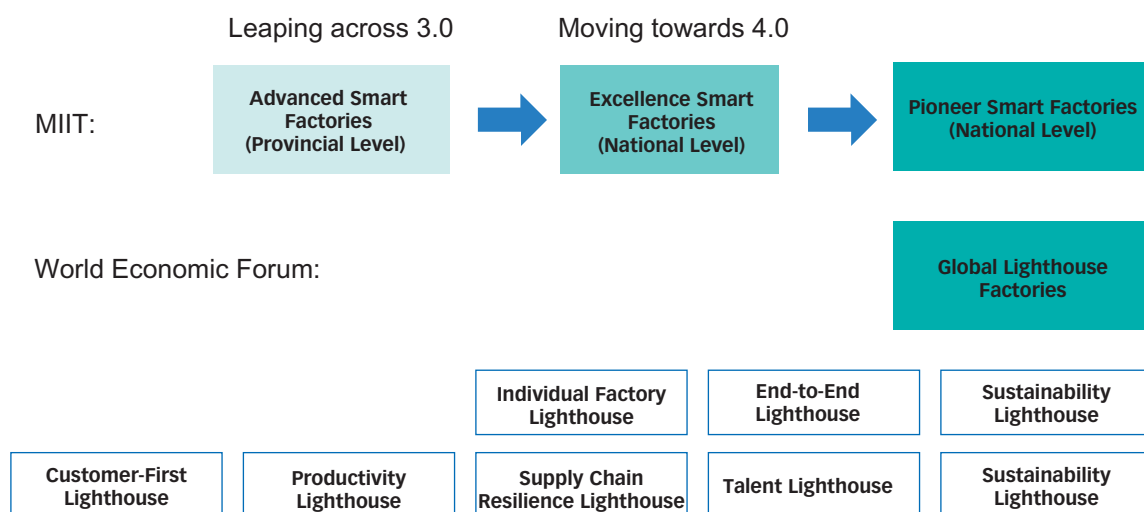
CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

- Progress in integration of industrialisation and digitalisation

There are no outdated traditional industries, only outdated industrial traditions. Since 2018, the Group has actively been promoting the deep integration of industrialisation and digitalisation and advancing intelligent manufacturing through cutting-edge technologies including industrial IoT, cloud computing, big data and 5G, with the focus on building digital demonstration enterprises as core drivers to empower manufacturing transformation and green development. As at the end of 2025, 26 of the Group's subsidiaries achieved provincial-level intelligent manufacturing or digital factory standard. Notably, among the core enterprises (subsidiaries with significant revenue and champion/star products), 19 have been recognised as provincial-level intelligent manufacturing factories, accounting for more than half of the core enterprises, reaching 70%.

These core enterprises are marching towards the vision of National Pioneer Smart Factories (National Level) and Global Lighthouse Factories through a development pathway of Advanced Smart Factories (Provincial Level) and Excellence Smart Factories (National Level).



CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

At the beginning of 2025, CIMC Safeway was recognized as one of the first batch of National Excellence Smart Factories by the MIIT. In September 2025, the Group added another National Excellence Smart Factory – Ningbo CIMC. The successive selection of these two enterprises is not only a high recognition of CIMC Group's achievements in the field of intelligent manufacturing, but also provides good guidance and demonstration for the Group and even the entire industry, as follows:

Title/Qualification	Company name	Strengths/Highlights
National Excellence Smart Factory	Ningbo CIMC Logistics Equipment Co., Ltd.	Full-scale data collection achieves comprehensive interconnection of equipment, continuously improving Overall Equipment Effectiveness (OEE); the application of 7 intelligent innovation technologies has reduced the welding defect rate by 80% and improved maintenance efficiency by 60%; digital twin achieves full-domain coverage, driving a leap-forward improvement in production efficiency through virtual-real linkage and simulation optimization.
First batch of National Excellence Smart Factories by the MIIT	CIMC Safeway Technologies Co., Ltd.	Applying advanced technologies such as 5G, IoT, cloud computing, and digital twin to innovate in multiple stages including factory planning and construction, product R&D and design, production planning and management, and operation management, resulting in significantly shortened lead time, improved inspection efficiency and first-pass assemble qualification rate, and decreased comprehensive operational costs.

As at the end of the Reporting Period, the Group had a total of 8 enterprises in the List of 5G Factories of MIIT (Ningbo CIMC Logistics Equipment Co., Ltd., Qingdao CIMC Reefer Container Manufacture Co., Ltd., Yangzhou CIMC Tong Hua Special Vehicles Co., Ltd., Zhangjiagang CIMC Sanctum Cryogenic Equipment Machinery Co., Ltd., Zhumadian CIMC Huajun Casting Co., Ltd., CIMC Safeway Technologies Co., Ltd., Xinhui CIMC Special Transportation Equipment Co., Ltd., and Dongguan Nanfang CIMC Logistics Equipment Manufacturing Co., Ltd.), **1 National Demonstration Plant for Intelligent Manufacturing** (Qingdao CIMC Reefer Container Manufacture Co., Ltd.), and **2 National Excellence Smart Factories** (CIMC Safeway Technologies Co., Ltd. and Ningbo CIMC Logistics Equipment Co., Ltd.).

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Since the launch of digital transformation in 2018, significant results have been achieved in the field of intelligent manufacturing. The new generation of information technology has been deeply integrated into the key stages of production and manufacturing, serving as a key enabler for improving quality and efficiency.

In 2025, “Digitalization drives new quality productive forces and promotes the improvement of human efficiency” was listed as the Group’s strategic theme, focusing on promoting the large-scale application of the new generation of information technology in business scenarios to enhance human efficiency. As of now, CIMC has incubated 111 digital employees, such as Maintenance Assistant, R&D Assistant, Meeting Minutes Assistant, and Policy Assistant, which are applied in over a hundred business scenarios.

• R&D Mechanism

In 2025, the Group further emphasized in its strategic planning that “Scientific and technological innovation is the primary and central driving force for achieving the Group’s strategic objectives, and should be playing a pivotal role in the Group’s development from the global perspective”, and remained committed to continuously enhancing independent innovation capabilities and strengthening the R&D deployment. The Group has now established a four-tier R&D system featuring coordinated division of responsibilities among the Group headquarters, business segments, business sub-segments and operating companies, built an open innovation system of “unified planning, distributed R&D, and distributed manufacturing”, adopting the integrated innovation system combining “independent innovation + collaborative R&D + strategic acquisitions”, and shaping the innovation system and platform characterized by “small specialised teams with comprehensive platform support” with distinctive CIMC characteristics, to continuously create championship products.

(1) Group and subsidiary-level R&D organisations

As at the end of 2025, the Group has secured multiple national-level or provincial-level R&D platforms and certifications, including:

2	2	1	5	6	60+
National enterprise technology centers	National engineering laboratories/ International Science and Technology Cooperation Base for Offshore Engineering	National-level Industrial Design Centers	National CNAS laboratories	Postdoctoral Research workstations	Provincial and ministerial R&D platforms
3	18	77	22	8	2
Key national “Little Giant” enterprises with the features of specialization, refinement, uniqueness and innovation	National “Little Giant” enterprises with the features of specialization, refinement, uniqueness and innovation	State-certified HighTech Enterprises	Provincial enterprises with the features of “specialization, refinement, uniqueness and innovation”	National Intellectual Property Demonstration Enterprise	National Intellectual Property Advantage Enterprise

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

The Group actively empowers its subsidiaries to deepen their development toward specialization, refinement, uniqueness and innovation, as well as high-end manufacturing. As at the end of 2025, the Group has 18 national “Little Giant” enterprises with the features of specialization, refinement, uniqueness and innovation, and 3 key national “Little Giant” enterprises with the features of specialization, refinement, uniqueness and innovation, details of which are as follows:

A total of 18 national “Little Giant” enterprises with the features of specialization, refinement, uniqueness and innovation (2 newly added in 2025)

CIMC Vehicles (Jiangmen) Co., Ltd.	Gansu CIMC Vehicles Co., Ltd.	Dalian CIMC Special Logistics Equipment Co., Ltd. (recognized as a key national “ Little Giant ” enterprises with the features of specialization, refinement, uniqueness and innovation in 2025)	Zhumadian CIMC Huajun Casting Co., Ltd.
Enric (Bengbu) Compressor Co., Ltd.	Shenzhen Qianhai Ruiji Technology Co., Ltd.	Shijiazhuang Enric Gas Equipment Co., Ltd.	Yantai Tiezhongbao Steel Processing Co., Ltd.
Sichuan Chuanxiao Fire Trucks Manufacturing Co., Ltd.	Nantong CIMC Energy Equipment Co, Ltd.	Qingdao CIMC Chuangying Composites Co., Ltd.	Yangzhou Tonglee Reefer Container Co., Ltd.
Haiyang CIMC Raffles Offshore Ltd.	CIMC Liquid Process Technologies Co., Ltd.	Zhangjiagang CIMC Sanctum Cryogenic Equipment Machinery Co., Ltd. (recognized as a key national “ Little Giant ” enterprises with the features of specialization, refinement, uniqueness and innovation in 2025)	Nantong CIMC Pacific Ocean Engineering Co., Ltd. (recognized as a key national “ Little Giant ” enterprises with the features of specialization, refinement, uniqueness and innovation in 2025)
Zhejiang CIMC Maer Fan Motor Co., Ltd. (acquired in 2025 and recognized in 2023)		CIMC Offshore Engineering Institute Research Center Co., Ltd. (newly added in 2025)	

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(2) R&D team and incentive mechanism

In addition to increasing its investment in research and development, CIMC has significantly enhanced the recruitment and training of top-tier innovative talents. The Group has vigorously promoted training programs for leading experts, product managers, and backup talents, offering resources and supports for the recruitment and development of innovative talents crucial to the Group's core businesses. A number of experts in science and technology have been recruited to expedite the buildup of our talent pool. The Group has implemented a diverse and multi-tiered incentive system to encourage organizational and employee innovation, aiming to boost its sustainable growth. CIMC has established scientific and technological innovation evaluation standards with reference to those for national enterprise technology centers, aiming to elevate the capabilities of its technology centers through benchmarking against industry-leading criteria. On the other hand, we have established a multi-tiered incentive system for innovation achievements, **integrating scientific and technological innovation with performance management and salary allocation. We have also established a diversified incentive mechanism for short, medium and long terms**, aimed at motivating our subsidiaries to engage in extensive and profound innovation activities.

As at December 2025, the Group has amassed 6,293 R&D personnel, representing a year-on-year increase of 8.99%; the total workforce was 51,541, with R&D personnel accounting for 12.21% of its total workforce.

The R&D Staff of the Company

	2025	2024	Percentage of change
Number of R&D personnel	6,293	5,774	8.99%
Number of R&D personnel as a percentage	12.21%	11.39%	7.20%
Composition of R&D personnel by education background			
Bachelor's Degree	3,615	3,598	0.47%
Master's Degree	586	573	2.27%
Composition of R&D personnel by age			
Below 30 years old	1,493	1,480	0.88%
30-40 years old	2,776	2,769	0.25%
Above 40 years old	2,024	1,525	32.72%

Reasons for and effects of significant changes in the composition of the Company's R&D personnel

☐ Applicable ☒ Not applicable

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

• Other Major Research and Development Projects

Apart from the above, other major research and development projects of the Group are set out below:

Green transition:

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
High-pressure hydrogen storage equipment	Leverage China's domestic market to develop high-performance high-pressure hydrogen storage equipment, aiming to break through technical bottlenecks in materials, processes and safety, improve hydrogen storage density and economy, support commercial applications in transportation, energy storage and other fields, and assist in hydrogen energy infrastructure construction and energy transition.	The first 30MPa hydrogen tube bundle trailer in China was officially put into operation; Type IV high-pressure hydrogen storage cylinder products obtained the Transportable Pressure Equipment Directive (TPED) certification.	Achieve localization, scale and cost advantages of key equipment, fully cover the domestic hydrogen energy storage and transportation market, and establish stable competitiveness and brand influence in the international market (especially Europe).	Drive the improvement of the standard system for high-pressure hydrogen storage equipment through demonstration applications, contributing to build a safe, efficient and low-cost hydrogen energy storage and transportation network.
Liquid Hydrogen (LH ₂) Equipment	Liquid hydrogen (LH ₂) storage offers significant advantages in purity, efficiency and safety, positioning it as a key future hydrogen storage solution. We are developing LH ₂ products like spherical storage tanks and tanker trucks to advance commercial applications.	Participated in national key special projects which passed acceptance; spherical LH ₂ storage tanks delivered; liquid hydrogen on-board cylinders completed performance testing.	Complete corporate standard review and prototype tank development, and achieve readiness for commercial deployment. The delivered commercial liquid hydrogen storage and transportation equipment, such as spherical LH ₂ storage tanks, facilitated the successful demonstration of China's first civil liquid hydrogen whole industry chain project; liquid hydrogen on-board cylinders completed performance testing, with all core indicators reaching the advanced level of the industry.	Fill a critical domestic technology gap, address the hydrogen industry's urgent demand for advanced storage and transportation equipment, and drive technological progress in cryogenic container systems.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
Cryogenic liquid ammonia transport vehicle	Addressing the demand for large-scale storage and transportation of green ammonia, independently developed the first cryogenic liquid ammonia transport vehicle, conquering key technologies such as cryogenic insulation, safety structure and material adaptation, forming domestic high-end transportation equipment capabilities, and supporting the construction of an integrated hydrogen-ammonia energy system.	The first cryogenic liquid ammonia transport vehicle in China, independently developed, was put into use in the world's largest green hydrogen-ammonia project.	Achieve independent and controllable core equipment, meeting the large-scale and long-distance transportation needs of green ammonia projects.	Establish technological leadership and market first-mover advantage in the field of cryogenic medium transportation equipment.
Alkaline Water Electrolysis Post-Treatment Systems (BOP system)	Leverage the expertise in energy equipment design and manufacturing to establish independent technological capabilities for gas-liquid separation and purification systems in water electrolysis hydrogen production.	Through joint development, providing customers with end-to-end solutions from green power to application, winning bids for separation and purification units achieved new breakthroughs in processing scale.	The purity of hydrogen treated by such purification system meets electronic-grade gas specifications, fulfilling various requirements of high-purity hydrogen applications scenarios.	Post-treatment products for water electrolysis hydrogen production are officially launched on the market, expanding the product portfolio and establishing technological and cooperation foundations for future development of hydrogen production equipment.
Bio-methanol project demonstration	To break through technical and cost bottlenecks in large-scale bio-methanol production, achieve stable mass production of bio-methanol by integrating advanced biomass gasification and efficient synthesis processes, and construct an integrated hydrogen-based energy solution covering core equipment, process packages and intelligent operations, so as to promote the industrialization of non-fossil fuels.	The first large-scale mass-production bio-methanol project in China was successfully put into operation, while providing green fuel for the methanol bunkering demonstration for vessels at Yantian Port in Shenzhen.	Achieve continuous and stable production of bio-methanol, verifying process economics, and form a replicable commercial demonstration model.	Expand the business model from single equipment to energy and chemical system integration and service extension, creating new growth points.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
Low-carbon energy station	Using natural gas or factory tail gas as input fuel, develop efficient cogeneration equipment through internal processes such as engines, generators, flue gas heat exchangers, and supplementary firing modules.	SL1500 natural gas units are in operation and running steadily; SL1000 hydrogen-rich tail gas power generation project was successfully applied in the carbon fiber industry.	Cooperate with customers and bring faster, safer, more comfortable and more economical green energy application systems to end users with innovative business models.	Align with the trend of national and global energy transition, play a role in improving economic benefits for enterprises, and provide strong support for the transformation and upgrading of regional energy structures.
Gas energy storage solutions	Based on medium-high pressure energy storage technology, achieve precise matching with project compressors and synthesis towers and stable gas delivery through automatic control systems, solve industry pain points, driving innovation in energy storage technology, and meeting the demand for integrating renewable energy into the power grid.	High-pressure nitrogen-hydrogen mixed gas storage system was successfully applied in green ammonia projects, achieving efficient and low-cost synthesis of green ammonia.	Develop full-set storage and transportation solutions for green hydrogen, ammonia and methanol projects.	Drive technological innovation to provide safer, more efficient, and more environmentally friendly gas energy storage solutions to customers, jointly advance the innovation and development of clean energy storage technologies, and contribute expertise and capabilities to the global green energy transition.
LNG-powered vessel tank-swapping mode solution	Research on LNG-powered vessel fuel tank overall replacement and bunkering mode, diversified fuel replenishment methods for LNG-powered vessels, accelerate the application of LNG in the water transport industry, and provide important support for promoting energy conservation and emission reduction in the water transport industry.	Changhang project has passed acceptance; and launched the first LNG vessel tank-swapping and energy replenishment pilot project along the Yangtze River in Jiangsu in Nantong.	Construct a brand-new clean energy supply model for vessels with the "LNG tank-swapping fuel tank container" as the carrier; and promote the demonstration of the tank-swapping mode for vessels on the Yangtze River mainline.	Accelerate the commercial promotion and application of the tank-swapping mode, and promote the sustainable development of China's inland waterway shipping.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
EV-RT pure electric engineering tractors and trailers	Explore and develop the EV-RT pure electric tractors and trailers short-chassis platform, complete the development and production of EVRT-700 rear dump semi-trailer and EVRT-mix concrete mixer semi-trailer prototypes; complete the development of H6000E bottom-mounted battery pure electric tractor jointly with SXAC.	Completed prototype design, trial production, commissioning, exhibition and application for Product Announcement, currently conducting performance and durability testing.	1. Prototype design and development meet the functional and performance requirements specified in the Product Design Specification; 2. Pass the MIIT Product Announcement in one go; 3. Electric trailer test items meet the requirements of the project test protocol, complying with the corresponding national standards for the foundation of semi-trailers; 4. Fully tap the performance of tractor and trailer, fully demonstrate the advancement of the technical route; 5. Product engineering data and drawings meet the requirements of the product design specification; 6. Apply for a total of ≥ 2 invention patents and ≥ 4 utility model patents.	1. Establish assisting semi-trailer technological barriers, enhance the technological image of CIMC Vehicles, further consolidate the leading position of CIMC Vehicles in the specialised vehicle industry; 2. Strive for more influence in the revision of GB1589 and GB7258; 3. Open up new areas, increase product value, and cultivate new profit growth areas.
EV-RT Operation Support Base	Construct the EV-RT Operation Support Base to support the trial operation, market-oriented landing and promotion of EV-RT products, and establish the 3x3 TCO framework to complete the business closed loop.	1. Completed the development, production and commissioning of the EV-BOX V1.0 prototype, and currently arranging customer trials; 2. Built EV-OFFICE and currently arranging customer trials.	1. Prototype design and development meet the functional and performance requirements specified in the Product Design Specification; 2. Product engineering data and drawings meet the requirements of the product design specification; 3. Establish basic storage and charging knowledge reserve, possessing product definition and iteration capabilities.	1. Complete the EV-RT ecosystem closed loop, supporting the trial operation, market-oriented landing and promotion of EV-RT products; 2. Leverage customer resources to promote the sale of high-value products to facilitate the electrification transformation of commercial vehicles.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
CIMC & SXAC Integrated New Energy Refrigerated Truck Development	CIMC and SXAC jointly designed and built the first truly meaningful pure electric heavy-duty refrigerated truck in China, featuring "Ultra-long Range • Smart Cold Chain, Energy Saving and Consumption Reduction • Load More and Earn More".	Prototype production completed and new product released at the Wuhan Auto Show.	1. CIMC-SXAC integratedly build the first truly meaningful pure electric heavy-duty refrigerated truck in China and launch it to the market; 2. Maximum single driving mileage up to 450km, no need for energy replenishment for medium and short distances within the province; 3. Body volume increase by 5%, the whole vehicle is about 1T lighter than competitors' products with the same configuration, offering safety and reliability, energy saving and consumption reduction; 4. Smart cold chain online monitoring system.	Seize the new track of major new energy refrigerated truck development, build integrated refrigerated trucks with OEM partners, interconnect and complement each other, jointly build a new ecosystem for high-quality development, jointly develop the market, and enhance business increment.
New pure electric concrete mixer truck development project	Jointly with OEM partners to research and develop functions such as integrated cooling for new energy chassis and upper bodies, and shared cabin control displays, to reduce vehicle costs and improve customer experience.	Completed design, trial production, testing, and trial use; now in the phase of mass sales.	1. The motor and electronic control cooling of the new energy mixer upper body leverages the motor and electronic control cooling system of the new energy chassis; 2. The upper body cabin low-voltage control display is integrated into the dashboard of the new energy chassis; 3. Reliable operation of shared cooling and control displays between the chassis and upper body, meeting the requirements of upper body operations.	1. Reduce vehicle costs, reduce material types, and enhance comprehensive product competitiveness; 2. Through shared functions with the chassis, strengthen the stickiness of R&D collaboration between the chassis and upper body; integrated development is more conducive to product upgrades and iterations.
Wind turbine cabin integrated modular project	Establish deep strategic partners with global leading wind power enterprises, enter the wind power industry, expand more incremental business, and achieve high-quality and innovative development.	Obtained mass orders.	Provide global leading wind power enterprises with modular cabin solutions covering "manufacturing integration" – "supply chain management" – "multimodal transport" – "plug-and-play". In the next 3 to 5 years, continuously provide customers with wind turbine cabin integrated modular series products, thereby cultivating new Group star products with an annual revenue of RMB0.7-1.5 billion.	It is a strategic upgrade of milestone significance, injecting strong momentum into the future development of the Yangzhou base; there are potential cooperation opportunities within the Group in fields such as wind power solutions, wind power installation vessels, modular energy storage, and green hydrogen energy equipment.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Digital-intelligent :

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
"European Champion G" series liquid tankers	By absorbing Europe's most cutting-edge tank design technology and adopting an innovative two-section tank structure, the project aims to reconstruct the value standard of the liquid tanker industry through full-value chain innovation, achieving comprehensive breakthroughs in dimensions such as safety, efficiency and environmental protection through differentiated technological breakthroughs and deep optimization of customer experience.	Achieved large-scale production and market delivery, and a certain volume of production and sales will be achieved in 2026.	1. Optimization of the front-end inclination angle of the two-section tank ultra-long conical design, reducing girth welds, optimizing stress distribution, and reducing potential leakage hazards; 2. Adopting intelligent safety systems to enhance driving stability; 3. Equipped with intelligent unloading systems to enhance unloading efficiency, reduce residues, and save annual operating costs; 4. Through three-level protection of "active safety + passive protection + intelligent monitoring", providing a new intrinsic safety solution for the logistics industry.	1. Taking "intrinsic safety, efficient operation and intelligent management" as core values, precisely fitting industry upgrade and policy compliance trends, leading demand growth in the high-end liquid tanker niche market; 2. Significantly increasing CIMC Vehicles' share in the high-end liquid tanker market, forming a differentiated competitive advantage, and promoting the optimization of overall revenue structure and profitability; 3. By establishing new benchmarks for safety, environmental protection and efficiency, promoting liquid tanker industry standard upgrades and healthy ecological development, contributing to reduce road transport safety risks, enhancing logistics efficiency, and creating dual economic and social benefits for society.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
Core product for data center infrastructure construction – Power Train Unit (PTU) development	- Promote the physical decoupling of PTUs from machine room buildings, construct a modular power distribution product system covering AC and DC scenarios, and improve the full-series integrated equipment product portfolio of data centers; - Build a factory-level testing platform, simulate actual project operating conditions, achieve pre-factory full-scenario verification, shorten the on-site commissioning cycle, improve delivery quality and deployment efficiency, and achieve plug-and-play.	- Completed the development of the first-generation AC PTU, currently promoting the iteration of the second-generation AC PTU, and simultaneously launching the R&D of DC PTU, suitable for next-generation intelligent computing centers/hyperscale data center scenarios. - The AC PTU testing platform has been built and put into use, and platform expansion and DC scenario compatibility transformation are being carried out.	- Improve the full-series prefabricated product portfolio of CIMC Digital Energy data center infrastructure, strengthen the Company's technical barriers and industry competitiveness in the field of prefabricated data centers, and support the strategic positioning of "world-leading prefabricated data center solution service provider"; - Leveraging modular integration and factory verification technologies, and relying on an efficient supply chain system, provide rapid deployment and highly reliable solutions for global data centers to empower industrial development.	Driven by the rapid development of the new generation of information technology, the Company follows the trend of the times, actively leads its own transformation, breaks the limitations of single prefabricated integrated equipment production, and moves towards a new stage as a prefabricated modular data center solution service provider.
Prefabricated cooling station product development	- Prefabricated cooling station products are one of the core products for data center infrastructure construction. By performing modular integration of chillers, pumps, plate heat exchangers, water treatment, valves and instruments and control systems, it reduces on-site installation interfaces, shortens project lead time, and improves engineering implementation quality and system reliability; - While carrying out prefabricated cooling station product development, simultaneously build a testing scenario for actual operating conditions in the factory to simulate actual project operating conditions, and verify the cooling performance, hydraulic balance, linkage control, protection logic and energy efficiency levels of the cooling station system, so that the shipped products better meet project needs, reduce on-site commissioning workload, and achieve rapid deployment and high-quality delivery.	- Prefabricated cooling station products have entered the scheme design stage, optimizing the product integration architecture based on customer needs and industry standards; - The technical scheme for factory testing scenarios is in the demonstration stage, focusing on verifying system adaptability under multiple operating conditions.		

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

High-end :

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
StarVision Storm Project (星辰風暴項目)	Respond to the special rectification documents on car carriers from the three ministries; enhance CIMC's brand value; lead industry trends, and demonstrate the social responsibility of a benchmark enterprise in the industry. Phase 1: Develop fully compliant center-axle vehicle trains; create prototypes and participate in the Wuhan Auto Show; conduct appearance expansion for Product Announcement; Phase 2: Modular design, fully utilize the capacity of each factory, improve efficiency and reduce man-hours.	Phase 1: Completed prototype design and manufacturing and exhibited at the Wuhan Auto Show (received positive feedback); completed the online integration of annual vehicle models; Phase 2: Completed modular design work and currently conducting prototype manufacturing.	1. Technical Goal: Achieve full compliance of vehicles; CKD design to achieve remote production and assembly across different factories; 2. Regulatory Goal: Complete Product Announcement and compliance expansion; 3. Market Goal: Achieve mass sales.	1. Better meet market demand and enhance the competitiveness of the Company's products; 2. Modular design, improve manufacturing efficiency, and reduce manufacturing costs; 3. Enhance the Company's brand value; 4. Increase the Company's market share of car carriers, and fully utilize the capacity of each sub-factory to improve efficiency.
Research and development of center-axle refrigerated trains	Research and develop center-axle refrigerated trains for extremely cold regions, creating blockbuster refrigerated products.	Completed the design, trial production, testing, and trial use of prototypes, etc., and entered the sales promotion stage.	1. Prototype design and manufacturing completed, completed customer vehicle inspection, and met customer usage needs; 2. Pass EU product access certification requirements; 3. Refine and optimize product structure, improve product performance, and finalize product design; 4. Promote sales, and effectively coordinate, issue and implement bulk orders.	1. Raise the technical threshold for refrigerated trucks, further consolidate the leading position in the refrigerated truck industry, and guide the high-quality development of the industry; 2. Create new quality product power for refrigerated trucks, form blockbuster refrigerated products for export, and create new profit growth points.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
R&D of variable cross-section integrated forming technology for semi-trailer load-bearing main beams	1. Innovate production processes and improve efficiency: Introduce integrated forming molds, aiming to reduce production processes, reduce labor dependence and material deformation, thereby significantly improving production efficiency; 2. Solve production process pain points and improve product quality: Focus on solving problems such as paint residue pollution in KTL coating process and the inability to clean sandblasting process dead corners due to complex part design, and through design optimization, prevent deformation during processing to ensure the reliability and structural strength of final products.	Completed project design, trial production, testing, and trial use, and already put into use.	1. Product and prototype verification: Successfully manufacture semi-trailer prototypes using variable cross-section integrated forming technology for load-bearing main beams, and pass strict reliability experimental verification and loading performance tests; 2. Process scheme solidification: Form a complete set of product design specifications, process documents, and operation instructions adapted to the new production line; 3. Solve key technical difficulties: Successfully apply integrated forming molds, and solve a series of practical problems such as excessive fit clearance between OEM partners' parts and self-made parts, intelligent welding dead corner process treatment, reasonable design of KTL coating process holes, and sandblasting dead corner cleaning.	1. Improve manufacturing core competitiveness: The R&D and application of this technology will enable the Company to master key core technologies and process standards in the field of semi-trailer main beam manufacturing; 2. This project facilitates the Company consolidate and expand existing market share. Advanced production technology and excellent product power will become the "stepping stone" to acquire high-end customers and enter new markets or niche fields.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
R&D of universal precision positioning detection technology for semi-trailer chassis torsion degree	1. Improve production line detection efficiency; 2. Product compatibility and practicality.	Completed equipment design and testing, and has been officially put into operation in the final assembly workshop.	1. Rapidly detect and solve the problem of "low detection efficiency" on existing production lines; 2. After detection data is completed, the chassis is directly transferred to the next station, providing an accurate basis without affecting the forward flow of vehicles on the production line; 3. The equipment should utilize the compressed air source provided on the side of the production line to achieve lifting functions, and reduce self-weight through finite element analysis, with a target total machine weight controlled at around 50kg.	1. Effectively improve overall production efficiency and process smoothness; 2. Due to the lack of similar detection equipment in the market, the successful R&D of this project will help the Company obtain an exclusive technical solution, which will improve the level of automation and intelligence in the Company's own production stages, open up new business growth points, and enhance market competitiveness; 3. Fully demonstrate the Company's technical strength and innovation capability in the R&D, design, and production of high-end specialized parts, contributing to consolidate its position as an industry leading enterprise and a world-leading specialized vehicle R&D and parts manufacturing center.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of major R&D project	Purpose of project	Progress of project	Intended target	Expected impact on future development of the Company
Research on ultra-high strength steel lightweight side-dump chassis structure	Coordinate with steel manufacturers to research raw material application technology for ultra-high strength steel. The LTP factory independently completed the brand-new design of the 2A side-dump chassis lightweight structure, conducted finite element analysis and heavy-load testing, ultimately achieving the goal of ensuring trailer strength and reducing trailer self-weight.	Completed design, trial production, testing, and trial use, and started small-batch sales.	1. Prototype design and development meet the functional and performance requirements specified in the Product Design Specification; 2. Small-batch sales have been achieved in Henan and Anhui regions; 3. Product engineering data and drawings meet the requirements of the product design specification; 4. patents related to 2A side-dump products have been filed.	1. Improve the product quality of CIMC Vehicles, and consolidate the leading position of CIMC Vehicles in the specialised vehicle industry; 2. With the intensifying trend of trailer lightweighting, this product can become an incremental product for CIMC Vehicles in the future.
LPG large mounded tanks	To meet the stringent requirements for safety, environmental protection and intensive energy storage facilities in Europe and other places, independently developed LPG large mounded tanks, forming a new type of energy storage equipment solution with international competitiveness to replace traditional above-ground storage tanks.	Completed the development, manufacturing and station construction of 4 mounded tanks for the first European mounded tank project, and put into operation normally.	The project was successfully put into operation, fully verifying the technology and complying with European standards, forming a replicable technical capability. Create an international benchmark project, establishing brand image, and laying the foundation for subsequent expansion into European and global markets.	Breakthrough in high technical barriers, significantly improving design, manufacturing and international project management capabilities. Strengthen the brand image of international high-end energy equipment suppliers and support the Company's long-term development strategy.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Company's investment in research and development

	2025	2024	Percentage of change
Amount of R&D investments (RMB'000)	2,789,079	2,712,160	2.84%
R&D investment as a percentage of revenue	1.78%	1.53%	0.25%
Amount of R&D investments capitalised (RMB'000)	7,748	5,658	36.94%
Capitalised R&D investment as a percentage of R&D investment	0.28%	0.21%	0.07%

Note: The amount of R&D investments is based on the consolidated financial statements.

Reasons for significant changes in the proportion of total R&D investments to operating revenue as compared with the previous year

☐ Applicable ☒ Not applicable

Reasons for significant changes in the capitalisation rate of R&D investments and explanation of its reasonableness

☐ Applicable ☒ Not applicable

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

4. Cash Flows

Unit: RMB thousand

Items	2025	2024	Year-on-year change
Sub-total of cash inflows of operating activities	165,712,468	169,157,793	(2.04%)
Sub-total of cash outflows of operating activities	147,198,019	159,893,923	(7.94%)
Net cash flows generated from operating activities	18,514,449	9,263,870	99.86%
Sub-total of cash inflows of investing activities	14,207,841	17,474,053	(18.69%)
Sub-total of cash outflows of investing activities	17,974,371	24,104,342	(25.43%)
Net cash flows used in investing activities	(3,766,530)	(6,630,289)	43.19%
Sub-total of cash inflows of financing activities	38,865,743	48,178,905	(19.33%)
Sub-total of cash outflows of financing activities	49,185,549	52,422,892	(6.18%)
Net cash flows used in financing activities	(10,319,806)	(4,243,987)	(143.16%)
Net increase/(decrease) in cash and cash equivalents	3,806,354	(1,365,655)	378.72%

Description of the main reasons for a significant year-on-year change in relevant data

☒ Applicable ☐ Not applicable

During the Reporting Period, the Group's net cash flows from operating activities recorded a year-on-year increase of 99.86%, which was primarily attributable to the decrease in cash paid for purchases of goods and receiving of services in the year.

During the Reporting Period, the Group's net cash flows used in investing activities recorded a year-on-year increase of 43.19%, which was primarily attributable to the decrease in cash paid to acquire investments in the year.

During the Reporting Period, the Group's net cash flows used in financing activities recorded a year-on-year decrease of 143.16%, which was primarily attributable to the significant decrease in cash inflows of financing activities as a result of the significant decrease in cash received from borrowings and issuing bonds, as compared with a relatively small cash outflows.

Description of the reasons for the significant difference between net cash flow from operating activities and net profit for the Year of the Company during the Reporting Period

☐ Applicable ☒ Not applicable

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(II) ANALYSIS OF NON-PRINCIPAL BUSINESSES

✓ Applicable ☐ Not applicable

Unit: RMB thousand

Items	Amount	Percentage in total profit	Explanation on the formation	Sustainable or not
Asset impairment losses	(760,749)	(27.01%)	Mainly represents impairment losses on inventories, impairment losses on costs incurred to fulfil a contract and bad debt loss of advance to suppliers.	No
Credit impairment losses	(649,607)	(23.07%)	Mainly represents bad debt loss of trade receivables.	No
Investment losses	(1,409,783)	(50.06%)	Mainly represents loss from long-term equity investments under equity method.	No
Fair value losses	(31,141)	(1.11%)	Mainly represents loss arising from change of fair value of derivative financial instruments and investment properties during the period. For details of the Group's investments in derivative financial instruments during the Reporting Period, please refer to "(3) Derivatives investments" of "4. Financial asset investments" under "VI. Investment Analysis during the Reporting Period" in this chapter.	No
Non-operating income	224,281	7.96%	Mainly represents compensation income, reversal of provision and others.	No
Non-operating expenses	(249,844)	8.87%	Mainly represents losses on scrapping of fixed assets, relocation expenses and liquidation-related compensation.	No

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(III) ASSETS AND LIABILITIES

1. Significant Changes in Assets

Unit: RMB thousand

	At the end of 2025		At the end of 2024		Change (%)	Description of material changes
	Amount	% of total assets	Amount	% of total assets		
Cash at bank and on hand	24,264,404	14.55%	21,621,312	12.37%	2.18%	No material change
Notes receivables	435,518	0.26%	767,723	0.44%	(0.18%)	Decreased by 43.27% year-on-year, mainly due to the decrease in trade acceptance notes for the year
Accounts receivable	25,473,417	15.27%	31,655,818	18.11%	(2.84%)	No material change
Contract assets	9,869,274	5.92%	9,752,290	5.58%	0.34%	No material change
Inventories	18,150,466	10.88%	19,735,685	11.29%	(0.41%)	No material change
Investment properties	1,533,390	0.92%	1,351,285	0.77%	0.15%	No material change
Long-term equity investments	10,319,198	6.19%	12,016,874	6.88%	(0.69%)	No material change
Fixed assets	43,798,303	26.26%	43,919,373	25.13%	1.13%	No material change
Construction in progress	2,266,458	1.36%	1,805,982	1.03%	0.33%	No material change
Right-of-use assets	1,154,240	0.69%	1,152,130	0.66%	0.03%	No material change
Short-term borrowings	8,679,781	5.20%	11,260,716	6.44%	(1.24%)	No material change
Contract liabilities	15,293,368	9.17%	14,599,941	8.35%	0.82%	No material change
Other current liabilities	1,275,312	0.76%	959,102	0.55%	0.21%	Increased by 32.97% year-on-year, mainly due to the increase in pending output taxes for the year
Long-term borrowings	15,024,300	9.01%	19,377,598	11.09%	(2.08%)	No material change
Debentures payable	6,076,937	3.64%	4,035,642	2.31%	1.33%	Increased by 50.58% year-on-year, mainly due to the issuance of medium-term notes during the year
Derivative financial liabilities	6,785	0.00%	344,767	0.20%	(0.20%)	Decreased by 98.03% year-on-year, mainly due to the decrease in foreign exchange option contracts for the year
Lease liabilities	882,509	0.53%	869,384	0.50%	0.03%	No material change

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

The overseas assets take a relatively high proportion of total assets

☐ Applicable ☒ Not applicable

2. Assets and Liabilities Measured at Fair Value

Unit: RMB thousand

	Balance at beginning of the Year	Profit or loss arising from changes in fair value for the Year	Cumulative changes in fair value recognised in equity	Impairment provisions accrued for the Year	Balance at end of the Year
Financial assets:					
1. Financial assets held for trading	1,359,120	11,629	–	–	1,226,871
2. Derivative financial assets	11,142	(9,293)	–	–	1,849
3. Investments in other equity instruments	1,947,831	–	26,407	–	1,784,234
4. Receivables financing	1,146,071	–	–	215	1,258,113
5. Other non-current financial assets	416,495	(19,421)	–	–	409,283
Sub-total of financial assets	4,880,659	(17,085)	26,407	215	4,680,350
Investment properties	1,351,285	(10,033)	–	–	1,533,390
Total	6,231,944	(27,118)	26,407	215	6,213,740
Financial liabilities	(426,970)	(4,023)	–	–	(80,572)
Total	5,804,974	(31,141)	26,407	215	6,133,168

Whether the measurement attributes of the Company's main assets have changed significantly during the Reporting Period

☐ Yes ☒ No

3. Restricted Asset Rights as at the End of the Reporting Period (Including but Not Limited to Pledge of Assets)

As at 31 December 2025, restricted assets of the Group amounted to a total of RMB1,605.917 million (31 December 2024: RMB2,962.369 million), representing a decrease of 45.79% as compared to the same period last year, which was mainly due to the decrease in margin and statutory reserves deposited to the central bank. For details of the Group's pledge of assets, please refer to note V. 25 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

4. Fixed Assets

As at 31 December 2025, the Group's fixed assets amounted to RMB43,798.303 million (31 December 2024: RMB43,919.373 million). Changes to the fixed assets of the Group during the Reporting Period are summarised in note V. 16 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(IV) Contingent Liability

The Group's contingencies consist mainly of guarantees provided for external parties, litigation and outstanding letters of credit issued and outstanding performance guarantees issued. For details, please refer to note XIII to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(V) Reserves and Distributable Reserves

As of 31 December 2025, the reserves of the Group and the Company were RMB42,048.074 million and RMB21,789.223 million (same period last year: RMB42,333.890 million and RMB20,976.437 million), respectively, and the distributable reserves (undistributed profits) of the Company were RMB16,187.941 million (same period last year: RMB15,336.568 million). Movements in the reserves and the distributable reserves of the Group during the Reporting Period are set out in the consolidated statement of changes in shareholders' equity and the statement of changes in shareholders' equity in "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(VI) Dividend Distribution

For details of dividend distribution, please refer to "VIII. Profit Distribution and Share Capital Increase by way of Transfer from Capital Reserves of the Company" under "Part I: Corporate Governance, Environment and Society (Prepared in Accordance with PRC Securities Regulatory Requirements)" of "Chapter V Corporate Governance, Environment and Society".

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(VII) Liquidity and Capital Resources

The Group's cash at banks and on hand primarily consists of cash and bank deposits. As at 31 December 2025, the Group's cash at banks and on hand amounted to RMB24,264.404 million (31 December 2024: RMB21,621.312 million). For details, please refer to note V. 1 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

For details of the cash flow data of the Group during the Reporting Period, please refer to "4. Cash Flow" of "(I) Analysis of Principal Businesses" of "V. Analysis of Financial Data" of this chapter and notes V. 66 and 67 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon".

The Group's development funds primarily consist of cash derived from operation, bank loan and other borrowings. The Group's cash demands mainly come from production and operation, repayment of matured liability, capital expenditure, payment of interests and dividends, and other unexpected cash demands. The Group has always adopted prudent financial management policies and maintained sufficient and appropriate amount of cash on hand to repay the bank loans due and ensure the development of our businesses.

(VIII) Bank Loans and Other Borrowings

As at 31 December 2025, the Group's short-term borrowings, non-current borrowings due within one year, debentures payable due within one year, super & short-term commercial papers, long-term borrowings and debentures payable in aggregate amounted to RMB34,357.895 million (31 December 2024: RMB39,125.524 million).

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Unit: RMB thousand

	As at 31 December 2025	As at 31 December 2024
Short-term borrowings	8,679,781	11,260,716
Non-current borrowings due within one year	4,071,055	3,440,969
Debentures payable due within one year	–	507,583
Other current liabilities – super & short-term commercial papers	505,822	503,016
Long-term borrowings	15,024,300	19,377,598
Debentures payable	6,076,937	4,035,642
Total	34,357,895	39,125,524

In 2025, the interest capitalised by the Group was RMB1.467 million (2024: RMB7.429 million).

The Group's bank borrowings are mainly denominated in RMB and Hong Kong dollars, with the interest payments computed using fixed rates and floating rates. As at 31 December 2025, the Group's long-term interest-bearing debts were mainly HKD-denominated contracts with floating rate amounting to HKD5,500 million (31 December 2024: HKD5,500 million). The interest rate range of the Group's short-term borrowings is 0.84% to 5.00% (31 December 2024: 1.30% to 6.35%), and the interest rate range of long-term borrowings is 1.20% to 6.08% (31 December 2024: 1.20% to 4.25%). As at the end of the Reporting Period, the Group's fixed rate bank borrowings amounted to approximately RMB3,251.346 million (31 December 2024: approximately RMB16,368.934 million). The long-term borrowings are mainly matured within five years. There is no seasonal feature in respect of the Group's need for borrowing, which is mainly based on the Group's capital and business needs.

The Group's issued debentures are mainly denominated in RMB, with the interest payments computed using fixed rates. As at 31 December 2025, the outstanding balance of fixed-rate debentures issued by the Group amounted to RMB6,076.937 million (31 December 2024: RMB4,035.642 million), with maturity dates mainly spreading over one to five years.

Details of bank loans and other borrowings of the Group as at 31 December 2025 are set out in notes V. 26, 35, 36, 37, 38 and note VIII. 3 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" and "Chapter VIII Bonds" in this Report. During the Reporting Period, the Group did not have any overdue borrowings.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(IX) Other Equity Instruments

As at 31 December 2025, the Group's other equity instruments amounted to RMB4,064.133 million (31 December 2024: RMB4,093.019 million), representing a decrease of 0.71% as compared with the end of the previous year, mainly due to the Group's issuance and repayment of partial perpetual bonds during the period. For details of other equity instruments of the Group during the Reporting Period, please refer to note V. 43 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(X) Capital Structure

The Group's capital structure consists of equity interest attributable to shareholders and liabilities. As at 31 December 2025, the Group's equity interest attributable to shareholders amounted to RMB66,810.845 million (31 December 2024: RMB68,019.802 million), total liabilities amounted to RMB99,984.655 million (31 December 2024: RMB106,732.434 million) and total assets amounted to RMB166,795.500 million (31 December 2024: RMB174,752.236 million). For the significant changes in the Group's assets and liabilities during the Reporting Period, please refer to "(III) Assets and Liabilities" of "V. Analysis of Financial Data" of this chapter.

As at 31 December 2025, the Group's gearing ratio was 60% (31 December 2024: 61%). The Group is committed to maintaining an appropriate combination of equity and debt in order to maintain an effective capital structure and provide maximum returns for shareholders of the Company. (Note: the gearing ratio is calculated based on the Group's total debts divided by its total assets as at the respective dates.)

(XI) Exchange Rate Fluctuation Risk and Relevant Hedge

In 2025, the Group's foreign exchange exposure to currency fluctuations primarily consisted of an average monthly USD/RMB exposure of nearly USD5 billion, an average monthly EUR/USD exposure of nearly USD300 million and minor exposures in other currencies. All exposures arose from the Group's actual foreign currency revenues and financing activities. During 2025, upward pressure on the RMB steadily increased, with RMB appreciating by nearly 4.2% against the USD in the open market. This resulted in foreign exchange losses on the Group's USD-denominated assets and revenues. Meanwhile, the US-China interest rate spreads kept the cost of hedging USD conversions high, presenting the Group's foreign exchange risk management with the dual challenge of balancing costs and risks.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Against this backdrop, the Group navigated the cost-risk trade-off with a core focus on protecting operating profits. The Group prudently executed derivative hedging transactions, actively accelerated our USD cash conversions, and continued to optimize our end-to-end foreign exchange risk management framework. By strengthening closed-loop management from front-end business operations to back-end financial controls, the Group aimed to smooth out and mitigate the unpredictable impacts of foreign exchange volatility on the Group's operating results.

In 2025, the Group recorded foreign exchange losses of approximately RMB1.111 billion, primarily driven by foreign exchange losses on USD-denominated assets and revenues amid the RMB's appreciation. Through proactive currency conversions during the year, the Group's average USD settlement rate outperformed the annual market average, realizing a net gain on USD conversions. Besides, by capitalizing on the relatively higher interest rates of USD assets, the Group generated an estimated RMB830 million in interest spread income from deposits and financing. The Group's foreign exchange hedging derivatives incurred a loss of approximately RMB143 million in 2025, primarily from hedging transactions initiated early in the year on certain EUR/USD exposure. The combined profit and loss on the Group's EUR exposures and hedging instruments yielded a net gain throughout the year, mainly thanks to flexible adjustments to subsequent hedging trades and the appreciating trend of the Euro.

For details of the foreign exchange hedging contracts held by the Group during the Reporting Period, please refer to "(3) Derivatives investments" of "4. Financial asset investments" under "VI. Investment Analysis during the Reporting Period" in this chapter and notes V. 3, 13 and 41 and VIII. 4 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(XII) Credit Risk

The Group's exposures to credit risk are mainly attributable to notes receivables, accounts receivable, receivables financing, other receivables and contract assets. Except for the financial guarantees given by the Group as set out in note XIII to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report, the Group does not provide any other guarantees which would expose the Group to credit risk. Management will monitor these credit risk exposures on an ongoing basis. For details, please refer to note VIII. 1 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

(XIII) Capital Commitments

As at 31 December 2025, the Group had capital expenditure commitments of approximately RMB119.669 million (31 December 2024: RMB290.088 million), which was mainly used for fixed assets purchase contracts. Please refer to note XIII. 1 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

VI. INVESTMENT ANALYSIS DURING THE REPORTING PERIOD**1. General information**

☒ Applicable ☐ Not Applicable

Unit: RMB thousand

Investment amount in the Reporting Period	Investment amount in the same period of last year	Change
645,466	567,766	13.69%

2. Material equity investments during the Reporting Period

☐ Applicable ☒ Not Applicable

3. Material non-equity investments in progress during the Reporting Period

☐ Applicable ☒ Not Applicable

As at the end of the Reporting Period, the project remains under construction and has not yet been completed or carried forward, with the relevant project contract value exceeding RMB200 million.

☒ Yes ☐ No ☐ Not applicable

For details, please refer to note V. 10 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

CHAPTER IV

(1) Securities investments

✓Applicable ☐ Not Applicable

Unit: RMB thousand

[illegible]

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(2) Other listed company equities held

Unit: RMB thousand

Stock code	Abbreviation of stock name	Initial investment amount	Number of shares held (thousand shares)	Percentage of shareholding (%)	Closing carrying amount	Profit or loss during the Reporting Period	Change in equity during the Reporting Period	Classification in accounting	Source of shareholding
ASX: OEL	Otto Energy	13,480	13,521	0.36%	246	-	(368)	Other equity instrument investments	Share acquisition
HKEX: 00697	Shoucheng	81,641	-	0.00%	-	5,069	(21,294)	Other equity instrument investments	Share acquisition
HKEX: 206	CMIC Ocean	204,326	185,600	5.72%	43,339	1,710	12,773	Other equity instrument investments	Share acquisition
STAR Market: 688315	Novogene	13,244	-	0.00%	-	3,351	-	Financial assets held for trading	Share acquisition
SZSE: 001213	CRSCL	161,563	40,000	0.90%	162,000	3,240	(4,800)	Other equity instrument investments	Share acquisition
Total		474,254			205,585	13,370	(13,689)		

(3) Derivatives investments

☒ Applicable ☐ Not Applicable

Derivatives investments for the purpose of hedging during the Reporting Period

Unit: RMB thousand

Type of derivatives investment	Initial investment amount	Amount at the beginning of the Reporting Period	Profit or loss arising from changes in fair value for the Period	Cumulative changes in fair value recognised in equity	Purchase during the Reporting Period	Sale during the Reporting Period	Amount at the end of the Reporting Period	Proportion of investment amount at the end of the Reporting Period to the net assets of the Company at the end of the Reporting Period
Foreign exchange forward contracts	-	3,709,761	(22,276)	-	-	-	516,807	1.03%
Foreign exchange option contracts	-	24,591,621	4,876	-	-	-	419,484	0.83%
Interest rate swap contracts	-	1,823,850	458	-	-	-	1,747,850	3.47%
Currency swap contracts	-	940,900	5,045	-	-	-	-	0.00%
Total	-	31,066,132	(11,897)	-	-	-	2,684,141	5.33%

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Explanations on the accounting policies and specific accounting principles on the hedging business for the Reporting Period as well as whether there are any significant changes compared with those for the last reporting period	No
Explanations on the actual profit or loss during the Reporting Period	During the Reporting Period, the Group's losses arising from changes in fair values of the derivative financial instruments were RMB11.897 million, investment losses were RMB130.524 million, which were RMB142.421 million in total. In particular, during the Reporting Period, the Group recorded net losses of RMB143.088 million from foreign exchange related derivatives investment activities, which constituted most of the total losses from derivative financial instruments. Besides, exchange losses of RMB1,111.497 million were recorded during the current period, mainly due to the USD exposure of the Group arising from the appreciation of RMB. The derivative investments and foreign exchange gains or losses included in the aforementioned hedging activities incurred a net loss of RMB1,254.585 million. During the Reporting Period, the Group adhered to the value-preserving principle, constantly optimized its foreign exchange management mechanisms and the level of refined management, and enhanced the flexibility and effectiveness of its strategies.
Explanation on hedging effect	In general, the foreign exchange derivatives hedging business of the Group has followed the value-preserving principle, and speculative transactions have been prohibited. In 2025, exposure to the USD/RMB exchange rate faced a dual challenge of elevated hedging costs and emerging appreciation pressure on RMB. In response, the Group prudently conducted hedging activities in relation to its USD/RMB exposure. In 2025, hedging activities were primarily carried out for EUR/USD exposure. Following hedging management, the overall EUR/USD exposure resulted in a net gain.
Source of funds for derivatives investments	Self-owned funds.
Risk analysis and explanations on risk control measures for positions in derivatives during the Reporting Period (including but not limited to market risk, liquidity risk, credit risk, operation risk and legal risk etc.)	As at 31 December June 2025, the derivative financial instruments held by the Group were mainly foreign exchange forward contracts, foreign exchange option contracts and interest rate swap contracts. The risks carried by foreign exchange forwards and foreign exchange option were connected with the market risks relating to exchange rates and the Group's cash flow certainty of foreign currency revenues in the future. The risks of interest rate swap contracts were closely related to the fluctuations of interest rate. The Group's control measures on the derivative financial instruments were mainly reflected in: based on the actual business background and needs of the Group's operations, the Group adhered to the fundamental principles of risk neutrality and hedging and prohibited speculative transaction; as for derivatives transactions, the Group formulated rigorous internal approval systems and business operational processes, and clarified the approval and authorisation procedures for all levels involved, so as to control the associated risks.
Changes in market prices or product fair values of derivatives invested during the Reporting Period, where specific methods and relevant assumptions and parameters used shall be disclosed in the analysis of fair values of derivatives	From January to December 2025, the Group's loss arising from changes in fair values of the derivative financial instruments was RMB11.897 million. Fair values of the derivative financial instruments of the Group were determined based on quoted market price of external financial institutions.
Litigation case (if applicable)	None
Disclosure date of announcement in relation to the consideration and approval of derivative investments by the Board (if any)	27 March 2025
Disclosure date of announcement in relation to the consideration and approval of derivative investments by the Shareholders' general meeting (if any)	15 May 2025

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Derivative investments for the purpose of speculation during the Reporting Period

☐ Applicable ☒ Not Applicable

The Company did not have any derivatives investments for the purpose of speculation during the Reporting Period.

5. Use of Raised Proceeds

☐ Applicable ☒ Not Applicable

The Company did not use the raised proceeds during the Reporting Period.

6. Future Plans for Significant Investments, Expected Source of Funding, Capital Expenditure and Financial Plan

The operating and capital expenditures of the Group are mainly financed by our own fund and external financing. Concurrently, the Group will take a prudent attitude in order to enhance its future operating cash flow. According to the changes in economic situation and operating environment, as well as the needs of the Group's strategic upgrade and business development, the capital expenditure of the Group is expected to be approximately RMB3.45 billion in 2026, mainly used for equity acquisition and the acquisition of fixed assets, intangible assets and other long-term assets etc. The Group will continue to consider various types of financing arrangements.

VII. SIGNIFICANT INVESTMENTS AND MAJOR ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (INCLUDING DISPOSAL OF SUBSTANTIAL ASSETS AND EQUITY INTERESTS)

1. Disposal of Substantial Assets

☐ Applicable ☒ Not Applicable

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

2. Disposal of Substantial Equity Interests

☐ Applicable ☒ Not Applicable

During the Reporting Period, the Group did not have any significant investment, major acquisition or disposal of subsidiaries, associated companies and joint ventures which accounted for 5% or more of the total assets of the Company at the balance sheet date. For details, please refer to note V. 14 and note VI to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor’s Report Thereon” in this Report.

VIII. ANALYSIS OF PRINCIPAL SUBSIDIARIES AND ASSOCIATES

☒ Applicable ☐ Not Applicable

Please refer to the relevant information contained in “II. Review of the Principal Businesses during the Reporting Period” under “Chapter IV Report of the Board and Management Discussion and Analysis” of this Report for the details of operations of principal subsidiaries. For details of the subsidiaries, joint ventures and associates of the Group during the Reporting Period, please refer to note V. 14 and note VI. to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor’s Report Thereon” in this Report.

Subsidiaries or associates contributing to more than 10% of the Company’s net profits

Unit: RMB thousand

Name of company	Type of company	Principal business	Registered capital/ share capital	Total assets	Net assets	Revenue	Operating profit	Net profit
CIMC Container (Group) Co., Ltd. (Note 3)	Subsidiary	Mainly engaged in manufacturing and sale of containers	6,634,024	38,520,595	21,224,117	43,008,947	1,718,059	1,518,825
CIMC Enric (Note 2)	Subsidiary	Energy, chemical and liquid food equipment business	18,540	32,181,887	13,786,610	26,325,942	1,441,644 (Note 3)	1,171,591

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Name of company	Type of company	Principal business	Registered capital/ share capital	Total assets	Net assets	Revenue	Operating profit	Net profit
CIMC Raffles (Note 3)	Subsidiary	Development of key supporting system of offshore engineering, manufacture and sales of offshore engineering platform equipment; manufacture and sales of deep-sea oil-drilling equipment; provision of offshore engineering design and module design services; research and development of offshore wind power-related equipment and systems; manufacture and sales of deep-sea aquaculture equipment; construction and design of vessel	5,000,000	18,721,870	5,122,956	17,772,091	1,134,875	1,108,865
CIMC Vehicles (Note 1)	Subsidiary	Road transportation vehicles	1,874,124	22,853,999	15,238,989	20,177,636	1,241,700	926,643
CIMC Wetrans (Note 3)	Subsidiary	International and domestic freight transport agents, and general and CIQ affairs	1,741,106	8,041,244	3,155,518	26,793,404	435,702	363,898
CIMC TianDa (Note 3)	Subsidiary	Airport facilities and logistics equipment, fire safety and rescue equipment business	138,284	10,715,841	3,887,860	7,619,143	292,587	263,786
Shenzhen Financial Leasing Company (Note 3)	Associate	Financing lease	1,481,377	24,337,646	4,921,953	2,059,911	531,685	370,083
CIMC Industry & City (Note 3)	Associate	Real estate	454,704	43,073,856	8,145,040	3,385,087	(2,613,379)	(2,718,230)

Note 1: The financial data for CIMC Vehicles is extracted from its annual report for 2025.

Note 2: CIMC Enric is a company listed on the Hong Kong Stock Exchange, and the financial data in the above table is extracted from its 2025 annual results announcement prepared in accordance with the Hong Kong Accounting Standards. In particular, operating profit for the Reporting Period refers to the "operating profit" in the financial statements.

Note 3: The financial data in the above table is taken from the management account.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Details on acquiring and disposing major subsidiaries during the Reporting Period

✓ Applicable ☐ Not Applicable

Name of company	Method of acquiring and disposing subsidiary	Impact on overall production and operation and performance
Zhejiang CIMC Maer Fan Motor Co., Ltd.	Cash acquisition	No significant impact
Youqi Environmental Engineering (Shanghai) Co., Ltd.	Cash acquisition	No significant impact
CIMC WETRANS MALAYSIA SDN. BHD.	Cash acquisition	No significant impact
PT CIMC WETRANS INDONESIA	Cash acquisition	No significant impact
AUK SERVICE PTY. LTD	Cash acquisition	No significant impact

IX. STRUCTURED BODY CONTROLLED BY THE COMPANY

☐ Applicable ✓ Not Applicable

X. EMPLOYEES OF THE COMPANY

1. Employees and Remuneration Policies

As at 31 December 2025, the Group's total number of employees worldwide, including contract employees, employed retirees and part-time employees and others, was 71,945 (31 December 2024: 78,776), and the Group had a total of 51,541 contract employees (31 December 2024: 50,686) across the globe. The total staff cost during the Reporting Period, including directors' remuneration and contribution to the retirement benefit schemes, amounted to approximately RMB15,311.363 million (2024: approximately RMB16,962.771 million). For details, please refer to note V. 55 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

The Group provides salary and bonus payment to its employees based on their performance, position value, qualification, experience and market conditions. Other benefits include social insurance required by the Chinese government, etc.. The Group regularly reviews its remuneration policies, including directors' remuneration payable, and strives to formulate an improved incentive and assessment mechanism based on the results of the Group and the market conditions.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

2. Number of Employees, Professional Composition and Education Background

Number of in-service employees of the Company at the end of the Reporting Period	289
Number of in-service employees of principal subsidiaries at the end of the Reporting Period	51,252
Total number of in-service employees at the end of the Reporting Period	51,541
Total number of employees who received salaries during the Reporting Period	51,541
Number of retired employees whose expense should be assumed by the Company and principal subsidiaries	331
Professional composition	
Professional composition	Number of employees
Production personnel	22,893
Management personnel	3,848
Sales personnel	4,326
Technical personnel	6,293
Financial personnel	1,540
Others	12,641
Total	51,541
Education background	
Education degree	Number of employees
PhD	42
Master	2,354
Bachelor	14,805
College	10,828
Senior high school and below	23,512
Total	51,541

As at 31 December 2025, the Group had 8,889 female regular contract employees, accounting for approximately 17.2% of the total number of our regular contract employees, while the number of our male regular contract employees was 42,652, accounting for approximately 82.8% of the total number of our regular contract employees, with which we have achieved gender diversity in our workforce.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

3. Employee Training Programme

The Company has built a multi-level and composite talent training system with its core human resources philosophy of “people-oriented and mutual business”, including: new employees training, general skills training, professional training, leadership training programme and international talent training programme. Meanwhile, the Group has also provided its employees with ample career development opportunities. The Group, based on its requirements from the strategic development on the talents, has built its employees’ career development path (such as management, engineering technology, lean, finance, audit, etc.) to conduct effective career management and clarify career development direction for its employees with a view to increasing their capabilities.

4. Labour Outsourcing

☐ Applicable ☒ Not Applicable

5. Employee Pension Scheme

The Group has provided employees with basic pension insurance arranged by local human resources and social security bureaus. The Group makes contributions to the pension insurance at the applicable rates monthly based on the amounts stipulated by the government organization. When employees retire, the local human resources and social security bureaus are responsible for the payment of the basic pension benefits to the retired employees. The amounts of pension insurance payable calculated according to the above regulations are recognised as liabilities during the accounting periods when the employees render services and are charged to profit or loss or capitalized in costs of related assets. For details, please refer to note III. 25 and note V. 55 to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor’s Report Thereon” in this Report.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

XI. OTHER MATTERS**1. Management Contract**

During the Reporting Period, the Company did not enter into any contracts concerning the management or administration of all or a significant portion of its business with any persons other than the Directors or any full-time employees of the Company, nor did any such contracts exist.

2. Repurchase, Sale or Redemption of Securities**(1) Repurchases of H Shares****First Batch H Share Repurchase:**

In response to national policy guidance and to enhance shareholder confidence, on 22 May 2025, as considered and approved at the third meeting in 2025 of the eleventh session of the Board of the Company, the plan for the repurchase of a portion of H shares by the Company pursuant to the Resolution Regarding the Request by the Board for General Mandate by the General Meeting on the Repurchase of Shares considered and approved at the annual general meeting for 2024 was approved. The total repurchase amount shall not exceed HKD500 million (inclusive). The source of capital shall be from the Company's self-owned funds or funds that satisfy the requirements of laws and regulations. The repurchased H shares under such repurchase shall be held as treasury shares, and will either be transferred (including sales on the secondary market) or cancelled within three years upon completion of the repurchase. The implementation details of the first batch H share repurchase are set out below:

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

During the Reporting Period, the Company repurchased a total of 60,700,800 H shares on the Hong Kong Stock Exchange with a total repurchase amount of HKD452,269,600 (exclusive of transaction fees). A monthly report on the first batch H share repurchase during the Reporting Period is set out below:

Repurchase month	Number of shares repurchased	Repurchase price per H share		Total amount of repurchases (HKD)
		Highest (HKD/share)	Lowest (HKD/share)	
June 2025	1,480,000	6.22	5.76	8,873,381
July 2025	7,161,100	7.86	6.30	47,367,004
September 2025	17,153,100	8.00	7.59	133,993,666
October 2025	1,232,100	7.17	7.00	8,744,791
November 2025	29,165,400	8.11	6.95	215,815,994
December 2025	4,509,100	8.71	7.89	37,474,764
Total	60,700,800	8.71	5.76	452,269,600

During the period from 1 January 2026 to the date of disclosure of this Report, the Company repurchased a total of 415,500 H shares on the Hong Kong Stock Exchange with a total repurchase amount of HKD3,598,031 (exclusive of transaction fees). As at the date of disclosure of this Report, a total of 61,116,300 H shares had been repurchased with a total repurchase amount of HKD455,867,631 (exclusive of transaction fees). These repurchased H shares are intended to be held as treasury shares.

Second Batch H Share Repurchase:

In order to further protect the interests of shareholders and enhance investors' confidence, and after taking into account the Company's financial position, future development and reasonable valuation level, on 18 December 2025, the Company convened the sixteenth meeting in 2025 of the eleventh session of the Board, at which the Company was approved to continue to use the general mandate to repurchase H shares and to allocate an additional amount of HK\$300 million (inclusive) for the second batch H share repurchase. The repurchased H shares under the repurchase will be held as treasury shares, and will either be transferred (including sales on the secondary market) or cancelled within three years upon the completion of the repurchase and disclosure of the announcement on the repurchase results. The repurchased shares may, subject to the Company's actual needs, subsequently be used for employee stock ownership schemes or equity incentives, or for the purpose of conversion of corporate bonds issued by the Company that are convertible into shares, and the Company will perform the relevant approval procedures accordingly. During the Reporting Period and as at the disclosure date of this Report, the second batch H share repurchase has not been implemented.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

(2) Repurchases of A Shares

On 29 September 2025, as considered and approved at the tenth meeting of the eleventh session of the Board in 2025, it was agreed to repurchase a portion of A shares with a total capital of not exceeding RMB500 million (inclusive) and no less than RMB300 million (inclusive), at the repurchase price of not more than RMB12.01 per share (inclusive). The share repurchase is a necessary measure to protect the value of the Company and the interests of its shareholders and all repurchased shares will be used for sale.

During the period from 9 October 2025 to 28 November 2025, the Company repurchased a total of 60,417,690 A shares by way of centralized bidding trading through its specific securities account for repurchase, at the maximum purchase price of RMB9.09 per share and the minimum purchase price of RMB7.85 per share, with the total capital amounting to RMB498,286,268.47 (exclusive of transaction fees). All the repurchased shares are currently deposited into the specific securities account for repurchase of the Company. The repurchases of A shares have been completed. A monthly report on the share repurchases above during the Reporting Period is set out below:

Repurchase month	Number of shares repurchased	Repurchase price per A share		Total amount of repurchases (RMB)
		Highest (RMB/share)	Lowest (RMB/share)	
October 2025	17,503,390	8.49	7.90	143,029,774.40
November 2025	42,914,300	9.09	7.85	355,256,494.07
Total	60,417,690	9.09	7.85	498,286,268.47

At the beginning of the Reporting Period, the Company held 24,645,550 treasury A shares. As at the end of the Reporting Period, the Company held a total of 85,063,240 treasury A shares and 60,700,800 treasury H shares. The Company will continue to treat such shares as treasury shares for the time being and has no immediate plans to use such shares for sales, transfers, employee stock ownership schemes or equity incentives.

Save as disclosed above, the Company or any of its subsidiaries did not sell any listed securities (including treasury shares) of the Company, nor did it purchase or redeem any listed securities during the 12 months ended 31 December 2025.

CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

3. Pre-emptive Rights

The Articles of Association or Chinese law had no provisions regarding pre-emptive rights under which the Company must issue new shares on a pro rata basis to existing Shareholders.

4. Tax of Holders of Listed Securities

In accordance with the provisions of the “Individual Income Tax Law of the People’s Republic of China” and its implementing regulations and Guo Shui Han No. [2011]348, as for the income from dividends and bonuses obtained by foreign resident individual shareholders from the shares issued in Hong Kong by domestic non-foreign invested enterprises, the individual income tax shall be withheld by withholding agents according to the item of “income from interest, dividends and bonuses”. The Company will withhold and remit relevant taxes in accordance with the “Notice on Issues Regarding Differentiated Individual Income Tax Policy for Dividends and Bonuses of Listed Company” (Cai Shui [2015] No. 101) jointly issued by the Ministry of Finance, the State Administration of Taxation and the CSRC, the letter entitled “Tax Arrangements of Enterprises in Mainland China on Dividend Issuance to Hong Kong Residents” issued by the Hong Kong Stock Exchange, and requirements of related laws and regulations. It is recommended that holders of H Shares of the Company may consult their tax advisors concerning the tax effects in Mainland China, Hong Kong and other regions regarding the holding and disposal of H Shares of the Company.

5. Donation

During the Reporting Period, the Group has made a total donation of RMB15.425 million (same period in 2024: RMB17.598 million).

6. Compliance with Laws and Regulations

During the Reporting Period, the Group has complied with the relevant laws and regulations that have a material impact on the Group’s operations.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

7. Permitted Indemnity Provision

During the Reporting Period and up to the date of this Report, no permitted indemnity provision which benefits the Directors or Supervisors of the Company (abolished on 7 November 2025) was in force or is currently in force (whether entered into by the Company or not), and no permitted indemnity provision which benefits the directors or supervisors of associated companies of the Company was in force or is currently in force (if entered into by the Company).

The Company has arranged appropriate liability insurance coverage for the potential legal risks faced by its Directors, Supervisors and senior management during their performance of duties.

8. Changes of Directors

During the Reporting Period, the changes of Directors of the Company are listed in “2. Changes of Directors and Senior Management of the Company” under “IV. Directors and Senior Management” of “Chapter V Corporate Governance, Environmental and Social” in this Report.

9. Sustainable Development & Environmental, Social and Governance Report

The Group published the 2024 Sustainable Development & Environmental, Social and Governance Report and the 2025 Sustainable Development & Environmental, Social and Governance Report on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 27 March 2025 and 26 March 2026 respectively.

10. Events after the Balance Sheet Date

For details of events of the Group after the balance sheet date of the Reporting Period, please refer to Note XIV to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon” in this Report.

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

XII. RECEPTION OF RESEARCH, COMMUNICATIONS AND INTERVIEWS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
January 2025	Shenzhen	Strategy conference	Institutions	2025 annual strategy conference of China Galaxy Securities	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20250205" (No. 2025-02) published by the Company on Cninfo (www.cninfo.com.cn) on 5 February 2025
February 2025	Shenzhen, CIMC's headquarter	On-site meeting, tele conference	Institutions	Huatai Securities, ChinaAMC, UBS O'Connor	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250310" (No. 2025-03) published by the Company on Cninfo (www.cninfo.com.cn) on 10 March 2025
	Beijing, Shenzhen	Strategy conference	Institutions	Strategy conferences of Haitong Securities, TF Securities, CICC Securities and Founder Securities		
1 March–20 March 2025	CIMC's headquarter	On-site meeting	Institutions	CLAMC	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250330(1)" (No. 2025-04) published by the Company on Cninfo (www.cninfo.com.cn) on 30 March 2025
	Wuhan, Shenzhen	Strategy conference	Institutions	Strategy conferences of Changjiang Securities and Huatai Securities		
28 March 2025	CIMC's headquarter	On-site meeting	Institutions	CICC	Interpretation of the Company's 2024 annual results, introduction to business highlights and 2025 business plan outlook, etc.	For details, please refer to the "Investor Relations Management Information of CIMC 20250330(2)" (No. 2025-05) published by the Company on Cninfo (www.cninfo.com.cn) on 30 March 2025
	CIMC's headquarter, RoadShowChina, P5w.net, Easy Board, Futu, RoyalFlush Info, eastmoney.com and other online platforms	On-site meeting, network platform online communication	Others	All investors		
April 2025	Shenzhen, tele conference	Strategy conference	Institutions	Strategy conferences of SDIC Securities and Sinolink Securities	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20250430(1)" (No. 2025-06) published by the Company on Cninfo (www.cninfo.com.cn) on 30 April 2025

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
	CIMC's headquarter, Shanghai, Beijing	On-site meeting	Institutions	China Life Investment, GF Fund, Invesco Great Wall, Southern Asset Management, Zhong Ou Asset Management, Ping An Annuity, Fullgoal Fund, BNB Wealth Management, First-Trust Fund, Maxwealth Fund, China Universal Asset Management, Hongde Fund, Cigna & CMB, CITIC Asset Management, CLAMC, Huatai Securities, CITIC Prudential		
29 April 2025	CIMC's headquarter	Tele conference	Institutions	Maxwealth Fund, Ping An Asset Management, BOCOM Schroders, Huashang Fund, HSBC Jintrust Fund, BOB Wealth Management, Greater Bay Area Homeland Development Fund, Q Fund Management, Shanghai Xiaoyong Private Equity Fund, Shanghai Chaos Investment, Huatai Securities, Guosen Securities, Soochow Securities, SDIC Securities, UBS Securities, etc.	Interpretation of the Company's 2025 first quarter results, introduction to business highlights and future business development, etc.	For details, please refer to the "Investor Relations Management Information of CIMC 20250430(2)" (No. 2025-07) published by the Company on Cninfo (www.cninfo.com.cn) on 30 April 2025
15 May 2025	CIMC's headquarter	On-site meeting, tele conference	Others	Certain shareholder representatives, media reporters, etc.	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20250515" (No. 2025-08) published by the Company on Cninfo (www.cninfo.com.cn) on 15 May 2025
May 2025	Hangzhou, Shanghai	Strategy conference	Institutions	Strategy conferences of GF Securities and CITIC Securities	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250610(1)" (No. 2025-09) published by the Company on Cninfo (www.cninfo.com.cn) on 10 June 2025
	Hong Kong, CIMC's headquarter	On-site meeting, tele conference	Institutions	Goldman Sachs, 3W Fund, CCB Principal Asset Management, CICC, Alliance Bernstein, UBS		

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
6 June 2025	Shanghai	On-site research, on-site meeting	Institutions, media	CICC, UBS Securities, Sherwan Hongyuan Securities, Hua Chuang Securities, TF Securities, Soochow Securities, HuaAn Securities, Everbright Securities, Huafu Securities, Shanghai Securities, CITIC Asset Management, Chang Xin Asset Management, Q Fund Management, YL Fund Management, Guangdong Jiaqiang Private Equity Fund, Fulton Investment, Hang Seng Bank (China), Bank of Communications (Hong Kong), Shanghai Dingwan Asset Management, East Asia Futures, Jiuming Funds, Shanghai Guide Private Equity Fund, Caianpress.com, etc.	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250610(2)" (No. 2025-10) published by the Company on Cninfo (www.cninfo.com.cn) on 10 June 2025
June 2025	Shanghai	Strategy conference	Institutions	Strategy conferences of Guotai Haitong Securities and Huatai Securities	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250703" (No. 2025-11) published by the Company on Cninfo (www.cninfo.com.cn) on 3 July 2025
July 2025	CIMC's headquarter Shenzhen	Tele conference Strategy conference	Institutions Institutions	Ping An Fund, etc. Strategy conference of Soochow Securities	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20250801" (No. 2025-12) published by the Company on Cninfo (www.cninfo.com.cn) on 1 August 2025

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
	CIMC's headquarter, Guangzhou	On-site meeting, tele conference	Institutions	Panjiang Investment, Taiping Pension, JM Capital, Platinum Equity, GF Fund, Southern Asset Management, Dacheng Fund, First Seafront Fund, CLSA, CICC, BNB Wealth Management, CITIC Securities, BOCHK Asset Management, Franchise Capital Management, Shanghai Eureka Investment, SUNON Investment Management, Shanghai ShuiPu Private Equity, Xuanjia Capital, Jiangsu Shagang Group Investment Holding Co., Ltd.		
August 2025	CIMC's headquarter, RoadShowChina platform	On-site meeting, network platform online communication	Others	All investors	Interpretation of the Company's 2025 interim results, introduction to business highlights and future business development and outlook, etc.	For details, please refer to the "Investor Relations Management Information of CIMC 20250901" (No. 2025-13) published by the Company on Cninfo (www.cninfo.com.cn) on 1 September 2025
September 2025	Hong Kong Shenzhen, Hong Kong, Singapore	On-site meeting Strategy conference	Institutions Institutions	HSBC 2025 UBS Securities China A-Share Seminar, the 32nd CLSA Investors' Forum 2025, China Association for Public Companies Roadshow in Singapore	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20251016" (No. 2025-14) published by the Company on Cninfo (www.cninfo.com.cn) on 16 October 2025
	CIMC's headquarter, Singapore	On-site meeting, tele conference	Institutions	Ariose Capital Management, Neo-Criterion Capital, Kopernik Global Investors, Millennium Partners Group, Cobas AM, BFAM Partners, Polymer Capital, Baoning Investment, Verition Fund, Ledger Capital, North Rock, CLAMC		

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
3 November 2025	CIMC's headquarter	Tele conference	Institutions	Huatai Securities, Zhongbai Asset Management, Pacific Asset Management, Truvalue Asset Management, Shanghai Minghong Investment, HSBC JItrust Fund, Ping An Fund, First Seafront, PICC Asset Management, CITIC-Prudential Life Insurance, HengTai Securities, Jiangxin Fund, Caitong Securities, Taiping Asset Management, Sunshine AMC, BNB Wealth Management, Huashang Fund, Zhejiang Jingan Investment Management, WealthQuay Asset Management, Pleiad Investment Advisors Limited, Guosen Securities, etc.	Interpretation of the Company's 2025 third quarter results, introduction to business highlights and future business development and outlook, etc.	For details, please refer to the "Investor Relations Management Information of CIMC 20251103" (No. 2025-15) published by the Company on Cninfo (www.cninfo.com.cn) on 3 November 2025
20 November 2025	P5w.net "investor relations interactive platform" (https://ir.p5w.net)	Network platform online communication	Others	All investors who participate in the conference through P5w.net "investor relations interactive platform"	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20251124(1)" (No. 2025-16) published by the Company on Cninfo (www.cninfo.com.cn) on 24 November 2025
20 November 2025	CIMC Raffles Marine Technology Group Co., Ltd.	On-site research	Institutions	UBS Securities, Citibank, Nomura Orient International Securities, CLSA, Huatai Securities, Changjiang Securities, CICC, North Rock Capital, Springs Capital, China Merchants Capital, BOC Investment Management, Guoxin Investment, Sunshine AMC, Zhonghui Life Insurance, Western Leadbank Fund, AEON Insurance Asset Management, Hongde Fund, Chaoyang Tianchen, Shanghai Kaisi Fund, Futurus Vessel Capital, Aijian Securities, etc.	The business performance of the Company's offshore engineering segment, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20251124(2)" (No. 2025-17) published by the Company on Cninfo (www.cninfo.com.cn) on 24 November 2025

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
November 2025	Beijing, Shenzhen, Shanghai	Strategy conference	Institutions	Strategy conferences of Guotai Haitong Securities, Huatai Securities, Merchants Securities, Soochow Securities, Everbright Securities	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20251209" (No. 2025-18) published by the Company on Cninfo (www.cninfo.com.cn) on 9 December 2025
	CIMC's headquarter	On-site meeting, tele conference	Institutions	CICC, UBS Securities, Tiger Global Management, GF Fund, Capital Group, Maxwealth Fund		
11 December 2025	Beijing	On-site meeting	Institutions	New China Life Insurance, Harvest Fund, CICC Fund, CICC AM, CSC Financial Proprietary Trading, CLAMC	Same as above	For details, please refer to the "Investor Relations Management Information of CIMC 20251215" (No. 2025-19) published by the Company on Cninfo (www.cninfo.com.cn) on 15 December 2025
				Changjiang Securities, CPE Fund, Dajia Asset Management, Sunshine Insurance, Rongtong Fund, Orient Fund, CITIC Asset Management, Tianhong Asset Management, Huaxia Jiuying Asset Management, Sun Life Everbright, Xinghe Fund, China Future, CCCC Capital, Shen Zhi Asset, Ren Bridge Asset Management, Fengyan Private Equity, JGC Holdings Corporation, Beijing Xinshun Capital, etc.	The business performance of the Company's offshore engineering segment, recent business development performance and industry outlook	
December 2025	Shanghai	Strategy conference	Institutions	Strategy conference of Orient Securities	The Company's principal business performance, investment progress, recent business development performance and industry outlook	For details, please refer to the "Investor Relations Management Information of CIMC 20260107" (No. 2026-01) published by the Company on Cninfo (www.cninfo.com.cn) on 7 January 2026

CHAPTER IV

REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS

Date of reception	Venue of reception	Mode of reception	Type of party received	Party received	Main contents discussed and information provided	Index of the basic particulars of the research
	CIMC's headquarter, Beijing, Shanghai	On-site meeting, tele conference	Institutions	GF Fund, Foresight Fund, HSBC Jintrust, Citibank, Ren Bridge Asset Management, First Seafar, Dajia Asset, Invesco Great Wall, JP Morgan, Zhonggong Fund, Intewise Capital, Gaoyi Investment, GTS Fund, FocusBridge, Maxwealth Fund, Ping An Asset Management, Zhong Ou Asset Management, CIB Fund, Ping An Annuity, Dacheng Fund, Penghua Fund		

XIII. FORMULATION AND IMPLEMENTATION OF THE MARKET VALUE MANAGEMENT SYSTEM AND THE VALUATION ENHANCEMENT PLAN

Whether the Company has formulated a market value management system.

☒ Yes ☐ No

To continuously promote and increase the investment value of the Company, further enhance investor returns, effectively regulate the Company's market value management activities, and achieve the goal of maximizing the Company's value and shareholders' interests, according to the relevant provisions of the Regulatory Guidelines for Listed Companies No. 10 – Market Value Management (《上市公司監管指引第10號 – 市值管理》) issued by China Securities Regulatory Commission and in combination with the actual situation of the Company, the Company formulated the Market Value Management System of China International Marine Containers (Group) Co., Ltd.. On 7 January 2025, the system was considered and approved at the second meeting in 2025 of the tenth session of the board of directors of the Company.

Whether the Company has disclosed the valuation enhancement plan.

☐ Yes ☒ No

XIV. IMPLEMENTATION OF THE “DUAL IMPROVEMENT OF QUALITY AND RETURN” ACTION PLAN

Whether the Company has disclosed the “Dual Improvement of Quality and Return” action plan.

☐ Yes ☒ No

During the Reporting Period, the Company had not disclosed the “Dual Improvement of Quality and Return” action plan.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

The Company has prepared the “Corporate Governance, Environment and Society” and the “Corporate Governance Report” in accordance with different requirements in form and content of PRC securities regulatory authorities and the Hong Kong Listing Rules, respectively. To keep the presentation lucid and to avoid undue repetitions, a cross-referencing approach has been adopted.

PART I: CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY (PREPARED IN ACCORDANCE WITH PRC SECURITIES REGULATORY REQUIREMENTS)

I. SITUATION OF CORPORATE GOVERNANCE

During the Reporting Period, the Company strictly complied with the requirements of laws and regulations including the PRC Company Law, the Code of Corporate Governance for Listed Companies, Guidelines on the Articles of Association of Listed Companies as well as the requirements of the Listing Rules. In line with regulatory guidance, the Company optimised its governance structure by completing the abolition of the supervisory committee and the corresponding adjustment of its powers and functions, with the Audit Committee of the Board fully assuming the statutory supervisory functions previously performed by the supervisory committee, thereby continuously enhancing the standard of compliant and regulated corporate governance operations. The Group has deeply integrated the principle of governing the enterprise in accordance with the law into its internal control management system, establishing a corporate governance structure that meets the requirements of modern enterprise management, with clearly defined functions and effective checks and balances. In accordance with the Articles of Association and the rules of procedure of the general meeting and the Board, the Company fully leveraged the role of independent directors and strengthened the professional supervisory and decision-support functions of the Audit Committee and other specialised committees of the Board. This ensures that the governance bodies, including the general meeting and the Board, fully discharge their statutory duties and responsibilities, thereby effectively safeguarding the legitimate rights and interests of shareholders, in particular the minority shareholders, and guaranteeing the sustainable and healthy development of the Company. During the Reporting Period, the Company effectively implemented the requirements for risk control work by adopting a problem-oriented approach, focusing on key risk areas and strictly upholding the red lines and bottom lines of risk control. The Company completed the special governance project on the Group’s “Risk Prevention and Control Negative List”, which resulted in the formulation of red line control requirements covering six major areas and 86 items. The “Ten Principles of CIMC Group Operations” were refined and established. The Company also completed the dissemination, self-examination and self-rectification, as well as the Group’s unannounced inspections across all levels of its organisations.

Amendments made to the systems and rules during the Reporting Period:

During the Reporting Period, the Company constantly improved its corporate governance system in accordance with the requirements of the securities regulators of Hong Kong and China by revising such systems and rules as the Articles of Association, the Rules of Procedure for General Meetings, the Rules of Procedure for the Board of Directors, the Management Rule on Shares Held by Directors, Supervisors and Senior Management and Relevant Changes and the Implementation Rules of the Strategy and Sustainable Development Committee of the Board of Directors. For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company’s website (www.cimc.com) and that of the Hong Kong Stock Exchange (www.hkexnews.hk) on 10 October 2025 and 6 November 2025.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Capital market related major external awards granted to the Group during the Reporting Period were as follows:

No.	Awards	Awarded by
1	Ranked No. 153 in the “2025 China Top 500 Enterprises”	China Enterprise Confederation, China Enterprise Directors Association
2	2025 Best Board Practice Case of Listed Companies	China Association for Public Companies
3	2025 Best Internal Control Practice Case of Listed Companies	
4	2025 Best Board Office Practice Case of Listed Companies	
5	Excellent Practice Case of 2024 Annual Results Brief Session of Listed Companies	
6	EIP Awards	
7	BEST Award	Association for Talent Development (“ATD”)
8	“2024 Outstanding Responsible Enterprise” Award	Southern Weekly
9	Sustainable Development Annual Best Award – 2025 Outstanding Enterprise	EY
10	The 16th Pegasus Award • China Listed Company Investor Relations Management Pegasus Award	Securities Times
11	2024 New Fortune Magazine Best Hong Kong Listed Companies List • Most Promising Hong Kong Listed Company	New Fortune
12	The 8th New Fortune Best IR of Hong Kong Listed Company (A+H shares)	
13	The 9th China IR Annual Awards • Outstanding Capital Market Communication Award	
14	The 9th China IR Annual Awards • Outstanding Investor Relations Project	Roadshow China
15	The 9th China IR Annual Awards • Outstanding Leader Award	RoyalFlush
16	2025 RoyalFlush Listed Company Annual Selection • Most Popular Listed Companies	

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Formulation and implementation of registration and management system of insiders

The Company has formulated an Insider Registration and Management System according to various securities regulatory requirements. The above system, which specifies the scope of inside information and insiders, the approval, registration and filing system of inside information and confidentiality obligation, has become an important part of the Company's internal control system. In 2025, the Company faithfully implemented inside information and insider management system carried out an effective supervision on internal circulation and disclosure of inside information in accordance with the various systems and requirements on a strict basis.

Any significant difference between corporate governance and the standards of the normative documents regarding corporate governance of listed companies issued by the CSRC

☐ Yes ☒ No

II. INDEPENDENCE OF THE COMPANY FROM ITS CONTROLLING SHAREHOLDERS AND THE DE FACTO CONTROLLERS IN RESPECT OF ASSETS, PERSONNEL, FINANCE, ORGANISATIONAL STRUCTURE AND BUSINESS

The Company has no controlling shareholder or de facto controller. The Company's largest shareholder is Shenzhen Capital Group. The Company has an independent and complete business system as well as the capacity of independent operation in the market. The Company is fully independent from its largest shareholder in respect of business, personnel, asset, organizational structure and finance, and they conduct audit and assume responsibilities and risks independently. (1) Assets: The Company and its largest shareholder possess clear title to the relevant assets with complete and proper supporting documents under independent management by the Company. Its largest shareholder did not occupy or dominate assets of the Group, and not interfere with the management of assets by the Group. (2) Personnel: The labor, personnel and salary management institutions of the Company are independent. The system is complete. The Company and its largest shareholder do not share staff or senior management. All of the Company's senior management are paid by the listed company. The financial staff of the Company do not hold any other positions in the related companies. (3) Finance: The finance department, financial accounting system, financial management system and bank accounts of the Company are independent and pay their respective taxes independently. (4) Organizational structure: the internal institutions of the Company are complete and operate independently. The largest shareholder performs its rights according to the law and assume corresponding obligations without directly or indirectly interfering with the business activities of the Company by overstepping the general meeting. (5) Business: The production system, purchase system, auxiliary production system and sales system of the Group are completely independent. The Company owns intangible assets such as industrial property, trademark, and non-patent technology independently.

III. HORIZONTAL COMPETITIONS

☐ Applicable ☒ Not applicable

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

IV. DIRECTORS AND SENIOR MANAGEMENT

1. Brief Biography of the Directors and Senior Management of the Company

(1) Directors

As at the date of disclosure of this report, information on the existing Directors is set out below:

Name	Gender	Age	Position	Term of office (Note 1)
MAI Boliang	Male	66	Chairman	From 27 August 2020 to 2027 annual general meeting
ZHU Zhiqiang	Male	51	Vice-chairman and non-executive Director	From 7 April 2021 to 2027 annual general meeting
MEI Xianzhi	Male	45	Vice-chairman and non-executive Director	From 13 March 2025 to 2027 annual general meeting
XU Laping	Male	47	Non-executive Director	From 15 May 2025 to 2027 annual general meeting
ZHAO Jintao	Male	48	Non-executive Director	From 13 March 2025 to 2027 annual general meeting
ZHAO Feng	Female	56	Non-executive Director	From 26 September 2023 to 2027 annual general meeting
ZHANG Guanghua	Male	68	Independent non-executive Director	From 28 June 2022 to 2027 annual general meeting
WONG Kwai Huen, Albert	Male	74	Independent non-executive Director	From 15 May 2025 to 2027 annual general meeting
XIE Jiawei (Note 2)	Female	52	Independent non-executive Director	From 29 January 2026 to 2027 annual general meeting

Note 1: Each Director has entered into a service contract with the Company, the term of which covers the term of office of each Director.

Note 2: The Company received the written resignation from Mr. YANG Xiong on 14 November 2025. Mr. YANG Xiong has tendered his resignation as an independent Director and from all the positions of the eleventh session of the Board of the Company due to personal reasons. Until the completion of the election procedures of the new independent Director, Mr. YANG Xiong will continue to perform related duties, until the date on which the new independent Director has been approved at the general meeting of the Company. On 12 January 2026, the first meeting in 2026 of the eleventh session of the Board of the Company reviewed and approved the nomination of Ms. XIE Jiawei as a candidate for independent non-executive Director of the eleventh session of the Board of the Company. On 29 January 2026, the first extraordinary general meeting of the Company for 2026 reviewed and approved the by-election of Ms. XIE Jiawei as an independent Director of the eleventh session of the Board of the Company, with a term commencing from the date of approval at the general meeting and ending on the expiration of the term of the eleventh session of the Board.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Brief biography of Directors:

Mr. MAI Boliang (麥伯良), born in 1959, has been the president of the Company since 7 March 1994, and an executive director of the Company since 8 March 1994. He has been an executive director, the CEO and the president of the Company since 27 August 2015, and the Chairman, an executive director and the CEO of the Company since 27 August 2020. He has been serving as the Chairman and an executive director of the Company since 26 September 2023. He is also currently the chairman of the Strategy and Sustainable Development Committee and a member of the Nomination Committee of the Board of the Company, and concurrently serves as the chairman of the board of directors of the relevant holding subsidiaries of the Company. From October 2018 to September 2024, he was the president and a non-executive director of CIMC Vehicles (Group) Co., Ltd. (301039. SZ). Mr. MAI joined the Company in 1982 and served as manager of production technical department and the deputy manager. Mr. MAI graduated from mechanical engineering of South China University of Technology in July 1982 with a bachelor's degree. Mr. MAI is the honorary president of the China Container Industry Association and the president of Shenzhen Association for Listed Companies.

Mr. ZHU Zhiqiang (朱志強), born in 1975, being a member of the Communist Party of China, graduated from Fudan University with a major in the Public Administration and obtained a master's degree in management. He currently serves as the deputy secretary of the Party Committee, the general manager and a director of Shenzhen Capital Holdings Co., Ltd., and also holds concurrent positions in other related enterprises under Shenzhen Capital Group. He was the deputy chief of the enterprises division I, deputy chief and chief of the strategic development division of the State-owned Assets Supervision and Administration Commission of the People's Government of Shenzhen. He has been a non-executive director, the Vice Chairman, a member of the Strategy and Sustainable Development Committee and a member of the Nomination Committee of the Board of the Company since 7 April 2021.

Mr. MEI Xianzhi (梅先志), born in 1980, holds a bachelor's degree in engineering from Wuhan University of Technology and a master's degree in management from Zhejiang University and he is a senior engineer. He is currently the deputy secretary of the Party Committee, the general manager and a director of China Merchants Industry Holdings Co., Ltd., and concurrently serves as the chairman of China Merchants Industry Digital Technology (Jiangsu) Co., Ltd. and other companies; a director of Soares Limited, China Merchants (CIMC) Investment Limited, China Merchants Offshore Engineering Investment Shenzhen Co., Ltd., Nantong Zhaohai Real Estate Development Co., Ltd. (南通招海置業有限公司) and other domestic and foreign companies. Mr. MEI Xianzhi successively served as a deputy manager of the engineering management department of Yiu Lian Dockyards (Shekou) Limited, the assistant to the general manager and manager of production management department of China Merchants Heavy Industry (Shenzhen) Co., Ltd., the leader of the cruise construction preparatory team of China Merchants Industry Holdings Co., Ltd., the general manager of China Merchants Cruise Shipbuilding Co., Ltd., an executive director and the general manager of China Merchants Cruise Research Institute (Shanghai) Co., Ltd., a director and the general manager of China Merchants Heavy Industry (Jiangsu) Co., Ltd. and the assistant to the general manager and deputy general manager of China Merchants Industry Holdings Co., Ltd. He has been a non-executive director, the Vice Chairman and a member of the Strategy and Sustainable Development Committee of the Board of the Company since 13 March 2025.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Mr. XU Laping (徐臘平), born in 1978, being a member of the Communist Party of China, graduated from Jinan University with a postgraduate diploma in applied economics and obtained a doctorate degree in economics. He is a senior economist. He currently serves as a member of the Party Committee and the deputy general manager of Shenzhen Capital Holdings Co., Ltd., the chairman of Shenzhen Newccess Industrial Co., Ltd. (深圳市柳鑫實業股份有限公司), the chairman of Shenzhen Financial Leasing (Group) Co., Ltd., the vice chairman of Shenzhen Zhaochi Co., Ltd. (002429.SZ) and the director of Shenzhen Tegen Group Co., Ltd. (深圳市天健(集團)股份有限公司) (000090.SZ), Shenzhen Clou Electronics Co., Ltd. (深圳市科陸電子科技股份有限公司) (002121.SZ) and Qianhai Reinsurance Co., Ltd. He also holds positions in other related enterprises subordinated to Shenzhen Capital Group. He was a researcher of the Development Research Center of Bao'an District in Shenzhen and a senior manager, the deputy director, the director and the investment director of Shenzhen Capital Holdings Co., Ltd. He also was a director of Shenzhen Centralcon Investment Holding Co., Ltd. (000042.SZ). He has been a non-executive Director and also a member of the Remuneration and Appraisal Committee and the chairman of the Risk Management Committee of the Board of the Company since 15 May 2025.

Mr. ZHAO Jintao (趙金濤), born in 1977, graduated from Nankai University with a bachelor's, master's, and doctoral degree. He is currently the deputy director of the Strategic Development Department/ Technology Innovation Department of China Merchants Group Limited. Mr. ZHAO Jintao has previously served as deputy general manager of China Merchants Heavy Industry (Shenzhen) Co., Ltd., assistant director and deputy director of the Strategic Development Department of China Merchants Group Limited, a member of the Standing Committee of the Party Committee and deputy governor of Chuxiong Prefecture, Yunnan Province, and deputy director of the Administrative Committee of Zhangzhou China Merchants Economic and Technological Development Zone. He has been a non-executive director and also a member of both the Remuneration and Appraisal Committee and the Risk Management Committee of the Board of the Company since 13 March 2025.

Ms. ZHAO Feng (趙峰), born in 1969, graduated from Nankai University with a bachelor degree in accounting and auditing. She is a PRC Certified Public Accountant, a fellow of the Association of Chartered Certified Accountants (FCCA) and a member of Hong Kong Institute of Certified Public Accountants (HKICPA). She is currently an independent non-executive director of Shandong Gold Mining Co., Ltd. (600547.SH/01787.HK), an independent non-executive director of China Longyuan Power Group Corporation Limited (001289.SZ/00916.HK) and an independent non-executive director of Xiamen International Bank Co., Ltd. She served as an auditor of Arthur Anderson Hua Qiang Certified Public Accountants (安達信華強會計師事務所), the chief financial officer of East Asiatic Company (PRC), the chief financial officer and the general manager of Denmark Wangtai Communications Technology (PRC) (丹麥網泰通訊科技(中國)), the chief financial officer of Apple Inc. (PRC), the chief financial officer and the general manager of Infront Sports & Media (PRC) and an independent director of Shenzhen Weiye Decoration Group Co., Ltd. (深圳市維業裝飾集團股份有限公司) (300621.SZ). She has been a non-executive director of the Company since 26 September 2023.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Mr. ZHANG Guanghua (張光華), born in 1957, with a doctorate degree in economics, is a member of the group of chairmen of China Alliance of Social Value Investment (社會價值投資聯盟). He is serving as an independent director of Focus Media Information Technology Co. Ltd. (002027.SZ). He also serves as a supervisor of Susall Wave Digital Technology (Shenzhen) Co., Ltd. Mr. ZHANG served as a deputy director of the Policy Research Office and the head of the Planning Department of the State Administration of Foreign Exchange, the deputy general manager of PBOC Hainan Branch, the deputy general manager and the deputy secretary of the CPC committee of PBOC Guangzhou Branch, the president and the deputy secretary of the CPC committee of Guangdong Development Bank, the deputy secretary of the CPC committee, an executive director, the vice president and the vice chairman of China Merchants Bank, the vice chairman of Wing Lung Bank, the chairman of CIGNA & CMB Life Insurance Company Limited, the chairman of China Merchants Fund Management Co., Ltd., the chairman of CMB International Capital Corporation Limited, the chairman of CMB Financial Leasing Co., Ltd., the chairman and the secretary of the CPC committee of Bosera Asset Management Co., Ltd, an independent director of Bank of Beijing Co., Ltd. (601169.SH) and an independent director of YOU+ BANK Co., Ltd. (中郵惠萬家銀行有限責任公司). He has been an independent director of the Company, the chairman of the Remuneration and Appraisal Committee of the Board and also a member of each of the Audit Committee, the Strategy and Sustainable Development Committee, the Nomination Committee and the Risk Management Committee of the Board since 28 June 2022.

Mr. WONG Kwai Huen, Albert (王桂壘), born in 1951, SBS, BBS, JP., holds a bachelor of arts degree from The Chinese University of Hong Kong and a bachelor of laws degree from the University of London. Mr. WONG is currently an independent nonexecutive director of Hua Hong Semiconductor Limited (688347.SH/01347.HK) and CTF Services Limited (00659.HK). Mr. WONG is currently the chairman of Hong Kong Board of Review (Inland Revenue Ordinance) and the chairman of the board of directors of HKBU Chinese Medicine Hospital Company Limited. Mr. WONG also holds the posts of honorary lecturer, external examiner and professor in the University of Hong Kong, The Chinese University of Hong Kong, City University of Hong Kong and Hong Kong Shue Yan University, and is a member of the Board of Trustees of United College, The Chinese University of Hong Kong, and a member of the Court of Hong Kong Baptist University. Mr. WONG is admitted as a solicitor in the Hong Kong Special Administrative Region, the United Kingdom, Australia and Singapore. He is also a China-Appointed Attesting Officer. Mr. WONG served as an independent non-executive director of Vinda International Holdings Limited (03331.HK) from September 2014 to August 2024 and an independent non-executive director of China Oilfield Services Limited (601808.SH; 02883.HK) from May 2016 to June 2022. Mr. WONG served as an independent nonexecutive director of the Company from June 2013 to June 2019. Mr. WONG has been the managing partner of the China region for 15 years in two international law firms. Prior to that, he worked for the Lands Department, Department of Justice and Legislative Council of the Hong Kong SAR Government for 10 years in total. Mr. WONG was appointed as a member of the Airport Authority Hong Kong and Hospital Authority and the Competition Committee in 2011 and 2018, respectively. Mr. WONG was the former chairman of Hong Kong International Arbitration Centre, the chairman of Hong Kong Copyright Tribunal, a director of The Hong Kong Mortgage Corporation Limited, the honorary advisor of Financial Reporting Council, the president of the Law Society of Hong Kong and a director of The Hong Kong Institute of Directors. He has been an independent Director of the Company, the convenor of the Nomination Committee of the Board and also a member of each of the Audit Committee, the Remuneration and Appraisal Committee and the Risk Management Committee of the Board since 15 May 2025.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Ms. XIE Jiawei (謝家偉), born in 1973, holds a bachelor's degree and is a certified public accountant and a tax agent. She currently serves as a senior advisor at Shenzhen Hetianxia Accounting Firm (General Partnership) (深圳市和天下會計師事務所(普通合夥)). Ms. XIE Jiawei previously held the position of Vice Chairman of the Sixth Session of the Council of the Shenzhen Institute of Certified Public Accountants and was a partner of Da Hua Certified Public Accountants (Special General Partnership) (大華會計師事務所(特殊普通合夥)). She had successively served as an independent director for companies including Guangdong Xinhui Meida Nylon Co., Ltd. (renamed as Guangdong Highsun Meida New Materials Co., Ltd.) (000782.SZ), Shenzhen Topband Co., Ltd. (002139.SZ), Shenzhen Guangju Energy Co., Ltd. (000096.SZ), Shenzhen Dynanonic Co., Ltd. (300769.SZ), Shenzhen Heungkong Holding Co., Ltd. (600162.SH), Han's Laser Technology Industry Group Co., Ltd. (002008.SZ), and Winner Medical Co., Ltd. (300888.SZ). She has been an independent director of the Company, the chairman of the Audit Committee of the Board and also a member of each of the Strategy and Sustainable Development Committee, the Remuneration and Appraisal Committee, the Nomination Committee and the Risk Management Committee of the Board since 29 January 2026.

(2) Senior Management

As at the date of disclosure of this report, information on the existing members of the senior management is set out below:

Name	Gender	Age	Position	Term of office
MAI Boliang	Male	66	Executive Director	From 27 August 2015 to 2027 annual general meeting
GAO Xiang	Male	60	President	From 27 August 2020 to 2027 annual general meeting
LI Yinhui	Male	58	Vice President	From 13 March 2004 to 2027 annual Board meeting
HUANG Tianhua	Male	62	Vice President	From 27 March 2018 to 2027 annual general meeting
YU Yuqun	Male	60	Vice President	From 27 March 2018 to 2027 annual general meeting
ZENG Han	Male	50	Vice President and Chief Financial Officer (CFO)	From 26 March 2020 to 2027 annual Board meeting
WANG Xiaoyan	Male	52	Vice President	From 27 March 2025 to 2027 annual Board meeting
WU Sanqiang	Male	55	Secretary to the Board/ company secretary	From 30 March 2021 to 2027 annual general meeting

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Brief biography of the senior management:

Mr. MAI Boliang (麥伯良), is the Chairman and executive Director of the Company. For details of Mr. MAI Boliang, please refer to “(1) Directors” of “1. Brief Biography of the Directors and Senior Management of the Company” under “IV. Directors and Senior Management” in this Chapter.

Mr. GAO Xiang (高翔), born in 1965, graduated from Tianjin University majoring in marine and shipbuilding engineering. He is a senior engineer. Mr. GAO Xiang has been the president of the Company since 27 August 2020. Mr. GAO Xiang has been an assistant to the president of the Company since 2004, a vice president of the Company since 1 April 2015 and an executive vice president of the Company since 27 March 2018. Mr. GAO Xiang acted as the general manager of Tianjin CIMC North Ocean Container Co., Ltd., Tianjin CIMC Containers Co., Ltd., Tianjin CIMC Logistics Equipments Co., Ltd., Tianjin CIMC Vehicles Logistics Equipments Co., Ltd. and Tianjin CIMC Special Vehicles Co., Ltd., respectively, from 1999 to 2008. He served as the executive director and general manager of CIMC Enric Holdings Limited in 2009 and then the chairman of this company since 1 April 2015. Mr. GAO Xiang is also the chairman and director of certain subsidiaries of the Company.

Mr. LI Yinhui (李胤輝), born in 1967, graduated from Jilin University with a bachelor’s degree in history in July 1991, and obtained an MBA degree from School of Business in Nanjing University in December 1997 and Ph.D. in world economics from Jilin University in June 2001. Mr. LI Yinhui has been a vice president of the Company since March 2004, and now also concurrently serves as the chairman or director of a number of subsidiaries of the Company, and worked with us as part-time vice president from October 2002 to October 2003. Mr. LI Yinhui worked in State Commission of Foreign Trade and Economic Cooperation from May 1993 to March 2003, and worked in Ministry of Commerce from March 2003 to March 2004. Prior to that, Mr. LI Yinhui worked in Central Committee of Chinese Communist Youth League.

Mr. HUANG Tianhua (黃田化), born in 1963, graduated from Dalian Jiaotong University (formerly Dalian Railway College) majoring in welding technique and engineering. Mr. HUANG Tianhua has been a vice president of the Company from 27 March 2018, and president of CIMC Container (Group) Co., Ltd. from February 2021. Mr. HUANG Tianhua is also the chairman of various subsidiaries under CIMC Container (Group) Co., Ltd. In addition, Mr. Huang also fulfills a number of social responsibilities, serving as the director of the China Container Industry Association, vice secretary general of the National Standardization Technical Committee and member of Shenzhen Political Consultative Committee. Mr. HUANG Tianhua joined the Company in March 1988, and served as an engineer in Shenzhen Southern CIMC Containers Manufacture Co., Ltd. from March 1988 to 1995, the assistant to the general manager of Shanghai CIMC Reefer Container Co., Ltd. from 1995 to 1999, the general manager of Qingdao refrigeration base from 1999 to 2013 and the deputy general manager and executive deputy general manager of CIMC Container (Group) Co., Ltd. from 2012 and 2020.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Mr. YU Yuqun (于玉群), born in 1965, graduated from Beijing University and obtained a bachelor's degree and a master's degree in economics. Mr. YU Yuqun has been a vice president of the Company from 27 March 2018, and is a director of several subsidiaries of the Company. Mr. YU Yuqun has been appointed as an executive director of CIMC Enric Holdings Limited (03899.HK) since September 2007 and severed as a non-executive director from 5 September 2016 to 26 August 2025. Mr. YU Yuqun joined the Company in 1992 and subsequently worked as the deputy manager, manager of Financial Affairs Department and manager of the office of secretary to the Board of the Company. Mr. YU Yuqun was the secretary to the Board of the Company from March 2004 to 29 March 2021 and the company secretary from 25 October 2012 to 29 March 2021. Mr. YU Yuqun was a non-executive director of TSC Group Holdings Limited (currently referred as CM Energy Tech Co., Ltd., 00206.HK), CIMC-TianDa Holdings Company Limited and Pteris Global Limited. From July 1987 to October 1989, Mr. YU Yuqun worked in the State Price Control Bureau.

Mr. ZENG Han (曾邗), born in 1975, a PRC certified public accountant, graduated from Hangzhou Institute of Electronic Engineering with a bachelor's degree in economics in July 1996, and later graduated from Jiangsu University of Science and Technology with a master's degree in management in June 1999. Mr. ZENG Han has been the chief financial officer of the Company since March 2020 and vice president and chief financial officer (CFO) of the Company since March 2023, and now also concurrently serves as the chairman, director or general manager of certain subsidiaries of the Company and a director of CIMC Vehicles (301039.SZ) and CIMC Enric (03899.HK). Mr. Zeng Han joined the Company in 1999, and has successively served as the manager of the accounting division of the financial department and an assistant to the general manager, a deputy general manager and the executive deputy general manager of the financial department. He had been the general manager of the former financial department of the Company since March 2017, and has been the general manager of the financial department of the Company formed by the merger of the former financial department and capital management department since January 2018. Mr. ZENG Han also held a concurrent post as the manager of financial department of CIMC Enric from 2009 to 2010.

Mr. WANG Xiaoyan (王小岩), born in 1973, graduated from Jilin University Economics School with a doctoral degree. Mr. WANG Xiaoyan has been the Vice President of the Company since March 2025 and a non-executive Director of CIMC Enric Holdings Limited (Hong Kong stock code: 3899) since August 2025, and concurrently as an independent Director of Origin Asset Management Co., Ltd (泉果基金管理有限公司). From July 1995 to March 2021, Mr. WANG Xiaoyan successively served in the Ministry of Forestry (State Forestry Administration) and the General Office of the State Council and other ministries and commissions. He served as a partner at Beijing HongTai TongChuang Investment Management Co., Ltd. (北京洪泰同創投資管理有限公司) from March 2021 to February 2025.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Mr. WU Sanqiang (吳三強), born in 1971, graduated from Peking University and obtained a bachelor's and master's degree in economics, and obtained a doctorate degree in economics from Jilin University. Mr. WU Sanqiang has been the secretary to the Board of the Company since March 2021 and the company secretary since April 2024. Mr. WU Sanqiang joined the Company in November 2002, and he participated in the preparations for the establishment of CIMC's road transportation vehicles business and successively served as the manager of the strategic development department and the marketing management department and the deputy general manager of the marketing company of CIMC Vehicles (Group) Co., Ltd. Mr. WU Sanqiang was transferred to the strategic development department of the Company in 2010, and served as the deputy general manager and the director of mergers and acquisitions, and then worked in the legal department of the Company in 2014. Mr. WU Sanqiang was transferred to the office of the secretary to the Board of the Company, and has served as the director of the office of the secretary to the Board since the end of 2015. Mr. WU Sanqiang has worked in Luoyang Mining Machinery Factory (currently known as CITIC Heavy Industries Co., Ltd.) since July 1992, and in the financial affairs department and financial management department of China Merchants Holdings (Hong Kong) Company Limited since July 1996. In 1997, Mr. WU Sanqiang joined China Merchants Holdings (International) Company Limited, and successively served as the general manager of the transportation infrastructure department, industrial management department, and terminal management department, and then he worked in the corporate management department at the headquarters of China Merchants Group Limited.

Save as disclosed above, all Directors, senior management and substantial Shareholders have no financial, business, family or other significant/related relationships with other Directors, senior management and substantial Shareholders.

Whether there was any resignation of Directors and senior management during the Reporting Period

☒ Yes ☐ No

The Company received the written resignations from Mr. HU Xianfu and Mr. DENG Weidong, respectively, on 20 January 2025. Mr. HU Xianfu and Mr. DENG Weidong have tendered their resignations from all the positions of the tenth session of the Board of the Company due to the change in job assignments. Until the completion of the election procedures of the new Directors, Mr. HU Xianfu and Mr. DENG Weidong will continue to perform their duties in relation to the aforesaid directorships respectively, until the date on which the new Directors have been approved by the Shareholders at the general meeting of the Company. On 13 March 2025, the by-election of Mr. MEI Xianzhi and Mr. ZHAO Jintao as Directors of the tenth session of the Board of the Company have been approved at the first extraordinary general meeting for 2025 of the Company with their terms of office commencing on the date of consideration and approval at the general meeting and expiring upon the expiry of the tenth session of the Board.

On 15 May 2025, Mr. SUN Huirong and Ms. LUI FUNG Mei Yee, Mabel have ceased to serve as a non-executive Director and an independent non-executive Director of the Company, respectively, upon the expiry of the term of office of the tenth session of the Board.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

2. Changes of Directors and Senior Management of the Company

Name	Position	Type	Date	Reason
MAI Boliang	Chairman, executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
ZHU Zhiqiang	Vice-chairman, non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
HU Xianfu	Vice-chairman, non-executive Director	Resigned	13 March 2025	Due to changes in assignment
DENG Weidong	Non-executive Director	Resigned	13 March 2025	Due to changes in assignment
MEI Xianzhi	Vice-chairman, non-executive Director	Elected	13 March 2025	Elected
	Vice-chairman, non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
ZHAO Jintao	Non-executive Director	Elected	13 March 2025	Elected
	Non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
XU Laping	Non-executive Director	Elected	15 May 2025	Elected upon expiry of the session
SUN Huirong	Non-executive Director	Resigned	15 May 2025	Resigned upon expiry of the term of office
ZHAO Feng	Non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
LUI FUNG Mei Yee, Mabel	Independent non-executive Director	Resigned	15 May 2025	Resigned upon expiry of the term of office
ZHANG Guanghua	Independent non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
YANG Xiong	Independent non-executive Director	Elected	15 May 2025	Elected upon expiry of the term of office
	Independent non-executive Director	Resigned	29 January 2026	Resignation due to personal reasons

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Name	Position	Type	Date	Reason
WONG Kwai Huen, Albert	Independent non-executive Director	Elected	15 May 2025	Elected upon expiry of the session
XIE Jiawei	Independent non-executive Director	Elected	29 January 2026	Elected
GAO Xiang	President	Appointed	15 May 2025	Re-appointed upon expiry of the term of office
LI Yinhui	Vice president	Appointed	27 March 2025	Re-appointed upon expiry of the term of office
	Vice president	Appointed	15 May 2025	Re-appointed upon expiry of the term of office HUANG
HUANG Tianhua	Vice president	Appointed	15 May 2025	Re-appointed upon expiry of the term of office
YU Yuqun	Vice president	Appointed	15 May 2025	Re-appointed upon expiry of the term of office
ZENG Han	Vice president and Chief Financial Officer (CFO)	Appointed	27 March 2025	Re-appointed upon expiry of the term of office
	Vice president and Chief Financial Officer (CFO)	Appointed	15 May 2025	Re-appointed upon expiry of the term of office
WANG Xiaoyan	Vice president	Appointed	27 March 2025	Appointed
	Vice president	Appointed	15 May 2025	Re-appointed upon expiry of the term of office
WU Sanqiang	Secretary to the Board/company secretary	Appointed	15 May 2025	Re-appointed upon expiry of the term of office

Mr. MEI Xianzhi, Mr. ZHAO Jintao, Mr. XU Laping, Mr. WONG Kwai Huen, Albert and Ms. XIE Jiawei have obtained the legal opinion referred to in Rule 3.09D of the Listing Rules on 4 March 2025, 4 March 2025, 15 May 2025, 15 May 2025 and 23 January 2026, respectively, and confirmed understanding of their obligations as a Director of the Company.

In addition, the second extraordinary general meeting of the Company for 2025 approved the Resolution Regarding the Amendments to the Articles of Association of China International Marine Containers (Group) Co., Ltd. on 7 November 2025. With effect from the date of approval of the resolution, the Company no longer maintains a Supervisory Committee.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

3. Changes in Shareholdings of Directors and Senior Management

Name	Position	Number of shares held at the beginning of the Reporting Period (shares)	Increase in the number of shares held during the Reporting Period (shares)	Decrease in the number of shares held during the Reporting Period (shares)	Other movement (shares)	Number of shares held at the end of the Reporting Period (shares)	Reason for the movement of shares
MAI Boliang	Chairman, executive Director	890,465 (A Shares)	0	0	0	890,465 (A Shares)	-
HUANG Tianhua	Vice president	810,000 (A Shares)	0	0	0	810,000 (A Shares)	-

On 1 June 2020, the operation scheme of the Company to establish a trust plan by utilizing the surplus funds from the bonus balance of the profit-sharing plan and make a contribution to the Partnership, which may be used by the Partnership to purchase H shares of the Company in the secondary market, was considered and approved at the 2019 annual general meeting of the Company (hereinafter referred as to the **“Operation Scheme”**). The total scale of the fund for the Operation Scheme shall not exceed RMB343 million, the valid period of which is ten years commencing from the date of approval at the general meeting. The participants of the Operation Scheme are the core key employees and senior/middle-level management personnel who play an important role in the overall performance and long-term development of the Company, including, among others, MAI Boliang, the Chairman of the Company, GAO Xiang, the president, LI Yinhui, the vice president, HUANG Tianhua, the vice president, YU Yuqun, the vice president, ZENG Han, vice president and Chief Financial Officer (CFO) and WU Sanqiang, the Secretary of the Board. The First Phase of the Trust Plan under the Operation Scheme was funded by RMB200 million. On 19 January 2021, the Company completed the purchase of Shares under the First Phase of the Trust Plan and the lock-up period expired on 19 January 2022. As at 31 December 2025, the Partnership under the First Phase of the Trust Plan has purchased 42,254,600 (31 December 2024: 42,254,600) H Shares of the Company cumulatively through the Southbound Stock Connect in the secondary market. On 18 June 2021, as considered and approved at the 16th meeting of the ninth session of the Board of the Company in 2021, the Second Phase of the Trust Plan was established by utilizing the surplus funds of RMB143 million from the bonus balance of the profit-sharing plan in accordance with the Operation Scheme. On 27 September 2021, the Company completed the purchase of Shares under the Second Phase of the Trust Plan, and the lock-up period expired on 27 September 2022. As at 31 December 2025, the Partnership under the Second Phase of the Trust Plan has purchased 16,135,050 (31 December 2024: 16,135,050) H Shares of the Company cumulatively through the Southbound Stock Connect in the secondary market. As at 26 March 2026, both the First Phase of the Trust Plan and the Second Phase of the Trust Plan established by the Company under the Operating Scheme did not make any distribution. The First Phase of the Trust Plan will expire on 31 May 2028 and the Second Phase of the Trust Plan will on 17 June 2029. For details, please refer to the announcement of the Company dated 21 November 2024.

During the Reporting Period, save as disclosed above, none of the Directors or Senior Management held shares of the Company.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

4. Interests of Directors and Chief Executives in the Share Capital of the Company and Associated Corporation thereof

As at 31 December 2025, the interests or short positions held by the Directors and chief executives of the Company in any shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of SFO) pursuant to Part XV of the SFO which are required to be notified to the Company and the Hong Kong Stock Exchange under Divisions 7 and 8 of Part XV of the SFO, including interests and short positions which the Directors and chief executives of the Company are taken or deemed to have under such provisions of the SFO, or which are required to be recorded in the register kept by the Company under Section 352 of the SFO, or otherwise required to be notified by the Directors and chief executives to the Company and the Hong Kong Stock Exchange in accordance with the Model Code contained in Appendix C3 of the Hong Kong Listing Rules, were as follows:

(1) Interest in the Shares of the Company

Name	Nature of Interest	Number of shares (shares)	Type of the shares
MAI Boliang	Beneficial interest	890,465	A Share

(2) Interest in the Underlying Shares of the Company

As at 31 December 2025, none of the Directors and chief executives of the Company had any interest in the underlying shares of the Company.

(3) Interest in the Associated Corporation of the Company

Name	Name of Corporation	Nature of Interest	Number of shares (shares)
MAI Boliang	CIMC Enric	Beneficial interest	8,260,000 (ordinary shares)

In addition to the above information, as at 31 December 2025, none of the Directors and chief executives of the Company had any interest in the associated corporation of the Company.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

5. Job Status of Current Directors and Senior Management

For the professional background and major working experience of current Directors and Senior Management and their main responsibility in the Company, please refer to “1. Brief Biography of the Directors and Senior Management of the Company” of “IV. Directors and Senior Management” in this Chapter.

Where the controlling shareholder and de facto controller concurrently serve as the chairman and general manager of the listed company

☐Applicable ☒Not applicable

(1) Job status in Shareholders' Company

Name	Name of Shareholders' company	Position in Shareholders' company	Start of term of office	End of term of office	With compensation allowance from Shareholders' company or not
ZHU Zhiqiang	Shenzhen Capital Group	Deputy secretary of the Party Committee, General Manager, Director	February 2021	–	Yes
MEI Xianzhi	CMI	Deputy secretary of the Party Committee, General Manager, Director	June 2022	–	Yes
	Soares Limited	Director	February 2023	–	No
	China Merchants (CIMC) Investment	Director	January 2023	–	No
XU Laping	Shenzhen Capital Group	Member of the Party Committee, Deputy general manager	November 2023	–	Yes
ZHAO Jintao	China Merchants Group	Deputy director of Strategic Development Department/ Technology Innovation Department	April 2024	–	Yes

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(2) Job Status in Other Companies

Name	Name of other companies	Position in other companies	Start of term of office	End of term of office	With compensation allowance from other companies or not
MAI Boliang	Shenzhen CIMC Industry & City Development Group Co., Ltd.	Chairman	November 2010	To present	No
ZHU Zhiqiang	Shenzhen Capital Group Co., Ltd.	Director	April 2021	To present	No
MEI Xianzhi	CM Energy Tech Co., Ltd.	Chairman	July 2023	May 2025	No
	China Merchants New Material Technology (Chongqing) Co., Ltd.	Chairman	November 2022	April 2025	No
	China Merchants Industry Digital Technology (Jiangsu) Co., Ltd.	Chairman	August 2023	To present	No
	China Merchants Offshore Engineering Investment Shenzhen Co., Ltd.	Director	January 2023	To present	No
	Nantong Zhaohai Real Estate Development Co., Ltd.	Director	April 2022	To present	No
	Sinoocean Offshore Assets Management Limited	Director	June 2025	To present	No

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Name	Name of other companies	Position in other companies	Start of term of office	End of term of office	With compensation allowance from other companies or not
XU Laping	Shenzhen Newccess Industrial Co., Ltd. (深圳市柳鑫實業股份有限公司)	Chairman	November 2021	To present	No
	Shenzhen Financial Leasing (Group) Co., Ltd.	Chairman	July 2024	To present	No
	Shenzhen Zhaochi Co., Ltd.	Vice Chairman	November 2022	To present	No
	Shenzhen SEG Co., Ltd.	Director	July 2017	February 2026	No
	Shenzhen Electronics Group Co., Ltd.	Director	September 2017	To present	No
	Guolian Life Insurance Co., Ltd.	Director	December 2023	To present	No
	Kashi Shenzhen City Company Limited	Director	December 2022	December 2025	No
	Shenzhen Tagen Group Co., Ltd. (深圳市天健(集團)股份有限公司)	Director	January 2023	To present	No
	Shenzhen Yuanzhi Technology Investment Co., Ltd. (深圳市遠致科技投資有限公司)	Executive director, general manager	January 2024	September 2025	No
	Shenzhen Clou Electronics Co., Ltd. (深圳市科陸電子科技股份有限公司)	Director	November 2023	To present	No
ZHAO Feng	Qianhai Reinsurance Co., Ltd.	Director	January 2026	To present	No
	Shandong Gold Mining Co., Ltd.	Independent director	December 2020	To present	Yes
	China Longyuan Power Group Corporation Limited	Independent director	November 2021	To present	Yes
	Xiamen International Bank Co., Ltd.	Independent director	December 2021	To present	Yes

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Name	Name of other companies	Position in other companies	Start of term of office	End of term of office	With compensation allowance from other companies or not
ZHANG Guanghua	Bank of Beijing Co., Ltd.	Independent director	December 2018	August 2025	Yes
	Focus Media Information Technology Co. Ltd.	Independent director	November 2021	To present	Yes
	Susall Wave Digital Technology (Shenzhen) Co., Ltd.	Supervisor	July 2022	To present	No
	YOU + BANK Co., Ltd.	Independent director	July 2024	March 2026	Yes
WONG Kwai Huen, Albert	Hua Hong Semiconductor Limited	Independent director	January 2005	To present	Yes
	CTF Services Limited	Independent director	July 2018	To present	Yes
HUANG Tianhua	Hongjing Zhiye (Beijing) Supply Chain Consulting Co., Ltd. (弘景智業(北京)供應鏈諮詢有限公司)	Chairman	August 2021	To present	No
	Shenzhen CIMC Industry & City Development Group Co., Ltd.	Director	September 2018	To present	No
	Beijing Longtian Cultural Development Co., Ltd. (北京龍田文化發展有限公司)	Director	January 2004	To present	No
YU Yuqun	Shenzhen Financial Leasing (Group) Co., Ltd.	Vice Chairman	January 2022	To present	No
	IMEIK Technology Development Co., Ltd.	Independent director	November 2022	To present	Yes
	Shenzhen Financial Leasing (Group) Co., Ltd.	Director	March 2017	To present	No
ZENG Han	Shenzhen Financial Leasing (Group) Co., Ltd.	Director	March 2017	To present	No
	Shenzhen CIMC Industry & City Development Group Co., Ltd.	Director	July 2017	To present	No
WANG Xiaoyan	Origin Asset Management Co., Ltd (泉果基金管理有限公司)	Independent director	March 2021	To present	Yes

Penalties on the current and resigned Directors and Senior Management of the Company during the Reporting Period by the securities regulatory authority for the recent three years

☐ Applicable ☒ Not applicable

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

6. Remuneration of Directors and Senior Management

(1) **Decision-making Process, Basis for Determination and Actual Payment of Remuneration of Directors and Senior Management**

In accordance with the provisions of the Articles of Association, remuneration of the Company's Directors shall be determined by the General Meeting, while remuneration of the Senior Management shall be determined by the Board. The Company has established complete salary system and remuneration regulations, and the Company adopts annual salary system. The Board of the Company shall pay remuneration to the Senior Management according to the "Regulations for Annual Performance Assessment and Incentive for the Personnel Employed by the CIMC Board". The Company's senior management remuneration policy links financial interests of the senior management with the Group's operating results.

Upon consideration and approval of the Board and the General Meeting, during the Reporting Period, the independent non-executive Director was awarded with RMB240,000 per year as independent director's allowance, Ms. ZHAO Feng, as non-executive director, receives an annual allowance of RMB240,000 (tax inclusive), payable on a monthly basis.

During the Reporting Period, the details of remuneration (pre-tax) of Directors and Senior Management are described in the following remuneration table for Directors and Senior Management.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(2) Remuneration of Directors and Senior Management during the Reporting Period

RMBO'000

Name	Position	Gender	Age	Status	Total remuneration before tax from the Company (Cash compensation on an accrual basis) (Note 1)	Remuneration received from Shareholders' company or other related parties
MAI Boliang (Note 2)	Chairman, executive Director	Male	66	Current	670	No
ZHU Zhiqiang	Vice chairman, non-executive Director	Male	51	Current	–	Yes
MEI Xianzhi	Vice chairman, non-executive Director	Male	45	Current	–	Yes
HU Xianfu	Vice chairman, non-executive Director	Male	56	Resigned	–	Yes
XU Laping	Non-executive Director	Male	47	Current	–	Yes
SUN Huirong	Non-executive Director	Male	42	Resigned	–	Yes
ZHAO Jintao	Non-executive Director	Male	48	Current	–	Yes
DENG Weidong	Non-executive Director	Male	58	Resigned	–	Yes
ZHAO Feng	Non-executive Director	Female	56	Current	24.0	Yes
LUI FUNG Mei Yee, Mabel	Independent non-executive Director	Female	74	Resigned	8.9	Yes
ZHANG Guanghua	Independent non-executive Director	Male	68	Current	24.0	No
YANG Xiong	Independent non-executive Director	Male	59	Resigned	24.0	Yes
WONG Kwai Huen, Albert	Independent non-executive Director	Male	74	Current	15.2	No
GAO Xiang	President	Male	60	Current	399	No
LI Yinhui	Vice president	Male	58	Current	310	No
HUANG Tianhua	Vice president	Male	62	Current	299	No
YU Yuqun	Vice president	Male	60	Current	305	Yes
ZENG Han	Vice president and Chief Financial Officer (CFO)	Male	50	Current	304	No
WANG Xiaoyan	Vice president	Male	52	Current	262	Yes
WU Sanqiang	Secretary to the Board, company secretary	Male	55	Current	229	No
Total	–	–	–	–	2,874.1	–

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Note 1: The total pre-tax remuneration received by the Company's management from the Company as set out in the table comprises basic salary and the estimated performance bonus for 2025. In accordance with the Company's remuneration management policy, the 2025 annual performance evaluation for the Company's management has not yet been completed. The estimated performance bonus has therefore been calculated solely on the basis of the basic performance bonus coefficient without taking into account individual performance results. The final amount of the 2025 performance bonus is subject to approval by the Board. The Company will make further disclosure once the Board has completed the relevant assessment and review.

Note 2: In accordance with the Articles of Association, the executive Directors are also the senior management of the Company. As the Chairman and executive Director of the Company, Mr. MAI Boliang has received the remuneration from the Company due to his position of senior management in the Company.

During the Reporting Period, the supervisors of the Company (whose positions were abolished on 7 November 2025) did not receive any remuneration in respect of their service as supervisors.

Basis for assessment of actual remuneration received by all Directors and senior management at the end of the Reporting Period	During the Reporting Period, the three independent non-executive Directors of the Company and the non-executive director, Ms. ZHAO Feng, received fixed allowances in accordance with the scheme approved at the general meeting. The remuneration of senior management is determined by the Board in accordance with the "Regulations for Annual Performance Assessment and Incentive for the Personnel Employed by the CIMC Board" and is linked to the operating results of the Group.
Status of completion of assessment of actual remuneration received by all Directors and senior management at the end of the Reporting Period	The senior management of the Company have completed the performance assessment for 2024. The 2024 performance wages determined on such basis was paid in 2025. For details, please refer to note X. 7 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.
Deferred payment arrangements for actual remuneration received by all Directors and senior management at the end of the Reporting Period	NA
Claw-back arrangements for actual remuneration received by all Directors and senior management at the end of the Reporting Period	NA

For details of the top five highest paid employees of the Group in 2025, please refer to Note X. 8 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this report.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

V. PERFORMANCE OF DIRECTORS' DUTIES DURING THE REPORTING PERIOD

1. The duty performance of the Directors during the Reporting Period

For details of the duty performance of the Directors during the Reporting Period, please refer to "II. THE BOARD" under "Part II: Corporate Governance Report (Prepared in accordance with the Requirements of the Hong Kong Listing Rules)" in this chapter.

2. Attendance of the Directors at the Board meetings and general meetings

Please refer to "(III) Board Meeting" of "II. THE BOARD" and "2. Attendance of each Director at general meetings" of "IV. SHAREHOLDERS AND GENERAL MEETINGS" under "Part II: Corporate Governance Report (Prepared in accordance with the Requirements of the Hong Kong Listing Rules)" in this chapter for details of attendance of the Directors at the Board meetings and general meetings during the Reporting Period.

3. Directors' opposition to relevant proposals of the Company

During the Reporting Period, the Directors did not present any opposition to relevant proposals of the Company.

4. Other descriptions to duty performance of the Directors

Nil.

VI. DUTY PERFORMANCE OF SPECIAL COMMITTEES OF THE BOARD DURING THE REPORTING PERIOD

The Board has set up five special committees, i.e. Audit Committee, Remuneration and Appraisal Committee, Strategy and Sustainable Development Committee, Nomination Committee and Risk Management Committee. These special committees conscientiously performed their duties in accordance with the Code of Corporate Governance for Listed Companies, the Hong Kong Listing Rules, the Articles of Association, and the authorities and obligations mandated by the implementation rules of each special committee.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(I) During the Reporting Period, the attendance of each member at special board committees is as follows:

Name	Number of attendance/Number of meetings to be attended				
	Audit Committee	Strategy and Sustainable Development Committee	Remuneration and Appraisal Committee	Nomination Committee	Risk Management Committee
MAI Boliang	–	4/4	–	3/3	–
ZHU Zhiqiang	–	4/4	–	3/3	–
MEI Xianzhi	–	4/4	–	–	–
HU Xianfu (resigned during the Reporting Period)	–	–	–	–	–
XU Laping	–	–	3/3	–	4/4
SUN Huirong (resigned during the Reporting Period due to the change of term of office)	–	–	1/1	–	2/2
ZHAO Jintao	–	–	4/4	–	6/6
DENG Weidong (resigned during the Reporting Period)	–	–	–	–	–
ZHANG Guanghua	17/17	4/4	4/4	3/3	6/6
WONG Kwai Huen, Albert	11/11	–	3/3	1/1	4/4
LUI FUNG Mei Yee, Mabel (resigned during the Reporting Period due to the change of term of office)	6/6	–	1/1	2/2	2/2
YANG Xiong (resigned and ceased to serve with effect from 29 January 2026)	17/17	4/4	4/4	3/3	6/6

(II) During the Reporting Period, the work of each special board committee is as follows:

	Session of meeting	Date	Resolutions of meeting
Audit Committee	The 1st meeting in 2025 of the Audit Committee of the tenth session of the Board	3 January 2025	Opinions on the Continuing Connected Transactions/Ordinary Related-party Transactions with Relevant Subsidiaries of China Merchants Group Limited
	The 2nd meeting in 2025 of the Audit Committee of the tenth session of the Board	11 March 2025	Communicate with the Annual Audit Institution on the Audit Progress of the 2024 Annual Report
	The 3rd meeting in 2025 of the Audit Committee of the tenth session of the Board	18 March 2025	Opinions on Continuing Connected Transactions/Ordinary Related-party Transactions with China Merchants Industry Holdings Co., Ltd.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Session of meeting	Date	Resolutions of meeting
The 4th meeting in 2025 of the Audit Committee of the tenth session of the Board	28 March 2025	Formulate opinions on matters concerning the 4th meeting in 2025, including: 1. the Financial Information in 2024 Annual Financial Report and 2024 Annual Report of CIMC 2. the 2024 Annual Assessment Report on Internal Control of CIMC 3. the Implementation of 2024 Continuing Connected Transactions/Ordinary Related-party Transactions 4. the Assessment of Accounting Firm's 2024 Annual Performance and Proposal for the 2025 Annual Accounting Firm 5. the Assessment of Accounting Firm's Performance of Duties and Performance of Supervision Duties for 2024 6. the Resolution Regarding the Appointment of the Chief Financial Officer of CIMC 7. the Resolution Regarding the Provision of Related-party Guarantee for Shenzhen Financial Leasing (Group) Co., Ltd. and its Subsidiaries by CIMC in 2025 8. the Resolution Regarding the Provision of Guarantee for Shenzhen CIMC Industry & City Development Group Co., Ltd. and its Subsidiaries by CIMC in 2025
The 5th meeting in 2025 of the Audit Committee of the tenth session of the Board	28 April 2025	Opinion on the first quarterly financial report in 2025
The 6th meeting in 2025 of the Audit Committee of the tenth session of the Board	8 May 2025	No matters to be resolved: Report on the external risk control situation and progress of risk control initiatives in the first quarter of 2025
The 1st meeting in 2025 of the Audit Committee of the eleventh session of the Board	15 May 2025	Resolution Regarding the Election of the Chairman of the Audit Committee of the Eleventh Session of the Board
The 2nd meeting in 2025 of the Audit Committee of the eleventh session of the Board	22 May 2025	Opinion on the Signing of the Financial Service Framework Agreement by CIMC Finance Co., Ltd. and Shenzhen CIMC Industry & City Development Group Co., Ltd.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Session of meeting	Date	Resolutions of meeting
The 3rd meeting in 2025 of the Audit Committee of the eleventh session of the Board	20 June 2025	Opinion on Purchase of Property in CIMC Zhihuiyuan in the Songshan Lake by Shenzhen CIMC Innovation Industry Development Co., Ltd.
The 4th meeting in 2025 of the Audit Committee of the eleventh session of the Board	25 June 2025	Opinion on the Entering into of the New Annual Caps for the Continuing Connected Transactions with Shanghai International Port (Group) Co., Ltd. for the Next Three Years (2025-2027)
The 5th meeting in 2025 of the Audit Committee of the eleventh session of the Board	11 August 2025	Opinion on the Continuing Connected Transactions with Yantai Guofeng Investment Holdings Group Co., Ltd.
The 6th meeting in 2025 of the Audit Committee of the eleventh session of the Board	12 August 2025	Opinion on the policies related to auditors providing non-assurance services of China International Marine Containers (Group) Co., Ltd.
The 7th meeting in 2025 of the Audit Committee of the eleventh session of the Board	27 August 2025	Opinion on the financial information in CIMC's 2025 semi-annual financial report and 2025 semi-annual report Review of the report on the progress of key risk control initiatives for the first half of 2025 and the work promotion plan for the second half of the year
The 8th meeting in 2025 of the Audit Committee of the eleventh session of the Board	9 September 2025	Opinion on Connected Transactions/Related-party Transactions with Subsidiaries of China Merchants Industry Holdings Co., Ltd.
The 9th meeting in 2025 of the Audit Committee of the eleventh session of the Board	30 October 2025	Opinion on the Third Quarterly Report for 2025
The 10th meeting in 2025 of the Audit Committee of the eleventh session of the Board	31 October 2025	No matters to be resolved: Report on the external risk control situation and progress of risk control initiatives in the third quarter of 2025

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

	Session of meeting	Date	Resolutions of meeting
	The 11th meeting in 2025 of the Audit Committee of the eleventh session of the Board	18 December 2025	Review of (1) the report on the promotion of key risk control initiatives for 2025 and the key priorities for 2026; (2) KPMG's report on the annual audit plan. Formulate opinions on matters concerning the 11th meeting in 2025, including: 1. the Resolution Regarding the Continuing Connected Transactions/Ordinary Related-party Transactions with Shenzhen Financial Leasing (Group) Co., Ltd. 2. the Resolution on Ordinary Related-party Transactions with CIMC Xinde Leasing (Shenzhen) Co., Ltd. and its subsidiaries 3. the Resolution Relating to Purchase of Property in CIMC Zhihuiyuan in the Songshan Lake by Shenzhen CIMC Innovation Industry Development Co., Ltd.
Strategy and Sustainable Development Committee	The 1st meeting in 2025 of the Strategy and Sustainable Development Committee of the tenth session of the Board	27 March 2025	1. Review of the Report on the Implementation of CIMC's 2024 Strategic Plan and the 2025 Outlook, as well as the Summary of CIMC's Sustainable Development (ESG) Work for 2024 and the Report on Key Priorities for 2025; 2. Approval of the Sustainable Development and ESG Report of CIMC for 2024 and the Resolution Regarding the Improvement of Sustainable Development Governance
	The 1st meeting in 2025 of the Strategy and Sustainable Development Committee of the eleventh session of the Board	15 May 2025	Resolution Regarding the Election of the Chairman of the Strategy and Sustainable Development Committee of the Eleventh Session of the Board
	The 2nd meeting in 2025 of the Strategy and Sustainable Development Committee of the eleventh session of the Board	27 August 2025	No matters to be resolved: Summary of CIMC's Sustainable Development and ESG Work for the First Half of 2025 and Report on Key Priorities for the Second Half of the Year

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

	Session of meeting	Date	Resolutions of meeting
	The 3rd meeting in 2025 of the Strategy and Sustainable Development Committee of the eleventh session of the Board	18 December 2025	Formulate opinions on matters concerning the 3rd meeting in 2025: 1. Resolution Regarding the 2025 Sustainable Development (ESG) Material Topics List and the Key Topics (Impact Materiality and Financial Materiality) of the Statement of the Board of Directors; 2. Mid-term Review of the Implementation of CIMC's 2023–2027 Strategic Plan
Remuneration and Appraisal Committee	The 1st meeting in 2025 of the Remuneration and Appraisal Committee of the tenth session of the Board	24 April 2025	Opinion on the Proposed Adjustment to the Annual Basic Salaries of Certain Personnel Employed by the Board
	The 1st meeting in 2025 of the Remuneration and Appraisal Committee of the eleventh session of the Board	15 May 2025	Resolution Regarding the Election of the Chairman of the Remuneration and Appraisal Committee of the Eleventh Session of the Board
	The 2nd meeting in 2025 of the Remuneration and Appraisal Committee of the eleventh session of the Board	22 May 2025	Opinion on Performance Assessment for the Personnel Employed by the Board for 2024
	The 3rd meeting in 2025 of the Remuneration and Appraisal Committee of the eleventh session of the Board	18 July 2025	Opinion on the Resolution regarding the Payment of Performance-based Salaries to Personnel Employed by the Board for 2024
Nomination Committee	The 1st meeting in 2025 of the Nomination Committee of the tenth session of the Board	24 February 2025	Opinion on the Proposed Nomination for By-election as a Director of the Tenth Session of the Board

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

	Session of meeting	Date	Resolutions of meeting
	The 2nd meeting in 2025 of the Nomination Committee of the tenth session of the Board	27 March 2025	Formulate opinions on matters concerning the 2nd meeting in 2025, including: 1. the Resolution Regarding Review of the Structure, Size and Composition of the Board for 2024 2. the Resolution Regarding Proposed Nomination of Director Candidates for the Eleventh Session of the Board 3. the Resolution Regarding Proposed Nomination of Independent Director Candidates for the Eleventh Session of the Board 4. the Resolution Regarding the Proposed Appointment of Senior Management
	The 1st meeting in 2025 of the Nomination Committee of the eleventh session of the Board	15 May 2025	Opinion on the Proposed Appointment of Senior Management
Risk Management Committee	The 1st meeting in 2025 of the Risk Management Committee of the tenth session of the Board	27 March 2025	Opinion on the 2024 Annual Assessment Report on Internal Control of China International Marine Containers (Group) Co., Ltd
	The 2nd meeting in 2025 of the Risk Management Committee of the tenth session of the Board	8 May 2025	No matters to be resolved: the report on the external risk control situation and progress of risk control initiatives in the first quarter of 2025
	The 1st meeting in 2025 of the Risk Management Committee of the eleventh session of the Board	15 May 2025	Resolution Regarding the Election of the Chairman of the Risk Management Committee of the Eleventh Session of the Board
	The 2nd meeting in 2025 of the Risk Management Committee of the eleventh session of the Board	27 August 2025	No matters to be resolved: the report on the promotion of key risk control initiatives for the first half of 2025 and the work promotion plan for the second half of the year

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Session of meeting	Date	Resolutions of meeting
The 3rd meeting in 2025 of the Risk Management Committee of the eleventh session of the Board	31 October 2025	No matters to be resolved: the report on the external risk control situation and progress of risk control initiatives in the third quarter of 2025
The 4th meeting in 2025 of the Risk Management Committee of the eleventh session of the Board	18 December 2025	No matters to be resolved: the promotion of key risk control initiatives for 2025 and the annual work plan for 2026

(III) Audit Committee

1. Duties and responsibilities of the Audit Committee

The Audit Committee of the Company shall exercise the powers of the board of supervisors as defined in the Company Law and is responsible for reviewing the financial information of the Company and its disclosure, supervising and evaluating internal and external audit work and internal control. The following matters shall be submitted to the Board for consideration after being approved by more than half of the members of the Audit Committee: to disclose the financial information in financial accounting reports and periodic reports, and internal control evaluation reports; to appoint or dismiss the accounting firm of the Company that undertakes the audit work of the Company; to appoint or dismiss the chief financial officer of the Company; to revise accounting policies and accounting estimates or to correct material accounting errors for reasons other than changes in accounting standards; other matters as stipulated by laws, administrative regulations, CSRC regulations, relevant regulatory rules in the jurisdictions where the shares of the Company are listed, these Articles of Association, terms of reference of the Audit Committee of the Company and as authorised by the Board.

2. Members of the Audit Committee

The Audit Committee comprises three independent non-executive Directors. As at the end of the Reporting Period, members include, chairman, namely, Mr. YANG Xiong and members, namely, Mr. ZHANG Guanghua and Mr. WONG Kwai Huen, Albert. On 29 January 2026, Ms. XIE Jiawei, the independent non-executive director, was elected as chairman of the Audit Committee of the eleventh session of the Board of the Company, and Mr. YANG Xiong ceased to serve as a member of the Audit Committee.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(IV) Strategy and Sustainable Development Committee

1. Duties and responsibilities of the Strategy and Sustainable Development Committee

The main function of the Strategy and Sustainable Development Committee of the Company is to do research and make proposals on the long-term development strategy, sustainable development (environmental, social and governance, the “ESG”) issues and major investment decisions of the Company.

2. Members of the Strategy and Sustainable Development Committee

Members of the Strategy and Sustainable Development Committee comprise one executive Director, two non-executive Directors and two independent non-executive Directors. As at the end of the Reporting Period, members include chairman, namely, Mr. MAI Boliang and members, namely, Mr. ZHU Zhiqiang, Mr. MEI Xianzhi, Mr. ZHANG Guanghua and Mr. YANG Xiong. On 29 January 2026, Ms. XIE Jiawei, the independent non-executive director, was elected as a member of the Strategy and Sustainable Development Committee of the eleventh session of the Board of the Company, and Mr. YANG Xiong ceased to serve as a member of the Strategy and Sustainable Development Committee.

(V) Remuneration and Appraisal Committee

1. Duties and responsibilities of the Remuneration and Appraisal Committee

The Remuneration and Appraisal Committee of the Company is responsible for formulating and evaluating the assessment standards of directors and senior management personnel, establishing and reviewing the remuneration policies and plans such as the mechanism for determining remuneration, decision-making process, and the payment and clawback arrangements of directors and members of senior management, and making recommendations to the Board of Directors on the following matters: the remuneration of directors and senior management personnel of the Company; the formulation or modification of equity incentive schemes and employee share ownership schemes, and the achievement of conditions for the grant and exercise of rights by incentive recipients; the arrangement of share ownership schemes of directors and senior management personnel in subsidiaries which are proposed to be spun-off; other matters as stipulated by laws, administrative regulations, CSRC regulations, relevant regulatory rules in the jurisdictions where the shares of the Company are listed, these Articles of Association, terms of reference of the Remuneration and Appraisal Committee of the Company and as authorised by the Board.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

2. Members of the Remuneration and Appraisal Committee

The Remuneration and Appraisal Committee comprises five Directors, including three independent non-executive Directors and two non-executive Directors. As at the end of the Reporting Period, members include chairman, namely, Mr. ZHANG Guanghua and members, namely, Mr. YANG Xiong, Mr. WONG Kwai Huen, Albert, Mr. XU Laping and Mr. ZHAO Jintao. On 29 January 2026, Ms. XIE Jiawei, the independent non-executive director, was elected as a member of the Remuneration and Appraisal Committee of the eleventh session of the Board of the Company, and Mr. YANG Xiong ceased to serve as a member of the Remuneration and Appraisal Committee.

3. Decision procedures for remuneration

The appraisal procedures of the Remuneration and Appraisal Committee for the directors and senior management include: (1) the Remuneration and Appraisal Committee determines the list of staff to be appraised and submits to the Board for consideration and approval; (2) the staff to be appraised submit a work report and provide self-evaluation to the Remuneration and Appraisal Committee of the Board; (3) the Remuneration and Appraisal Committee evaluates the performance of the staff based on the evaluation criteria and procedures; and (4) the Remuneration and Appraisal Committee proposes the remuneration scheme or recommendation for each staff member based on their results of performance evaluation and the remuneration distribution policy, and reports it to the Board after passing the vote. According to the Implementation Rules of the Remuneration and Appraisal Committee, the remuneration plan of the Company's Directors proposed by the Remuneration and Appraisal Committee shall be submitted to the Board for discussion and consent, and then submitted to the general meeting for consideration and approval before implementation; the remuneration distribution plan for senior management shall be submitted to the Board for examination and approval before implementation. The model stipulated in Appendix C1 of the Hong Kong Listing Rules is adopted for the procedures that determine the remuneration.

(VI) Nomination Committee

1. Duties and responsibilities of the Nomination Committee

The Nomination Committee shall be responsible for formulating the criteria and procedures for selection of directors and members of senior management, selecting and reviewing the candidates for directors and members of senior management and their qualifications for the positions, and making recommendations to the Board of Directors on the following matters: nomination, appointment or removal of directors; appointment or removal of members of senior management; other matters as stipulated by laws, administrative regulations, CSRC regulations, relevant regulatory rules in the jurisdictions where the shares of the Company are listed, these Articles of Association, terms of reference of the Nomination Committee of the Company and as authorised by the Board.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

2. Members of the Nomination Committee

The Nomination Committee comprises five Directors, including three independent non-executive Directors, one executive Director and one non-executive Director. As at the end of the Reporting Period, members include convenor, namely, Mr. WONG Kwai Huen, Albert, and members, namely, Mr. MAI Boliang, Mr. ZHU Zhiqiang, Mr. ZHANG Guanghua and Mr. YANG Xiong. On 29 January 2026, Ms. XIE Jiawei, the independent non-executive director, was elected as a member of the Nomination Committee of the eleventh session of the Board of the Company, and Mr. YANG Xiong ceased to serve as a member of the Nomination Committee.

3. Procedures and criteria of nomination of Directors

Pursuant to the Articles of Association, election and replacement of Directors shall be proposed to a general meeting for approval. According to the Implementation Rules of the Nomination Committee, the procedures of nomination and selection of Directors should include: (1) the Nomination Committee shall proactively exchange views with relevant departments of the Company to study the need of the Company for new Directors, specify the selection criteria, including but not limited to, taking into consideration the qualifications, skills, perspectives, independence, gender diversity and experiences of the new Directors in accordance with the diversity policies, and formulate written materials; (2) the Nomination Committee may conduct extensive search for candidates for directorship among employees of the Company, its Shareholders and in the open recruitment market; (3) information including the profession, education, professional titles, detailed work experience and all part-time jobs etc. of the preliminary candidates shall be collected, and written materials shall be formulated; (4) the nominee's consent to nomination shall be sought, failing which such nominee shall not be named as a candidate for directorship; (5) a meeting of the Nomination Committee shall be convened, at which qualification-vetting of the preliminary candidates shall be carried out based on the terms of appointment for Directors; (6) the Nomination Committee shall submit its recommendations for candidates for directorship together with relevant materials to the Board one to two months prior to the election of new Directors; and (7) other subsequent tasks to be undertaken pending on the decision and feedback of the Board.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(VII) Risk Management Committee

In order to further strengthen the risk management and internal control system, enhance the risk control capability and optimise the corporate governance structure of the Company, the Risk Management Committee was established by the Board.

1. Duties and responsibilities of the Risk Management Committee

The Risk Management Committee is mainly responsible for the risk management, compliance management, establishment of internal control system and other related responsibilities of the Company.

2. Members of the Risk Management Committee

During the Reporting Period, the Risk Management Committee comprised two non-executive Directors and three independent non-executive Directors. As at the end of the Reporting Period, members include chairman, namely, Mr. XU Laping, and members, namely, Mr. ZHAO Jintao, Mr. ZHANG Guanghua, Mr. YANG Xiong and Mr. WONG Kwai Huen, Albert. On 29 January 2026, Ms. XIE Jiawei, the independent non-executive director, was elected as a member of the Risk Management Committee of the eleventh session of the Board of the Company, and Mr. YANG Xiong ceased to serve as a member of the Risk Management Committee.

VII. OPERATION OF THE AUDIT COMMITTEE

Any risk of the Company discovered by the Audit Committee in its supervision during the Reporting Period

☐ Yes ☒ No

The Audit Committee has no objection to the supervision items during the Reporting Period.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

VIII. PROFIT DISTRIBUTION AND SHARE CAPITAL INCREASE BY WAY OF TRANSFER FROM CAPITAL RESERVES OF THE COMPANY

1. Formulation, implementation or adjustment of profit distribution policy (especially the cash dividend policy) during the Reporting Period

☒ Applicable ☐ Not Applicable

The Company has adopted a stable dividend distribution policy. At present, the Company distributes dividend to Shareholders once a year, namely the final dividend, and commits that, in principle, the total annual cash dividends for the years 2025 to 2027 shall not be less than 30% of the net profit attributable to shareholders of the listed company for the year, after deducting the profits distributed to holders of other equity instruments such as perpetual bonds (if any). The Company's stable and active dividend distribution policy has received welcome from its Shareholders and fully protects the interests of its minority Shareholders. The Articles of Association specifically stipulates the Company's dividend distribution: the Company's final dividend will be determined at the general meeting by way of ordinary resolutions. The Company has been in strict compliance with the Articles of Association and relevant regulatory requirements over the years for its decision-making on dividend distribution. The Company strives to achieve outstanding operating results and deliver a good return for its Shareholders. On 11 July 2025, the profit distribution plan for 2024 of the Company was implemented, which is a cash dividend of RMB0.176 (tax inclusive) per share to all the shareholders on the basis of 5,367,874,835 shares, which is calculated by deducting 24,645,550 repurchased shares from 5,392,520,385 shares, the total share capital of the Company as at 31 December 2024, and there will be no bonus shares or new shares being issued by way of conversion of capital reserve.

The Company's plan for profit distribution comply with the Company's Articles of Association and other relevant provisions during the Reporting Period.

Particulars of Cash Dividend Policy

Was it in compliance with the requirements of the Company's Articles of Association and the resolution of the general meeting:	Yes
Was the dividend distribution criteria and proportion well-defined and clear:	Yes
Was the related decision-making process and mechanism in place:	Yes
Did independent Directors fulfill their duties and play their roles:	Yes
Were the minority Shareholders given opportunities to sufficiently voice their opinions and make requests and were their legal interests fully protected:	Yes
Were conditions and procedures legal and transparent in respect of the cash dividend policy with adjustments or changes:	Yes

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

2. The Company recorded a profit during the Reporting Period, and the profit distributable to the ordinary Shareholders of the Company was positive. However, the Company did not propose a cash dividend distribution plan of ordinary shares

☐Applicable ☒Not Applicable

3. Description of profit distribution and share capital increase by way of transfer from capital reserve during the Reporting Period

☒Applicable ☐Not Applicable

Number of bonus shares for every 1 share (share)	–
Dividend for every 1 share (RMB) (including tax)	0.179
Number of shares converted for every 1 share (share)	–
Basis of share capital of distribution plan (share)	5,246,340,845
Amount of cash dividend (RMB thousand) (including tax)	939,095
Amount of cash dividend in other ways (i.e. share repurchase) (RMB thousand)	913,101
Cash dividend in total (including amount in other ways) (RMB thousand) (including tax)	1,852,196
Distributable profit (RMB thousand)	135,566
% of cash dividend in total (including amount in other ways) to total profit distribution	100%

Description of cash dividend

Where the Company is in its developing stage with no substantial capital expenditure arrangement, the dividend distributed in the form of cash shall not be less than 80% of the total profit distribution when distributing its profits. Where the Company is in a developed stage with substantial capital expenditure arrangement, the dividend distributed in the form of cash shall not be less than 40% of the total profit distribution when distributing its profits.

Description of details of profit distribution or share capital increase by way of transfer from capital reserves

Based on the Group's 2025 operating results and taking into account the Group's overall financial position and cash flows, the proposed profit distribution plan for 2025 of the Company as considered and approved by the Board meeting is a cash dividend of RMB0.179 (tax inclusive) per share to all the shareholders on the basis of 5,246,340,845 shares, which is calculated by deducting 146,179,540 repurchased shares as at 26 March 2026 from 5,392,520,385 shares, the existing total share capital of the Company, and there will be no bonus shares or new shares being issued by way of conversion of capital reserve. As at the end of 2025, the balance of the accumulated undistributed profit of the Company available for distribution to shareholders amounted to RMB 16,187,941,000. Where there are any changes in the share capital of the Company after the Board considered the profit distribution plan until implementation of the plan, the total dividend amount will be adjusted while maintaining the dividend ratio of RMB0.179 (tax inclusive) per share in cash. The proposed dividend is expected to be payable by 31 August 2026. Such proposed dividend payment for the year 2025 is subject to the consideration and approval at the general meeting of the Company.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

IX. IMPLEMENTATION OF THE COMPANY'S SHARE OPTION INCENTIVE SCHEME, EMPLOYEE STOCK OWNERSHIP SCHEME OR OTHER EMPLOYEE INCENTIVE MEASURES

1. Implementation of the Company's Share Option Incentive Scheme, Employee Stock Ownership Scheme or other employee incentive measures

The Core Employee Stock Ownership Scheme of the Company

On 28 June 2022, as approved at the 2021 annual general meeting of the Company, it was agreed that the "Core Employee Stock Ownership Scheme" (hereinafter referred to as the "**Stock Ownership Scheme**") is to be established with the legal remuneration and bonus amounts of the employees for the bonus drawn by the Company under the profit sharing scheme and the operation plan of purchasing A shares of the Company in the secondary market or transferring A shares repurchased by the Company is to be implemented; and it was also agreed that the "Core Employee Stock Ownership Scheme of China International Marine Containers (Group) Co., Ltd." (hereinafter referred to as the "**Scheme**") is to be formulated in accordance with the aforesaid operation plan. The duration of the Scheme is ten years, commencing from the date on which the Scheme is considered and approved at the shareholders' general meeting of the Company. The lock-up period of the A shares of the Group purchased in the secondary market by Tranches of Stock Ownership Schemes under the Scheme or transferred from those repurchased by the Company is 12 months, and no trading can be conducted during the lock-up period.

(1) Purpose of the Core Employee Stock Ownership Scheme

By implementing the Scheme, the Company will further improve the modern corporate governance system, stimulate employees' sense of mission and responsibility, and guide employees to operate steadily, which is conducive to promoting the long-term, sustainable and healthy development of the Company, and boosting the confidence of the capital market in the Company.

(2) Participants and Shareholding Limit

The Participants of the Stock Ownership Scheme include senior management appointed by the Board of the Company, some members of the executive committee of the Company (excluding general managers of subsidiaries), and heads of functional departments at the Company's headquarters, etc. The funds of the Scheme come from the legal salary and bonus amount of the Participants under the Company's Bonus of Profit Sharing Plan, and there is no situation where the Company provides financial assistance or guarantees to the Participants. The total number of shares of the Company held by each subsisted Stock Ownership Scheme under the Scheme shall not, in aggregate, exceed 10% of the Company's total share capital and the total number of shares corresponding to shareholding interests obtained by individual Participant shall not, in aggregate, exceed 1% of the Company's total share capital.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(3) Allocation of Interests

When Tranches of the Stock Ownership Schemes under the Scheme are established, the shareholding interests that can be enjoyed by the Participants of the Stock Ownership Scheme shall be determined by the legal salary and bonus amount of them under the Bonus of Profit Sharing Plan. Upon the expiration of the lock-up period of the Company's shares held by the Tranches of Stock Ownership Schemes, the Stock Ownership Scheme may, on the premise that it complies with laws and regulations and the relevant provisions of the Scheme, transfer A shares of the Company held by the Stock Ownership Scheme to the Participant's stock accounts through non-trading transfer, or sell the A Shares of the Company held by the Stock Ownership Scheme in the secondary market and distribute the proceeds to the Participants, or other legal means, according to the instructions of the Participants' Meeting Council.

(4) Progress of the Core Employee Stock Ownership Scheme

As at 26 March 2026, the Company has not yet implemented any phase of the Core Employee Stock Ownership Scheme.

As the Core Employee Stock Ownership Scheme of the Company is an operation plan to purchase A shares in the secondary market or transfer A shares repurchased by the Company which does not involve the issuance of any new Shares of the Company, there were no shares available for issue or treasury shares involved as at the date of this Report.

2. Implementation of the Share Option Incentive Scheme, Employee Stock Ownership Scheme or other employee incentive measures by the Company's subsidiaries

There are no share schemes of major subsidiaries of the Company that are required to be disclosed under Chapter 17 of the Hong Kong Listing Rules.

For details of implementation of share option incentive scheme, employee stock ownership scheme or other employee incentive measures of other subsidiaries of the Company, please refer to Note XI of "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

3. Options granted to Directors, Supervisors (Cancelled on 7 November 2025) and senior management during the Reporting Period

There were no options under any stock ownership schemes granted to Directors, Supervisors and senior management of the Company during the Reporting Period.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

4. Appraisal and incentives of senior management

In order to promote the Company's development in a standardized, sound and orderly manner, to attract more talents and to maintain the stability of the senior management, the Board has formulated the Regulations for Annual Performance Assessment and Incentive for the Personnel Employed by the CIMC Board, and established the performance appraisal and incentive and restraint mechanisms which link the remuneration of senior management with both the Company's performance and individual performance, in accordance with the Company's targets of medium and long-term development strategy and the interests of all Shareholders.

X. DEVELOPMENT AND IMPLEMENTATION OF INTERNAL CONTROL SYSTEM DURING THE REPORTING PERIOD

1. Development and implementation of internal control system

In accordance with the Basic Standard for Business Internal Control and its supporting guidelines, as well as the relevant regulations of the CSRC and the Shenzhen Stock Exchange, the Company has timely refined and updated its internal control system by adhering to fundamental internal control principles and considering its actual circumstances. The Company has comprehensively reviewed its existing rules and regulations and promptly optimized and improved them. Meanwhile, it has intensified supervision over key business operations of the Company and continuously conducted various specialized inspections and assessments, which enables the timely identification and rectification of deviations in operation and management. These measures reasonably ensuring the safety and integrity of corporate assets, and provide reasonable assurance regarding the truthfulness, accuracy and completeness of accounting information.

The Audit Committee of the Board and the Risk Management Committee of the Board, the Risk Control Committee, and the internal audit and risk control departments together constitute the Company's risk and internal control management organizational system, which supervises and evaluates the Company's internal control management. The Company's 2025 Annual Internal Control Evaluation Report comprehensively, truthfully and accurately reflects the actual situation of the Company's internal control. During the reporting period, the Company had no material weaknesses or significant weaknesses in its internal control.

2. Details of material defects of internal control detected during the Reporting Period

☐ Yes ☒ No

According to the findings in identifying the Company's significant deficiency in internal controls over financial reporting, as at the baseline date of the internal controls assessment report (31 December 2025), the Company has no significant deficiency in internal controls over financial reporting. The Board is of the opinion that the Company has duly complied with the criteria benchmarks for enterprise internal controls and the requirements of other relevant provisions to maintain effective internal controls over financial reporting in all material aspects.

According to the findings in identifying the Company's significant deficiency in internal controls over non-financial reporting, as at the baseline date of the internal controls assessment report (31 December 2025), the Company has not found any significant deficiency in internal controls over non-financial reporting.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

XI. MANAGEMENT AND CONTROL OVER SUBSIDIARIES BY THE COMPANY DURING THE REPORTING PERIOD

1. The Company shall disclose the management and control over its subsidiaries during the Reporting Period:

In order to ensure the achievement of its overall business objectives and to reduce operational risks, the Company, in addition to exercising control over its subsidiaries through equity control relationships, has also developed a set of management systems that meet the requirements of the Group's corporate governance and diversified development through the hierarchical management model comprising the Executive Committee of the Group, the Special Committees of the Group, and the board of directors of its controlling subsidiaries, such as the Strategic Planning Management System, the Investment Management System, the Business Plan Management System, Management Reporting System, Audit Management of Internal Control, Management System of Core Executives and Management Measures of Performance Contracts, etc. to regulate and control the controlling subsidiaries in terms of business plan, financial budget, investment and capital management, risk control, core personnel and performance assessment, forming a closed loop of 5S+HR management system. At the same time, the Company has strengthened its ability to manage the operations of the board of directors of its subsidiaries and the ability to dispatch directors and supervisors of subsidiaries, and clarified the roles and responsibilities of the directors and supervisors dispatched in various matters of the board of directors of its subsidiaries, so as to effectively strengthen the management compliance of its subsidiaries and prevent risks.

2. Content below shall be disclosed in case of increase of subsidiaries arising from acquisition during the Reporting Period:

Company Name	Integration Plan	Progress in Integration	Problems Encountered In Integration	Solution Measures Taken	Progress in Solution	Subsequent Solution Plan
Zhejiang CIMC Maer Fan Motor Co., Ltd. Youqi Environmental Engineering (Shanghai) Co., Ltd. CIMC WETRANS MALAYSIA SDN. BHD. PT CIMC WETRANS INDONESIA AUK SERVICE PTY. LTD ANDASHUN AMAZING LOGISTICS (VIETNAM) CO., LTD	The integration plan delegates certain senior management team members, including the Directors and CFO, to assist subsidiaries in establishing management systems, and incorporates their operations, human resources, finance and other aspects into the CIMC's management scope.	Completed	No	No	No	No

Abnormalities in management and control over subsidiaries

☐ Yes ☒ No



CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

XII. ASSESSMENT REPORT ON INTERNAL CONTROL OR AUDIT REPORT ON INTERNAL CONTROL

1. Assessment report on internal control

Disclosure date of full text of internal control assessment report	26 March 2026
Disclosure index of full text of internal control assessment report	www.cninfo.com.cn
Proportion of total assets of the units incorporated in the assessment scope in the Company's total assets in the consolidated financial statements	92%
Proportion of revenue of the units incorporated in the assessment scope in the Company's revenue in the consolidated financial statements	92%

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Category	Deficiency identification criteria	
	Financial reporting	Non-financial reporting
Qualitative benchmark	Significant deficiency: 1 ∙ Discovery of any form of acts of irregularity by Directors, Supervisors or the senior management; 2 ∙ Amendment to published financial statements to reflect correction to significant reporting errors due to mistakes or irregularities; 3 ∙ Auditors discovered the presence of significant reporting errors affecting the current financial statements which was initially undetected by the assessed entity's internal controls systems; 4 ∙ Significant deficiency that has been reported to the management but remains uncorrected after a reasonable period of time; alternatively, although the assessed entity has adjusted its significantly deficient internal controls prior to the baseline date, however, the new controls have not been in operation for a sufficiently long period; 5 ∙ Management's incompetence, inaction, and failure to fulfill internal control responsibilities resulting the failure of the Company's internal controls; 6 ∙ Ineffective monitoring on internal controls by the Audit Committee and the internal auditing unit; 7 ∙ Internal control deficiencies resulting the total amount of related-party transactions to exceed the total amount of related-party transactions approved on the general meeting.	Significant deficiency: 1 ∙ The system of rules and regulations is severely lacking, and management overrides internal controls; 2 ∙ The assessed entity's business activities are in serious violation of the laws and regulations of the State; 3 ∙ The "Major decision-making matters, Major recruitment or dismissal, Major project arrangement, and Significant capital operation" (Three Major and One Significant) decision-making process was not in compliance with regulations, resulting in significant losses for the Company; 4 ∙ Abnormal and large-scale loss of middle and senior management personnel or core business backbones; 5 ∙ The Company's reputation and image have suffered significant negative impacts due to its own internal control issues; 6 ∙ A violation of information disclosure regulations has negatively impacted the Company's officially disclosed periodic reports; 7 ∙ Major incidents in which top-secret information of the Company was leaked due to internal control deficiencies.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Category	Deficiency identification criteria	
	Financial reporting	Non-financial reporting
	Important deficiency:	Important deficiency:
	Deficiency in internal controls in the following areas, which after general analysis still cannot ensure the authenticity, accuracy and reliability of the financial statements should be determined to be important deficiency: • Internal controls on the choice and application of accounting policies according to generally accepted accounting standards; • Anti-fraud procedures and controls; • Internal controls on unconventional or non-systematic transactions; • Internal controls on period-end financial reporting processes; • Internal controls on information systems relating to financial reporting; • Failure in compliance with supervisory functions that can have a major impact on the reliability of financial reporting; • Penalty sanctions by the state authorities which have not impacted negatively on the assessed entity's regular reporting disclosure; • For companies that are required to put in place internal auditing or risk assessment functions for effective monitoring, the failure of such functions;	1、Important deficiencies remain unrectified after being reported to the management and after lapse of a reasonable period; 2、The leakage of confidential information of the Company can significantly impact its competitiveness in the market or its management capabilities.
	General deficiency:	General deficiency:
	Penalty sanctions by provincial (inclusive) or lower level government authorities, which have not impacted negatively on the Company's regular reporting disclosure.	The leakage of confidential information of the Company can generally impact its competitiveness in the market or its management capabilities.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Category	Deficiency identification criteria	
	Financial reporting	Non-financial reporting
Quantitative benchmark	(The misstatement amounts X in financial statement falls between the following range) Significant deficiency: 1 ∙ $X \geq 1\%$ of total revenue; 2 ∙ $X \geq 5\%$ of profit before income tax; 3 ∙ $X \geq 1\%$ of total assets; 4 ∙ $X \geq 1\%$ of total shareholders' interests. Important deficiency: 1 ∙ 0.2% of total revenue $\leq X < 1\%$ of total revenue; 2 ∙ 1% of profit before income tax $\leq X < 5\%$ of profit before income tax; 3 ∙ 0.2% of total assets $\leq X < 1\%$ of total assets; 4 ∙ 0.2% of total shareholders' interests $\leq X < 1\%$ of total shareholders' interests. General deficiency: 1 ∙ $X < 0.2\%$ of revenue; 2 ∙ $X < 1\%$ of profit before income tax; 3 ∙ $X < 0.2\%$ of total assets; 4 ∙ $X < 0.2\%$ of total shareholders' interests.	Significant deficiency: 1 ∙ Failure to maintain and/or update documentation contents for the internal controls systems for 3 years and more in succession, and failure to retain a full set of working papers for internal controls sampling checks; 2 ∙ Continuous interruption of normal services for a period of over 48 hours in corporate operating systems (core financial systems, including ERP systems, consolidated financial statements, etc.), core production systems (including MES systems, PLM systems, etc.), core IT infrastructure and so on. Important deficiency: 1 ∙ Failure to maintain and/or update documentation contents for the internal controls systems for 2 years in succession, and failure to retain a full set of working papers for internal controls sampling checks; 2 ∙ Continuous interruption of normal services for a period of over 24 hours but less than 48 hours in corporate operating systems (core financial systems, including ERP systems, consolidated financial statements, etc.), core production systems (including MES systems, PLM systems, etc.), core IT infrastructure and so on. General deficiency: 1 ∙ Failure to perform annual maintenance and update of internal controls system documentation, and failure to retain a full set of working papers for internal controls sampling checks; 2 ∙ Continuous interruption of normal services of corporate operating systems (core financial systems, including ERP systems, consolidated financial statements, etc.), core production systems (including MES systems, PLM systems, etc.), core IT infrastructure and so on, but were able to resume within 24 hours.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

Number of significant deficiency of financial reporting	0
Number of significant deficiency of non-financial reporting	0
Number of important deficiency of financial reporting	0
Number of important deficiency of non-financial reporting	0

2. Internal control audit report

☒Applicable ☐Not Applicable

The paragraphs of review opinions in the internal control audit report

In our opinion, CIMC has maintained effective internal controls in respect of financial reporting in all material aspects in accordance with the Basic Norms for Enterprise Internal Controls and relevant requirements on 31 December 2025.

Disclosure of internal control audit report	Disclosed
Disclosure date of full text of internal control audit report	26 March 2026
Disclosure index of full text of internal control audit report	http://www.cninfo.com.cn
Category of opinions in internal control audit report	Unqualified opinions
Whether there are material deficiencies in non-financial reporting	No

Whether the accounting firm issues internal control audit report of non-standard views

☐Yes ☒No

Whether the internal control audit report issued by accounting firm is consistent with the self-assessment report of the Board

☒Yes ☐No

Whether a non-standard audit opinion on internal control was issued during the Reporting Period or the previous year

☐Yes ☒No

XIII. RECTIFICATION OF FINDINGS IN SELF-INSPECTION OF SPECIAL INITIATIVES FOR CORPORATE GOVERNANCE OF LISTED ISSUERS

The corporate governance as a whole meets the requirements and there are no significant issues that need to be rectified.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

XIV. ENVIRONMENTAL INFORMATION DISCLOSURE

Whether the listed company and its major subsidiaries are included in the list of enterprises subject to environmental information disclosure according to law

✓Yes ☐ No

Number of enterprises included in the list of enterprises subject to environmental information disclosure according to law

14

No.	Name of enterprises	Index for enquiry for report of environmental information disclosure according to law
1	Dongguan Nanfang CIMC Logistics Equipment Manufacturing Co., Ltd.	Guangdong Enterprise Environmental Information Disclosure System According to Law https://www-app.gdeei.cn/gdeepub/front/dal/report/list?entName=%E4%B8%9C%E8%8E%9E%E5%8D%97%E6%96%B9&reportType=&areaCode=&entType=&reportDateStartStr=&reportDateEndStr=
2	Ningbo CIMC Logistics Equipment Co., Ltd.	Zhejiang Provincial Department of Ecology and Environment – System on Corporate Environmental Information Disclosed in accordance with the Law https://mlzj.sthjt.zj.gov.cn/eps/index/enterprise-more?code=91330201753276730T&uniqueCode=091db049f5062d4e&date=2024&type=true&isSearch=true
3	Shanghai CIMC Yangshan Logistics Equipment Co., Ltd.	System on Corporate Environmental Information Disclosed in accordance with the Law (Shanghai) https://e2.sthj.sh.gov.cn/jsp/view/hjpl/index.jsp
4	Qingdao CIMC Reefer Container Manufacture Co., Ltd.	Enterprise Environmental Information Disclosure System according to law (Shandong) http://221.214.62.226:8090/EnvironmentDisclosure/enterpriseRoster/openEnterpriseDetails?comDetailFrom=0&id=91370211713719402Q
5	Yangzhou Tonglee Reefer Container Co., Ltd.	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js
6	Yangzhou CIMC Tong Hua Special Vehicles Co., Ltd. (South Linjiang Road Plant)	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

No.	Name of enterprises	Index for enquiry for report of environmental information disclosure according to law
7	Yangzhou CIMC Tong Hua Special Vehicles Co., Ltd. (North Linjiang Road Plant)	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js
8	Shijiazhuang Enric Gas Equipment Co., Ltd.	Hebei Enterprise Environmental Information Disclosure System according to law http://121.29.48.71:8080/#/fill/detail?enpld=FB574BA9-AB71-4AAE-8D5B-1726BC5616CD&year=2025&reportId=cd8c1986-d2b8-4e6d-b320-01a206b1f55c&isWeb=%E5%90%A6
9	Nantong CIMC Energy Equipment Co, Ltd.	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js
10	CIMC Safeway Technologies Co., Ltd.	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js
11	Nantong CIMC Pacific Ocean Engineering Co., Ltd.	Enterprise Environmental Information Disclosure System according to law (Jiangsu) http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/viewRunner.html?viewId=http://ywxt.sthjt.jiangsu.gov.cn:18181/spsarchive-webapp/web/sps/views/yfpl/views/yfplHomeNew/index.js
12	Shenzhen CIMC – TianDa Airport Support Co., Ltd.	Guangdong Enterprise Environmental Information Disclosure System According to Law https://www-app.gdee.cn/gdeepub/front/dal/report/list?entName=%E6%B7%B1%E5%9C%B3%E4%B8%AD%E9%9B%86%E5%A4%A9%E8%BE%BE%E7%A9%BA%E6%B8%AF%E8%AE%BE%E5%A4%87%E6%9C%89%E9%99%90%E5%85%AC%E5%8F%B8&reportType=&areaCode=&entType=&reportDateStartStr=&reportDateEndStr=

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

No.	Name of enterprises	Index for enquiry for report of environmental information disclosure according to law
13	Yantai CIMC Raffles Offshore Ltd.	Enterprise Environmental Information Disclosure System according to law (Shandong) http://221.214.62.226:8090/EnvironmentDisclosure/enterpriseRoster/openEnterpriseDetails?comDetailFrom=0&id=913706006134309519
14	Longkou CIMC Raffles Offshore Engineering Co., Ltd	Enterprise Environmental Information Disclosure System according to law (Shandong) http://221.214.62.226:8090/EnvironmentDisclosure/enterpriseRoster/openEnterpriseDetails?comDetailFrom=0&id=913706816657188188

XV. SOCIAL RESPONSIBILITY

Guided by our vision of “becoming a high-quality and respected world-class enterprise,” the Group is firmly committed to the concept of sustainable development. For several consecutive years, the Group has published sustainability reports, proactively disclosing to stakeholders its high standards of fulfilling social responsibility and practicing ESG. For details, please refer to the Group's “2025 Sustainable Development & Environmental, Social and Governance Report” published on 26 March 2026.

XVI. CONSOLIDATE AND EXPAND THE ACHIEVEMENTS IN POVERTY ALLEVIATION AND RURAL REVITALIZATION

For details on the efforts to consolidate and expand the achievements in poverty alleviation and rural revitalization of the Group, please refer to the Group's “2025 Sustainable Development & Environmental, Social and Governance Report” published on 26 March 2026.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

PART II: CORPORATE GOVERNANCE REPORT (PREPARED IN ACCORDANCE WITH THE REQUIREMENTS OF THE HONG KONG LISTING RULES)

The Company has been committed to enhancing its corporate governance standards. Through strict corporate governance practices, the Company strives to enhance corporate value and ensure our long-term sustainable development, and to fulfil corporate responsibility as a listed company as well as maximise long-term shareholders value. The Company has complied with the code provisions under the Corporate Governance Code set out in Part 2 of Appendix C1 and the Model Code for Securities Transactions by Directors of Listed Issuers in Appendix C3 of the Hong Kong Listing Rules during the Reporting Period, except for deviation of the code provision C.5.1 of the Corporate Governance Code. The details of deviation from the code provisions of Corporate Governance Code and its considerations are disclosed in relevant paragraphs below.

I. COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the provisions in relation to dealing in shares of the Company by Directors and Supervisors (the Supervisors have been cancelled on 7 November 2025) as set out in Appendix C3 of the Hong Kong Listing Rules. Having made enquiries to all Directors and Supervisors, each Director and Supervisor has confirmed to the Company that each of them has complied with the requirements set out in the Model Code during the Reporting Period.

II. THE BOARD

(I) Authorities of the Board

The Board of the Company is elected by the general meeting of the Company through voting and is held accountable to the general meeting. The primary responsibilities of the Board are to provide strategic guidance to the Company, exercise effective supervision over the senior management, ensure that the Company's interests are protected and are accountable to the Shareholders.

In accordance with the Articles of Association and the Rules of Procedures for the Board of Directors, the authorities of the Board include convening general meetings and reporting to the meetings; implementing the resolutions passed at general meetings; determining the Company's business plans and investment schemes; formulating the Company's profit distribution plan and loss recovery plan and exercising other duties and powers specified in the laws, administrative regulations, rules of regulatory authorities or the Articles of Association.

During the Reporting Period, the Directors and the Board of the Company carried out corporate governance duties in respect of the Company in a serious and responsible manner. The Directors were elected by strictly following the procedures for election and appointment of Directors provided for in the Articles of Association. All Directors attended Board meetings in a serious and responsible manner, performed their duties as Directors seriously and diligently, made important decisions concerning the Company, appointed and removed and supervised the members of the operation units of the Company.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(II) Composition of the Board and Policy of Diversity

(I) Composition of the Board

During the Reporting Period, according to the Articles of Association, the eleventh session of the Board has set nine seats, and the existing Directors thereof are nine. As at the disclosure date of this Report, the Board comprises Mr. MAI Boliang (Chairman) as an executive Director; Mr. ZHU Zhiqiang (Vice-chairman), Mr. Mei Xianzhi (Vice-chairman), Mr. XU Laping, Mr. ZHAO Jintao and Ms. ZHAO Feng as non-executive Directors; and Mr. ZHANG Guanghua, Mr. WONG Kwai Huen, Albert and Ms. XIE Jiawei as independent non-executive Directors. On 29 January 2026, Ms. XIE Jiawei was elected as an independent non-executive Director of the eleventh session of the Board of the Company and Mr. YANG Xiong ceased to act as an independent non-executive Director.

Among the existing Directors, all of the nine Directors have vast and extensive experience in business and management. In particular, the three independent non-executive Directors also own profound academic and professional qualifications and rich industry experience in finance, legal and management. Especially, independent non-executive Director Mr. ZHANG Guanghua has appropriate management expertise, independent non-executive Director Ms. XIE Jiawei has appropriate accounting and financial management expertise, and Mr. WONG Kwai Huen, Albert, an independent non-executive Director, has appropriate legal affairs expertise. The professional qualifications and abundant experience of current Directors help the Board rigorously review and monitor management procedures to ensure the interests of all Shareholders, including minority Shareholders. Profiles of Directors of the Company are set out in “(1) Directors” of “1. Brief Biography of the Directors and Senior Management of the Company” under “IV. Directors and Senior Management” in this chapter. The personnel qualification and composition of the Board of the Company comply with Rule 3.10 and Rule 3.10A of the Hong Kong Listing Rules.

There are three independent non-executive Directors in the Board of the Company, reaching one third of the total number of Directors of the Board, which satisfied the requirements regarding the number of independent non-executive directors under the Hong Kong Listing Rules. The three independent non-executive Directors perform their duties seriously according to the Articles of Association and the relevant requirements under the applicable laws and regulations, and do not hold other positions in the Company. The Company has received annual confirmation of independence for 2025 from each of the three independent non-executive Directors pursuant to Rule 3.13 of the Hong Kong Listing Rules. The Company considers that the three independent non-executive Directors are completely independent of the Company, its substantial Shareholders and its connected persons and comply with the requirements under the Hong Kong Listing Rules.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(2) Policy of diversity of the Board members

CIMC clarified the policy of diversity of the Board members, i.e. the selection of candidates for the Board will be based on a diverse range of criteria, such measurable criteria include but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge. On top of the above conditions, qualities such as the candidate's comprehensive value to the Group's business and development, his/her potential contribution to the Board and requirements on diversity of the Board members will be taken into account when the final decision is made.

In setting members of the Board, the Board and the Nomination Committee will select candidates based on diversified perspectives and measurable goals. As at the disclosure date of this Report, the Company currently has two female Directors on the Board and one of them holds a position in the Nomination Committee; the number of independent non-executive Directors is not less than one third; the executive and non-executive Directors have extensive and abundant experience in business and management; and the independent non-executive Directors have professional qualifications and abundant experience in financial, fiscal, legal and other aspects. For the personal information of all Directors, please refer to "1. Brief Biography of the Directors and Senior Management of the Company" under "IV. Directors and Senior Management" under this chapter. The current diversified composition of the Board brings a broad vision and a high level of professional experience to the Board and maintains an independent element within the Board to ensure that the Board is able to effectively make independent judgments and scientific decision when studying and considering material issues. In 2025, the Nomination Committee has reviewed the composition, size and structure of the Board and the Nomination Committee, having considered the business needs of the Company, considered that the current composition of the Board has achieved a landscape of diversity. After review, the Board is of the view that the implementation of the policy on diversity of Board members is feasible and effective.

There is no financial, business, family or other significant/related relationships among the Board members.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(III) Board Meeting

Attendance

Pursuant to the Articles of Association, the Board shall convene at least four meetings each year. In 2025, the Board convened 28 meetings, including 2 on-site meetings and 26 meetings voting by communication ways. The attendance of all Directors to the meetings is as follows:

Name	Position	Number of Board meetings to attend	Board meeting		Number of attendance by proxy	Rate of attendance in person (%)
			Number of attendance in person	Correspondence voting		
MAI Boliang	Chairman, executive Director	28	2	26	0	100%
ZHU Zhiqiang	Vice chairman, non-executive Director	28	2	26	0	100%
MEI Xianzhi	Vice chairman, non-executive Director	24	2	22	0	100%
HU Xianfu (Resigned during the Reporting Period)	Vice chairman, non-executive Director	4	0	2	2	50%
XU Laping	Non-executive Director	17	1	16	0	100%
SUN Huirong (Resigned during the Reporting Period due to re-election)	Non-executive Director	11	1	10	0	100%
ZHAO Jintao	Non-executive Director	24	2	22	0	100%
DENG Weidong (Resigned during the Reporting Period)	Non-executive Director	4	0	4	0	100%
ZHAO Feng	Non-executive Director	28	2	26	0	100%
ZHANG Guanghua	Independent non-executive Director	28	1	27	0	100%
WONG Kwai Huen, Albert	Independent non-executive Director	17	1	16	0	100%
LUI FUNG Mei Yee, Mabel (Resigned during the Reporting Period due to re-election)	Independent non-executive Director	11	1	10	0	100%
YANG Xiong (Resigned and will no longer hold the position since 29 January 2026)	Independent non-executive Director	28	2	26	0	100%

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

During the year, no Director of the Company was absent from the Board meetings. Director HU Xianfu, with Director DENG Weidong as his proxy, attended and voted on the Board meetings for two consecutive times due to business arrangements.

Code provision C.5.1 under the Corporate Governance Code requires that “The board should meet regularly and board meetings should be held at least four times a year at approximately quarterly intervals. It is expected regular board meetings will normally involve the active participation, either in person or through electronic means of communication, of a majority of directors entitled to be present. So, a regular meeting does not include obtaining board consent through circulating written resolutions.” During the Reporting Period, the Company held 28 Board meetings, of which 2 meetings were held on site. The executive Directors manage and monitor the business operation and propose to hold board meetings to have discussions and make decisions on the Group’s major business or management matters from time to time. Accordingly, certain relevant decisions were made by all Directors by way of written resolutions. The Directors are of the opinion that, the fairness and validity of the decisions made for the business had adequate assurance. The Company will strive to put effective corporate governance practices into practice in future.

(IV) Responsibilities and Permissions of the Board and the Management

Responsibilities and permissions of the Board and the management are clearly defined. For details of responsibilities of the Board, please refer to the Articles of Association and the Rules of Procedures for the Board, and for the brief overview, please refer to “(I) Authorities of the Board” of “II. The Board” in this chapter of this Report. The management is responsible for the daily operation and management and accountable to the Board by timely providing adequate information to it and its special committees to ensure their informed decision-making.

(V) Term of Office and Service Contracts of Directors

Pursuant to the Articles of Association, the Directors of the Company shall be elected at the general meeting and serve a term of office for three years. Upon the expiry of their term of office, the Directors may be reelected for another session, provided that independent non-executive Directors shall not serve the position for more than six years. Directors’ service contracts shall be signed between the Company and relevant Directors upon the election of Directors considered and approved at the general meeting.

The respective Directors have entered into service contracts with the Company. Upon expiration of their terms of office, the Directors may be re-elected with the consent of both parties for a term of three years each. If the Directors are re-elected, the service contract shall remain in force until terminated by either party by giving one month’s prior written notice of termination to the other party. For details of the terms of office of the Directors, please refer to the section headed “1. Brief Biography of the Directors and Senior Management of the Company” under the section headed “IV. Directors and Senior Management” under this chapter.

Save as disclosed above, none of the Directors has entered into or intend to enter into a service contract with any member of the Group which is not determinable by the employer within one year without payment of compensation (other than statutory compensation).

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(VI) Directors' remuneration

Pursuant to the Articles of Association, executive Directors are also the senior management of the Company. Among the nine existing Directors of the eleventh session of the Board of the Company, the executive Director Mr. Mai Boliang was paid by the Company due to his position as the senior management. As considered and approved by the general meeting, each of the independent non-executive Directors was entitled to an allowance of RMB240, 000 per annum, and Zhao Feng, a non-executive Director, was entitled to an allowance of RMB240, 000 per annum. Other than that, the Company did not provide other remuneration to the independent non-executive Directors and other non-executive Directors during the Reporting Period. Details of remuneration paid to the Directors by the Company during this year are listed in "6. Remuneration of Directors and Senior Management" of "IV. Information on Directors and Senior Management" under "Part I: Corporate Governance, Environment and Society (Prepared in Accordance with PRC Securities Regulatory Requirements)" in this chapter of this Report. In the review and determination of specific remuneration packages for the Directors, the Company's Remuneration and Appraisal Committee may consider factors such as salaries paid by comparable companies, time of commitment and responsibilities of the Directors. For details of the specific appraisal procedures and remuneration determination scheme for the Directors, please refer to "(V) Remuneration and Appraisal Committee" of "VI. Duty Performance of Special Committees of the Board during the Reporting Period" under "Part I: Corporate Governance, Environment and Society (Prepared in Accordance with PRC Securities Regulatory Requirements)" in this chapter of this Report.

During the Reporting Period, the Company didn't make any payments nor provide any benefit in respect of the termination of the service of Directors (whether rendered in the capacity of Directors or in any other capacity during term of office as Directors).

(VII) Interests of Directors

1. Interests of Directors and Supervisors in contracts

During the Reporting Period, none of the Directors or Supervisors of the Company had any material personal interests, either directly or indirectly, in any transaction, arrangement or contract of significance where the Company or any of its subsidiaries was a party.

2. Competing interests of Directors

Mr. MEI Xianzhi, a non-executive Director of the Company, serves as the deputy secretary of the Party Committee, the general manager and a director of CMI, and also a director of China Merchants (CIMC) Investment and Soares Limited. Mr. ZHAO Jintao, a non-executive Director of the Company, has served as the deputy director of the strategic development department/technology innovation department of China Merchants Group during the Reporting Period. China Merchants (CIMC) Investment, Soares Limited, CMI and its controlling shareholder China Merchants Group are the second largest Shareholder of the Company. The offshore engineering business of China Merchants Group competes with that of the Group.

Save as disclosed above, none of other Directors or entities connected with such Directors hold or held any interests in a business that competes or may compete directly or indirectly with the business of the Group.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(VIII) Measures to Ensure Director's Fulfilment of Responsibilities

1. Upon assumption of duty by the Directors, the Company shall provide relevant instruction materials. Information about the Company's business and operation shall be provided on a regular basis as well. The dynamic information on relevant new laws and regulations and internal publications shall be given from time to time. Relevant continuous professional training shall be organised at the Company's cost to help Directors fully understand their responsibilities prescribed in the Hong Kong Listing Rules and other relevant laws and regulations, and comprehensively understand the operation of the Company in a timely manner. In order to ensure the fulfilment of responsibilities by independent non-executive Directors, the Company will also arrange independent non-executive Directors to conduct field visits and to develop ample communication with the chief financial officer, general manager of the auditing monitoring department and the auditors of the Company.
2. During the Reporting Period, all our Directors, i.e. MAI Boliang (Chairman) as an executive Director; ZHU Zhiqiang (Vice-chairman), MEI Xianzhi (Vice-chairman), XU Laping, ZHAO Jintao and ZHAO Feng as non-executive Directors; ZHANG Guanghua, WONG Kwai Huen, Albert and YANG Xiong as independent non-executive Directors; resigned Directors/independent Directors Mr. HU Xianfu, Mr. SUN Huirong, Mr. DENG Weidong and Ms. LUI FUNG Mei Yee, Mabel during the Reporting Period, studied regulatory updates issued by regulatory authorities and industry self-regulatory organisations via email reviews, written reviews, and online training; participated in relevant thematic trainings organised by the Company and professional intermediary agencies, kept abreast of market dynamics and regulatory guidance in a timely manner and studied the latest domestic and overseas listing rules, to continuously consolidate their professional foundation for performing duties, effectively enhance their performance capabilities, and better fulfill their responsibilities as directors.
3. The Company shall engage auditors, independent financial advisers (if any), lawyers and other relevant independent professionals for independent professional advice as required when considering and commenting on matters such as external guarantees, capital occupation and connected transactions of the Company by the Directors, in order to assist the Directors in fulfilling their responsibilities.
4. During the Reporting Period, the Company has established a mechanism whereby each director and supervisor (the supervisors have been cancelled on 7 November 2025) is entitled to seek independent professional advice, at the Company's expense, on any matter relating to the performance of his or her duties, so as to ensure that the Board of Directors and the Supervisory Committee can obtain independent views and opinions.
5. During the Reporting Period, the Company has taken out liability insurance for its directors, supervisors (the supervisors have been cancelled on 7 November 2025) and senior management to protect them from possible legal risks in the performance of their duties.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(IX) Corporate Governance Functions

The Board has responsibilities of corporate governance, which are to urge the management to establish compliant organisational structure and systems, and to abide by the Corporate Governance Code and other laws and regulations in its daily management. According to the Corporate Governance Code, during the Reporting Period, the Board audited the compliance of the Company's corporate governance policies and provisions, and was responsible for and performed the following corporate governance functions:

1. To formulate and review the Company's corporate governance policies and practices, and make recommendations to the Board; 2. To review and monitor the training and continuous professional development of the Directors and senior management; 3. To review and monitor the policies and practices in terms of the Company's compliance with laws and regulations; 4. To formulate, review and monitor the code of conduct for employees and Directors; and 5. To review the Company's compliance with the Corporate Governance Code set out in Appendix C1 of the Hong Kong Listing Rules and the disclosure in the Corporate Governance Report.

III. SPECIAL COMMITTEES OF THE BOARD

Under the Board, there are Audit Committee, Strategy and Sustainable Development Committee, Remuneration and Appraisal Committee, Nomination Committee and Risk Management Committee. Their main responsibility is to support the decision-making of the Board. Directors who participate in the special committees focus on the research of certain issues based on the division of work and provide suggestions that would help improve and enhance the management of the Company. For particulars about the special committees of the Board during the Reporting Period, please refer to "VI. Duty Performance of Special Committees of the Board during the Reporting Period" of "Part I: Corporate Governance, Environment and Society (Prepared in Accordance with PRC Securities Regulatory Requirements)" under this chapter.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

IV. SHAREHOLDERS AND GENERAL MEETINGS

1. Shareholders' right

(1) Procedures for proposing to convene an extraordinary general meeting and for submitting proposals thereat

Pursuant to the Articles of Association, Two or more Shareholders individually or jointly holding a total of 10% or more of the shares of the Company may sign one or more written requests of identical form and substance requesting the Board to convene an extraordinary general meeting and stating the subject of the meeting. If the Board agrees to hold the extraordinary general meeting, a notice of such meeting shall be issued within five days after the resolution is made by the Board. Changes made to the original proposal shall be approved by the original proposer. If the Board disagrees with the proposal of convening an extraordinary general meeting requested by such Shareholders, or fails to respond within ten days upon receipt of such request, the Shareholder(s) individually or jointly holding a total of 10% or more of the shares of the Company is (are) entitled to make written request to the Audit Committee for convening such extraordinary general meeting. If the Audit Committee agrees to convene such meeting, a notice of such meeting shall be issued within five days upon receipt of the proposal. Changes made to the original request shall be approved by the relevant Shareholders. If the Audit Committee fails to dispatch a notice of the general meeting within a prescribed period of time, it shall be deemed that the Audit Committee fails to convene and preside over the general meeting. In that case, the Shareholder(s) individually or jointly holding 10% or more of the shares of the Company for a continuous period of 90 days may convene and preside over a general meeting by himself/themselves, provided that prior to the announcement of the resolutions of the general meeting the shares held by such convening Shareholder(s) shall not be less than 10% of the shares of the Company. The reasonable expenses incurred by such Shareholder(s) for convening a general meeting shall be borne by the Company and shall be deducted from the remuneration payable by the Company to the negligent Director(s).

(2) Submit proposals to general meetings

Pursuant to the Articles of Association, the Shareholder(s) individually or jointly holding more than 1% of the Company's shares is (are) entitled to submit extraordinary resolutions in writing to the convenor 10 days prior to a general meeting to be convened by the Company.

(3) Convene an extraordinary board meeting

In case of proposing to convene an extraordinary board meeting by the Shareholder(s) representing more than ten percent of the voting right, the Board shall convene and chair such extraordinary board meeting within 10 days upon receipt of such proposal.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(4) **Make inquiry with the Company**

Shareholders of the Company shall have the right to obtain relevant information in accordance with the provisions of the Articles of Association, including: if a Shareholder requests access to and copy of the relevant materials of the Company, he or she shall comply with the provisions of the Company Law, the Securities Law and other laws and administrative regulations. Shareholders shall follow the Company's internal procedures for access to/copy of materials, provide the Company with written documents proving the class of shares he or she holds in the Company and the number of such shares, and supporting documents required for the application to inspect/copy materials, stating the purpose thereof.

(5) **Safeguard the exercise of shareholders' rights**

In order to ensure that all Shareholders of the Company are treated equally and are able to effectively exercise their rights as shareholders, the Company convenes annual general meeting in accordance with the provisions of the Articles of Association. The dates, content, delivery methods, announcement methods and the Shareholders' voting procedures of the Company's circulars and notices of general meetings strictly comply with the relevant provisions of the PRC Company Law, the Articles of Association and the Hong Kong Listing Rules to ensure the exercise of the Shareholders' rights to attend the general meetings. Pursuant to the Articles of Association, the Shareholder(s) is (are) entitled to supervise the operation of the Company, raise recommendations or enquiries to the Company.

The Company has always maintained good communication with its shareholders and for the shareholder communication policy, please refer to "IX. Investor Relations" under "Part II: Corporate Governance Report (Prepared in Accordance with the Requirements of the Hong Kong Listing Rules)" in this chapter.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

2. Attendance of each Director at general meetings

Position	Name	General meeting attendance in person/ General meeting attendance expected
Chairman and executive Director	MAI Boliang	1/3
Vice chairman and non-executive Director	ZHU Zhiqiang	1/3
Vice chairman and non-executive Director	MEI Xianzhi	0/2
Vice chairman and non-executive Director	HU Xianfu (Resigned during the Reporting Period)	0/1
Non-executive Director	XU Laping	1/1
Non-executive Director	SUN Huirong (Resigned during the Reporting Period due to re-election)	0/2
Non-executive Director	ZHAO Jintao	1/2
Non-executive Director	DENG Weidong (Resigned during the Reporting Period)	0/1
Non-executive Director	ZHAO Feng	2/3
Independent non-executive Director	ZHANG Guanghua	3/3
Independent non-executive Director	WONG Kwai Huen, Albert	1/1
Independent non-executive Director	LUI FUNG Mei Yee, Mabel (Resigned during the Reporting Period due to re-election)	0/2
Independent non-executive Director	YANG Xiong (Resigned and will no longer hold the position since 29 January 2026)	2/3

Note: During the Reporting Period, certain Directors did not attend the general meeting in person due to work related reasons.

3. Execution of resolutions of general meetings by the Board

All members of the Board of the Company were able to perform their duties as directors conscientiously and diligently in compliance with the relevant laws and regulations of the place where the Company is listed and the Articles of Association, and conscientiously implemented resolutions of general meetings and completed the various assignment authorized by general meetings.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

V. SUPERVISORS AND THE SUPERVISORY COMMITTEE

The Supervisory Committee of the Company is accountable to the general meetings. All of the Supervisors have discharged their duties seriously in accordance with the provisions of the Articles of Association, attended all Board meetings and reported their work to the general meeting. In line with the spirit of accountability to all Shareholders, the Supervisory Committee monitored the financial affairs and internal control of the Company and the performance of duties and responsibilities by the Directors, presidents and other senior management personnel of the Company to ensure that they have performed their duties in compliance with applicable laws and regulations.

On 7 November 2025, the Resolution Regarding the Amendments to the Articles of Association of China International Marine Containers (Group) Co., Ltd. was considered and approved at the second extraordinary general meeting for 2025 of the Company. From the date of consideration and approval of the resolution, the Company cancelled the Supervisory Committee.

VI. ACCOUNTABILITY, AUDIT AND CONTINUING OPERATIONS OF THE BOARD

The Directors acknowledge their responsibility for the preparation of the financial statements of the Group as at the end of the Reporting Period. The Directors are not aware of any material uncertainties or events or conditions that may cast significant effect upon the Group's ability to continue to operate. Please refer to the "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" of this Report for details of the statement of responsibilities of auditor of the Group for the audit of the financial statements.

VII. REMUNERATION OF THE AUDITORS

For information relating to the remuneration received by the auditors for their services to the Company during the Reporting Period, please refer to "VIII. Engagement and Disengagement of Firms of Accountants" of "Chapter VI Significant Events" in this Report.

VIII. COMPANY SECRETARY

Mr. WU Sanqiang is the secretary to the Board/company secretary of the Company and his primary duties are to address information disclosure of the Company, to organize and coordinate the investor relations management of the Company, to organize and prepare Board meetings and shareholders' general meetings, to attend shareholders' meetings, Board meetings and relevant meetings of the senior management personnel, and to discharge such other duties as provided by the relevant laws, administrative regulations and other regulatory documents, the stock exchange and the Articles of Association. The resume of Mr. WU is set out in "(2) Senior Management" of "1. Brief Biography of the Directors and Senior Management of the Company" under "IV. Directors and Senior Management" in this chapter. In 2025, Mr. WU received trainings of more than 15 hours to advance their professional skills and knowledge.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

IX. INVESTOR RELATIONS

The Company placed great emphasis on investors, especially the protection of interest of minority investors. It adopted effective and innovative measures in daily work and settlement of major issues to strengthen all-around communication with Shareholders and investors. Meanwhile, effective channels were provided by the Company to collect comments to ensure exercise of legal rights by investors.

- (1) Amendments to the Company's Articles of Association and related documents: In 2025, the Company amended its Articles of Association, the relevant information of which was available in the Company's announcements dated 10 October 2025 and 6 November 2025 on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk).
- (2) The Group's Shareholder Communication Policy primarily includes: 1) Annual general meetings provide constructive platform for communication which enable the Group to maintain regular two-way communication with Shareholders. 2) The Group provides the Shareholders and the investment market with designated contact details, such as telephone numbers, postal and email addresses, for Shareholders to raise any enquiries about the Group. 3) The Group regularly organises various activities, including analyst meetings, roadshows, investor briefings, site visits and discussion sessions, to facilitate communication between the Group and its Shareholders and investors. All communication activities with the capital markets are subject to the relevant disclosure obligations and requirements of the Group. 4) The Shareholder Communication Policy is regularly reviewed by the Board of the Group and revised from time to time, if applicable.
- (3) Implementation and effectiveness of Shareholder Communication Policy: During the Reporting Period, the Group responded to investor inquiries 123 times through the EasyIR platform, attended 23 strategy meetings, received investor researches and proactively visited institutions for a total of 86 times, and organized 5 investor open days/on-site research activities. The live communication with Shareholders was realized in the abovementioned presentations of results and annual general meeting of the Company. Certain Directors and management of the Group attended the meetings, and communicated with representatives of participating Shareholders, analysts and media reporters. In daily communications, the Group ensured smooth communication with investors to the maximum extent through telephone and on-site receptions. For information on the Company's reception of investors during the year, please refer to "XII. Reception of Research, Communications and Interviews" of "Chapter IV Report of the Board and Management Discussion and Analysis" of this report. At the same time, the Group took the initiative to solicit and collect shareholders' views and submitted them to the Company's management in the form of official documents, such as the monthly report on investor relation, to incorporate reasonable views and suggestions and actively study and implement proposals to empower operation and management.

In summary, the Group has strictly implemented the current shareholder communication policy during 2025, and the Company considers that the relevant system operates effectively. In the coming year, the Company will further improve its communication with the investors and endeavour to enhance the investors' understanding to the Company. Meanwhile, it is expected that more support and attention from the investors can be earned.

CHAPTER V CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

X. RISK MANAGEMENT AND INTERNAL CONTROL

(I) The risk management and internal control system

The Company established a comprehensive risk management and internal control system in strict compliance with the requirements of CSRC, the CSRC Shenzhen Bureau and the Hong Kong Stock Exchange. According to the Criteria Benchmarks for Enterprise Internal Controls and its guidance issued by five ministries and departments, the requirements of the Corporate Governance Code and the Corporate Governance Report under the Hong Kong Listing Rules and by referring to guiding documents such as COSO “Corporate Risk Management – Overall Framework” and ISO31000 “Risk Management – Principles and Guidelines”, the Company has designed, implemented and monitored its risk management and internal control system.

The Board of the Company attaches great importance to the construction of the risk management and internal control system of the Company. The Board optimises the risk management strategy of the Company according to the strategic planning, formulates the work policy for risk management for the year, and circulates these strategies and policies to each business department for implementation. The Board is to ensure that the resources and budgets are adequate in the areas at accounting, internal audit, financial reporting functions and environmental, social and governance (“ESG”) performance and reporting and that our staff have the appropriate qualifications and experience and received adequate training. The Audit Committee and the Risk Management Committee of the Board is responsible for monitoring the design, implementation and supervision of the risk management and internal control system of the Company and reports to the Board in this regard. The management is responsible for the design, implementation and supervision of the risk management and internal control systems, and for the identification and special governance of major risks of the Company. Under the authorisation of the management and guidance of the Board, the audit and supervision department of the Company is responsible for coordinating the construction, implementation and supervision of the risk management and internal control system of the Company. The Audit Committee of the Board of Directors of the Company reviewed the effectiveness of the operation of the risk management and internal control systems of the Company and its subsidiaries and how to further improve them in 2025 in each of their four regular meetings in accordance with relevant laws and regulations, and reported the situation to the Board of Directors, such reviews included without limitation to finance, operation and compliance.

During the Reporting Period, the Company upheld the tenet of “serving strategies, assisting operation, and protecting and creating value” in risk control. The Group continued to advance the construction of a digital risk control platform, deeply promoted the prevention and control mechanism for industry control integration, to effectively enhance the risk control awareness and performance capabilities of key positions.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

1. Advance digital risk control, with gradual progress towards integration, platformisation and intelligence

- (1) We have completed the construction of the “CIMC Digital Clear Sky Platform (中集集團數智化晴空平台)”, which enabled the practical application of 450+ rule-based models across four business segments. It has established one unified, shared, and agilely expandable risk control rule library, created one data mart with business-finance synergy and internal-external connectivity, and delivered one set of multi-dimensional, intuitively visual risk profiles.
- (2) We initiate to explore risk control intelligent agents (Phase I) construction project and have identified 18 key scenarios, planning to develop 5 critical intelligent agents in the first phase, with expected launch in April 2026.
- (3) We have completed the digital risk control special project for the finance company, with the launch of 4 models including fund forecasting and internal control compliance, and the streamlining and design of 1 authority application process.
- (4) We have launched the contract in-process control project at pilot enterprises, achieving closed-loop risk control throughout the entire process from new customer creation to contract approval.

2. Continue to promote the specialized management of major risks and the horizontal expansion of its achievements

- (1) We took 5 months to complete the risk review of overseas enterprises. Focusing on key risk areas and the best benchmarking practices in the industry, the risk review covered the entire process from due diligence, investment agreement/articles of association formulation, merger and acquisition integration, corporate governance, and operational control, and proposed targeted improvement measures.
- (2) We actively promoted the specialized management for loss-making enterprises, proposing classification standards, management strategies, and management targets for loss-making enterprises, and completed the design of supporting management mechanisms. At the same time, the Group headquarters, in coordination with pilot business segments/enterprises, conducted specialized management on typical loss-making enterprises and achieved satisfactory governance results.
- (3) We advanced the specialized management on closed-loop investment. Focusing on pre-investment decision-making, in-process management, post-investment management and closed-loop summarisation, we established an investment management system compatible with the Group’s diversified business structure and multi-tiered management framework, thereby a preliminary closed-loop management system for the entire investment process has been established.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

3. Continue to strengthen the risk control team building

- (1) We completed the special governance project on the “negative list for risk prevention and control” for the Group, and delivered 86 red-line control requirements within six major areas summarized as the “Ten Operation Principles of CIMC”. The dissemination, self-inspection and self-correction efforts were completed across the Group’s organisations at all levels.
- (2) To systematically enhance the comprehensive competence of the Group’s risk control team and promote consensus on risk control, the CIMC R Plan was initiated and implemented in 2025. Focusing on the competency requirements for core risk control personnel, the plan developed a series of courses covering both “professional and soft skill” dimensions, and commenced the first batch of classes of R Plan.

(II) Identification, assessment and response procedures for major risks

The Company attaches great importance to the identification and evaluation of major risks based on the risk control information platform, including regulatory requirements, various internal/external risk events, risk information released by external authoritative agencies, etc., and in combination with research and judgment of market and economic situation, identification of major risks that the Company may be faced and the output the “material and important risk pool” to promote the development of major risk assessments.

The risk control management department, together with external experts, establishes evaluation criteria based on the likelihood and impact of risks, and with benchmarking against the competent authorities and risk ranking among peers, organizes risk evaluation from both qualitative and quantitative perspectives, selects the top five risks, investigates and analyzes the reasons for and impacts of the risks, and formulates response measures, which are taken as the material inputs of the business plan strategy of the Group for the next year.

(III) Procedures for reviewing the effectiveness of risk management and internal control system

During the Reporting Period, the Company continued to promote and improve the effectiveness of risk management and internal control system on a regular basis. The review procedures include annual self-assessment on internal control, compliance check, unannounced critical risk inspection, internal audit, maturity assessment of risk control system and formulation of negative lists for risk prevention and control etc. At the same time, the Company applied the risk control information platform and bulletin to promote the rectification of internal control deficiencies.

CHAPTER V

CORPORATE GOVERNANCE, ENVIRONMENT AND SOCIETY

(IV) The Board's statement on the effectiveness of the risk management and internal control system

The Board acknowledges that it is responsible for the effectiveness of the risk management and internal control system. The Board considers that the risk management and internal control system of the Company is adequate and effective and that the Company has duly complied with the criteria benchmarks for enterprise internal controls and the requirements of other relevant provisions to maintain effective financial statement internal controls in all material aspects. Meanwhile, the Board acknowledges that the risk management and internal control system of the Company is 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.

(V) Procedures and internal control measures for handling and disclosing inside information

In respect of inside information disclosure procedures and internal control, the Company has promulgated the Information Disclosure Management System (《信息披露管理制度》) and the Insider Registration and Management System (《内幕信息知情人登记管理制度》), set up a supervision regime, specified the scope of inside information and developed the insider registration and archival-filing system. Please refer to "I. Situation of Corporate Governance" of "Part I: Corporate Governance, Environment and Society (Prepared in Accordance with PRC Securities Regulatory Requirements)" in this chapter hereof for details.

CHAPTER VI

SIGNIFICANT EVENTS

I. PERFORMANCE OF COMMITMENTS

1. Commitments Performed during the Reporting Period and Not Yet Fulfilled as at the End of the Reporting Period by the Company, Shareholders, the De Facto Controller, Acquirer, Director, Senior Management or Other Related Parties

☒ Applicable ☐ Not Applicable

Commitment	Promisor	Contents of commitment	Date of commitment	Commitment period	Implementation
Other commitments made to minority Shareholders of the Company	The Company	In accordance with the relevant regulations, domestic residents are not eligible to purchase foreign stocks directly, so, domestic residents can only hold or sell their H Shares of the Company of which they legally possess due to the change of listing location of stocks of the Company, they are not eligible to subscribe the shares of the Company and other H shares or other overseas stocks, and also after the sales of H shares of the Company, the sales income must be timely transferred to the mainland. The Company promises domestic residents that before they are free to purchase overseas stocks, the Company will not finance by the means of allotment.	15 August 2012	Before domestic residents are free to buy overseas stocks.	In progress
	The Company	Shareholders' bonus return plan (2025 to 2027)	15 May 2025	2025 to 2027	In progress
The commitment is fulfilled in a timely manner or not	Yes				

2. The Company Has Made Profit Forecasts on its Assets or Projects, and the Profit Forecast Period is within the Reporting Period. The Company Has to State Whether the Original Profit Forecasts on Assets or Projects are Fulfilled and the Reasons Therefore

☐ Applicable ☒ Not Applicable

3. Performance Commitments Involved by the Company

☐ Applicable ☒ Not Applicable

CHAPTER VI SIGNIFICANT EVENTS

II. APPROPRIATION OF THE LISTED COMPANY'S FUNDS BY CONTROLLING SHAREHOLDERS AND OTHER RELATED PARTIES FOR NON-OPERATING PURPOSES

☐ Applicable ☒ Not Applicable

For details of appropriation of the Company's funds by our related parties for non-operating purposes, please refer to the Special Report on Funds Occupied by Controlling Shareholders and Other Related Parties of China International Marine Containers (Group) Co., Ltd. disclosed by the Company on 26 March 2026.

III. ILLEGAL EXTERNAL GUARANTEES

☐ Applicable ☒ Not Applicable

IV. STATEMENT OF THE BOARD ON THE AFFAIRS RELATING TO THE LATEST "NON-STANDARD AUDITING REPORT"

☐ Applicable ☒ Not Applicable

V. STATEMENTS OF THE BOARD AND THE INDEPENDENT DIRECTORS ON THE "NON-STANDARD AUDITING REPORT" ISSUED BY THE ACCOUNTANT DURING THE REPORTING PERIOD

☐ Applicable ☒ Not Applicable

VI. EXPLANATION OF CHANGES IN ACCOUNTING POLICIES, ACCOUNTING ESTIMATES OR CORRECTION OF SIGNIFICANT ACCOUNTING ERRORS IN COMPARISON WITH THE FINANCIAL REPORT OF THE PREVIOUS YEAR

☐ Applicable ☒ Not Applicable

For details, please refer to 35. Significant changes in accounting policies under Note III Significant Accounting Policies and Accounting Estimates to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

VII. EXPLANATION OF CHANGES IN THE SCOPE OF CONSOLIDATED STATEMENTS IN COMPARISON WITH FINANCIAL REPORT OF PREVIOUS YEAR

☒ Applicable ☐ Not Applicable

Please refer to note VI to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" as set out in this Report for enterprise merger and newly set up companies.

CHAPTER VI SIGNIFICANT EVENTS

VIII. ENGAGEMENT AND DISENGAGEMENT OF FIRMS OF ACCOUNTANTS

The firms of accountants engaged currently

The engaged firm of accountants in the mainland	KPMG Huazhen LLP
Payment for the accountants	Audit-related costs of RMB12.7827 million (including: auditing fees for financial statements of RMB10.9827 million, and auditing fees for internal control of RMB1.80 million).
Continuing service year of the accountants	2 years
CPA of the accountants	MA Yuchong, CHEN Lijia
Continuing year of CPA audit service of the accountants	2 years

Whether to appoint another accounting firm during the Reporting Period

☐ Yes ☒ No

Particulars on recruitment of accounting firms, financial consultants or sponsors for internal control and auditing purposes

☒ Applicable ☐ Not Applicable

During the Reporting Period, the Company engaged KPMG Huazhen LLP as its accounting firm for internal control and auditing purposes.

IX. DELISTING UPON DISCLOSURE OF ANNUAL REPORT

☐ Applicable ☒ Not Applicable

CHAPTER VI SIGNIFICANT EVENTS

X. BANKRUPTCY OR REORGANISATION RELATED ISSUES

☐ Applicable ☒ Not Applicable

During the Reporting Period, there were no bankruptcy or reorganization related issues of the Company.

XI. MATERIAL LAWSUITS AND ARBITRATIONS

☐ Applicable ☒ Not Applicable

During the Reporting Period, there were no material lawsuits or arbitrations related issues of the Company.

Other litigation events

As at the end of the Reporting Period, the total litigation and arbitration amount involved in other sued cases involving the Group that are still pending was approximately RMB1,265 million, including the litigation against the Company and its subsidiaries by GOODPACK IBC (SINGAPORE) PTE. LTD and GOODPACK PTE. LTD (“**GOODPACK**” or the “**Plaintiffs**”), claiming USD9.8562 million, and the arbitration against the Company and its subsidiaries by GOODPACK, claiming USD19.8137 million.

The litigation and arbitration against the Company and its subsidiaries by GOODPACK are two separate proceedings. As the causes in these two proceedings are the same, and the claims filed by GOODPACK are overlapping, and the adjudication in either proceeding will materially affect that of the other. It is the Company’s view that if GOODPACK prevails in one proceeding with compensation, such compensation will be deducted from the adjudication in the other proceeding and there will be no repetitive compensation. For details of the litigation and arbitration, please refer to the announcement of Company published on 1 March 2024. As of 17 April 2026, the litigation case was suspended by the High Court of Singapore and the first trial has not yet been formally heard; the arbitral tribunal of the arbitration has been formed and has not yet been formally heard. Following thorough communication, both parties have mutually agreed to resolve the dispute through amicable negotiation and entered into a Settlement Agreement on 16 April 2026. Concurrently, Dalian CIMC Special Logistics Equipment Co., Ltd. entered into a Sales Contract with GOODPACK as part of the settlement of this dispute. The parties shall file the withdrawal applications with the court and the arbitral tribunal within three working days after the Settlement Agreement takes effect. For details of the update of the litigation and arbitration and the entering into of settlement agreement, please refer to the announcement of the Company dated 17 April 2026.

CHAPTER VI SIGNIFICANT EVENTS

XII. PENALTIES AND REMEDIES

☐ Applicable ☒ Not Applicable

XIII. THE CREDITWORTHINESS OF THE COMPANY AND ITS CONTROLLING SHAREHOLDERS AND THE DE FACTO CONTROLLER

During the Reporting Period, there was no effective judgement of the court failed to be satisfied by the Company or relatively large amount of debts due and outstanding.

XIV. MATERIAL RELATED-PARTY TRANSACTIONS

(I) Related-party Transactions as Defined by Domestic Laws and Regulations

1. Related-party Transactions Relating to Daily Operations

Unit: RMB thousand

Related party	Relationship with the Group	Type of the related-party transaction	Details of the related-party transaction	Pricing principle	Price	Amount	Proportion to transaction amount of the same category	Approved cap	Whether approved cap has been exceeded	Settlement method	Available market price of the same transaction category	Disclosure date	Disclosure index
Sinotrans & CSC Group	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	340,072	-	580,000	No	-	-	6 December 2024 and 27 December 2024	www.cninfo.com.cn www.hkexnews.hk www.cimc.com
		Receipt of services	Receipt of services	Regular commercial terms	-	935,120	-	2,500,000	No	-	-		
China Merchants Port Group	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	228	-	140,000	No	-	-	3 January 2025	
		Receipt of services and leasing business	Receipt of services and leasing business	Regular commercial terms	-	25,159	-	70,000	No	-	-		
Liaoning Port Group	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	2,159	-	300,000	No	-	-	3 January 2025	
		Receipt of services and leasing business	Receipt of services and leasing business	Regular commercial terms	-	23,810	-	70,000	No	-	-		

CHAPTER VI SIGNIFICANT EVENTS

Related party	Relationship with the Group	Type of the related-party transaction	Details of the related-party transaction	Pricing principle	Price	Amount	Proportion to transaction amount of the same category	Approved cap	Whether approved cap has been exceeded	Settlement method	Available market price of the same transaction category	Disclosure date	Disclosure index
Sinotrans Group	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	134,119	-	600,000	No	-	-	3 January 2025	
		Receipt of services	Receipt of services	Regular commercial terms	-	1,588	-	30,000	No	-	-		
Shenzhen Financial Leasing and its subsidiaries (note 1)	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	241,686 (note 2)	-	1,410,000	No	-	-	24 February 2023 and 18 December 2025	
		Purchase of goods and receipt of services	Purchase of goods and receipt of services	Regular commercial terms	-	36,275 (note 2)	-	100,000	No	-	-		
Xinde Leasing and its subsidiaries (note 1)	Subsidiary disposed of by the subsidiary of the Group's substantial shareholder for the year	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	16,090 (note 3)		900,000	No	-	-	18 December 2025	
		Purchase of goods and receipt of services	Purchase of goods and receipt of services		-	266 (note 3)		100,000	No	-	-		
Shenzhen Huijin Intelligent Industry Co., Ltd. and its subsidiaries	Subsidiary of substantial shareholder	Provision of services	Provision of services	Regular commercial terms	-	46	-	50,000	No	-	-	24 February 2023	
China Merchants Industry Holdings Co., Ltd. and its subsidiaries	Subsidiary of substantial shareholder	Sale of goods	Sale of goods	Regular commercial terms	-	66,066	-	400,000	No	-	-	18 March 2025	
		Receipt of services	Receipt of services	Regular commercial terms	-	422	-	20,000	No	-	-		

CHAPTER VI SIGNIFICANT EVENTS

Related party	Relationship with the Group	Type of the related-party transaction	Details of the related-party transaction	Pricing principle	Price	Amount	Proportion to transaction amount of the same category	Approved cap	Whether approved cap has been exceeded	Settlement method	Available market price of the same transaction category	Disclosure date	Disclosure index
China Merchants Shekou Industrial Zone Holdings Co., Ltd. and its subsidiaries	Subsidiary of substantial shareholder	Sale of goods	Sale of goods	Regular commercial terms	-	4,315	-	10,000	No	-	-	28 December 2023	
		Purchase of goods and receipt of services	Purchase of goods and receipt of services	Regular commercial terms	-	51,620	-	100,000	No	-	-		
China Merchants Hoi Tung Trading Company Ltd. and its subsidiaries	Subsidiary of substantial shareholder	Sale of goods and provision of services	Sale of goods and provision of services	Regular commercial terms	-	12	-	10,000	No	-	-	2 February 2024	
		Purchase of goods	Purchase of goods	Regular commercial terms	-	38,899	-	120,000	No	-	-		
Total						1,917,952							

Details of substantial sales return
Projected total amount of related transactions in the ordinary course of business during the current period by type and actual performance during the Reporting Period (if any)

Nil

As at 31 December 2025, the actual transaction amounts of ordinary related-party transactions between the Group and related parties have not exceeded the annual caps set out in the agreements signed between the Company and related parties in respect of these ordinary related-party transactions.

Reason for the substantial difference between transaction prices and referential market prices (if applicable)

Not applicable

Note 1: CIMC Xinde Leasing (Shenzhen) Co., Ltd. (hereinafter referred to as “**Xinde Leasing**”) was formerly a subsidiary of Shenzhen Financial Leasing. In October 2025, Xinde Leasing was deconsolidated from Shenzhen Financial Leasing. Within twelve months following the deconsolidation of Xinde Leasing from Shenzhen Financial Leasing, Xinde Leasing shall continue to constitute a related party of the Company under the Shenzhen Listing Rules. The Group has reasonably expected the caps for related-party transactions with Xinde Leasing and its subsidiaries as follows: on the sales side, the aggregate amount is not expected to exceed RMB900 million; on the procurement side, the aggregate amount is not expected to exceed RMB100 million. These caps shall remain valid until Xinde Leasing and its subsidiaries cease to constitute related parties of the Company. For further details, please refer to the relevant announcement published by the Company on 18 December 2025.

Note 2: The transaction amounts between the Group and Shenzhen Financial Leasing and its subsidiaries do not include the related-party transaction cap between the Group and Xinde Leasing and its subsidiaries for the period from October to December 2025.

Note 3: Only for the transaction cap between the Group and Xinde Leasing for the period from October to December 2025.

During the Reporting Period, the caps between the Group and Shenzhen Financial Leasing and its subsidiaries, as well as Xinde Leasing and its subsidiaries, did not exceed the expected caps for related-party transactions.

CHAPTER VI SIGNIFICANT EVENTS

2. Related-party Transactions Relating to Assets or Equity Interest Acquisition and Disposal

☐ Applicable ☒ Not Applicable

3. Related-party Transactions Relating to Joint External Investments

☐ Applicable ☒ Not Applicable

4. Claims and Liabilities among the Related-party Transactions

☒ Applicable ☐ Not Applicable

During the Reporting Period, the information on claims and liabilities among the related-party transactions is set out in the Note X. 4. (4) to “Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor’s Report Thereon” in this Report.

Whether there are non-operating claims and liabilities among the related-party transactions

☐ Yes ☒ No

5. Transactions with Related Finance Companies

☐ Applicable ☒ Not Applicable

There is no deposit, loan, credit or other financial business between the Company and related finance companies and related parties.

CHAPTER VI SIGNIFICANT EVENTS

6. Transactions between Finance Companies Controlled by the Company and Related Parties

☒ Applicable ☐ Not Applicable

- (1) On 4 June 2024, as considered and approved at the tenth meeting in 2024 of the tenth session of the Board of the Company, CIMC Finance Company and CIMC Industry & City entered into the Financial Services Framework Agreement (hereinafter referred to as the “**Original Agreement**”), pursuant to which CIMC Finance Company will provide financial services to CIMC Industry & City and its subsidiaries, including deposit-taking services and loan services. The transaction limit is as follows: the maximum daily deposit balance of CIMC Industry & City and its subsidiaries held in CIMC Finance Company shall not exceed RMB3, 000 million (excluding interest and handling fee); the principal of loans CIMC Finance Company provides to CIMC Industry & City and its subsidiaries shall not exceed RMB1, 500 million (excluding interest and handling fee), which shall be valid for a period of one year from the date of approval by the Board of the Company. Given that the above valid period for related-party transactions approved by the Board expired on 3 June 2025, the Company convened the third meeting in 2025 of the eleventh session of the Board of the Company on 22 May 2025, at which the entering into of a new Financial Services Framework Agreement by CIMC Finance Company and CIMC Industry & City was approved. Pursuant to the new agreement, CIMC Finance Company will provide financial services to CIMC Industry & City and its subsidiaries, including deposit-taking services and loan services. The transaction limit remains unchanged as compared to the Original Agreement, and the agreement shall be valid during the period from the date of approval by the Board of the Company to 31 December 2026.

For relevant information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company’s website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 4 June 2024 and 22 May 2025.

CHAPTER VI SIGNIFICANT EVENTS

1) The deposit business of CIMC Industry & City and its subsidiaries with CIMC Finance Company:

Unit: RMB thousand

Related party	Relationship	Maximum Daily deposit balance	Range of interest rate	Balance as at 1 January 2025 (including interest)	Amount for the period		Balance as at 31 December 2025 (including interest)
					Total amount deposited for the period (including interest)	Total amount withdrawn for the period (including interest)	
CIMC Industry & City	The Group's Directors and senior management holding positions	3,000,000	With reference to market rates	71,819	5,420,086	5,376,989	114,916

During the Reporting Period, the maximum daily deposit balance of CIMC Industry & City and its subsidiaries with CIMC Finance Company was RMB137,514,000, which did not exceed the agreed cap of RMB3,000,000,000.

2) The loan business provided by CIMC Finance Company to CIMC Industry & City and its subsidiaries:

Unit: RMB thousand

Related party	Relationship	Credit limit	Range of interest rate	Balance as at 1 January 2025 (including interest)	Amount for the period		Balance as at 31 December 2025 (including interest)
					Total loans for the period (including interest)	Total repayments for the period (including interest)	
CIMC Industry & City	The Group's Directors and senior management holding positions	1,500,000	With reference to market rates	739,776	35,618	50,609	724,785

During the Reporting Period, the maximum balance of the principal of loans provided by CIMC Finance Company to CIMC Industry & City and its subsidiaries was RMB738,504,000, which did not exceed the agreed cap of RMB1,500,000,000.

CHAPTER VI SIGNIFICANT EVENTS

- (2) Given that the expiry of the validity period of the approved connected transactions between CIMC Commercial Factoring Co., Ltd. (hereinafter referred to as “**CIMC Factoring**”), a holding subsidiary of the Company’s subsidiary, Shenzhen CIMC Investment Co. Ltd., and CIMC Industry & City shall be 23 September 2024, therefore, on 4 June 2024, as considered and approved at the tenth meeting in 2024 of the tenth session of the Board of the Company, the aggregate principal and interest balances of the connected transactions between CIMC Factoring and CIMC Industry & City and its subsidiaries should not exceed RMB220 million for each day, which shall be valid for a period of one year from the date of approval by the Board of the Company. The transaction is not required to submit to the general meeting of the Company for consideration. On 4 June 2025, the limit of the approved connected transactions between CIMC Factoring and CIMC Industry & City has expired. As no further related-party transactions are anticipated between the parties, the related-party transaction limit was not re-approved.

For relevant information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company’s website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 4 June 2024.

The factoring business between CIMC Factoring and CIMC Industry & City and its subsidiaries:

Unit: RMB thousand

Related party	Relationship	Daily cap	Range of interest rate	Balance as	Amount for the period		Balance
				at 1 January 2025	Total increase for the period	Total decrease for the period	as at 31 December 2025
CIMC Industry & City	The Group’s Directors and senior management holding positions	220,000	With reference to market rates	–	–	–	–

During the validity period of the approved related-party transactions, the maximum daily balance of the transactions between CIMC Factoring and CIMC Industry & City and its subsidiaries was RMB0, which did not exceed the agreed cap of RMB220,000,000.

CHAPTER VI SIGNIFICANT EVENTS

- (3) On 19 December 2024, based on business needs, CIMC Finance Company entered into a renewal of the Financial Service Framework Agreement with Shenzhen Financial Leasing Company in respect of the future related party transactions. CIMC Finance Company will provide financial services including deposit-taking services, etc. to Shenzhen Financial Leasing Company and its subsidiaries. The transaction limit is as follows: the maximum daily deposit balance of Shenzhen Financial Leasing Company and its subsidiaries with CIMC Finance Company shall not exceed RMB500 million. The services under the agreement shall take effect on 1 January 2025, and shall remain in force until 31 December 2027.

For relevant information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 19 December 2024.

The deposit business of Shenzhen Financial Leasing, Xinde Leasing and its subsidiaries with CIMC Finance Company

Unit: RMB thousand

Related party	Relationship	Maximum Daily deposit balance	Range of interest rate	Balance	Amount for the period		Balance
				as at 1 January 2025 (including interest)	Total amount deposited for the period (including interest)	Total amount withdrawn for the period (including interest)	as at 31 December 2025 (including interest)
Shenzhen Financial Leasing	Subsidiary of substantial shareholder	500,000	With reference to market rates	96,484	5,595,823	5,687,383	4,924
Xinde Leasing	Subsidiary disposed of by the subsidiary of the Group's substantial shareholder for the year (note)			6,843	46,806	48,829	4,820

During the Reporting Period, the maximum daily deposit balance of Shenzhen Financial Leasing Company with CIMC Finance Company was RMB209,565,000, which did not exceed the agreed cap of RMB500,000,000.

Note: In October 2025, Shenzhen Financial Leasing lost control of Xinde Leasing due to the disposal of a portion of its equity interest in Xinde Leasing. Pursuant to Rule 6.3.3 of the Shenzhen Listing Rules, Xinde Leasing will continue to constitute a related party of the Group under the Shenzhen Listing Rules for a period of twelve months following October 2025.

CHAPTER VI SIGNIFICANT EVENTS

7. Other Material Related-party Transactions

✓ Applicable ☐ Not Applicable

(1) The subsidiary Shenzhen CIMC Innovation purchased properties of CIMC Zhihuiyuan in the Songshan Lake

In light of the overall industrial and business presence of the Group in Dongguan and to meet the residential needs of employees in Dongguan, attract and retain core talent of the Dongguan-based enterprises of the Group, the following transactions were carried out:

- 1) On 20 June 2025, as considered and approved at the fourth meeting in 2025 of the eleventh session of the Board of the Company, Shenzhen CIMC Innovation Industry Development Co., Ltd. (hereinafter referred to as “**Shenzhen CIMC Innovation**”), a wholly-owned subsidiary of the Company, purchased 188 residential units in CIMC Zhihuiyuan in the Songshan Lake, Dongguan City from Dongguan CIMC Jingying Apartment Management Co., Ltd. at a transaction consideration of RMB163,813,500;
- 2) On 18 December 2025, as considered and approved at the sixteenth meeting in 2025 of the eleventh session of the Board of the Company, Shenzhen CIMC Innovation purchased 188 residential units in CIMC Zhihuiyuan in the Songshan Lake, Dongguan City from Shenzhen Sunivers Investment Development Co., Ltd. at a transaction consideration of RMB293,201,100.

CHAPTER VI SIGNIFICANT EVENTS

Dongguan CIMC Jingying Apartment Management Co., Ltd. and Shenzhen Sunivers Investment Development Co., Ltd. are wholly-owned subsidiaries of CIMC Industry & City. Some directors and senior executives of the Company also serve as directors of CIMC Industry & City, so CIMC Industry & City and its wholly-owned subsidiaries – Dongguan CIMC Jingying Apartment Management Co., Ltd. and Shenzhen Sunivers Investment Development Co., Ltd. are related parties of the Company. The afore-mentioned related-party transactions constitute related-party transactions of the Company under the Shenzhen Listing Rules.

(2) Related-party transactions regarding the Group's leasing of assets from related parties

Please refer to "1. Connected Transactions" of "(II) Connected Transactions Defined in accordance with the Hong Kong Listing Rules" of "XIV. Material Related-party Transactions" of this chapter.

Title of Temporary Announcement	Date of Disclosure of Temporary Announcement	Website for the Disclosure of Temporary Announcements
Announcement Regarding the Purchase of Properties of CIMC Zhihuiyuan in the Songshan Lake by the Subsidiary Shenzhen CIMC Innovation and Related-party Transaction	23 June 2025	www.cninfo.com.cn www.hkexnews.hk www.cimc.com
Announcement Regarding the Purchase of Properties of CIMC Zhihuiyuan in the Songshan Lake by the Subsidiary Shenzhen CIMC Innovation and Related-party Transaction	18 December 2025	
Announcement Regarding the Lease of Assets by a Subsidiary from Related Parties and Related-Party Transaction	10 September 2025	

(3) Guarantees provided by the Group to related parties CIMC Industry & City and Shenzhen Financial Leasing

For details, please refer to "2. Material Guarantees" of "XV. MATERIAL CONTRACTS AND THEIR PERFORMANCES" of this chapter.

CHAPTER VI SIGNIFICANT EVENTS

(II) Connected Transactions Defined in accordance with the Hong Kong Listing Rules

Pursuant to Chapter 14A of the Hong Kong Listing Rules, the following connected transactions are discloseable in this Report:

1. Connected Transactions:

Leasing assets from related parties

On 9 September 2025, as considered and approved at the ninth meeting in 2025 of the eleventh session of the Board of the Company, BLUEWHALE OFFSHORE PTE. LTD., a wholly-owned subsidiary of the Company, proposed to lease the “Huayelong” and “Huashanglong” crane and accommodation platforms from Hailong No.16 (Tianjin) Leasing Co., Ltd. (海龍十六號(天津)租賃有限公司) and Hailong No.17 (Tianjin) Leasing Co., Ltd. (海龍十七號(天津)租賃有限公司) (“**Hailong No. 16 Co.**” and “**Hailong No. 17 Co.**”), indirect wholly-owned subsidiaries of China Merchants Industry. Separate Bareboat Charter Agreement has been signed for each of them (hereinafter referred to as “**the Transactions**”).

China Merchants Industry, a wholly-owned subsidiary of China Merchants Group, holds a 24.49% equity interest in the Company and is a substantial shareholder of the Company. Hailong No. 16 Co. and Hailong No. 17 Co. are indirect wholly-owned subsidiaries of China Merchants Industry. Therefore, in accordance with the relevant provisions of the Hong Kong Listing Rules and the Shenzhen Listing Rules, Hailong No. 16 Co. and Hailong No. 17 Co. constitute connected persons/related parties of the Company, and the Transactions constitutes a connected/related-party transaction of the Company.

As one or more applicable percentage ratios calculated based on the total charter hire payable under the Transactions are more than 0.1% but less than 5%, the Transactions are subject to the reporting and announcement requirements, but are exempt from the independent Shareholders’ approval requirement under Chapter 14A of the Hong Kong Listing Rules. After being cumulatively calculated pursuant to the Shenzhen Listing Rules, the amount of the Transactions added up to over 5% of the Company’s most recent audited consolidated net assets attributable to the parent company. Thus, the Transactions were subject to approval by Shareholders at the general meeting of the Company.

The Transactions were approved at the Company’s second extraordinary general meeting in 2025 held on 6 November 2025.

For specific information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company’s website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 10 September 2025 and 6 November 2025.

CHAPTER VI SIGNIFICANT EVENTS

2. Continuing Connected Transactions/Ordinary Related-party Transactions

(1) Continuing connected transactions/ordinary related-party transactions with Sinotrans & CSC Group

On 6 December 2024, in light of the fact that the original framework agreement (as considered and approved by the Shareholders at the general meeting held on 3 August 2022) was to expire on 31 December 2024, and based on the Company's business needs, as considered and approved at the seventeenth meeting in 2024 of the tenth session of the Board of the Company, the Company has entered into renewal agreement in respect of the continuing connected transactions/ordinary related-party transactions with Sinotrans & CSC (hereinafter referred to as the **"Sinotrans & CSC Framework Agreement"**), which set forth the transaction caps for years from 2025 to 2027.

Sinotrans & CSC is a wholly-owned subsidiary of China Merchants Group, a substantial shareholder of the Company, and Sinotrans & CSC and its subsidiaries are connected persons of the Company under Chapter 14A of the Hong Kong Listing Rules and the transactions between the Group and Sinotrans & CSC Group under the Sinotrans & CSC Framework Agreement constitute continuing connected transactions for the Company. On 27 December 2024, the issue was considered and approved by the Shareholders at the third extraordinary general meeting of the Company in 2024.

Set out below are the proposed caps for the continuing connected transactions/ordinary related-party transactions under the Sinotrans & CSC Framework Agreement for the year ended 31 December 2025 and the actual transaction amounts incurred in 2025:

Unit: RMB thousand

Scope of connected/related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods and provision of services by the Group to Sinotrans & CSC Group	580,000	340,072
Receipt of services by the Group from Sinotrans & CSC Group	2,500,000	935,120

For relevant information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 6 December 2024 and 27 December 2024.

CHAPTER VI SIGNIFICANT EVENTS

(2) Continuing connected transactions/ordinary related-party transactions with the subsidiaries of China Merchants Group

In light of the fact that the original framework agreement (signed on 11 May 2022) expired on 31 December 2024, based on the Company's business needs, as considered and approved at the first meeting in 2025 of the tenth session of the Board of the Company, the Company entered into renewal agreements in respect of the continuing connected transactions/ordinary related-party transactions with China Merchants Port, Liaoning Port, and Sinotrans (hereinafter referred to as the **"China Merchants Subsidiaries Framework Agreements"**) on 3 January 2025, which set forth the transaction caps for years from 2025 to 2027.

China Merchants Port, Liaoning Port and Sinotrans are all subsidiaries of China Merchants Group, a substantial shareholder of the Company. China Merchants Port Group, Liaoning Port Group and Sinotrans Group are connected persons of the Company under Chapter 14A of the Hong Kong Listing Rules and the transactions under the China Merchants Subsidiaries Framework Agreements constitute continuing connected transactions of the Company.

The proposed caps for the continuing connected transactions/ordinary related-party transactions for the year ended 31 December 2025 and the actual transaction amounts incurred in 2025 are as follows:

Unit: RMB thousand

Connected/related party	Scope of connected/related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
China Merchants Port Group	Sale of goods and provision of services by the Group to China Merchants Port Group	140,000	228
	Receipt of services and leasing by the Group from China Merchants Port Group	70,000	25,159
Liaoning Port Group	Sale of goods and provision of services by the Group to Liaoning Port Group	300,000	2,159
	Receipt of services and leasing by the Group from Liaoning Port Group	70,000	23,810
Sinotrans Group	Sale of goods and provision of services by the Group to Sinotrans Group	600,000	134,119
	Receipt of services by the Group from Sinotrans Group	30,000	1,588

For relevant information, please refer to the relevant announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 3 January 2025.

CHAPTER VI SIGNIFICANT EVENTS

(3) Continuing connected transactions/ordinary related-party transactions with the subsidiaries of Shenzhen Capital Group

On 19 December 2024, in view of the expiration of the original Financial Service Framework Agreement (signed on 11 May 2022) on 31 December 2024, and based on business requirements, as considered and approved by the eighteenth meeting in 2024 of the tenth session of the Board of the Company, CIMC Finance Company and Shenzhen Financial Leasing Company entered into a new Financial Service Framework Agreement regarding the future connected transactions/ordinary related-party transactions. On 24 February 2023, as considered and approved by the second meeting in 2023 of the tenth session of the Board of the Company, the Company entered into the relevant agreements respectively with Shenzhen Financial Leasing Company and Shenzhen Huijin Intelligent Industry Co., Ltd. (hereinafter referred to as **"Huijin Intelligent"**). The parties also agreed on the proposed caps in respect of the continuing connected transactions/ordinary related-party transactions for the three years ended 31 December 2023, 2024 and 2025 (the two agreements signed collectively known as the **"Existing Framework Agreements with Subsidiaries of Shenzhen Capital Group"**).

Shenzhen Financial Leasing Company and Huijin Intelligent are subsidiaries of Shenzhen Capital Group, the largest shareholder of the Company. Under Chapter 14A of the Hong Kong Listing Rules, Shenzhen Financial Leasing Company and its subsidiaries (hereinafter collectively referred to as **"Shenzhen Financial Leasing Group"**), Huijin Intelligent and its subsidiaries (hereinafter collectively referred to as **"Huijin Company"**), are connected persons of the Company, the transactions under the Existing Framework Agreements with Subsidiaries of Shenzhen Capital Group and the Financial Service Framework Agreement constitute continuing connected transactions of the Company.

a. The proposed caps under the Existing Framework Agreements with Subsidiaries of Shenzhen Capital Group for the year ended 31 December 2025 and the actual transaction amounts for 2025 are shown below:

Unit: RMB thousand

Connected/related party	Scope of connected/ related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Shenzhen Financial Leasing Group	Sale of goods and provision of services by the Group	1,410,000	241,686
	Purchase of goods and receipt of services by the Group	100,000	36,275
Huijin Company	Provision of services by the Group	50,000	46

In October 2025, following the exclusion of Xinde Leasing from the consolidated financial statements of Shenzhen Financial Leasing Company, Xinde Leasing ceased to be a subsidiary of Shenzhen Financial Leasing Company and no longer constitutes a connected person under the Hong Kong Listing Rules. Accordingly, the transaction amounts with Shenzhen Financial Leasing Group do not include the transactions between the Group and Xinde Leasing and its subsidiaries for the period from October to December 2025.

CHAPTER VI SIGNIFICANT EVENTS

On 18 December 2025, in view of the expiration of the Existing Framework Agreements with Subsidiaries of Shenzhen Capital Group on 31 December 2025, and based on the business requirements of the Company, the Company entered into a renewal of the continuing connected transactions/ordinary related-party transactions agreement with Shenzhen Financial Leasing Company, as considered and approved by the sixteenth meeting of the eleventh session of the Board in 2025. The annual caps for the years 2026 to 2028 are shown below:

Unit: RMB thousand

Connected/related party	Scope of connected/related-party transaction	Proposed cap for the year ending 31 December 2026	Actual amount for the year ending 31 December 2027	Actual amount for the year ending 31 December 2028
Shenzhen Financial Leasing Group	Sale of goods and provision of services by the Group	400,000	400,000	400,000
	Purchase of goods and receipt of services by the Group	100,000	100,000	100,000

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 24 February 2023 and 18 December 2025, respectively.

b. For details of the Financial Service Framework Agreement, please refer to "6. Transactions between Finance Companies Controlled by the Company and Related Parties" of "(I) Related-Party Transactions as Defined by Domestic Laws and Regulations" under "XIV. Material Related-Party Transactions" in this chapter.

CHAPTER VI

SIGNIFICANT EVENTS

(4) Continuing connected transactions with SIPG Group

On 19 December 2024, in view of the expiration of the original Framework Agreement (signed on 23 June 2022) on 31 December 2024, as considered and approved at the eighteenth meeting in 2024 of the tenth session of the Board of the Company, the Company entered into the relevant agreement with SIPG (hereinafter referred to as the “**SIPG Group Framework Agreement**”) to agree on the proposed caps in respect of the transactions for the three years from 1 January 2025 to 31 December 2027.

Due to factors such as actual transaction conditions, the market economic environment, and the expectation that prices will remain high, the Group and SIPG Group anticipated that the original proposed cap under the SIPG Group Framework Agreement will not be able to meet the future transaction needs of the parties. Therefore, on 25 June 2025, the Company and SIPG entered into a new framework agreement (hereinafter referred to as the “**New SIPG Group Framework Agreement**”) to revise the proposed cap for the continuing connected transactions for the years ended/ending 2025, 2026, and 2027, so as to meet the future transaction needs between the Company and SIPG Group. From the effective date of the New SIPG Group Framework Agreement, the SIPG Group Framework Agreement shall cease to be effective.

As at the end of the Reporting Period, SIPG is a substantial shareholder of CIMC Wetrans, which in turn is a significant subsidiary of the Company. Thus, SIPG Group constitutes a connected person of the Company at the subsidiary level. Therefore, the transactions between the Group and SIPG Group contemplated under the New SIPG Group Framework Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Hong Kong Listing Rules.

The proposed caps of the continuing connected transactions agreed for the year ended 31 December 2025 and the actual transaction amounts for 2025 are shown below:

Unit: RMB thousand

Scope of connected transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods and rendering of services by the Group to SIPG Group	800,000	314,259
Receipt of services by the Group from SIPG Group	2,200,000	1,076,901

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 19 December 2024 and 25 June 2025, respectively.

CHAPTER VI SIGNIFICANT EVENTS

(5) Continuing connected transactions/ordinary related-party transactions with CMI

On 26 June 2023, as considered and approved at the twelfth meeting in 2023 of the tenth session of the Board of the Company, the Company and China Merchants Offshore Engineering Investment Shenzhen Co., Ltd. (hereinafter referred to as “**CMOEI**”) signed the relevant agreement (hereinafter referred to as the “**CMOEI Framework Agreement**”), and it was agreed on the proposed caps in respect of the continuing connected transactions/ordinary related-party transactions for the three years ended 31 December 2023, 2024 and 2025.

CMOEI is a wholly-owned subsidiary of CMI. On 18 March 2025, as considered and approved by the sixth meeting of the tenth session of the Board of the Company in 2025, the Company entered into the relevant agreement with CMI (hereinafter referred to as the “**CMI Framework Agreement**”), under which, the Group will continue to sell goods to and receive services from the other parties, and all the parties have agreed on the annual caps for the continuing connected transactions/ordinary related-party transactions for the three years from 1 January 2025 to 31 December 2027. The scope of the CMI Framework Agreement covers the service scope of the CMOEI Framework Agreement. Accordingly, upon the effectiveness of the CMI Framework Agreement, the CMOEI Framework Agreement was terminated.

As CMI is a wholly-owned subsidiary of China Merchants Group, a substantial shareholder of the Company, CMI and its subsidiaries (hereinafter collectively referred to as “**CMI Group**”) are connected persons of the Company under Chapter 14A of the Hong Kong Listing Rules, and the transactions between the Group and CMI Group under the CMI Framework Agreement constitute continuing connected transactions of the Company.

CHAPTER VI

SIGNIFICANT EVENTS

The proposed caps of the continuing connected transactions/ordinary related-party transactions agreed for the year ended 31 December 2025 and the actual transaction amounts for 2025 are shown below:

Unit: RMB thousand

Scope of connected transaction/related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods by the Group to CMI Group	400,000	66,066
Receipt of services by the Group from CMI Group	20,000	422

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 26 June 2023 and 18 March 2025.

(6) Continuing connected transactions/ordinary related-party transactions with China Merchants Shekou Industrial Zone Holdings Co., Ltd.

On 28 December 2023, the twenty-fifth meeting of the tenth session of the Board of the Company in 2023 considered and approved the relevant agreements (hereinafter referred to as the "**China Merchants Shekou Framework Agreements**") signed between the Company and China Merchants Shekou Industrial Zone Holdings Co., Ltd. (招商局蛇口工業區控股股份有限公司) (hereinafter referred to as the "**China Merchants Shekou**", together with its subsidiaries, "**China Merchants Shekou Group**"), which provided that the Group shall provide goods to China Merchants Shekou Group on an ongoing basis and receive goods and services provided by China Merchants Shekou Group, and agreed on the proposed caps in respect of the continuing connected transactions/ordinary related-party transactions for the three years ended/ending 31 December 2024, 2025 and 2026. China Merchants Shekou is a subsidiary of China Merchants Group, the substantial shareholder of the Company; as a result, China Merchants Shekou Group is a connected person of the Company under Chapter 14A of the Hong Kong Listing Rules. Therefore, the transactions between the Group and China Merchants Shekou Group under the China Merchants Shekou Framework Agreements constitute continuing connected transactions of the Company.

CHAPTER VI SIGNIFICANT EVENTS

The proposed caps for the continuing connected transactions/ordinary related-party transactions agreed for the year ended 31 December 2025 and the actual transaction amounts for 2025 are as follows:

Unit: RMB thousand

Scope of connected transaction/related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods by the Group to China Merchants Shekou Group	10,000	4,315
Purchase of goods and receipt of services by the Group from China Merchants Shekou Group	100,000	51,620

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 28 December 2023.

(7) Continuing connected transactions/ordinary related-party transactions with China Merchants Hoi Tung Trading Company Limited

On 2 February 2024, the first meeting of the tenth session of the Board of the Company in 2024 considered and approved the relevant agreements (hereinafter referred to as the **"China Merchants Hoi Tung Framework Agreements"**) signed between the Company and China Merchants Hoi Tung Trading Company Limited (招商局海通貿易有限公司) (hereinafter referred to as **"China Merchants Hoi Tung"**, together with its subsidiaries, **"China Merchants Hoi Tung Group"**), which provided that the Group shall provide goods and services to China Merchants Hoi Tung Group on an ongoing basis and receive goods and services provided by China Merchants Hoi Tung Group, and agreed on the proposed caps in respect of the continuing connected transactions/ordinary related-party transactions for the three years ended/ending 31 December 2024, 2025 and 2026. China Merchants Hoi Tung is a subsidiary of China Merchants Group, the substantial shareholder of the Company; as a result, China Merchants Hoi Tung Group is a connected person of the Company under Chapter 14A of the Hong Kong Listing Rules. Therefore, the transactions between the Group and China Merchants Hoi Tung Group under the China Merchants Hoi Tung Framework Agreements constitute continuing connected transactions of the Company.

CHAPTER VI SIGNIFICANT EVENTS

The proposed caps for the continuing connected transactions/ordinary related-party transactions agreed for the year ended 31 December 2025 and the actual transaction amounts for 2025 are as follows:

Unit: RMB thousand

Scope of connected transaction/related-party transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods and rendering of services by the Group to China Merchants Hoi Tung Group	10,000	12
Purchase of goods by the Group from China Merchants Hoi Tung Group	120,000	38,899

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 2 February 2024.

(8) Continuing connected transactions with Yantai Guofeng Investment Holdings Group Co., Ltd.

On 11 August 2025, as considered and approved at the seventh meeting of the eleventh session of the Board of the Company in 2025, the Company entered into the framework agreements relating to continuing connected transactions (hereinafter referred to as the "**Guofeng Group Framework Agreements**") with Yantai Guofeng Investment Holdings Group Co., Ltd. (煙台國豐投資控股集團有限公司) (hereinafter referred to as the "**Guofeng**", together with its subsidiaries, "**Guofeng Group**"), to agree on the proposed caps in respect of the transactions for the three years from 1 January 2025 to 31 December 2027. The Group will sell goods and provide services to Guofeng Group on an ongoing basis and receive goods and services provided by Guofeng Group.

Guofeng is a substantial shareholder of CIMC Raffles, which in turn is a significant subsidiary of the Company. Thus, Guofeng Group constitutes a connected person of the Company at the subsidiary level. Therefore, the transactions between the Group and Guofeng Group contemplated under the Guofeng Group Framework Agreements constitute continuing connected transactions of the Company under Chapter 14A of the Hong Kong Listing Rules.

CHAPTER VI SIGNIFICANT EVENTS

The proposed caps for the continuing connected transactions agreed for the year ended 31 December 2025 and the actual transaction amounts for 2025 are as follows:

Unit: RMB thousand

Scope of connected transaction	Proposed cap for the year ended 31 December 2025	Actual amount for the year ended 31 December 2025
Sale of goods and rendering of services by the Group to Guofeng Group	500,000	58,118
Purchase of goods by the Group from Guofeng Group	500,000	203,136

For relevant information, please refer to the announcements published by the Company on Cninfo website (www.cninfo.com.cn), the Company's website (www.cimc.com) and the website of the Hong Kong Stock Exchange (www.hkexnews.hk) on 11 August 2025.

(9) Pricing Policy:

As far as the Group or each related/connected party (as applicable) is concerned, the prices and terms relating to the continuing connected transactions/ordinary related-party transactions among the Group and the above-mentioned connected/related-parties (the **"Transactions"**), will be no more favorable or less favorable than the prices and terms offered by the Group or each related/connected party (as applicable) for the supply or receiving of similar goods and/or services to and from independent third parties, and will make reference to at least two contemporaneous transactions of similar volume or quality with unrelated third parties. In addition, the relevant departments of the Group will regularly conduct a comprehensive analysis of the profitability of the supply or receiving of similar goods and/or services to and from different customers (including each related/connected party and independent third-party customers), review the profit contribution of different customers and reflect the analysis results to the business departments for reference in making pricing adjustment decisions.

CHAPTER VI SIGNIFICANT EVENTS

(10) Independent non-executive Directors' confirmation:

In relation to the Transactions during the Reporting Period, the independent non-executive Directors of the Company have reviewed and confirmed that:

- The Transactions mentioned above have met requirements of the relevant laws and regulations as well as the Articles of Association, have been conducted on a fair, open and just basis and have been audited through relevant procedures, and no acts have been found which are detrimental to the interests of the Company and the Shareholders, especially the minority Shareholders;
- The Transactions mentioned above have been entered into in the ordinary and usual course of business of the Company;
- The Transactions mentioned above have been entered into on normal commercial terms or better terms;
- The Transactions mentioned above have been entered into in accordance with the terms of relevant agreements governing them and on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

(11) Auditors' confirmation:

The auditors of the Company reviewed the Transactions during the Reporting Period and confirmed that:

- (a) Nothing has come to auditors' attention that causes them to believe that the continuing connected transactions disclosed have not been approved by the Board.
- (b) In relation to the transactions involving the provision of goods or services by the Group, nothing has come to auditors' attention that causes them to believe that the Transactions were not, in all material respects, in accordance with the pricing policies of the Group.
- (c) Nothing has come to auditors' attention that causes them to believe that the Transactions were not entered into, in all material respects, in accordance with the agreements in relation to such transactions.
- (d) In relation to the total amount of continuing connected transactions, nothing has come to auditors' attention that causes them to believe that the amount of the continuing connected transactions exceeded the annual caps set by the Company.

CHAPTER VI SIGNIFICANT EVENTS

(12) The Board confirmed:

The auditor confirmed the matters in relation to the Transactions pursuant to the Rule 14A.56 under the Hong Kong Listing Rules.

3. Others

Details of the Group's related-party transactions and connected transactions during the Reporting Period are set out in note X. 4 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report. Except for the connected transactions and continuing connected transactions as disclosed in "(II) Connected Transactions Defined in accordance with the Hong Kong Listing Rules" of "XIV. Material Related-party Transactions" in this chapter, in respect of the connected transactions set out in note X. 4 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report which do not constitute connected transactions as defined in Chapter 14A of the Hong Kong Listing Rules, there are no other connected transactions required to be disclosed pursuant to Chapter 14A of the Hong Kong Listing Rules. The Company further confirms that the connected transactions or continuing connected transactions have complied with the disclosure requirements in accordance with Chapter 14A of the Hong Kong Listing Rules.

XV. MATERIAL CONTRACTS AND THEIR PERFORMANCES

1. Trusteeship, Contracting and Leasing

(1) Trusteeship

☐ Applicable ☒ Not Applicable

During the Reporting Period, there was no trusteeship of the Company generating a profit or loss which contributed to 10% or more of the total profit of the Company during the Reporting Period.

(2) Contracting

☐ Applicable ☒ Not Applicable

During the Reporting Period, there was no contracting of the Company generating a profit or loss which contributed to 10% or more of the total profit of the Company during the Reporting Period.

(3) Leasing

☐ Applicable ☒ Not Applicable

During the Reporting Period, there was no leasing of the Company generating a profit or loss which contributed to 10% or more of the total profit of the Company during the Reporting Period.

CHAPTER VI SIGNIFICANT EVENTS

2. Material Guarantees

☒ Applicable ☐ Not Applicable

Unit: RMB thousand

External guarantees undertaken by the Company and its subsidiaries (excluding guarantees for subsidiaries)										
Name of the guaranteed	Disclosure date of the announcement about the guarantee facilities	Guarantee facilities	Actual date	Actual amount of guarantee	Type of guarantee	Collateral (if any)	Counter Guarantee (if any)	Guarantee period	Fulfilled or not	Related Party Guarantee or not
Customers and distributors of subsidiaries of CIMC Vehicles (Group) Co., Ltd.	27 March 2025	2,500,000	1 January 2025	4,312	Warrantice	Nil	Nil	1-2 years	No	No
Customers of Kunming CIMC Vehicle Park Development Co., Ltd.	27 March 2025	40,000	1 January 2025	0	Warrantice	Nil	Nil	Not applicable	Not applicable	No
Customers of Shaanxi CIMC Vehicles Industrial Park Investment Development Co., Ltd.	27 August 2025	10,000	1 January 2025	3,243	Warrantice	Secured	Nil	1-2 years	No	No
Yichuan Tianyun Clean Energy Co., Ltd.	27 March 2025	150,000	1 January 2025	35,110	Warrantice	Nil	Nil	1-2 years	No	No
C&C Trucks Co., Ltd. (including subsidiaries)	27 March 2025	280,000	1 January 2025	123,968	Warrantice	Nil	Nil	1-2 years	No	No
Shenzhen CIMC Industry & City Development Group Co., Ltd. (including subsidiaries)	27 March 2025	500,000	1 January 2025	228,251	Warrantice	Nil	Secured	1-2 years	No	Yes
Shenzhen Financial Leasing (Group) Co., Ltd. (including subsidiaries)	27 March 2025	4,100,000	1 January 2025	282,732	Warrantice	Nil	Nil	1-2 years	No	Yes
Zhongshiyun (Beijing) Investment Co., Ltd.	27 March 2025	100,000	1 January 2025	0	Warrantice	Nil	Nil	Not applicable	Not applicable	No
Total external guarantee facilities approved during the Reporting Period (A1)			7,680,000	Total actual amount of external guarantees during the Reporting Period (A2)						557,021
Total external guarantee facilities approved at the end of the Reporting Period (A3)			7,680,000	Total actual balance of external guarantees at the end of the Reporting Period (A4)						677,616

CHAPTER VI SIGNIFICANT EVENTS

The Company's guarantees for subsidiaries

Name of the guaranteed	Disclosure date of the announcement about the guarantee facilities	Guarantee facilities	Actual date	Actual amount of guarantee	Type of guarantee	Collateral (if any)	Counter Guarantee (if any)	Guarantee period	Fulfilled or not	Related Party Guarantee or not
Subsidiaries of CIMC (with gearing ratio of over 70%)	27 March 2025 27 August 2025	15,800,000	1 January 2025	3,247,915	Warrantice	Nil	Partially secured	1-2 years	No	No
Subsidiaries of CIMC (with gearing ratio of less than 70%)	27 March 2025 27 August 2025	3,200,000	1 January 2025	2,320,054	Warrantice	Nil	Partially secured	1-2 years	No	No
CIMC Fortune Holdings Limited	27 March 2025	28,000,000	1 January 2025	12,738,923	Warrantice	Nil	Nil	1-2 years	No	No
Total guarantee facilities for subsidiaries approved during the Reporting Period (B1)			47,000,000	Total actual amount of guarantees for subsidiaries during the Reporting Period (B2)						13,230,133
Total guarantee facilities for subsidiaries approved at the end of the Reporting Period (B3)			47,000,000	Total actual balance of guarantees for subsidiaries at the end of the Reporting Period (B4)						18,306,892

Subsidiaries' guarantees for subsidiaries

Name of the guaranteed	Disclosure date of the announcement about the guarantee facilities	Guarantee facilities	Actual date	Actual amount of guarantee	Type of guarantee	Collateral (if any)	Counter Guarantee (if any)	Guarantee period	Fulfilled or not	Related Party Guarantee or not
Guarantee of one subsidiary for another (with gearing ratio of over 70%)	27 March 2025 27 August 2025	18,120,000	1 January 2025	7,501,740	Warrantice	Nil	Partially secured	1-2 years	No	No
Guarantee of one subsidiary for another (with gearing ratio of less than 70%)	27 March 2025 27 August 2025	12,200,000	1 January 2025	4,425,828	Warrantice	Nil	Partially secured	1-2 years	No	No
Total guarantee facilities for subsidiaries approved during the Reporting Period (C1)			30,320,000	Total actual guarantee amount for subsidiaries during the Reporting Period (C2)						3,543,616
Total guarantee facilities for subsidiaries approved at the end of the Reporting Period (C3)			30,320,000	Total actual guarantee balance for subsidiaries at the end of the Reporting Period (C4)						11,927,568

Total guarantee of the Company (total of the above three items)

Total guarantee facilities approved during the Reporting Period (A1+B1+C1)				85,000,000	Total actual guarantee amount during the Reporting Period (A2+B2+C2)				17,330,770	
Total guarantee facilities approved at the end of the Reporting Period (A3+B3+C3)				85,000,000	Total actual guarantee balance at the end of the Reporting Period (A4+B4+C4)				30,912,076	
% of total actual guarantee amount (A4+B4+C4) in net assets of the Company									61.34%	
Including:										
Guarantee balance provided to Shareholders, the de facto controller and related parties (D)									282,732	
Debt guarantee balance provided directly or indirectly to the guaranteed with a gearing ratio of over 70% (E)									23,716,830	
Amount of total guarantee amount in excess of 50% of net assets of the Company (F)									-	
Total amount of the above three guarantees (D+E+F)									23,999,562	
Guarantees which are not due but have incurred guarantee liability or are likely to incur joint settlement liability during the Reporting Period (if any)					Guarantees which are not due and have not incurred material guarantee liability or are likely to incur joint settlement liability during the Reporting Period					-
Guarantees provided to the external parties in violation of the procedures (if any)										-

Guarantees provided in a combined manner: No

CHAPTER VI SIGNIFICANT EVENTS

3. Entrusted Cash or Assets Management

(1) Entrusted Wealth Management

☒ Applicable ☐ Not Applicable

Unit: RMB ten thousand

Type of Product	Risk Profile	Balance of Entrusted Wealth Management at the End of the Reporting Period	Overdue and unrecovered amount
Money market funds	R1 (Low Risk)	70,361.43	0
Bank's wealth management products	R1 (Low Risk)	40,000.00	0

The specific circumstances of a high-risk entrusted wealth management involving the Company acting as a sole entrust or to entrust financial institutions to carry out asset management or with lower security and poorer liquidity

☐ Applicable ☒ Not Applicable

Existence of wealth management products with a single unsettled payment balance of over RMB50 million or overdue unpaid amounts at the end of the Reporting Period

☐ Yes ☒ No

(2) Entrusted Loans

☐ Applicable ☒ Not Applicable

4. Other Material Contracts

☐ Applicable ☒ Not Applicable

CHAPTER VI SIGNIFICANT EVENTS

XVI. EXPLANATION ON OTHER SIGNIFICANT EVENTS

1. In responding to the guidelines of national policies and in view of the future development prospects of CIMC Enric, CIMC HK increased its shareholdings in CIMC Enric in the open market during the period from 27 September 2024 to 7 January 2025. Prior to the increase in shareholdings, the Company, through CIMC HK and its wholly-owned subsidiaries, aggregately held 1,371,016,211 shares in CIMC Enric, representing approximately 67.60% of the total issued shares of CIMC Enric. Following the increase in shareholdings, the Company, through CIMC HK and its wholly-owned subsidiaries, aggregately held 1,421,016,211 shares in CIMC Enric, representing approximately 69.99% of the total issued shares of CIMC Enric.
2. On 27 March 2025, as considered and approved at the seventh meeting in 2025 of the tenth session of the Board of the Company, it was approved to terminate the spin-off and listing of the controlling subsidiary CIMC TianDa on the ChiNext of SZSE and withdraw relevant listing application documents.
3. CIMC Wetrans introduced strategic investors through a combination of capital increase and share expansion, along with the transfer of a small portion of its existing shares. On 31 December 2025, as considered and approved at the seventeenth meeting in 2025 of the eleventh session of the Board of the Company, the Company signed the Investment Agreement with respect to CIMC Wetrans Logistics Technology (Group) Co., Ltd. and the Shareholders Agreement with respect to CIMC Wetrans Logistics Technology (Group) Co., Ltd. with CIMC Wetrans, Jizhi Gongchuang (Tianjin) Enterprise Management Consulting Partnership Enterprise (Limited Partnership) (集智共創(天津)企業管理諮詢合夥企業(有限合夥)), SIPG, Shanghai Yinshan Zhineng Enterprise Management Partnership (Limited Partnership) (上海隱山致能企業管理合夥企業(有限合夥)), Quark (Tianjin) Enterprise Management Consulting Partnership Enterprise (Limited Partnership) (夸克(天津)企業管理諮詢合夥企業(有限合夥)), Airui Baodi (Tianjin) Enterprise Management Consulting Partnership (Limited Partnership) (艾瑞寶迪(天津)企業管理諮詢合夥企業(有限合夥)), CLH 144 (HK) Limited, Shandong Luhai Joint Investment Fund Partnership Enterprise (Limited Partnership) (山東陸海聯動投資基金合夥企業(有限合夥)), Shandong Land-Sea Port and City Construction Phase I Fund Partnership (Limited Partnership) (山東省陸海港城建設一期基金合夥企業(有限合夥)) and Jilian (Shenzhen) Enterprise Management Consulting Partnership (Limited Partnership) (集聯(深圳)企業管理諮詢合夥企業(有限合夥)), agreeing to introduce strategic investors to invest in CIMC Wetrans. Upon completion of the transaction, the shareholding of the Group in CIMC Wetrans will decrease from 62.70% to 45.04%. The Group will continue to consolidate the financial statements of CIMC Wetrans. The transaction has been conducive to enhancing the profitability of CIMC Wetrans and its future business development capabilities. With expanded financing channels, CIMC Wetrans will be able to strengthen its market position and increase its market share, thereby contributing to enhancing its profitability. The profitability of CIMC Wetrans will continue to be reflected in the consolidated financial statements of the Group. The improvement in profitability is expected to further boost the Group's earnings per share, which will contribute to maximizing shareholder value of the Group.

Summary of significant events	Disclosure date	Index for disclosure websites of temporary announcement
Regarding increasing shareholdings in a subsidiary	9 October 2024, 11 November 2024 and 8 January 2025	www.cninfo.com.cn www.hkexnews.hk www.cimc.com
Regarding the termination of the spin-off and listing of the controlling subsidiary CIMC TianDa on the ChiNext	27 March 2025	
Regarding CIMC Wetrans introducing strategic investors	5 January 2026	

CHAPTER VI SIGNIFICANT EVENTS

XVII. SIGNIFICANT EVENTS OF SUBSIDIARIES

On 10 April 2025, as considered and approved at the eighth meeting in 2025 of the tenth session of the Board of the Company, Shenzhen Southern CIMC Containers Manufacture Co., Ltd. (hereinafter referred to as “**SCIMC**”) and Shenzhen CIMC Special Vehicles Co., Ltd. (hereinafter referred to as “**CIMCSV**”), the wholly-owned subsidiaries of the Company, signed the compensation and relocation agreement (the “Compensation and Relocation Agreement”) for the land consolidation and preparation project of CIMC Pingshan production base in relation to 7 plots of land under their ownership. On 25 April 2025, SCIMC and CIMCSV completed the signing of the Compensation and Relocation Agreement with Shenzhen Pingshan City Renewal and Land Development Bureau, Shenzhen Pingshan Maluan Subdistrict Office (深圳市坪山區馬巒街道辦事處) and Shenzhen Pingshan Biling Sub-district Office (深圳市坪山區碧嶺街道辦事處).

Summary of significant events	Disclosure date	Index for disclosure websites of temporary announcement
Regarding signing of the compensation and relocation agreement for the land consolidation and preparation project of CIMC Pingshan production base	10 April 2025 and 25 April 2025	www.cninfo.com.cn www.hkexnews.hk www.cimc.com

XVIII. SUBSEQUENT SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

☐ Applicable ☒ Not Applicable

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

I. CHANGES IN SHARE CAPITAL DURING THE REPORTING PERIOD

1. Changes in Share Capital

Unit: Share

	Pre-movement		New issue	Bonus issue	Increase/decrease (+/-)			Sub-total	Post-movement	
	Numbers of shares	Percentage			Conversion from reserves	Others	Numbers of shares		Percentage	
I. Shares with selling restrictions	1,275,349	0.02%	0	0	0	0	0	1,275,349	0.02%	
1. State-owned shares	0	0.00%	0	0	0	0	0	0	0.00%	
2. Shares held by state-owned companies	0	0.00%	0	0	0	0	0	0	0.00%	
3. Shares held by other domestic investors	1,275,349	0.02%	0	0	0	0	0	1,275,349	0.02%	
Including: Shares held by domestic legal persons	0	0.00%	0	0	0	0	0	0	0.00%	
Shares held by domestic natural persons	1,275,349	0.02%	0	0	0	0	0	1,275,349	0.02%	
4. Shares held by foreign investors	0	0.00%	0	0	0	0	0	0	0.00%	
Including: Shares held by foreign legal persons	0	0.00%	0	0	0	0	0	0	0.00%	
Shares held by foreign natural persons	0	0.00%	0	0	0	0	0	0	0.00%	
II. Shares without selling restrictions	5,391,245,036	99.98%	0	0	0	0	0	5,391,245,036	99.98%	
1. RMB-denominated ordinary shares	2,301,407,141	42.68%	0	0	0	0	0	2,301,407,141	42.68%	
2. Shares traded in non-RMB currencies and listed domestically	0	0.00%	0	0	0	0	0	0	0.00%	
3. Shares traded in non-RMB currencies and listed overseas	3,089,837,895	57.30%	0	0	0	0	0	3,089,837,895	57.30%	
4. Others	0	0.00%	0	0	0	0	0	0	0.00%	
III. Total shares	5,392,520,385	100.00%	0	0	0	0	0	5,392,520,385	100.00%	

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Reasons for changes in shares

☐ Applicable ☒ Not applicable

Approval for changes in share capital

☐ Applicable ☒ Not applicable

Transfer for changes in shares

☐ Applicable ☒ Not applicable

Effects of changes in share capital on financial indicators such as the basic earnings per share and diluted earnings per share, or the net assets per share attributable to Shareholders and other owners of equity interests of the parent of the previous year or latest period

☐ Applicable ☒ Not applicable

Other matters that the Company deemed necessary to or required by the securities regulatory authority to be disclosed

☐ Applicable ☒ Not applicable

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Share Capital

As at 31 December 2025, the Company's share capital is as follows:

	Par value per share	Number of shares issued (shares)	Percentage (%)
A Shares	RMB1.00	2,302,682,490	42.70%
H Shares	RMB1.00	3,089,837,895	57.30%
Total	—	5,392,520,385	100.00%

2. Changes in Shares with Selling Restrictions

☐ Applicable ☒ Not applicable

Unit: Share

Name of Shareholders	Number of shares with selling restrictions at the beginning of the Period	Number of shares with selling restriction expired in the Period	Increase in number of shares with selling restrictions in the Period	Number of shares with selling restrictions at the end of the Period	Reasons for selling restrictions	Expiry date of selling restrictions
Mai Boliang	667,849	0	0	667,849	Shares are subject to selling restrictions in accordance with relevant provisions of stock exchanges and clearing companies	Nil
Huang Tianhua	607,500	0	0	607,500	Same as above	Nil
Total	1,275,349	0	0	1,275,349		

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

II. ISSUE AND LISTING OF SECURITIES**1. Issue of Securities (Excluding Preferred Shares) during the Reporting Period**

☐ Applicable ☒ Not applicable

2. Changes in the Total Number of Shares and Shareholder Structure of the Company, and Changes in Asset and Liability Structure of the Company

☒ Applicable ☐ Not applicable

For details of the changes in the asset and the liability structure of the Group during the Reporting Period, please refer to “(III) Assets and Liabilities” under “V. Analysis of Financial Data” in “Chapter IV Report of the Board and Management Discussion and Analysis” in this Report. For details of changes in the total number of shares and the shareholder structure of the Group during the Reporting Period, please refer to “1. Changes in Share Capital” in “I. Changes in Share Capital During the Reporting Period” and “III. Shareholders and De Facto Controller”.

3. Existing Employee Shares

☐ Applicable ☒ Not applicable

CHAPTER VII

1. Number of Shareholders and Shareholdings of the Company

Unit: Share

Total ordinary Shareholders at the end of the Reporting Period		90,519		Total ordinary Shareholders at the end of the month prior to the publication date of Annual Report		83,519		
Shareholdings of the Shareholders who held 5% or above or the top ten Shareholders at the end of the Reporting Period (excluding the lending of shares through refinancing)								
Name of Shareholders	Nature of Shareholders	Percentage of shareholding	Number of shares held at the end of the Reporting Period	Changes during the Reporting Period	Number of shares held with selling restrictions	Number of shares held without selling restrictions	Pledged, marked or frozen shares Status	Number
HKSCC (Note 1)	Foreign legal person	57.90%	3,122,038,347	(15,902,552)	-	3,122,038,347	-	-
Shenzhen Liye Industrial Group Co., Ltd.	Domestic non-state-owned legal person	5.10%	275,018,595	-	-	275,018,595	Pledged	223,575,000
Shenzhen Capital Group (Note 2)	State-owned legal person	4.64%	249,981,405	-	-	249,981,405	-	-
Miao Yanfen (苗燕芬)	Domestic natural person	0.84%	45,122,786	-	-	45,122,786	-	-
China Life Insurance Co., Ltd.-Traditional-Ordinary Insurance Products-005L-CT001HU	Others	0.73%	39,322,085	(14,722,338)	-	39,322,085	-	-
Shanghai Pudong Development Bank Co., Ltd. - Guangfa Small-cap Growth Mixed Securities Investment Fund (LOF)	Others	0.57%	30,849,760	30,849,760	-	30,849,760	-	-
CITIC Prudential Life Insurance Co., Ltd.-participating products (Note 3)	Others	0.55%	29,599,947	-	-	29,599,947	-	-
Agricultural Bank of China Limited-CSI 500 Trading Open- ended Index Securities Investment Fund	Others	0.50%	27,123,966	1,262,500	-	27,123,966	-	-
Fu Xuan (付璇)	Domestic natural person	0.50%	26,838,642	2,723,800	-	26,838,642	-	-
Bank of China Limited - Guangfa Small and Mid-Cap Select Mixed Securities Investment Fund	Others	0.48%	25,652,202	25,652,202	-	25,652,202	-	-
Strategic investors or ordinary legal persons who became top ten Shareholders due to placing of new shares (if any)	None							
Explanation on the relationship or concerted action of the above Shareholders	Saved as disclosed in Notes 1-3, the Company is not aware of any related relationship among other shareholders, or whether they are persons acting in concert.							
Explanation on above Shareholders' delegation of/being entrusted with and waiver of voting rights	Not applicable							
Special explanation on the existence of repurchase dedicated accounts among the top ten Shareholders (if any)	As at 31 December 2025, the Company held 85,063,240 A shares through its A share special repurchase dedicated securities account, representing 1.58% of the total share capital of the Company, which were excluded from the listing of the top ten Shareholders in accordance with the requirements.							

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Shareholdings of top ten Shareholders of shares without selling restrictions as at the end of the Reporting Period
(excluding the lending of shares through refinancing, shares subject to selling restrictions held by executives)

Name of Shareholders	Number of shares held without selling restrictions at the end of the Reporting Period	Types of shares	
		Types of shares	Number
HKSCC (Note 1)	3,089,798,745	Overseas listed foreign shares	3,089,798,745
	32,239,602	RMB ordinary shares	32,239,602
Shenzhen Liye Industrial Group Co., Ltd.	275,018,595	RMB ordinary shares	275,018,595
Shenzhen Capital Group (Note 2)	249,981,405	RMB ordinary shares	249,981,405
Miao Yanfen (苗艷芬)	45,122,786	RMB ordinary shares	45,122,786
China Life Insurance Co., Ltd.-Traditional-Ordinary Insurance Products-005L-CT001Hu	39,322,085	RMB ordinary shares	39,322,085
Shanghai Pudong Development Bank Co., Ltd. – Guangfa Small-cap Growth Mixed Securities Investment Fund (LOF)	30,849,760	RMB ordinary shares	30,849,760
CITIC Prudential Life Insurance Co., Ltd.-participating products (Note 3)	29,599,947	RMB ordinary shares	29,599,947
Agricultural Bank of China Limited-CSI 500 Trading Open-ended Index Securities Investment Fund	27,123,966	RMB ordinary shares	27,123,966
Fu Xuan (付璇)	26,838,642	RMB ordinary shares	26,838,642
Bank of China Limited – Guangfa Small and Mid-Cap Select Mixed Securities Investment Fund	25,652,202	RMB ordinary shares	25,652,202

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Shareholdings of top ten Shareholders of shares without selling restrictions as at the end of the Reporting Period (excluding the lending of shares through refinancing, shares subject to selling restrictions held by executives)

Description of the connected relationship or concerted actions between the top 10 Shareholders of tradable shares not subject to selling restrictions, and between the top 10 Shareholders of tradable shares not subject to selling restrictions and the top 10 Shareholders	Saved as disclosed in Notes 1-3, the Company is not aware of any related relationship among other shareholders, or whether they are persons acting in concert.
Information on the top 10 ordinary Shareholders participating in the margin trading and securities lending business (if any)	1. Shenzhen Liye Industrial Group Co., Ltd., in addition to holding 225,018,595 shares through its general securities account, also held 50,000,000 shares through its client account of collateral securities for margin trading at Huatai Securities Co., Ltd. (華泰證券股份有限公司), totaling 275,018,595 shares. 2. Fu Xuan (付璇), in addition to holding 19,584,042 shares through its general securities account, also held 7,254,600 shares through its client account of collateral securities for margin trading at Guotai Haitong Securities Co., Ltd. (國泰海通證券股份有限公司), totaling 26,838,642 shares.

Note 1: As at 31 December 2025, HKSCC holds 3,122,038,347 shares of the Company, comprising 32,239,602 A shares held by Hong Kong Securities Clearing Company Limited, being the nominal holder of the A shares held by the non-registered shareholders of the Company, and 3,089,798,745 H shares held by HKSCC NOMINEES LIMITED, being the nominal holder of the H shares held by the non-registered shareholders of the Company. The H shares registered under HKSCC NOMINEES LIMITED include (but not limited to) 1,320,643,830 H shares held by China Merchants Group through its subsidiaries (including China Merchants (CIMC) Investment etc.), and the 1,078,634,297 H shares directly held by Shenzhen Capital Group through its wholly-owned subsidiary Shenzhen Capital (Hong Kong) and the 265,990,770 H shares held by CITIC Prudential Life Insurance Co., Ltd.

Note 2: As at 31 December 2025, Shenzhen Capital Group held 1,078,634,297 H shares of the Company which were registered under HKSCC NOMINEES LIMITED (see note 1 above) and 249,981,405 A shares of the Company.

Note 3: As at 31 December 2025, CITIC-Prudential Life Insurance Co., Ltd. held 29,599,947 A shares of the Company and another 265,990,770 H shares of the Company registered in the name of HKSCC NOMINEES LIMITED (see note 1 above) as mentioned above.

The top ten ordinary Shareholders and the top ten ordinary Shareholders without selling restrictions of the Company haven't conducted any agreed repurchase transactions during the Reporting Period.

Particulars of participation of Shareholders holding more than 5% of shares, the top 10 Shareholders and the top 10 Shareholders of tradable shares not subject to selling restrictions in lending shares through refinancing

☐ Applicable ☒ Not applicable

Changes in the top 10 shareholders and the top 10 Shareholders of tradable shares not subject to selling restrictions from the end of the third quarter of 2025 due to share lending/returning of refinancing

☐ Applicable ☒ Not applicable

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

2. Controlling Shareholders of the Company

☐ Applicable ☒ Not applicable

There is no controlling Shareholder in the Company. During the Reporting Period, there was no change.

3. De Facto Controller

☐ Applicable ☒ Not applicable

As at the end of the Reporting Period, the Company's largest Shareholder, Shenzhen Capital Group, and its wholly-owned subsidiary, Shenzhen Capital (Hong Kong), collectively held 24.64% of the issued shares of the Company, while the second-largest Shareholder, China Merchants Group, held 24.49% of the issued shares of the Company through its subsidiary, China Merchants (CIMC) Investment. No single Shareholder holds more than 30% of the shares at the ultimate controlling level of the Company, and no Shareholder holds sufficient voting rights to exert a decisive influence on resolutions of the shareholders' general meeting. There are no agreements to act in concert, voting right entrustment agreements or other similar arrangements between Shenzhen Capital Group and China Merchants Group.

The Board of the Company consists of 9 Directors according to the Articles of Association, and all of whom are elected by the shareholders' general meeting. No single shareholder has nominated a number of directors that exceeds half of the seats on the Board, and therefore cannot exercise substantive control over the Board's resolutions. Major operating decisions of the Company must be approved by a majority vote of the Board or the shareholders' general meeting, therefore no single shareholder is able to dictate the operating policies or major decisions of the Company.

In summary, no single Shareholder holds more than 30% of the Company's shares; no single Shareholder is able to control the Board or exert a decisive influence on the resolutions of the shareholders' general meeting; nor do any Shareholders jointly control the Company through concerted action or other arrangements. Therefore, there is no de facto controller in the Company. During the Reporting Period, there was no change.

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Whether there are any Shareholders at the ultimate controlling level with shareholdings above 10% in the Company

☒ Yes ☐ No

Name of the corporate Shareholder	Legal representative/ Company leader	Date of establishment	Organisation code	Main business or management activities
Shenzhen Capital (Hong Kong)	Shi Lan	22 September 2020	Corporate Number: 2979432	Investment
China Merchants (CIMC) Investment	Mei Xianzhi	17 January 1995	Corporate Number: 502918	Investment, shareholding
Shareholdings of Controlling Shareholders at the ultimate controlling level who have control or hold shares in other domestic or overseas listed companies during the Reporting Period				
None				

Changes in de facto controller during the Reporting Period

☐ Applicable ☒ Not applicable

De facto controller controls the Company through trust or other asset management

☐ Applicable ☒ Not applicable

4. The Cumulative Number of Shares Pledged by the Controlling Shareholder or the Largest Shareholder of the Company and Parties Acting in Concert with it Reaches 80% of the Number of Shares Held by Them

☐ Applicable ☒ Not applicable

5. Other Corporate Shareholders with a Shareholding above 10%

☐ Applicable ☒ Not applicable

6. Restrictions on Decrease in Shareholding by Controlling Shareholders, De Facto Controller, Re-organising Parties and Other Undertaking Parties

☐ Applicable ☒ Not applicable

CHAPTER VII CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

IV. REPURCHASE OF SHARES DURING THE REPORTING PERIOD

Progress in the repurchase of shares

☒ Applicable ☐ Not applicable

Time of disclosure	Number of shares to be repurchased and proportion to total share capital	Amount to be repurchased	Period of proposed repurchase	Repurchase purpose	Number of shares repurchased	% of the repurchase number of shares to the underlying shares involved in the equity incentive plan (if any)
29 September 2025	Based on the upper limit of repurchase price of RMB12.01/share, when the repurchase amount reaches the upper limit of RMB500 million, it is expected that the number of shares to be repurchased will be 41.6319 million shares, representing approximately 0.77% of the Company's current total issued share capital; and when the repurchase amount reaches the lower limit of RMB300 million, it is expected that the number of shares to be repurchased will be 24.9792 million shares, representing approximately 0.46% of the Company's current total issued share capital. The specific number of shares to be repurchased is based on the number of shares actually repurchased upon the expiry of the repurchase period	Not exceed RMB500 million (inclusive) and shall be no less than RMB300 million (inclusive)	Within 3 months from the date on which the Board considered and approved the plan of the repurchase of shares	The share repurchase is a necessary measure to protect the value of the Company and interests of shareholders and all repurchased shares will be used for sale.	60,417,690 shares	Not applicable

For details of the repurchase of H shares, please refer to "Repurchase, Sale or Redemption of Securities" under "XI. OTHER MATTERS" in "CHAPTER IV REPORT OF THE BOARD AND MANAGEMENT DISCUSSION AND ANALYSIS" of this Report.

Progress in reduction in the holding of repurchased shares by way of call auction

☐ Applicable ☒ Not applicable

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

V. DISCLOSURE OF SHAREHOLDINGS OF THE SUBSTANTIAL SHAREHOLDERS UNDER THE SECURITIES AND FUTURES ORDINANCE OF HONG KONG

So far as the directors are aware, as at 31 December 2025, the persons other than a director or chief executive of the Company who have interests or short positions in the shares or underlying shares of the Company which are discloseable under Divisions 2 and 3 of Part XV of the Securities and Futures Ordinance of Hong Kong are as follows:

Name of shareholder	Nature of shares	Number of shares	Capacity	Percentage of such shares in the issued shares of the same class (%)	Percentage of such shares in the total issued shares (%)
Shenzhen Capital Group (Note 1)	A Shares	249,981,405 (L)	Beneficial holder	10.86%	4.64%
	H Shares	1,078,634,297 (L)	Interest of corporation controlled by the substantial shareholder	34.91%	20.00%
China Merchants Group (Note 2)	H Shares	1,320,643,830 (L)	Interest of corporation controlled by the substantial shareholder	42.74%	24.49%
CITIC Prudential Life Insurance Co., Ltd.	A Shares	29,599,947 (L)	Beneficial holder	1.29%	0.55%
	H Shares	265,990,770 (L)	Beneficial holder	8.61%	4.93%
Shenzhen Liye Industrial Group Co., Ltd. (Note 3)	A Shares	275,018,595 (L)	Interest of corporation controlled by the substantial shareholder	11.94%	5.10%
	A Shares	3,000,000(L)	Beneficial holder	0.13%	0.06%
	H Shares	118,300 (L)	Interest of corporation controlled by the substantial shareholder	0.00%	0.00%

(L) Long position

Note 1: As at 31 December 2025, Shenzhen Capital Group has an interest in A Shares of the Company, being 249,981,405 A Shares (L) which are held as beneficial holder, and holds an interest in H shares of the Company, being 1,078,634,297 H Shares (L) through its subsidiary Shenzhen Capital (Hong Kong), which are held in the capacity as interest of corporation controlled by the substantial shareholder.

Note 2: As at 31 December 2025, China Merchants Group Limited (招商局集團有限公司), through its subsidiaries (including China Merchants (CIMC) Investment etc.), holds an interest in the H Shares of the Company, and all the 1,320,643,830 H Shares long position (L) are held in the capacity as interest of corporation controlled by the substantial shareholder.

Note 3: Mr. Lin Li is the controlling shareholder of Shenzhen Liye Group Co., Ltd. As at 31 December 2025, Shenzhen Liye Group Co., Ltd. holds an interest in A Shares of the Company, being 3,000,000 A Shares (L) held in the capacity of a beneficial owner; holds an interest in A shares of the Company, being 275,018,595 A Shares (L) through its subsidiary Shenzhen Liye Industrial Group Co., Ltd., which held in the capacity as interest of corporation controlled by the substantial shareholder; and holds an interest in H shares of the Company, being 118,300 H Shares (L) through its subsidiary Hong Kong Liye Group Co., Ltd., which held in the capacity as interest of corporation controlled by the substantial shareholder.

CHAPTER VII

CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

Save as disclosed above and so far as the directors are aware, as at 31 December 2025, no other person (other than a director or chief executive of the Company) had any interests recorded in the register of interests and short positions in shares required to be kept by the Company pursuant to Section 336 of the Securities and Futures Ordinance of Hong Kong.

Information on Substantial Shareholders

The Company has no controlling shareholder or de facto controller, and there was no change during the Reporting Period. As at the end of the Reporting Period, the substantial shareholders of the Company are Shenzhen Capital Group and China Merchants Group.

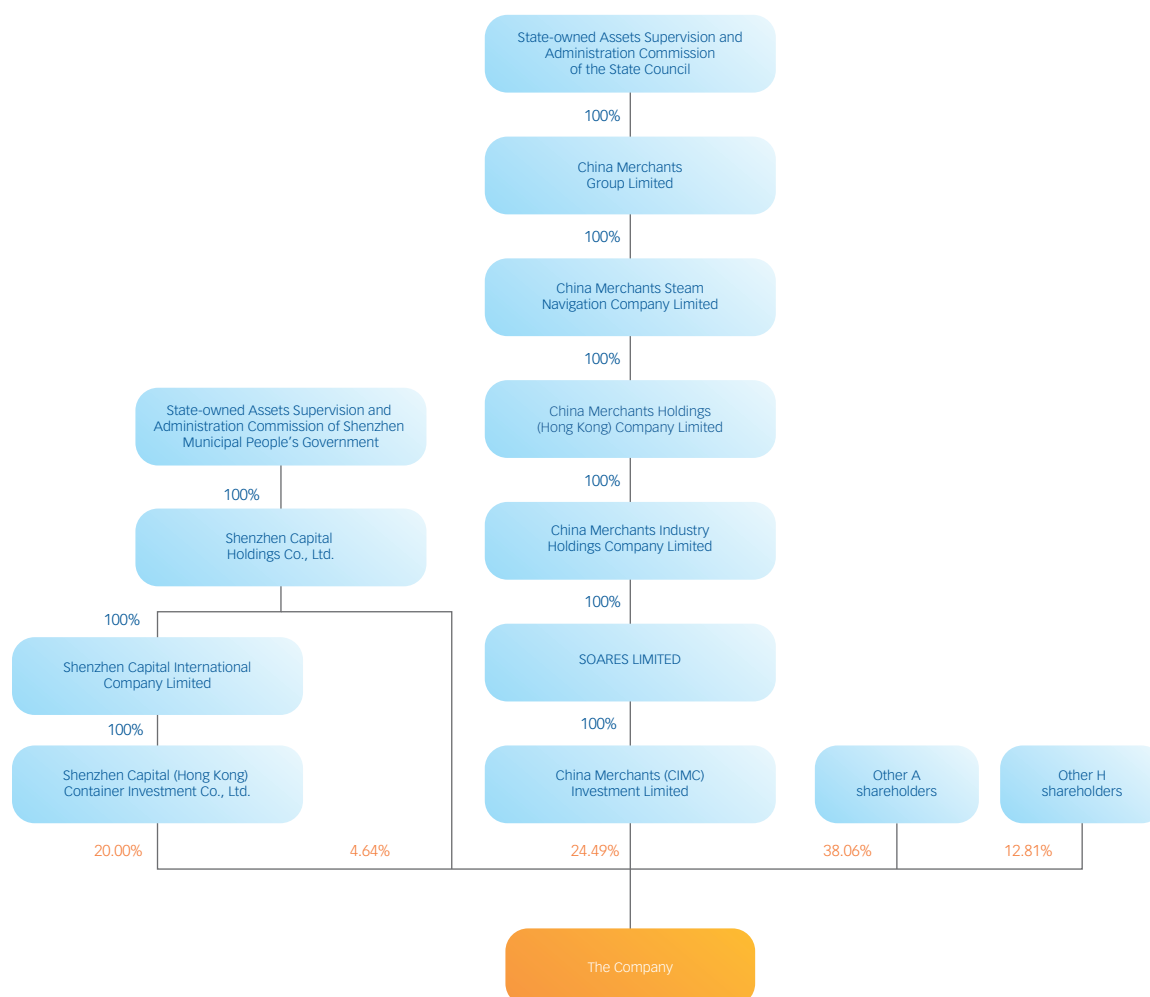
Shenzhen Capital Group was incorporated in the PRC in June 2007 with a registered capital of RMB20.13 billion and Mr. Hu Guobin as its legal representative. Shenzhen Capital Group is the only state-owned municipal capital operation company in Shenzhen and one of the five municipal enterprises in Shenzhen selected for the national “Double Hundred Action”. With the reform and development of Shenzhen state-owned enterprises, Shenzhen Capital Group has explored a business model with capital operation as its core, established four major business segments, namely strategic research and merger and acquisition, equity investment, industrial fund and capital market investment, formed an investment and acquisition service system covering the whole life cycle of enterprises and a post-investment service empowerment system focusing on “capital management”, and devoted itself to developing from a local state-owned capital operation platform in Shenzhen into a first-class market-oriented, professional and comprehensive state-owned capital operation integrated service provider in China. As at the end of the Reporting Period, Shenzhen Capital Group and its wholly-owned subsidiary, Shenzhen Capital (Hong Kong), held a total of 24.64% of the issued shares of the Company and was the largest shareholder of the Company.

Founded in 1872, a time when China was undergoing the Westernisation Movement, and headquartered in Hong Kong, China Merchants is one of the earliest Chinese enterprises established and operated in Hong Kong, and is a century-old centralized enterprise, integrated centralized enterprise, and centralized enterprise based in Hong Kong. China Merchants Group’s main business focuses on transportation and logistics, comprehensive finance, real estate park, and technology and innovation. As at the end of the Reporting Period, China Merchants Group through its subsidiary China Merchants (CIMC) Investment held 24.49% of the issued shares of the Company and was the second largest shareholder of the Company.

Apart from the above two entities, no other legal person or individual holds shares representing 10% or more of the total issued shares of the Company (excluding HKSCC).

CHAPTER VII CHANGES IN SHARE CAPITAL AND INFORMATION ON SHAREHOLDERS

VI. CHART OF SHAREHOLDING STRUCTURE BETWEEN THE COMPANY AND THE SUBSTANTIAL SHAREHOLDERS AS AT 31 DECEMBER 2025



VII. SUFFICIENCY OF PUBLIC FLOAT

As at the latest practicable date, based on the public information available to the Company and as far as the Board of the Company are aware, the Directors confirm that, the Company has satisfied the requirements for the minimum public float under the Hong Kong Listing Rules.

VIII. RELEVANT INFORMATION ABOUT PREFERRED SHARES

There were no preferred shares in the Company during the Reporting Period.

CHAPTER VIII

BONDS

☒ Applicable ☐ Not applicable

I. CORPORATE BONDS

☐ Applicable ☒ Not applicable

During the Reporting Period, there were no corporate bonds of the Company.

II. CORPORATION BONDS

☐ Applicable ☒ Not applicable

III. NON-FINANCIAL CORPORATE DEBT FINANCING INSTRUMENT

☒ Applicable ☐ Not applicable

CHAPTER VIII BONDS

1. BASIC INFORMATION OF NON-FINANCIAL CORPORATE DEBT FINANCING INSTRUMENT

As at 26 March 2026, the basic information of non-financial corporate debt financing instrument in existence is as follows:

Unit: RMB100 million

Name of Bonds	Abbreviation of Bonds	Code of Bonds	Date of issuance	Value date	Maturity date	Balance of Bonds	Interest rate	Method to repay principal and pay interest	Trading places
The 2026 Second Tranche of Super & Short-term Commercial Papers of China International Marine Containers (Group) Co., Ltd.	26 Hai Yun Ji Zhuang SCP002	012680323.IB	2026/1/29	2026/1/30	2026/6/26	5.00	1.56%	The principal and interest of this super & short-term commercial papers are paid in a lump sum on the maturity date	Shanghai Clearing House
The 2026 First Tranche of Super & Short-term Commercial Papers of China International Marine Containers (Group) Co., Ltd.	26 Hai Yun Ji Zhuang SCP001	012680327.IB	2026/1/29	2026/1/30	2026/6/26	5.00	1.56%	The principal and interest of this super & short-term commercial papers are paid in a lump sum on the maturity date	Shanghai Clearing House
The 2025 Third Tranche of Technology Innovation Instrument of China International Marine Containers (Group) Co., Ltd.	25 Hai Yun Ji Zhuang MTN003 (Technology Innovation Instrument)	102582551.IB	2025/6/19	2025/6/23	No fixed expiry date	20.00	2.00%	The interest of the medium-term notes is paid in installments annually if the Issuer does not exercise the right of deferred payment of interest. There is no definite principal repayment date for the bonds, and the issuer will repay the principal and all outstanding interest on the redemption date.	Shanghai Clearing House
The 2025 Second Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	25 Hai Yun Ji Zhuang MTN002 (Technology Innovation Instrument)	102580408.IB	2025/1/20	2025/1/21	2028/1/21	10.00	1.97%	The interest of medium-term notes is paid annually and the principal is paid in a lump sum on the maturity date	Shanghai Clearing House
The 2025 First Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	25 Hai Yun Ji Zhuang MTN001 (Technology Innovation Instrument)	102580407.IB	2025/1/20	2025/1/21	2028/1/21	10.00	1.95%	The interest of medium-term notes is paid annually and the principal is paid in a lump sum on the maturity date	Shanghai Clearing House

CHAPTER VIII

BONDS

Name of Bonds	Abbreviation of Bonds	Code of Bonds	Date of issuance	Value date	Maturity date	Balance of Bonds	Interest rate	Method to repay principal and pay interest	Trading places
The 2024 Second Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	24 Hai Yun Ji Zhuang MTN002 (Technology Innovation Instrument)	102481221.IB	2024/3/26	2024/3/28	2029/3/28	20.00	2.81%	The interest of medium-term notes is paid annually and the principal is paid in a lump sum on the maturity date	Shanghai Clearing House
The 2024 First Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	24 Hai Yun Ji Zhuang MTN001 (Technology Innovation Instrument)	102481100.IB	2024/3/20	2024/3/22	No fixed expiry date	20.00	2.78%	The interest of the medium-term notes is paid in installments annually if the Issuer does not exercise the right of deferred payment of interest. There is no definite principal repayment date for the bonds, and the issuer will repay the principal and all outstanding interest on the redemption date.	Shanghai Clearing House
Arrangement to ensure the suitability of investors (if any)	Offered to the investors by means of the public issue								
Applicable trading mechanism	On-exchange transaction								
Risk of delisting (if any) and counter-measures	No								

OVERDUE BONDS

☐ Applicable ☒ Not applicable

2. TRIGGERING AND ENFORCEMENT OF ISSUER OR INVESTOR OPTION ARTICLES AND INVESTOR PROTECTION PROVISIONS

☐ Applicable ☒ Not applicable

CHAPTER VIII
BONDS

3. INTERMEDIARY

Type of intermediaries	Name of intermediaries
Underwriters	Bank of China Limited, Bank of Communications Co., Ltd., Ping An Bank Co., Ltd., China Merchants Bank Co., Ltd., China Construction Bank Corporation, Postal Savings Bank of China Co., Ltd., Industrial and Commercial Bank of China Limited, Agricultural Bank of China Limited, Industrial Bank Co., Ltd., China CITIC Bank Corporation Limited, etc.
Lawyers	Grandall Law Firm (Shenzhen), China Commercial Law Firm
Accountants	KPMG Huazhen LLP, PricewaterhouseCoopers Zhong Tian LLP
Credit rating agency	China Chengxin International Credit Rating Co., Ltd.

The business address, contact, tel of contact and other detailed information of aforesaid intermediaries, please refer to the announcement of the Company published at the websites of Shanghai Clearing House (www.shclearing.com) and China Money (www.chinamoney.com.cn).

Whether the above-mentioned intermediaries changed or not during the Reporting Period

☐ Yes ☒ No

CHAPTER VIII BONDS

4. USE OF PROCEEDS

The use of proceeds as at 31 December 2025 from the non-financial corporate debt financing instrument in existence as at 26 March 2026 are as follows:

Unit: RMB100 million

Name of Bonds	Total proceeds	Intended use of proceeds	Utilized amounts	Unutilized amounts	Operation of special account for proceeds (if any)	Rectification of illegal utilization of proceeds (if any)	Whether the use of proceeds is consistent with the use of proceeds committed, the planned use and other agreements in the prospectus
The 2025 Third Tranche of Technology Innovation Instrument of China International Marine Containers (Group) Co., Ltd.	20.00	RMB1,000 million will be used to supplement the liquidity of the Company and its subsidiaries, and RMB1,000 million will be used to the repayment of bank borrowings by the Company	20.00	0.00	Not applicable	Not applicable	Yes
The 2025 Second Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	10.00	used to the repayment of maturing debt financing instruments by the Company	10.00	0.00	Not applicable	Not applicable	Yes
The 2025 First Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	10.00	RMB400 million will be used to the repayment of maturing debt financing instruments by the Company, and RMB600 million will be used to supplement the liquidity of the Company and its subsidiaries	10.00	0.00	Not applicable	Not applicable	Yes
The 2024 Second Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	20.00	RMB510 million will be used to supplement the liquidity of the Company and its subsidiaries, and RMB1,490 million will be used to the debt repayment of financial institutions by the Company	20.00	0.00	Not applicable	Not applicable	Yes
The 2024 First Tranche of Medium-term Notes (Technology Innovation Instrument) of China International Marine Containers (Group) Co., Ltd.	20.00	RMB300 million will be used to supplement the liquidity of the Company and its subsidiaries, and RMB1,700 million will be used to the repayment of bank borrowings by the Company	20.00	0.00	Not applicable	Not applicable	Yes

Proceeds for construction projects

☐ Applicable ☒ Not Applicable

Change of abovementioned use of proceeds from bond offering during the Reporting Period

☐ Applicable ☒ Not Applicable

CHAPTER VIII
BONDS**5. ADJUSTMENT OF CREDIT RATING RESULTS DURING THE REPORTING PERIOD**

☐ Applicable ☒ Not Applicable

6. IMPLEMENTATION AND CHANGES IN THE STATUS OF GUARANTEES, DEBT PAYMENT SCHEDULE AND OTHER DEBT REPAYMENT SAFEGUARD MEASURES DURING THE REPORTING PERIOD AND THE IMPACT ON THE INTERESTS OF BOND INVESTORS

☐ Applicable ☒ Not Applicable

IV. CONVERTIBLE CORPORATE BONDS

☐ Applicable ☒ Not Applicable

The Company did not have any convertible corporate bonds during the Reporting Period. For details, please refer to Note V. 38 to "Chapter IX Financial Statements Prepared in Accordance with CASBE and Auditor's Report Thereon" in this Report.

V. LOSS IN THE SCOPE OF THE CONSOLIDATED STATEMENTS DURING THE REPORTING PERIOD EXCEEDS 10% OF NET ASSETS AT THE END OF THE PREVIOUS YEAR

☐ Applicable ☒ Not Applicable

VI. OVERDUE OF INTEREST-BEARING DEBTS OTHER THAN BONDS AT THE END OF THE REPORTING PERIOD

☐ Applicable ☒ Not Applicable

VII. WHETHER THERE IS ANY VIOLATION OF RULES AND REGULATIONS DURING THE REPORTING PERIOD

☐ Yes ☒ No

CHAPTER VIII

BONDS

VIII. MAJOR ACCOUNTING DATA AND FINANCIAL INDEXES OF THE COMPANY FOR THE RECENT TWO YEARS AS AT THE END OF THE REPORTING PERIOD

Items	As at the end of the Reporting Period	As at the end of last year	Percentage of change
Current ratio	1.24	1.25	(0.80%)
Gearing ratio	60%	61%	(1.00%)
Quick ratio	0.91	0.91	0.00%

	During the Reporting Period	During the same period of last year	Percentage of change
Net profit/(loss) attributable to shareholders and other equity holders of the Company after deducting non- recurring profit or loss (RMB thousand)	(30,943)	3,450,704	(100.90%)
Debt-to-EBITDA ratio	0.25	0.33	(24.24%)
Interest coverage ratio	2.86	4.20	(31.90%)
Cash interest coverage ratio	9.72	5.84	66.44%
EBITDA interest coverage ratio	5.82	6.38	(8.78%)
Loan repayment ratio	100%	100%	0.00%
Interest repayment ratio	100%	100%	0.00%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only



KPMG Huazhen LLP
8th Floor, KPMG Tower
Oriental Plaza
1 East Chang An Avenue
Beijing 100738
China
Telephone +86 (10) 8508 5000
Fax +86 (10) 8518 5111
Internet kpmg.com/cn

畢馬威華振會計師事務所
(特殊普通合伙)
中國北京
東長安街1號
東方廣場畢馬威大樓8層
郵政編碼：100738
電話 +86 (10) 8508 5000
傳真 +86 (10) 8518 5111
網址 kpmg.com/cn

KPMG Huazhen Shen Zi No. 2606851
(Page 1 of 11)

The Shareholders of China International Marine Containers (Group) Co., Ltd.:

I. OPINION

We have audited the financial statements of China International Marine Containers (Group) Co., Ltd. ("**CIMC Group**"), which comprise the consolidated and company balance sheets as at 31 December 2025, the consolidated and company income statements, the consolidated and company cash flow statements, the consolidated and company statements of changes in shareholders' equity for the year then ended, and notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated and company financial position of CIMC Group as at 31 December 2025, and the consolidated and company financial performance and cash flows of CIMC Group for the year then ended in accordance with Accounting Standards for Business Enterprises (hereinafter the "**Accounting Standards for Business Enterprises**") issued by the Ministry of Finance of the People's Republic of China.

II. BASIS FOR OPINION

We conducted our audit in accordance with China Standards on Auditing for Certified Public Accountants (hereinafter the "**CSAs**"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of CIMC Group in accordance with the China Code of Ethics for Certified Public Accountants ("**the Code**"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 2 of 11)

III. KEY AUDIT MATTERS

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

Assessing impairment of offshore engineering assets

Refer to Notes III.11 Accounting policies for inventories, III.20 Accounting policies for impairment of long-term assets, III.34(2)(b) and (c) Impairment of long-term assets and Provision for impairment of inventories under Critical accounting estimates and key assumptions, V.9 Inventories and V.16 Fixed assets to the financial statements.

The Key Audit Matter**How the matter was addressed in our audit**

Refer to Note V.9 Inventories and Note V.16 Fixed assets in the consolidated financial statements of CIMC Group for the book value and the impairment provision of offshore engineering assets under inventories and the book value and the impairment provision of offshore engineering assets under fixed assets as at 31 December 2025.

Our audit procedures to assess the impairment of offshore engineering assets included the following:

1. Understand and evaluate the design and operating effectiveness of key financial reporting internal controls related to impairment of offshore engineering assets;
 2. Perform the following procedures on the net realisable value of inventories:
 - 1) Evaluate whether management's policies for the provision for impairment of inventories comply with the Accounting Standards for Business Enterprises;
 - 2) Attend and observe the stocktaking of CIMC Group's year-end offshore engineering inventory items, check the count quantity on a sampling basis, and observe the status of inventories to identify damaged items (if any);
-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 3 of 11)

III. KEY AUDIT MATTERS (Continued)

Assessing impairment of offshore engineering assets (continued)

Refer to Notes III.11 Accounting policies for inventories, III.20 Accounting policies for impairment of long-term assets, III.34(2)(b) and (c) Impairment of long-term assets and Provision for impairment of inventories under Critical accounting estimates and key assumptions, V.9 Inventories and V.16 Fixed assets to the financial statements.

The Key Audit Matter	How the matter was addressed in our audit
At the balance sheet date, inventories are carried at the lower of cost and net realisable value. Net realisable value is the estimated selling price less the estimated costs of completion (if any) and the estimated costs necessary to make the sale including relevant taxes. In determining the net realisable value, management considers the purpose for which the inventory is held, and makes judgements and estimates on the estimated selling price, the rate of selling expenses and the estimated costs of completion based on the market selling prices of the same or similar products. At the balance sheet date, management determines whether there is any indication of potential impairment of fixed assets. For fixed assets with indication of impairment, management compares the carrying amount of the asset with its recoverable amount to determine its impairment loss amount. The recoverable amount of an asset is the higher of its fair value less costs of disposal and the present value of its expected future cash flows.	2. Perform the following procedures on the net realisable value of inventories (continued): 3) Obtain the schedule on provision for impairment of inventories, select inventory items on a sampling basis, and evaluate the rationality of the key assumptions adopted by management in calculating the net realisable value, including: i) evaluating management's estimate of selling prices and comparing the estimated selling price with the market prices of the same or similar products; ii) evaluating the rationality of the estimated costs of completion and the estimated costs necessary to make the sale including relevant taxes; 3. Perform the following procedures on the recoverable amount of fixed assets: 1) Involve KPMG valuation specialists to evaluate the appropriateness of the methodology adopted by management in estimating the present value of the expected future cash flows and the rationality of the discount rate applied; 2) Based on the rent, market demand, utilisation rate and maintenance expense rate of similar platforms owned by CIMC Group, evaluate the rationality of the rent, utilisation rate and costs & expenditures for the forecast period used by management in determining the present value of expected future cash flows;

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 4 of 11)

III. KEY AUDIT MATTERS (Continued)

Assessing impairment of offshore engineering assets (continued)

Refer to Notes III.11 Accounting policies for inventories, III.20 Accounting policies for impairment of long-term assets, III.34(2)(b) and (c) Impairment of long-term assets and Provision for impairment of inventories under Critical accounting estimates and key assumptions, V.9 Inventories and V.16 Fixed assets to the financial statements.

The Key Audit Matter**How the matter was addressed in our audit**

With the assistance of an independent external evaluation agency engaged, management determines the present value of the expected future cash flows of the special equipment for offshore engineering. Such determination of the expected future cash flows involves significant management judgement and estimates, especially the estimates regarding key assumptions such as rent, utilisation rate, costs & expenditures and discount rate for the forecast period.

We identified assessing impairment of offshore engineering assets as a key audit matter, taken into consideration of the significance of the offshore engineering assets, and the fact that the determination of provision for impairment of inventories and the impairment test of fixed assets involve significant management judgement and estimates, and may be subject to management bias.

3. Perform the following procedures on the recoverable amount of fixed assets (continued):

- 3) Perform sensitivity analysis on key assumptions such as rent, utilisation rate, costs & expenditures and discount rate for the forecast period, evaluate the impact of changes in key assumptions on the conclusion of impairment test, and whether there is any sign of management bias;
- 4) Compare the key assumptions adopted by management in estimating the present value of expected future cash flows in the previous year with the actual operating results of the current year, and evaluate whether there is any sign of management bias;
- 5) Evaluate whether the disclosure of the impairment of fixed assets and the key assumptions adopted in the financial statements complies with the requirements of the Accounting Standards for Business Enterprises.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 5 of 11)

III. KEY AUDIT MATTERS (Continued)

Provision for bad and doubtful debts of accounts receivable

Refer to Notes III.10 Accounting policies for financial instruments, III.34(1)(a) Key judgements in applying the accounting policies, III.34(2)(a) Measurement of expected credit losses under Critical accounting estimates and key assumptions, and V.5 Accounts receivable to the financial statements.

The Key Audit Matter**How the matter was addressed in our audit**

Refer to Note V.5 Accounts receivable in the consolidated financial statements of CIMC Group for the book value of accounts receivable and the provision for bad and doubtful debts as at 31 December 2025.

The provision for bad and doubtful debts of accounts receivable is measured at an amount equal to lifetime expected credit losses ("ECLs"), referring to the expected credit loss rate for each group type of accounts receivable segmented by management based on their credit risk characteristics. The ECLs rate takes account of the ageing of accounts receivable, the historical credit loss experience of CIMC Group's customers, current conditions and forward-looking information. Such assessment involves management judgement and estimates.

Our audit procedures to assess the provision for bad and doubtful debts of accounts receivable included the following:

1. Understand and evaluate the design and operating effectiveness of key financial reporting internal controls related to provision for bad and doubtful debts of accounts receivable;
2. Evaluate whether CIMC Group's accounting policies of provision for bad and doubtful debts comply with the Accounting Standards for Business Enterprises;
3. Understand management's basis for determining the recoverability of accounts receivable individually assessed for provision for bad and doubtful debts, inquire and understand customers' operation and management's communication with customers, so as to evaluate the rationality of management's judgement on the provision for bad and doubtful debts of accounts receivable;
4. Select items to be tested from the ageing analysis report of accounts receivable and verify them to underlying documents to evaluate the accuracy of ageing range division in the ageing analysis report of accounts receivable;
5. Understand the key parameters and assumptions adopted by management in the expected credit loss model, including management's judgement on grouping accounts receivable based on customers' shared credit risk characteristics, and the historical loss data included in management's expected credit loss rate;

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR’S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 6 of 11)

III. KEY AUDIT MATTERS (Continued)

Provision for bad and doubtful debts of accounts receivable (continued)	
Refer to Notes III.10 Accounting policies for financial instruments, III.34(1)(a) Key judgements in applying the accounting policies, III.34(2)(a) Measurement of ECLs under Critical accounting estimates and key assumptions, and V.5 Accounts receivable to the financial statements.	
The Key Audit Matter	How the matter was addressed in our audit
We identified provision for bad and doubtful debts of accounts receivable as a key audit matter, as the balance of accounts receivable is significant and the determination of provision for bad and doubtful debts of accounts receivable involves management judgement and is subject to inherent uncertainty.	6. Evaluate the appropriateness of management’s estimates on expected credit loss by checking the information used by management in making such estimates, including testing the accuracy of historical loss data, evaluating whether the historical loss rate is properly adjusted based on current economic conditions and forward-looking information;
	7. Recalculate the provision for bad and doubtful debts as at 31 December 2025 based on the accounting policies of CIMC Group for provision for expected credit loss.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 7 of 11)

III. KEY AUDIT MATTERS (Continued)

Impairment of goodwill

Refer to Notes III.20 Accounting policies for impairment of long-term assets, III.34(2)(b) Impairment of long-term assets under Critical accounting estimates and key assumptions, and V.20 Goodwill to the financial statements.

The Key Audit Matter

Refer to Note V.20 Goodwill in the consolidated financial statements of CIMC Group for the book value of the goodwill and the impairment provision as at 31 December 2025.

Management conducts impairment test on goodwill at each year-end. By comparing the carrying amount of the asset group to which the goodwill is allocated with its recoverable amount, management determines whether it is necessary to make provision for impairment. The recoverable amount is the higher of the fair value of the asset group less costs of disposal and the present value of its expected future cash flows. The determination of the present value of the expected future cash flows involves significant management judgement and estimates, especially the estimates regarding key assumptions such as revenue growth rate, gross profit margin and discount rate.

How the matter was addressed in our audit

Our audit procedures to assess the impairment of goodwill included the following:

1. Understand and evaluate the design and operating effectiveness of financial reporting key internal controls related to impairment of goodwill;
2. Based on our understanding of CIMC Group's business, evaluate whether management's identification of relevant asset groups, the method for allocating goodwill to relevant asset groups and the method used to determine the recoverable amount comply with the Accounting Standards for Business Enterprises;
3. Involve KPMG valuation specialists to evaluate the appropriateness of the methodology adopted by management in estimating the present value of the expected future cash flows of relevant asset groups and the reasonableness of the discount rate applied;
4. Based on our understanding of the industry in which CIMC Group operates, and taking into account the historical performance, financial budget and other external information of relevant asset groups, evaluate the reasonableness of the key assumptions such as revenue growth rate and gross profit margin adopted by management in determining the present value of expected future cash flows;
5. Perform sensitivity analysis on key assumptions such as discount rate, evaluate the impact of changes in key assumptions on the conclusion of impairment test, and whether there is any sign of management bias;

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 8 of 11)

III. KEY AUDIT MATTERS (Continued)

Impairment of goodwill (continued)

Refer to Notes III.20 Accounting policies for impairment of long-term assets, III.34(2)(b) Impairment of long-term assets under Critical accounting estimates and key assumptions, and V.20 Goodwill to the financial statements.

The Key Audit Matter	How the matter was addressed in our audit
We identified the impairment of goodwill as a key audit matter, as the goodwill impairment test involves significant management estimates and judgements, which are inherently uncertain and may be subject to management bias.	6. Compare the relevant assumptions adopted by management in the goodwill impairment test in the previous year with the actual operating results of the relevant asset groups for the current year, and evaluate whether there is any sign of management bias; 7. Evaluate the rationality of management's assessment of the fair value and disposal costs of relevant asset groups; 8. Evaluate whether the disclosure of the impairment of goodwill and the key assumptions adopted in the financial statements complies with the requirements of the Accounting Standards for Business Enterprises.

IV. OTHER INFORMATION

CIMC Group's management is responsible for the other information. The other information comprises all the information included in 2025 annual report of CIMC Group, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon as part of our engagement to audit the consolidated financial statements. We have performed an assurance engagement on the disclosed continuing connected transactions that form part of the other information and provided a separate assurance practitioner's conclusion thereon that is included within the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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.

CHAPTER IX FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 9 of 11)

V. RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Accounting Standards for Business Enterprises, and for the design, implementation and maintenance of such internal control necessary to enable that the financial statements are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing CIMC 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 management either intends to liquidate CIMC Group or to cease operations, or has no realistic alternative but to do so.

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

VI. AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with CSAs 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 financial statements.

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

- (I) Identify and assess the risks of material misstatement of the 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.
- (II) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- (III) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851

(Page 10 of 11)

VI. AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

- (IV) Conclude on the appropriateness of management's 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 CIMC 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 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 CIMC Group to cease to continue as a going concern.
- (V) Evaluate the overall presentation (including the disclosures), structure and content of the financial statements, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- (VI) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within CIMC Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, related safeguards.

CHAPTER IX
FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

English Translation for Reference Only

KPMG Huazhen Shen Zi No. 2606851
(Page 11 of 11)

VI. AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the 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.

KPMG Huazhen LLP

Certified Public Accountants
Registered in the People's
Republic of China

Ma Yuchong
(Engagement Partner)

Beijing, China
26 March 2026

Chen Lijia

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

AS AT 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

CONSOLIDATED BALANCE SHEET

	Notes	31 December 2025	31 December 2024
ASSETS			
Current assets:			
Cash at bank and on hand	V.1	24,264,404	21,621,312
Financial assets held for trading	V.2	1,226,871	1,359,120
Derivative financial assets	V.3	1,849	11,142
Notes receivables	V.4	435,518	767,723
Accounts receivable	V.5	25,473,417	31,655,818
Receivables financing	V.6	1,258,113	1,146,071
Other receivables	V.7	4,432,632	4,823,889
Advances to suppliers	V.8	6,764,942	7,048,965
Inventories	V.9	18,150,466	19,735,685
Contract assets	V.10	9,869,274	9,752,290
Non-current assets due within one year		63,457	79,524
Other current assets	V.11	2,494,209	2,761,886
Total current assets		94,435,152	100,763,425
Non-current assets:			
Other equity instrument investments	V.12	1,784,234	1,947,831
Other non-current financial assets	V.13	409,283	416,495
Long-term receivables		58,711	51,853
Long-term equity investments	V.14	10,319,198	12,016,874
Investment properties	V.15	1,533,390	1,351,285
Fixed assets	V.16	43,798,303	43,919,373
Construction in progress	V.17	2,266,458	1,805,982
Intangible assets	V.18	5,734,879	5,871,876
Development expenditures	V.18	9,156	15,605
Right-of-use assets	V.19	1,154,240	1,152,130
Goodwill	V.20	2,520,183	2,517,112
Long-term prepaid expenses	V.21	615,393	832,132
Deferred tax assets	V.22	1,749,855	1,698,554
Other non-current assets	V.23	407,065	391,709
Total non-current assets		72,360,348	73,988,811
TOTAL ASSETS		166,795,500	174,752,236

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

AS AT 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

CONSOLIDATED BALANCE SHEET (Continued)

	Notes	31 December 2025	31 December 2024
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities:			
Short-term borrowings	V.26	8,679,781	11,260,716
Derivative financial liabilities	V.3	6,785	344,767
Financial liabilities held for trading		73,767	81,742
Notes payables	V.27	6,362,167	6,100,596
Accounts payables	V.28	24,767,066	26,886,299
Advances from customers	V.29	39,123	5,628
Contract liabilities	V.30	15,293,368	14,599,941
Employee benefits payable	V.31	5,788,761	6,251,541
Taxes payable	V.32	1,826,758	2,408,714
Other payables	V.33	5,815,088	5,570,636
Provisions	V.34	1,832,998	2,090,538
Non-current liabilities due within one year	V.35	4,567,505	4,296,588
Other current liabilities	V.36	1,275,312	959,102
Total current liabilities		76,328,479	80,856,808
Non-current liabilities:			
Long-term borrowings	V.37	15,024,300	19,377,598
Debentures payable	V.38	6,076,937	4,035,642
Lease liabilities	V.39	882,509	869,384
Long-term payables		319,811	272,671
Deferred income	V.40	785,865	791,489
Deferred tax liabilities	V.22	532,738	498,980
Other non-current liabilities	V.41	34,016	29,862
Total non-current liabilities		23,656,176	25,875,626
Total liabilities		99,984,655	106,732,434
Shareholders' equity:			
Share capital	V.42	5,392,521	5,392,521
Other equity instruments	V.43	4,064,133	4,093,019
Including: Perpetual bonds		4,064,133	4,093,019
Capital reserve	V.44	4,127,266	4,336,575
Less: Treasury shares	V.45	1,113,199	200,098
Other comprehensive income	V.46	460,267	(156,777)
Special reserves		50,060	35,921
Surplus reserve	V.47	4,486,351	4,486,351
Undistributed profits	V.48	32,924,130	33,631,820
Total equity attributable to shareholders and other equity holders of the Company		50,391,529	51,619,332
Minority interests		16,419,316	16,400,470
Total shareholders' equity		66,810,845	68,019,802
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		166,795,500	174,752,236

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:

The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

AS AT 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

COMPANY BALANCE SHEET

	Notes	31 December 2025	31 December 2024
ASSETS			
Current assets:			
Cash at bank and on hand		176,230	714,377
Financial assets held for trading		400,000	–
Accounts receivable		39,912	56,860
Other receivables	XVII.1	32,770,104	31,367,276
Total current assets		33,386,246	32,138,513
Non-current assets:			
Other equity instrument investments		1,578,648	1,567,740
Long-term equity investments	XVII.2	17,138,485	17,116,817
Investment properties		126,181	126,181
Fixed assets		90,736	98,255
Construction in progress		155,319	56,655
Intangible assets		1,433,821	1,503,384
Long-term prepaid expenses		6,769	7,733
Total non-current assets		20,529,959	20,476,765
TOTAL ASSETS		53,916,205	52,615,278

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

AS AT 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

COMPANY BALANCE SHEET (Continued)

	Notes	31 December 2025	31 December 2024
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities:			
Short-term borrowings		2,635,466	1,085,595
Employee benefits payable		425,156	425,156
Taxes payable		4,624	5,621
Other payables		8,911,064	7,701,802
Non-current liabilities due within one year		2,316,266	2,282,725
Other current liabilities		2,034	3,024
Total current liabilities		14,294,610	11,503,923
Non-current liabilities:			
Long-term borrowings		5,407,015	8,805,592
Debentures payable		4,081,902	2,043,555
Deferred income		—	329
Total non-current liabilities		9,488,917	10,849,476
Total liabilities		23,783,527	22,353,399
Shareholders' equity:			
Share capital	V.42	5,392,521	5,392,521
Other equity instruments	V.43	4,064,133	4,093,019
Including: Perpetual bonds		4,064,133	4,093,019
Capital reserve		1,011,675	1,015,449
Less: Treasury shares	V.45	1,113,199	200,098
Other comprehensive income		103,256	138,069
Surplus reserve	V.47	4,486,351	4,486,351
Undistributed profits		16,187,941	15,336,568
Total shareholders' equity		30,132,678	30,261,879
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		53,916,205	52,615,278

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:

The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

CONSOLIDATED INCOME STATEMENT

Items	Notes	2025	2024
I. Revenue	V.49	156,611,446	177,664,098
Less: Cost of sales	V.49	137,116,422	155,417,338
Taxes and surcharges	V.50	599,781	656,083
Selling and distribution expenses	V.51	2,706,853	2,627,870
General and administrative expenses	V.52	6,319,429	6,955,039
Research and development expenses	V.53	2,787,780	2,709,107
Financial expenses	V.54	2,033,323	1,364,876
Including: Interest expenses		1,508,467	2,039,604
Interest income		683,893	483,210
Add: Other income	V.59	613,319	575,537
Investment losses	V.57	(1,409,783)	(493,752)
Including: Share of losses of associates and joint ventures		(1,465,022)	(34,268)
Losses on changes in fair value	V.56	(31,141)	(669,037)
Asset impairment losses	V.60	(760,749)	(416,492)
Credit impairment losses	V.61	(649,607)	(491,544)
Gains on disposals of assets	V.58	31,727	114,400
II. Operating profit		2,841,624	6,552,897
Add: Non-operating income	V.62	224,281	249,797
Less: Non-operating expenses	V.63	249,844	207,447
III. Profit before income tax		2,816,061	6,595,247
Less: Income tax expenses	V.64	1,478,685	2,400,090
IV. Net profit		1,337,376	4,195,157
Classified by business continuity			
Net profit from continuing operations		1,337,376	4,195,157
Net profit from discontinued operations		—	—
Classified by ownership			
Net profit attributable to shareholders and other equity holders of the Company		220,820	2,972,343
Profit or loss attributable to minority shareholders		1,116,556	1,222,814

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

CONSOLIDATED INCOME STATEMENT (Continued)

Items	Notes	2025	2024
V. Other comprehensive income, net of tax		654,542	(751,491)
Attributable to shareholders and other equity holders of the Company	V.46	617,044	(716,669)
Items that will not be reclassified to profit or loss		50,636	(196,419)
Changes in fair value of other equity instrument investments		50,636	(196,419)
Items that may be reclassified subsequently to profit or loss		566,408	(520,250)
The share of other comprehensive income that can be reclassified into profit or loss under the equity method		(118,256)	74,413
Effect of hedge accounting		(14,838)	14,838
Difference between the carrying amount of owner-occupied properties and its fair value at the date when it is transferred to investment property carried at fair value		3,536	—
Currency translation differences of foreign currency statements		695,966	(609,501)
Minority interests		37,498	(34,822)
VI. Total comprehensive income		1,991,918	3,443,666
Attributable to shareholders and other equity holders of the Company		837,864	2,255,674
Minority interests		1,154,054	1,187,992
VII. Earnings per share			
Basic earnings per share (RMB)	V.65	0.03	0.53
Diluted earnings per share (RMB)	V.65	0.02	0.53

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:

The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

COMPANY INCOME STATEMENT

Items	Notes	2025	2024
I. Revenue	XVII.3	420,727	552,088
Less: Cost of sales	XVII.3	—	—
Taxes and surcharges		7,337	7,998
General and administrative expenses		439,918	458,316
Research and development expenses		2,246	2,932
Financial expenses		913,607	378,508
Including: Interest expenses		608,925	647,516
Interest income		18,931	27,889
Add: Other income		1,498	16,168
Investment income	XVII.4	2,833,658	1,592,396
Losses on changes in fair value	XVII.5	—	(1,407,328)
Losses on disposals of assets		(1,136)	(787)
II. Operating profit/(loss)		1,891,639	(95,217)
Add: Non-operating income		171	10
Less: Non-operating expenses		14,874	14,700
III. Total profit/(loss)		1,876,936	(109,907)
Less: Income tax expenses		—	8,918
IV. Net profit/(loss)		1,876,936	(118,825)
Classified by business continuity			
Net profit/(loss) from continuing operations		1,876,936	(118,825)
Net profit from discontinued operations		—	—
V. Other comprehensive income, net of tax		(34,813)	(100,859)
Items that will not be reclassified subsequently to profit or loss		10,908	(124,403)
Changes in fair value of other equity instrument investment		10,908	(124,403)
Items that may be reclassified to profit or loss		(45,721)	23,544
The share of other comprehensive income that will be reclassified into profit or loss under equity method		(45,721)	23,544
VI. Total comprehensive income		1,842,123	(219,684)

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

CONSOLIDATED CASH FLOW STATEMENT

Items	Notes	2025	2024
I. Cash flows from operating activities			
Cash received from sales of goods and rendering of services		158,432,127	161,777,760
Refund of taxes and surcharges		6,008,572	6,361,970
Cash received relating to other operating activities	V.66(1)	1,271,769	1,018,063
Sub-total of cash inflows of operating activities		165,712,468	169,157,793
Cash paid for goods and services		122,384,562	135,205,008
Cash paid to and on behalf of employees		15,786,912	16,032,724
Payments of taxes and surcharges		4,304,663	4,348,136
Cash paid relating to other operating activities	V.66(2)	4,721,882	4,308,055
Sub-total of cash outflows of operating activities		147,198,019	159,893,923
Net cash flows generated from operating activities	V.67(1)	18,514,449	9,263,870
II. Cash flows from investing activities			
Cash received from disposals of investments	V.66(3)	13,520,911	16,512,730
Cash received from returns on investments		288,653	520,085
Net cash received from disposals of fixed assets, intangible assets and other long-term assets		381,392	427,054
Net cash received from disposals of subsidiaries	V.67(3)	16,885	14,184
Sub-total of cash inflows of investing activities		14,207,841	17,474,053
Cash paid to acquire fixed assets, intangible assets and other long-term assets		4,718,727	3,568,865
Cash paid to acquire investments	V.66(4)	12,781,637	19,057,732
Net cash paid to acquire subsidiaries	V.67(2)	17,895	215,500
Cash paid relating to other investing activities	V.66(5)	456,112	1,262,245
Sub-total of cash outflows of investing activities		17,974,371	24,104,342
Net cash flows used in investing activities		(3,766,530)	(6,630,289)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

CONSOLIDATED CASH FLOW STATEMENT (Continued)

Items	Notes	2025	2024
III. Cash flows from financing activities			
Cash received from capital contributions		204,438	527,150
Including: Cash received from capital contributions by minority interests of subsidiaries		204,438	527,150
Cash received from borrowings	V.66(7)	33,161,305	37,151,755
Cash received from issuing bonds	V.66(7)	3,500,000	10,500,000
Cash received from issuance of other equity instruments	V.66(7)	2,000,000	–
Sub-total of cash inflows of financing activities		38,865,743	48,178,905
Cash repayments of borrowings	V.66(7)	39,660,934	38,300,716
Cash repayments of the principal and interests of bonds	V.66(7)	2,131,845	7,537,518
Cash paid for redemption of other equity instruments	V.66(7)	2,000,000	–
Cash payments for distribution of dividends or profits and interest expenses	V.66(7)	3,349,930	2,933,450
Including: Cash payments for dividends or profits to minority interests of subsidiaries		972,059	838,462
Cash payments relating to other financing activities	V.66(6)	2,042,840	3,651,208
Sub-total of cash outflows of financing activities		49,185,549	52,422,892
Net cash flows used in financing activities		(10,319,806)	(4,243,987)
IV. Effect of foreign exchange rate changes on cash and cash equivalents		(621,759)	244,751
V. Net increase/(decrease) in cash and cash equivalents	V.67(1)	3,806,354	(1,365,655)
Add: Cash and cash equivalents at the beginning of the year		18,985,161	20,350,816
VI. Cash and cash equivalents at the end of the year	V.67(4)	22,791,515	18,985,161

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:

The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

COMPANY CASH FLOW STATEMENT

Items	2025	2024
I. Cash flows from operating activities		
Cash received from sales of goods and rendering of services	448,153	533,551
Cash received relating to other operating activities	48,662	69,067
Sub-total of cash inflows of operating activities	496,815	602,618
Cash paid to and on behalf of employees	200,915	170,187
Payments of taxes and surcharges	47,291	55,282
Cash paid relating to other operating activities	191,117	217,065
Sub-total of cash outflows of operating activities	439,323	442,534
Net cash flows generated from operating activities	57,492	160,084
II. Cash flows from investing activities		
Cash received from disposals of investments	26,951,596	28,348,400
Cash received from returns on investments	2,806,248	1,903,699
Net cash received from disposals of fixed assets	264	308
Net cash received from disposals of subsidiaries	61,079	32,152
Sub-total of cash inflows of investing activities	29,819,187	30,284,559
Cash paid to acquire fixed assets and other long-term assets	110,716	93,380
Cash paid to acquire investments	9,400,000	13,905,513
Net cash paid to acquire subsidiaries	576,799	—
Cash paid relating to other investing activities	19,682,729	18,902,779
Sub-total of cash outflows of investing activities	29,770,244	32,901,672
Net cash flows generated from/(used in) investing activities	48,943	(2,617,113)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

COMPANY CASH FLOW STATEMENT (Continued)

Items	2025	2024
III. Cash flows from financing activities		
Cash received from borrowings	9,840,099	6,485,000
Cash received from issuing bonds	3,000,000	8,000,000
Cash received from issuance of other equity instruments	2,000,000	–
Cash received from other financing activities	1,754,674	600,000
Sub-total of cash inflows of financing activities	16,594,773	15,085,000
Cash repayments of borrowings	11,145,321	6,424,677
Cash repayments of the principal and interests of bonds	1,563,674	6,048,781
Cash paid for redemption of other equity instruments	2,000,000	–
Cash payments for distribution of dividends or profits and interest expenses	1,574,276	749,266
Cash payments relating to other financing activities	950,853	1,520,306
Sub-total of cash outflows of financing activities	17,234,124	14,743,030
Net cash flows (used in)/generated from financing activities	(639,351)	341,970
IV. Effect of foreign exchange rate changes on cash and cash equivalents	(5,231)	379
V. Net (decrease)/increase in cash and cash equivalents	(538,147)	(2,114,680)
Add: Cash and cash equivalents at the beginning of the year	707,013	2,821,693
VI. Cash and cash equivalents at the end of the year	168,866	707,013

The accompanying notes form an integral part of these financial statements.

Legal representative:

Person in charge of
accounting function:

The head of the accounting
department:

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

Items	Note	Attributable to shareholders and other equity holders of the Company										
		Share capital	Less: treasury shares	Other equity instruments	Capital surplus	Other comprehensive income	Special reserves	Surplus reserve	Undistributed profits	Sub-total	Minority interest	Total shareholders' equity
I. Balance at 1 January 2025		5,392,521	(200,098)	4,093,019	4,336,575	(156,777)	35,921	4,486,351	33,631,820	51,619,332	16,400,470	68,019,802
II. Movements for the year												
(I) Total comprehensive income												
1. Net profit	V.46	-	-	85,254	-	-	-	-	135,566	220,820	1,116,556	1,337,376
2. Other comprehensive income		-	-	-	-	617,044	-	-	-	617,044	37,498	654,542
(II) Capital contribution and withdrawal by owners												
1. Contributions by minority shareholders	V.44	-	-	-	40,081	-	-	-	-	40,081	152,205	192,286
2. Increase in minority interests resulting from acquisition of subsidiary		-	-	-	-	-	-	-	-	-	130,365	130,365
3. Acquisition of minority interests of subsidiaries	V.44	-	-	-	(132,029)	-	-	-	-	(132,029)	(47,923)	(549,952)
4. Disposals of subsidiaries (lose control)		-	-	-	(250)	-	-	-	-	(250)	(9,418)	(9,668)
5. Disposal of subsidiaries (without losing control)	V.44	-	-	-	-	-	-	-	-	-	1,334	1,334
6. Increase in capital resulting from exercise of share option at a subsidiary	V.44	-	-	-	(4,404)	-	-	-	-	(4,404)	16,556	12,152
7. Increase in shareholders' equity resulting from share-based payments	V.44, XI.1	-	-	-	(59,660)	-	-	-	-	(59,660)	(25,775)	(85,435)
8. Issuance of other equity instruments	V.43	-	-	2,000,000	(3,774)	-	-	-	-	1,996,226	-	1,996,226
9. Redemption of other equity instruments	V.43	-	-	(2,000,000)	-	-	-	-	-	(2,000,000)	-	(2,000,000)
10. Others	V.44	-	-	-	(49,273)	-	-	-	-	(49,273)	(22,246)	(71,519)
(III) Profit distribution												
1. Profit distribution to shareholders	V.48	-	-	-	-	-	-	-	(940,309)	(940,309)	(979,599)	(1,919,908)
2. Interest paid on other equity instruments	V.43	-	-	(114,140)	-	-	-	-	-	(114,140)	-	(114,140)
(IV) Safety fund							14,139	-	-	14,139	19,293	33,432
(V) Share repurchase	V.45	-	-	(913,101)	-	-	-	-	-	(913,101)	-	(913,101)
(VI) Others	V.48	-	-	-	-	-	-	-	97,053	97,053	-	97,053
III. Balance at 31 December 2025		5,392,521	(1,113,199)	4,064,133	4,127,266	460,267	50,060	4,486,351	32,924,130	50,391,529	16,419,316	66,810,845

Legal representative: _____ Person in charge of accounting function: _____ The head of the accounting department: _____

The accompanying notes form an integral part of these financial statements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (Continued)

2024

Items	Note	Attributable to shareholders and other equity holders of the Company							Total shareholders' equity
		Share capital	Less: treasury shares	Other equity instruments	Capital surplus	Other comprehensive income	Special reserves	Surplus reserve	
I. Balance at 1 January 2024		5,392,521	-	2,049,774	4,548,686	559,892	18,896	4,486,351	64,630,350
II. Movements for the year									
(I) Total comprehensive income									
1. Net profit		-	-	107,445	-	-	-	-	4,195,157
2. Other comprehensive income		-	-	-	-	(716,669)	-	-	(751,491)
(II) Capital contribution and withdrawal by owners									
1. Contributions by minority shareholders		-	-	-	39,187	-	-	-	483,679
2. Increase in minority interests resulting from acquisition or establishment of subsidiary		-	-	-	-	-	-	-	13,723
3. Acquisition of minority interests of subsidiaries		-	-	-	(119,190)	-	-	-	(1,585,615)
4. Increase in capital resulting from exercise of share option at a subsidiary		-	-	-	29,734	-	-	-	43,471
5. Increase in shareholders' equity resulting from share-based payments		-	-	-	(163,675)	-	-	-	272,282
6. Issuance of other equity instruments	V.43	-	-	2,000,000	-	-	-	-	2,000,000
7. Others		-	-	-	1,833	-	-	-	1,833
(III) Profit distribution									
1. Profit distribution to shareholders	V.48	-	-	-	-	-	(118,931)	(118,931)	(922,444)
2. Interest paid on other equity instruments		-	-	(64,200)	-	-	-	-	(64,200)
(IV) Safety fund									
(V) Others	V.45	-	(200,098)	-	-	-	17,025	-	22,086
III. Balance at 31 December 2024		5,392,521	(200,098)	4,093,019	4,336,575	(156,777)	35,921	4,486,351	68,019,802

Legal representative: _____
Person in charge of accounting function: _____

The head of the accounting department: _____

The accompanying notes form an integral part of these financial statements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

COMPANY STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

2025

Items	Note	Share capital	Less: treasury shares	Other equity instruments	Capital surplus	Other comprehensive income	Surplus reserve	Undistributed profits	Total shareholders' equity
I. Balance at 1 January 2025		5,392,521	(200,098)	4,093,019	1,015,449	138,069	4,486,351	15,336,568	30,261,879
II. Movements for the year									
(I) Total comprehensive income									
1. Net profit	V.43	-	-	85,254	-	-	-	1,791,682	1,876,936
2. Other comprehensive income		-	-	-	-	(34,813)	-	-	(34,813)
(II) Capital contribution and withdrawal by owners									
1. Issuance of other equity instruments	V.43	-	-	2,000,000	(3,774)	-	-	-	1,996,226
2. Redemption of other equity instruments	V.43	-	-	(2,000,000)	-	-	-	-	(2,000,000)
(III) Profit distribution									
1. Profit distribution to shareholders	V.48	-	-	-	-	-	-	(940,309)	(940,309)
2. Interest paid on other equity instruments	V.43	-	-	(114,140)	-	-	-	-	(114,140)
(IV) Share repurchase	V.45	-	(913,101)	-	-	-	-	-	(913,101)
III. Balance at 31 December 2025		5,392,521	(1,113,199)	4,064,133	1,011,675	103,256	4,486,351	16,187,941	30,132,678

Legal representative: _____
Person in charge of accounting function: _____

The head of the accounting department: _____

The accompanying notes form an integral part of these financial statements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

COMPANY STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (Continued)

2024									
Items	Note	Share capital	Less: treasury shares	Other equity instruments	Capital surplus	Other comprehensive income	Surplus reserve	Undistributed profits	Total shareholders' equity
I. Balance at 1 January 2024		5,392,521	-	2,049,774	1,015,449	238,928	4,486,351	15,681,769	28,864,792
II. Movements for the year									
(I) Total comprehensive income									
1. Net loss	V.43	-	-	107,445	-	-	-	(226,270)	(118,825)
2. Other comprehensive income		-	-	-	-	(100,859)	-	-	(100,859)
(III) Capital contribution and withdrawal by owners									
1. Issuance of other equity instruments	V.43	-	-	2,000,000	-	-	-	-	2,000,000
(III) Profit distribution									
1. Profit distribution to shareholders	V.48	-	-	-	-	-	-	(118,931)	(118,931)
2. Interest paid on other equity instruments	V.43	-	-	(64,200)	-	-	-	-	(64,200)
(IV) Share repurchase	V.45	-	(200,098)	-	-	-	-	-	(200,098)
III. Balance at 31 December 2024		5,392,521	(200,098)	4,093,019	1,015,449	138,069	4,486,351	15,336,568	30,261,879

Legal representative: Person in charge of accounting function:

The head of the accounting department:

The accompanying notes form an integral part of these financial statements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

NOTES TO THE FINANCIAL STATEMENTS

I. GENERAL INFORMATION

China International Marine Containers (Group) Co., Ltd. (the **"Company"**), formerly "China International Marine Containers Co., Ltd.", was a sino-foreign joint venture set up by China Merchants Group, the East Asiatic Company (Denmark) and Ocean Containers Inc. (USA). In December 1992, as approved by "Shen Fu Ban Fu [1992] No. 1736" issued by the General Office of the People's Government of Shenzhen and "Shen Ren Yin Fu Zi (1992) No. 261" issued by Shenzhen Special Economic Zone Branch of People's Bank of China, the Company was restructured as an incorporated company set up by directional subscription and was renamed as "China International Marine Containers (Group) Co., Ltd." by the original corporate shareholders of the Company. On 31 December 1993 and 17 January 1994 respectively, the Company issued RMB ordinary shares (A shares) and domestically listed foreign shares (B shares) to the public at home and abroad, and commenced trading on Shenzhen Stock Exchange pursuant to "Shen Fu Ban Fu [1993] No. 925" issued by the General Office of the People's Government of Shenzhen and "Shen Zheng Ban Fu [1994] No. 22" issued by Shenzhen Securities Administration Office. On 1 December 1995, as approved by the State Administration for Industry and Commerce, the Company changed its name to "China International Marine Containers (Group) Co., Ltd." The Registered Address and Address of Head Office of the Company is 8th Floor, CIMC R&D Centre, No. 2 Gangwan Avenue, Shekou, Nanshan District, Shenzhen, Guangdong, PRC.

On 19 December 2012, the Company's domestically listed foreign shares (B shares) changed listing location, and were listed and traded on the Main Board of the Hong Kong Stock Exchange through the way of introduction. Henceforth, all the Company's B shares were converted to overseas listed foreign shares (H shares).

The Company's largest shareholder is Shenzhen Capital Operation Group Co., Ltd. (**"Shenzhen Capital Group"**) and its subsidiaries, holding 24.64% of the Company's shares.

The Company and its subsidiaries (together referred to as the **"Group"**) are the world's leading supplier of equipment and solutions in the logistics and energy industries. At present, they are mainly engaged in the manufacturing and service businesses of containers, road transport vehicles, energy/chemical/liquid food equipment, offshore engineering equipment, airport and logistics equipment/fire fighting and rescue equipment, including international standard dry cargo containers, refrigerated containers, special containers, tank containers, natural gas/industrial gas/hydrogen and other storage tanks and transport tankers, turnkey project of bio fermented liquid food, semi-trailer products, special vehicle loading, jack up drilling platform, semi submersible drilling platform, special ship, offshore wind power installation ship, passenger boarding bridge and bridge borne equipment, airport ground support equipment, fire-fighting and rescue vehicle equipment, automated logistics system, etc. In addition, the Group is also engaged in recycling vehicle business, logistics service business and financial and asset management business. Through business expansion and technology development, the Group has formed an industrial cluster focusing on key equipment and solutions in the logistics and energy industries.

CIMC Enric Holdings Limited (**"Enric"**), the subsidiary of the Company, is listed on the Main Board of the Hong Kong Stock Exchange. The actual principal activities of Enric are the design, development, manufacturing, engineering and sales of, and the provision of technical maintenance service for, a wide spectrum of transportation, storage and processing equipment that is widely used in energy, chemical and liquid food industries.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

I · GENERAL INFORMATION (Continued)

CIMC Vehicles (Group) Co., Ltd. ("**CIMC Vehicles**"), the subsidiary of the Company, is listed on the Growth Enterprise Market of the Shenzhen Stock Exchange. CIMC Vehicles primarily engages in the production, manufacture and sales of semi-trailers and speciality vehicles and their truck bodies, refrigerated van and its container.

On 27 July 2023, the China Securities Regulatory Commission ("**CSRC**") approved the registration application of CIMC Safeway Technologies Co., Ltd. ("**CIMC Safe Tech**"), a subsidiary of Enric, for an IPO and listing on ChiNext of the Shenzhen Stock Exchange. The CIMC Safe Tech's A-share IPO was subsequently completed on 11 October 2023. The CIMC Safe Tech primarily engages in the research, development and manufacture of chemical logistics equipment, chemical process equipment, pressure vessels and components, as well as key environmental protection equipment.

Please refer to Note VII for details of subsidiaries included in the scope of consolidation and also refer to Note VI.1 for the details of subsidiaries newly included in the scope of consolidation. Please refer to Note VI.2 for details of subsidiaries not included in the scope of consolidation.

The financial statements have been approved for announcement by the Company's Board of Directors on 26 March 2026.

II. BASIS OF PREPARATION

The financial statements were prepared in accordance with the Basic Standard of the Accounting Standards for Business Enterprises issued by the Ministry of Finance on 15 February 2006, and the specific accounting standards and the relevant regulations issued thereafter (hereinafter collectively referred to as the "**Accounting Standards for Business Enterprises**") and the disclosure requirements in the Preparation Convention of Information Disclosure by Companies Offering Securities to the Public No.15 – General Rules on Financial Reporting issued by the China Securities Regulatory Commission.

The financial statements are prepared on a going concern basis.

The new Hong Kong Companies Ordinance has been effective from 3 March 2014. Some notes in this financial statement have been disclosed in accordance with requirements of the Hong Kong Companies Ordinance.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES

The Group determines specific accounting policies and accounting estimates according to the characteristics of production and operation, which include the measurement of expected credit losses of receivables and contract assets (Note III, 10), the valuation method of inventories (Note III, 11), the criteria for impairment of long-term assets (Note III, 20), the depreciation of fixed assets, the amortization of intangible assets and right-of-use assets (Note III, 14, 17, 29), the criteria for the capitalization of development costs (Note III, 17), the measurement of estimated liabilities (Note III, 22), the measurement model of investment real estate (Note III, 13), the recognition and measurement of income (Note III, 24), etc.

The key judgements, significant accounting estimates and key assumptions adopted by the Group when determining significant accounting policies are disclosed in Note III, 34.

1. Statement of compliance with the Accounting Standards for Business Enterprises

The financial statements comply with the requirements of the Accounting Standards for Business Enterprises issued by the Ministry of Finance, and truly and completely represent the consolidated financial position and financial position of the Company as at 31 December 2025, the consolidated operating results and operating results, and the consolidated cash flow and cash flow for the year of 2025.

2. Accounting year

The Company's accounting year starts from 1 January to 31 December.

3. Business cycle

The Group regards the period from the purchase of assets for service or processing to the realization of cash or cash equivalents as the normal business cycle. Its main business is the manufacturing and service of modern transportation equipment, energy, food, chemical and other equipment.

4. Recording currency

Renminbi (RMB) is the currency of the primary economic environment in which the Company and its domestic subsidiaries operate. The recording currency of the Company and its subsidiaries domiciled in PRC is RMB. The recording currency of the Company's overseas subsidiaries and other operating entities is determined based on the primary economic environment in which they operate. The Group adopts RMB to prepare its financial statements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)

5. Methods and basis for determining important standards

Item	Important Standards
Significant provisions for bad debts assessed individually on accounts receivable, contract assets and other receivables	Individual provision amount exceeding 10% of the total bad debt provision for each category of accounts receivable and exceeding RMB100 million
Significant write-offs/reversals of bad debt provisions for receivables	Individual write-off amount exceeding 10% of the total bad debt provision for each category of receivables and exceeding RMB100 million
Significant goodwill	Goodwill carrying amount of an individual asset group exceeding 10% of the Group's total goodwill
Significant non-wholly-owned subsidiaries	Minority interests of an individual non-wholly-owned subsidiary exceeding 5% of the Group's consolidated net assets
Significant joint ventures and associates	Individual carrying amount exceeding 1% of the Group's total consolidated assets or equity pick-up from an investee exceeding 5% of the Group's consolidated net profit
Significant subsidiaries	Net assets or net profit of a subsidiary exceeding 5% of the Group's corresponding amounts
Significant unconsolidated structured entities	Individual investment in a structured entity over RMB300 million
Significant construction in progress	Individual project with a budgeted amount exceeding RMB300 million
Significant contract changes	Change/variation amount exceeding 30% of the original contract value with a financial statement impact exceeding RMB100 million
Significant transactions with minority interests	Individual transaction amount exceeding RMB300 million
Significant Acquisitions and Disposals of Subsidiaries	Consideration for an individual acquisition or disposal of a subsidiary exceeding RMB300 million
Significant provisions	Individual provision amount exceeding RMB100 million
Significant lawsuits	Individual lawsuit claim amount exceeding RMB100 million

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

6. Business combinations

(1) Business combinations involving enterprises under common control

The consideration paid and net assets obtained by the Group in a business combination are measured at the carrying amount. If the acquiree is acquired from a third party by the ultimate controlling party in a prior year, the consideration paid and net assets obtained by the acquirer are measured based on the carrying amounts of the acquiree's assets and liabilities (including the goodwill arising from the acquisition of the acquiree by the ultimate controlling party) presented in the consolidated financial statements of the ultimate controlling party. The difference between the carrying amount of the net assets obtained and the carrying amount of consideration paid for the combination is adjusted to capital reserve (share premium). If the balance of the capital reserve (share premium) is insufficient to absorb the aforesaid difference, any excess is adjusted against retained earnings. Any costs directly attributable to the combination shall be recognised in profit or loss for the current period when occurred. Transaction costs associated with the issue of equity or debt securities for the business combination are included in the initially recognised amounts of the equity or debt securities.

(2) Business combinations involving enterprises not under common control

The cost of combination and identifiable net assets obtained by the Group in a business combination are measured at fair value at the acquisition date. Where the cost of the combination exceeds the Group's interest in the fair value of the acquiree's identifiable net assets, the difference is recognised as goodwill (Note III.18); where the cost of combination is lower than the Group's interest in the fair value of the acquiree's identifiable net assets, the difference is recognised in profit or loss for the current period. Any costs directly attributable to the combination shall be recognised in profit or loss for the current period when occurred. Transaction costs associated with the issue of equity or debt securities for the business combination are included in the initially recognised amounts of the equity or debt securities.

7. Preparation of consolidated financial statements

The consolidated financial statements comprise the financial statements of the Company and all of its subsidiaries.

Subsidiaries are consolidated from the date on which the Company obtains control and are de-consolidated from the date that such control ceases. For a subsidiary that is acquired in a business combination involving enterprises under common control, it is included in the consolidated financial statements from the date when it, together with the Company, comes under common control of the ultimate controlling party. The portion of the net profit realised before the combination date is presented separately in the consolidated income statement.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**7. Preparation of consolidated financial statements (Continued)**

In preparing the consolidated financial statements, where the accounting policies and the accounting periods of the Company and subsidiaries are inconsistent, the financial statements of the subsidiaries are adjusted in accordance with the accounting policies and the accounting period of the Company. For subsidiaries acquired from business combinations involving enterprises not under common control, the individual financial statements of the subsidiaries are adjusted based on the fair value of the identifiable net assets at the acquisition date.

For a business combination not involving enterprises under common control and achieved in stages, the Company remeasures its previously-held equity interest in the acquiree at fair value at the acquisition date in the consolidated financial statements. The difference between the fair value and the carrying amount is recognised as investment income for the current period. Where the equity interest held in the acquiree before the acquisition date relates to other comprehensive income measured under the equity method and other changes in owners' equity except net profit or loss, other comprehensive income and profit distribution, corresponding other comprehensive income and other changes in owners' equity (excluding other comprehensive income from changes arising from remeasurement on net liabilities or net assets of defined benefit plans of the acquiree) shall be transferred to investment income for the period in which the acquisition date falls. Goodwill is recognised at the excess of the sum of the fair value of previously held interest in the acquiree and the fair value of the consideration paid at the acquisition date, over the fair value of the acquiree's identifiable net assets acquired at the acquisition date.

Where the Company acquires a minority interest from a subsidiary's minority interests or disposes of a portion of long-term equity investments in a subsidiary without a change in control, the difference between the amount of the newly acquired long-term equity investments and the amount of the share of the subsidiary's net assets that are continuously calculated from the acquisition date or the merger date based on the new shareholding ratio, and the difference between the amount of the consideration paid or received to dispose such long-term equity investments and the amount of the share of the subsidiary's net assets that are continuously calculated from the acquisition date or the merger date based on such disposal are both adjusted to the Capital reserve (share premium) in the consolidated balance sheet. If the credit balance of the capital reserve (share premium) is insufficient, any excess is adjusted to retained earnings.

When the amount of loss for the current period attributable to the minority interests of a subsidiary exceeds the minority interests' portion of the opening balance of shareholders' equity of the subsidiary, the excess is allocated against the minority interests.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

7. Preparation of consolidated financial statements (Continued)

If the Company loses the control of the original subsidiary because of disposing of part of equity investment or other reasons, the remaining equity investment shall be remeasured at fair value in the consolidated financial statements at the date when control is lost. The sum of consideration received from the disposals of equity investment and the fair value of the remaining equity investment, net of the sum of the share of net assets of the former subsidiary based on continuous calculation since the acquisition date at previous proportion of shareholding and goodwill, is recognised as investment income for the current period when the control is lost. In addition, other comprehensive income and other changes in owners' equity (excluding other comprehensive income from changes arising from remeasurement by the former subsidiary on net liabilities or net assets of defined benefit plans), which are related with the equity investment in the former subsidiary, are transferred to profit or loss for the current period when the control is lost.

All significant intra-group balances, transactions and unrealised profits are eliminated in the consolidated financial statements. The portion of a subsidiary's equity and the portion of a subsidiary's net profit and loss for the period as well as comprehensive income not attributable to Company are recognised as minority interests, net profit and loss attributable to minority interests as well as total comprehensive income attributable to minority interests presented separately in the consolidated financial statements within shareholders' equity and net profit as well as total comprehensive income respectively. If the current loss attributable to the minority interests of a subsidiary exceeds the minority interests' share of the opening balance of owners' equity of the subsidiary, the excess is allocated against the balance of the minority interests. Unrealised profits and losses resulting from the sales of assets by the Company to its subsidiaries are fully eliminated against net profit attributable to owners of the parent. Unrealised profits and losses resulting from the sales of assets by a subsidiary to the Company are eliminated and allocated between net profit attributable to shareholders of the parent and net profit attributable to minority interests in accordance with the allocation proportion of the parent in the subsidiary. Unrealised profits and losses resulting from the sales of assets by one subsidiary to another are eliminated and allocated between net profit attributable to shareholders of the parent and net profit attributable to minority interests in accordance with the allocation proportion of the parent in the subsidiary.

If the accounting treatment of a transaction in the financial statements at the Group level is inconsistent with that at the Company or its subsidiary level, adjustment will be made from the perspective of the Group.

8. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits that can be readily drawn on demand, and short-term and highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**9. Foreign currency transactions and translation of financial statements denominated in foreign currency****(1) Foreign currency transactions**

Foreign currency transactions are translated into recording currency using the exchange rates prevailing at the dates of the transactions.

At the balance sheet date, monetary items denominated in foreign currencies are translated into recording currency using the spot exchange rates on the balance sheet date. Exchange differences arising from these translations are recognised in profit or loss for the current period, except for those attributable to foreign currency borrowings that have been taken out specifically for acquisition or construction of qualifying assets, which are capitalised (Note III.16) as part of the cost of those assets. Non-monetary items denominated in foreign currencies that are measured at historical costs are translated at the balance sheet date using the spot exchange rates at the date of the transactions. Non-monetary items denominated in foreign currencies that are measured at fair value are translated by using the spot exchange rate on the date when the fair value is determined, and the translation difference of foreign currency statements arising therefrom is included in the profit or loss or other comprehensive income on the basis of the nature of such non-monetary items. The effect of exchange rate changes on cash is presented separately in the cash flow statement.

(2) Translation of financial statements denominated in foreign currency

The asset and liability items in the balance sheets for overseas operations are translated at the spot exchange rates on the balance sheet date. Among the shareholders' equity items, the items other than "retained earnings" are translated at the spot exchange rates of the transaction dates. The income and expense items in the income statements for overseas operations are translated at the spot exchange rates of the transaction dates. The differences arising from the above translation are presented in other comprehensive income.

When the control on overseas operation is lost due to disposals of all owners' equity in the Group's overseas operation or disposals of some equity investments or any other reasons, the differences on translation of financial statements denominated in foreign currency, which are presented under shareholders' equity in the balance sheet, related to the overseas operation and attributable to shareholders' equity of the Company, are recorded in profit or loss for the current period in which the disposal is incurred.

The cash flows of overseas operations are translated at the spot exchange rates on the dates of the cash flows. The effect of exchange rate changes on cash is presented separately in the cash flow statement.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

10. Financial instruments

A financial instrument is a contract that forms a financial asset of one party and forms a financial liability or equity instrument of the other parties. When the Group becomes a party of a financial instrument contract, the relevant financial assets, financial liabilities or equity instruments are recognised.

(1) Financial assets

(a) *Classification and measurement*

Based on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets, financial assets are classified as: (1) financial assets at amortised cost; (2) financial assets at fair value through other comprehensive income; (3) financial assets at fair value through profit or loss.

At initial recognition, the financial assets are measured at fair value. Transaction costs that are incremental and directly attributable to the acquisition of the financial assets are included in the initially recognised amounts, except for the financial assets at fair value through profit or loss, the related transaction costs of which are expensed in profit or loss for the current period. For the accounts receivable and notes receivables arising from the sales of products or the provision of services that do not contain or consider the significant financing components, the consideration to be received is recognised as the initial recognition amount.

(i) Debt instruments

The debt instruments held by the Group refer to the instruments that meet the definition of financial liabilities from the perspective of the issuer, and are measured in the following three categories:

At amortised cost:

The Group's business model for managing such financial assets is to collect contractual cash flows, and the characteristics of contractual cash flows of such financial assets are consistent with basic lending and borrowing arrangements, namely the cash flows generated on a specific date are solely payments of principal and interest based on the outstanding principal amount. Interest income from these financial assets is included in financial income using the effective interest rate method. Such financial assets mainly comprise cash at bank and on hand, notes receivables, accounts receivable, other receivables and long-term receivables. The Group will present the long-term receivables due within one year (including one year) from the balance sheet date as current portion of non-current assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)

10. Financial instruments (Continued)

(1) Financial assets (Continued)

(a) Classification and measurement (Continued)

(i) Debt instruments (Continued)

At fair value through other comprehensive income:

The Group's business model for managing such financial assets is both to collect contractual cash flows and to hold for sale, and the characteristics of contractual cash flows of such financial assets are consistent with basic lending and borrowing arrangements. Such financial assets are measured at fair value through other comprehensive income, except for the recognition of impairment gains or losses, foreign exchange gains and losses and interest income calculated using effective interest rate method, which are recognised in profit or loss for the current period. Such financial assets mainly include receivables financing.

At fair value through profit or loss:

Debt instruments held by the Group that are measured neither at amortised cost nor at fair value through other comprehensive income, are measured at fair value through profit or loss. At initial recognition, in order to eliminate or significantly reduce accounting mismatch, the Group designates certain financial assets as financial assets at fair value through profit or loss. If it is more than one year from the balance sheet date and is expected to be held for more than one year, it is presented as other non-current financial assets, and the rest will be presented as financial assets held for trading.

(ii) Equity instruments

Investments in equity instruments, over which the Group has no control, joint control or significant influence, are measured at fair value through profit or loss under financial assets held for trading; investments in equity instruments expected to be held for more than one year as from the balance sheet date are presented as other non-current financial assets.

In addition, at initial recognition, the Group designates certain non-tradable equity instrument investments as financial assets at fair value through other comprehensive income and presents them as other equity instrument investments. The relevant dividend income of such financial assets is recognised in profit or loss for the current period.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

10. Financial instruments (Continued)

(1) Financial assets (Continued)

(b) Impairment

The Group recognises loss provision based on ECL for financial assets at amortised cost, debt investments at fair value through other comprehensive income, contract assets, financial guarantee contracts.

Giving consideration to reasonable and supportable information that is available without undue cost or effort at the balance sheet date on past events, current conditions and forecasts of future economic conditions weighted by the probability of default, the Group recognises the ECL as the probability-weighted amount of the present value of the difference between the cash flows receivable from the contract and the cash flows expected to collect.

For notes receivables, accounts receivable, receivables financing, contract assets and long-term receivables incurred from daily business activities such as selling goods and providing services, regardless of whether there is a significant financing component, the Group measures the loss provision according to the lifetime ECL.

At each balance sheet date, the ECL of financial instruments other than aforesaid notes receivables, accounts receivable, receivables financing, contract assets and long-term receivables is measured based on different stages. If the credit risk of the financial instrument has not significantly increased since initial recognition, the instrument is in the first stage. The Group measures the allowance for that financial instrument at an amount equal to 12-month ECL. If the credit risk of the financial instrument has significantly increased since initial recognition, the instrument is in the second stage. The Group measures the allowance for that financial instrument at an amount equal to lifetime ECL. If the financial instrument has suffered credit impairment since the initial recognition, it is in the third stage, and the Group measures the allowance for that financial instrument at an amount equal to lifetime ECL.

For financial instruments with lower credit risk at the balance sheet date and in the first stage, the Group assumes that its credit risk has not significantly increased since the initial recognition, and measures the allowance for that financial instruments at an amount equal to 12-month ECL.

For the financial instruments in the first stage and the second stage, the Group calculates interest income based on its book value and effective interest rate without deducting the impairment provision. For the financial instruments in the third stage, the interest income is calculated according to the book value minus the amortised cost and the effective interest rate after the impairment provisions.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)

10. Financial instruments (Continued)

(1) Financial assets (Continued)

(b) Impairment (Continued)

When ECL cannot be evaluated according to the reasonable cost for individual accounts receivable, notes receivables, receivables financing, contract assets and long-term receivables, the Group divides accounts receivable, notes receivables, receivables financing and contract assets into several portfolios based on the credit risk characteristics, and calculates the ECL on the basis of the portfolios. The basis for determining the portfolios is as follows:

Notes receivables portfolio 1	Commercial acceptance bill
Notes receivables portfolio 2	Bank acceptance bill
Receivables financing	Bank acceptance bill
Accounts receivable portfolio 1	Containers manufacturing business
Accounts receivable portfolio 2	Road transportation vehicles business
Accounts receivable portfolio 3	Energy, chemical and liquid food equipment business
Accounts receivable portfolio 4	Offshore engineering business
Accounts receivable portfolio 5	Airport facilities and logistics equipment, fire safety and rescue equipment business
Accounts receivable portfolio 6	Logistics services business
Accounts receivable portfolio 7	Recycled load business
Accounts receivable portfolio 8	Other business
Contract assets portfolio 1	Offshore engineering
Contract assets portfolio 2	Energy, chemical and liquid food equipment business
Contract assets portfolio 3	Airport facilities and logistics equipment, fire safety and rescue equipment business

For the accounts receivable, notes receivables, receivables financing and contract assets incurred from daily business activities such as selling goods and providing services, which are classified as portfolios, the Group calculates the ECL by reference to the historical credit losses experience, considering the current situation and the forecast of future economic conditions, as well as the default risk exposure and the lifetime ECL rate.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

10. Financial instruments (Continued)

(1) Financial assets (Continued)

(b) Impairment (Continued)

In case the ECL of an individually assessed other receivables cannot be evaluated with reasonable cost, the Group classifies other receivables into several portfolios based on the credit risk characteristics, and calculates the ECL on the basis of the portfolios. The basis for determining the portfolios is as follows:

Receivables portfolios	Nature
Other receivables portfolio 1	Loans to related parties
Other receivables portfolio 2	Receivables from share capital increase/transfer
Other receivables portfolio 3	Loans
Other receivables portfolio 4	Financial assets held under resale agreements
Other receivables portfolio 5	Deposits and guarantees
Other receivables portfolio 6	Receivables from demolition compensation
Other receivables portfolio 7	Tax refund receivables
Other receivables portfolio 8	Government grants receivables
Other receivables portfolio 9	Interest receivable
Other receivables portfolio 10	Dividends receivable
Other receivables portfolio 11	Disbursements
Other receivables portfolio 12	Others

For other receivables divided into portfolios, the Group adopts three-stage model to calculate their ECL based on the exposure at default and the 12-month or lifetime ECL rate, with consideration to historical credit losses experience, current conditions and forecasts of future economic conditions.

The Group recognises the loss provision made or reversed in profit or loss for the current period. For debt instruments held at fair value through other comprehensive income, the Group adjusts other comprehensive income when the impairment losses or gains are recognised in profit or loss.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****10. Financial instruments (Continued)****(1) Financial assets (Continued)***(c) Derecognition*

The Group derecognises a financial asset, if the part being considered for derecognition meets one of the following conditions: (1) the contractual rights to receive the cash flows from the financial asset expire; (2) the financial asset has been transferred and the Group transfers substantially all the risks and rewards of ownership of the financial asset to the transferee, or (3) the financial asset has been transferred to the transferee and the Group has not retained control of the financial asset, although the Group neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset.

When the other equity investment is derecognised, the difference between the carrying amount and the consideration received as well as the cumulative changes in fair value that are previously recognised directly in other comprehensive income is recognised in profit or loss for the current period, except for those measured at fair value through other comprehensive income, the difference aforementioned is recognised in retained earnings instead.

(2) Financial liabilities

Financial liabilities are classified as financial liabilities at amortised cost and financial liabilities at fair value through profit or loss at initial recognition.

The Group's financial liabilities are mainly financial liabilities at amortised cost, including notes payables, accounts payables, other payables, borrowings and debentures payable. Such financial liabilities are initially measured at their fair value less transaction costs and are subsequently measured using the effective interest rate method. If the term is less than one year (including one year), it shall be listed as current liabilities; if the term is more than one year but expires within one year (including one year) from the balance sheet date, it shall be listed as non-current liabilities due within one year; the rest are presented as non-current liabilities.

When all or part of the current obligations of a financial liability have been discharged, the Group derecognises the portion of the financial liability or obligation that has been discharged. The difference between the carrying amount of the derecognition portion and the consideration paid is recognised in profit or loss for the current period.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

10. Financial instruments (Continued)

(3) Fair value determination of financial instruments

The fair value of a financial instrument that is traded in an active market is determined at the quoted price in the active market. The fair value of a financial instrument that is not traded in an active market is determined by using an appropriate valuation technique that is applicable to current circumstances and supported by sufficient available data and other information. When applying valuation techniques, inputs used by market participants in the transactions of the assets or liabilities with similar characteristics would be used and observable inputs would be given priority to the extent possible. Unobservable inputs would only be used when it is impossible or impracticable to obtain relevant observable inputs.

(4) Derivative financial instruments

Derivatives are initially recognised at the date of the contract and are initially and subsequently measured at fair value. Derivatives are reflected as assets when its fair value is positive, and as liabilities when negative. Changes in fair value of these derivative financial instruments are recognised in profit or loss for the current period.

For a hybrid contract that contains both an embedded derivative financial instruments and a host contract, if the host contract is a financial asset contract, the Group accounts for the hybrid contract as a whole (without separating the embedded derivatives from it) on the basis of applicable accounting standards on financial instruments classification. If the host contract is not a financial asset contract and meets the conditions below, the Group accounts for the embedded derivatives that are separated from the hybrid contract as a separate derivative:

- (i) the economic characteristics and risks of embedded derivatives are not closely related to the host contract;
- (ii) a separate instrument that has the same terms but exists independently satisfies the definition of the derivative; and
- (iii) the hybrid instrument is not measured at fair value through profit or loss for the current period.

If the embedded derivative is separated from the hybrid contract, the Group accounts for the host contract on the basis of applicable accounting standards. If the fair value of the embedded derivatives cannot be reliably measured in accordance with the terms and conditions of the embedded derivatives, they are recognised according to the fair value difference between the hybrid contract and the host contract. If the fair value of the embedded derivative on the acquisition date or subsequent balance sheet date cannot be measured individually after the above methods are used, the Group designates the hybrid contract as a financial instrument at fair value through profit or loss for the current period.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

10. Financial instruments (Continued)

(5) Equity instruments

An equity instrument is a contract that demonstrates the residual equity in the assets of the Group after deducting all liabilities.

Perpetual bonds, issued by the Group and classified as equity instruments, do not include contractual obligations to deliver cash or other financial assets to other parties, or exchange financial assets or financial liabilities with other parties under potentially unfavourable conditions. And there is no arrangement that requires or can be settled with the Group's own equity instruments.

Other equity instruments issued by the Group are initially recognised at the fair value deducting the cost that is directly attributable to equity transactions. The dividend distributions or interest expenses during the existence of other equity instruments shall be treated as profit distribution. The repurchasing and writing off of other equity instruments are treated as changes in shareholders' equity, and the related transaction costs are deducted from the shareholders' equity.

11. Inventories

(1) Classification

Inventories include raw materials, products in progress, finished products and stocks, commissioned processing materials, spare parts, marine engineering projects, and reusable materials, and are measured at the lower of cost and net realisable value.

(2) Valuation method of inventories

Cost of inventories is calculated using the weighted average method, which includes all purchase costs, processing costs, and other costs incurred before the inventory is shipped to the destination and in bringing them to the status quo. Borrowing costs incurred directly attributable to the production of qualifying inventories are recognised in cost of inventories (Note III.16). The cost of stocks and products in progress includes raw materials, direct labour, and manufacturing expenses allocated in a systematic way under normal production capacity.

(3) Inventory system

The Group adopts the perpetual inventory system.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

11. Inventories (Continued)

(4) Amortisation of reusable materials including low-value consumables and packaging materials

Reusable materials include low-value consumables and packaging materials. Low-value consumables are amortised into expenses based upon numbers of usage. Packaging materials are amortised by one-time resale method, and are included in the cost of related assets or current profit or loss..

(5) The underlying factors in the determination and basis of provision for impairment of inventories

Provision for impairment of inventories is determined as the excess amount of the carrying amount of the inventories over their net realisable value. Net realisable value is determined based on the estimated selling price in the normal course of business less the estimated costs to completion, the estimated costs of contract performance and the estimated expenses and related taxes necessary to make the sale. The Group determines a consolidated provision for inventory impairment for inventories that are produced and sold in the same region and have the same or similar end use.

12. Long-term equity investments

Long-term equity investments comprise the Company's long-term equity investments in its subsidiaries, and the Group's long-term equity investments in its joint ventures and associates.

Subsidiaries are the investees over which the Company is able to exercise control. Joint ventures are the investees over which the Group is able to exercise joint control together with other ventures through joint venture arrangement and the Group enjoys the rights only on the net assets of investees based on legal forms, contractual terms and other facts and circumstances. Associates are the investees that the Group has significant influence on their financial and operating policies.

Investments in subsidiaries are presented in the Company's financial statements using the cost method, and are adjusted for preparing the consolidated financial statements using the equity method. Investments in joint ventures and associates are accounted for using the equity method.

(1) Determination of investment cost

For long-term equity investments acquired through a business combination involving enterprises under common control, the investment cost shall be the absorbing party's share of the carrying amount of owners' equity of the party being absorbed at the combination date; for long-term equity investments acquired through a business combination involving enterprises not under common control, the investment cost shall be the combination cost.

For long-term equity investments acquired not through a business combination: for long-term equity investments acquired by payment in cash, the initial investment cost shall be the purchase price actually paid; for long-term equity investments acquired by issuing equity securities, the initial investment cost shall be the fair value of the equity securities issued.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**12. Long-term equity investments (Continued)****(2) Subsequent measurement and recognition of profit and loss**

For long-term equity investments accounted for using the cost method, they are measured at the initial investment costs, and cash dividends or profit distribution declared by the investees are recognised as investment income in profit or loss for the current period.

For long-term equity investments accounted for using the equity method, where the initial investment cost of a long-term equity investment exceeds the Group's share of the fair value of the investee's identifiable net assets at the acquisition date, the long-term equity investment is measured at the initial investment cost; where the initial investment cost is less than the Group's share of the fair value of the investee's identifiable net assets at the acquisition date, the difference is included in profit or loss and the cost of the long-term equity investment is adjusted upwards accordingly.

For long-term equity investments accounted for using the equity method, the Group recognises the investment income or loss for the current period according to its share of net profit or loss of the investee. The Group discontinues recognising its share of net losses of an investee after the carrying amount of the long-term equity investment together with any long-term interests that, in substance, form part of the investor's net investment in the investee are reduced to zero. However, if the Group has obligations for additional losses and the criteria with respect to recognition of provisions under the accounting standards on contingencies are satisfied, the Group continues recognising the investment losses and the provisions at the amount it expects to undertake. The Group's share of changes in the investee's owners' equity other than those arising from the net profit or loss, other comprehensive income and profit distribution is recognised in capital reserve with a corresponding adjustment to the carrying amount of the long-term equity investment. The carrying amount of the investment is reduced by the Group's share of the profit distribution or cash dividends declared by an investee. The unrealised profits or losses arising from the intra-group transactions amongst the Group and its investees are eliminated in proportion to the Group's equity interest in the investees, and then based on which the investment gains or losses in the financial statements of the Company are recognised. When preparing consolidated financial statements, for the portion of unrealised gains and losses of internal transaction attributable to the Group arising from downstream transactions in which the Group invests in or sells assets to the investees, the Group shall, on the basis of offsetting the Company's financial statements, offset the portion of unrealised income and costs or asset disposal gains and losses attributable to the Group, and adjust investment income accordingly; for the unrealised gains and losses of internal transaction attributable to the Group arising from the upstream transactions in which the investees invest in or sell assets to the Group, the Group shall, on the basis of offsetting the Company's financial statements, offset the portion of unrealised gains and losses of internal transaction included in the carrying amount of the relevant assets, and adjust the carrying amount of long-term equity investments accordingly. For losses on the intra-group transaction amongst the Group and its investees attributable to asset impairment, any unrealised losses are not eliminated.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

12. Long-term equity investments (Continued)

(3) Basis for determining the existence of control, joint control or significant influence over an investee

Control is the power over the investee to enjoy variable returns by participating in related activities of the investee and the ability to affect the return amount by executing the power over the investee.

Joint control is the sharing of control over an arrangement according to related agreement, and exists only when the decisions relating to the activity of the arrangement require the unanimous consent of the parties sharing control.

Significant influence is the power to participate in the determination of financial and operating policies of the investee, but is not control or joint control over those policies.

(4) Impairment of long-term equity investments

The carrying amount of long-term equity investments in subsidiaries, joint ventures and associates is reduced to the recoverable amount if the recoverable amount is below the carrying amount (Note III.20).

13. Investment properties

Investment properties include leased land use rights and buildings for rental purposes, as well as buildings under construction or development that will be used for rental, and is initially measured at cost. Subsequent expenses related to investment properties shall be included in the cost of investment properties when the relevant economic benefits are likely to flow into the Group and its cost can be reliably measured; otherwise, it shall be included in profit or loss of the current period at the time of occurrence.

The Group adopts fair value model to subsequently measure investment properties and does not provide depreciation or amortisation. The carrying amount of investment properties is adjusted based on their fair value at the balance sheet date, and the difference between the fair value and the original carrying amount is recognised in profit or loss for the current period.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

13. Investment properties (Continued)

When the purpose of investment properties is changed to self use, the investment properties shall be converted into fixed assets or intangible assets shall be determined based on the fair value of the investment properties on the date of conversion. The difference between the fair value and the original book value of the investment properties shall be included in the current profit and loss. When the purpose of self use properties is changed to earn rent or capital appreciation, fixed assets or intangible assets shall be converted into investment properties with the carrying amount determined at the fair value at the date of the transfer. If the fair value at the date of the transfer is less than the original carrying amount of the fixed asset or the intangible asset, the difference is recognised in profit or loss for the current period. If the fair value on the day of conversion is greater than the original book value of fixed assets and intangible assets, the difference shall be recognized in other comprehensive income and shall be transferred to the current profit or loss upon disposal of the investment properties.

When investment properties are disposal or permanently withdrawn from use and no economic benefits are expected to be obtained from its disposal, the investment properties shall be derecognized. The income from the sale, transfer, scrapping or damage of investment properties after deducting its book value and relevant taxes and fees shall be recognized in profit or loss of the current period.

14. Fixed assets

(1) Recognition conditions of fixed assets

Fixed assets include houses and buildings, machinery and equipment, means of transportation, office equipment and other equipment, special equipment for marine engineering and docks.

Fixed assets are recognized when the relevant economic benefits are likely to flow into the Group and their costs can be reliably measured. Fixed assets acquired or newly constructed shall be initially measure at their cost at the time of acquisition.

Subsequent expenditures incurred for a fixed asset are included in the cost of the fixed asset when it is probable that the associated economic benefits will flow to the Group and the related cost can be reliably measured. The carrying amount of the replaced part is derecognised. All the other subsequent expenditures are recognised in profit or loss for the period in which they are incurred.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

14. Fixed assets (Continued)

(2) Depreciation

Fixed assets are depreciated using the straight-line method to allocate the cost of the assets to their estimated net residual values, over their estimated useful lives, unless the fixed asset is classified as held for sale (Note III.27). For the fixed assets that have been provided for impairment loss, the related depreciation charge is prospectively determined based upon the adjusted carrying amounts over their remaining useful lives.

The estimated useful lives, the estimated net residual values and depreciation rate per annum of various fixed assets are listed as follows:

Category	Estimated useful lives (years)	Estimated net residual value rate	Depreciation rate per annum
Buildings	10 – 33	10%	2.7 – 9%
Machinery and equipment	2 – 30	10%	3 – 45%
Office and other equipment	3 – 15	10%	6 – 30%
Motor vehicles	3 – 10	10%	9 – 30%
Dock and wharf	20 – 50	10%	1.8 – 4.5%
Offshore engineering equipment	20 – 30	10%	3 – 4.5%

Estimated useful lives, estimated net residual values of a fixed asset and depreciation methods are reviewed, and adjusted as appropriate at each year-end.

(3) The carrying amount of a fixed asset is reduced to the recoverable amount when the recoverable amount is below the carrying amount (Note III.20).

(4) Disposal

A fixed asset is derecognised when it is disposed of or no future economic benefits are expected from its use or disposal. The amount of proceeds from disposal on sales, transfer, retirement or damage of a fixed asset net of its carrying amount and related taxes and expenses is recognised in profit or loss for the current period.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****15. Construction in progress**

Construction in progress is measured at actual cost. Actual cost comprises construction costs, installation costs, borrowing costs that are eligible for capitalisation (Note III.16) and other costs necessary to bring the construction in progress ready for its intended use.

Construction in progress is transferred to fixed assets when the asset is ready for its intended use, and depreciation is charged starting from the following month. The carrying amount of construction in progress is reduced to the recoverable amount when the recoverable amount is below its carrying amount (Note III.20).

16. Borrowing costs

The borrowing costs that are directly attributable to acquisition and construction of an asset that needs a substantially long period of time for its intended use commence to be capitalised and recorded as part of the cost of the asset when expenditures for the asset and borrowing costs have been incurred, and the activities relating to the acquisition and construction that are necessary to prepare the asset for its intended use have commenced. The capitalisation of borrowing costs ceases when the asset under acquisition or construction becomes ready for its intended use and the borrowing costs incurred thereafter are recognised in profit or loss for the current period. Capitalisation of borrowing costs is suspended during periods in which the acquisition or construction of an asset is interrupted abnormally and the interruption lasts for more than 3 months, until the acquisition or construction is resumed.

For the specific borrowings obtained for the acquisition or construction of an asset qualifying for capitalisation, the amount of borrowing costs eligible for capitalisation is determined by deducting any interest income earned from depositing the unused specific borrowings in the banks or any investment income arising on the temporary investment of those borrowings during the capitalisation period.

For general borrowings utilised for the acquisition and construction of an asset qualifying for capitalisation, the capitalised amount of the general borrowings is determined by the weighted average of the excess of accumulated capital expenditure over capital expenditure of the special borrowings multiplied by the weighted average effective interest rate of the utilised general borrowings. The capitalisation rate is determined based on the weighted average effective interest rate of general borrowings. The effective interest rate is the interest rate that exactly discounts estimated future cash flows through the expected life of the borrowings or, when appropriate, a shorter period to the initially recognised amount of the borrowings.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

17. Intangible assets

Intangible assets include land use rights, technological know-how trademarks and software, timber concession rights, customer relationships, customer contracts, sea area use rights and franchise rights, and are measured at cost.

(1) Useful life and amortization method

For intangible assets with finite useful life, the Group shall amortize them over the expected useful life using the straight-line method or other methods that can reflect the expected realization of economic benefits related to the intangible assets, unless the intangible assets meet the conditions for holding for sale (Note III.27).

The Group considers intangible assets that cannot foresee the future economic benefits period as intangible assets with indefinite useful life, and does not amortize such intangible assets, and conducts impairment testing on each balance sheet date.

The useful lives, the basis for their determination, and the amortisation methods for various intangible assets are as follows:

Items	Amortisation periods (years)
Land use rights	20 years – 50 years
Sea area use rights	40 years – 50 years
technology, trademark rights and software	3 years – 15 years
Customer relationships	2 years – 10 years
Customer contracts	9 months – 4 years
Franchise rights	10 years – 30 years

For an intangible asset with a finite useful life, review of its useful life and amortisation method is performed at each year-end, with adjustment made as appropriate.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**17. Intangible assets (Continued)****(2) Research and development**

The Group's research and development expenditures primarily include expenditures on materials consumed for the implementation of the Group's research and development activities, remuneration of employees in the research and development department, depreciation and amortisation of equipment and software used in research and development and other assets, testing and design expenses.

The expenses incurred in the stage of planned investigation, evaluation and selection for the purpose of researching the production process of products shall be the expenses incurred in the research stage and shall be included in the profit or loss of the current period when incurred. Before mass production, the expenses related to the design and testing stages of the final application of the product production process are considered as expenses in the development stage, and those that meet the following conditions are capitalized:

- the development of manufacturing technique has been fully demonstrated by technical team;
- the management has approved the budget for the development of manufacturing technique;
- the research and analysis of early market research indicate that the products produced by the production process have the ability to promote the market;
- having sufficient technical and financial support for the development of product production processes and subsequent large-scale production; and
- expenditure on development of manufacturing techniques can be reliably collected.

The expenses of the development stage that do not meet the above conditions shall be included in the current profit or loss when they occur. Development costs previously recognized in profit or loss are not reclassified as assets in subsequent periods. Expenditures in the development stage that have been capitalized shall be listed as development costs on the balance sheet, and shall be converted into intangible assets from the date when the project reaches its intended use.

(3) Impairment of intangible assets

The carrying amount of an intangible asset is reduced to the recoverable amount when the recoverable amount is below the carrying amount (Note III.20).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

18. Goodwill

Goodwill represents the excess of cost of acquisition over the acquirer's interest in the fair value of the identifiable net assets of the acquiree under the business combination involving enterprises not under common control.

Goodwill is not amortised and is stated in the balance sheet at cost less accumulated impairment losses (Note III.20). On disposals of an asset group or combination of asset groups, any attributable amount of purchased goodwill is written off and included in the calculation of the profit or loss on disposal.

19. Long-term prepaid expenses

Long-term prepaid expenses include the improvement of the right to use asset and other expenses that have already occurred but should be borne by the current year and subsequent years, and the amortization period is more than one year. The expenses shall be amortized in equal installments according to the expected benefit period, and shall be presented at the net amount of actual expenses minus accumulated amortization.

The amortisation periods of long-term prepaid expenses are as follows:

Items	Amortisation periods (years)
Drilling platform mobilisation fee	3 – 5
Improvements to right-of-use assets	2 – 10
Tooling transformation project	3 – 5
Improvement expenses for workboats	2 – 5
Others	3 – 10

20. Impairment of long-term assets

Fixed assets, construction in progress, right-of-use assets, intangible assets with finite useful lives and long-term equity investments in subsidiaries, joint ventures and associates are tested for impairment if there is any indication that the assets may be impaired at the balance sheet date; intangible assets that are not yet available for their intended use are tested for impairment at least annually, irrespective of whether there is any indication of impairment. If the result of the impairment test indicates that the recoverable amount of the asset is lower than its carrying amount, the impairment provision shall be made based on the difference and included in the asset impairment loss. The recoverable amount is the higher of an asset's fair value less costs to sell and the present value of the future cash flows expected to be derived from the asset. Provision for asset impairment is determined and recognised on the individual asset basis. If it is not possible to estimate the recoverable amount of an individual asset, the recoverable amount of a group of assets to which the asset belongs is determined. A group of assets is the smallest group of assets that is able to generate independent cash inflows.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****20. Impairment of long-term assets (Continued)**

Goodwill that is separately presented in the financial statements is tested at least annually for impairment, irrespective of whether there is any indication that it may be impaired. In conducting the impairment test, the carrying amount of goodwill is allocated to the related asset groups or combination of asset groups, which are expected to benefit from the synergies of the business combination. If the result of the test indicates that the recoverable amount of an asset group or combination of asset groups, including the allocated goodwill, is lower than its carrying amount, the corresponding impairment loss is recognised. The impairment loss is first deducted from the carrying amount of goodwill that is allocated to the asset groups or combination of asset groups, and then deducted from the carrying amounts of other assets within the asset groups or combination of asset groups in proportion to the carrying amounts of assets other than goodwill.

Once an impairment loss is recognised, it is not reversed for the value recovered in the subsequent period.

21. Fair value measurement

Unless otherwise stated, the Group measures the fair value according to the following principles:

Fair value refers to the price that market participants can receive from selling an asset or pay to transfer a liability in an orderly transaction on the measurement date.

When estimating the fair value, the Group takes into account the characteristics considered by market participants when pricing related assets or liabilities on the measurement date (including the status and location of assets, restrictions on the sale or use of assets, etc.), and adopts valuation techniques that are applicable in the current situation and supported by sufficient available data and other information. The valuation techniques used mainly include market method, income method and cost method.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

22. Provisions and contingent liabilities

Provisions for product warranties, onerous contracts etc. are recognised when the Group has a present obligation, it is probable that an outflow of economic benefits will be required to settle the obligation, and the amount of the obligation can be measured reliably.

A provision is initially measured at the best estimate of the expenditure required to settle the related present obligation. Factors surrounding a contingency, such as the risks, uncertainties and the time value of money, are taken into account as a whole in reaching the best estimate of a provision. Where the effect of the time value of money is material, the best estimate is determined by discounting the related future cash outflows. The increase in the discounted amount of the provision arising from passage of time is recognised as interest expense.

The carrying amount of provisions is reviewed at each balance sheet date and adjusted to reflect the current best estimate.

Loss provision for financial guarantee contracts which is recognised on the basis of ECL are presented as provisions.

Provisions expected to be paid within one year from the balance sheet date are disclosed as current liabilities.

In terms of a possible obligation resulting from a past transaction or event, whose existence will only be confirmed by the occurrence or non-occurrence of uncertain future events or a present obligation resulting from a past transaction or event, where it is not probable that the settlement of the above obligation will cause an outflow of economic benefits, or the amount of the outflow cannot be estimated reliably, the possible or present obligation is disclosed as a contingent liability.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****23. Share-based payments**

Share-based payment transactions are classified as equity-settled share-based payments and cash-settled share-based payments. The stock option plan and restricted stock plan implemented by the Group are equity-settled share-based payments.

Equity-settled share-based payments in exchange for services rendered by employees are measured at the fair value of the equity instruments granted to the employees. Where the equity-settled share-based payments are exercisable immediately after the grant is completed, the payments shall be recognised in profit or loss in the current period at the fair value of the equity instruments at the grant date, with capital reserve increased accordingly; where the equity-settled share-based payments are exercisable after the service in the vesting period is completed or specified performance conditions are met, the service obtained in the current period shall be recognised in profit or loss in the current period at the fair value of the equity instruments at the grant date based on the best estimate on the quantity of exercisable equity instruments made by the Group in accordance with the latest changes in the number of exercisable employees, satisfaction of specified performance conditions and subsequent information at each balance sheet date within the vesting period.

Where the equity-settled share-based payments cannot be exercised in the end, the Group's cost or expenses shall not be recognised unless that the payments are exercisable under the market conditions or non-exercisable conditions. In this regard, whether the market conditions or non-exercisable conditions are satisfied or not, the payments are deemed to be exercisable only when the non-market conditions among all of the exercisable conditions are satisfied.

When the Group modifies the terms of a share-based payment arrangement and the modification increases the fair value of the equity instruments granted, the Group recognises the incremental value of services obtained by reference to the fair value of equity instruments at the modification date over their fair values prior to the modification. If the Group modifies the vesting conditions in a manner that is beneficial to the employee, the Group accounts for the modified vesting conditions prospectively; however, if the modification is detrimental to the employee, the existing vesting terms continue to apply unless the Group cancels all or a portion of the equity instruments granted. In the event of cancellation of equity instruments granted, the Group accelerates the vesting to the cancellation date and immediately recognises the amount that otherwise would have been recognised over the remaining vesting period in profit or loss for the current period, with a corresponding credit to capital reserve.

If the Group needs to repurchase the restricted shares that become invalid due to miss the unlocking conditions at the repurchasing price agreed in advance, the Group shall recognise liabilities and treasury shares according to the number of restricted shares and the corresponding repurchasing price.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

24. Revenue

Revenue is recognised at the amount of the consideration which the Group expects to be entitled to receive when obligations in a contract are performed, that is, the control of the goods or services is transferred to the customer.

Obtaining the control of related goods means being able to dominate the use of the goods and obtain almost all of its economic benefits.

It's transferring control of goods over time, if one of the following criteria is met. Otherwise, it's transferring control of goods at a point in time:

- (1) the customer simultaneously receives and consumes the benefits provided by the Company's performance as the Company performs;
- (2) customers can control goods under construction during the Company's performance of contract;
- (3) the Company's performance does not create an asset with an alternative use to the Company, and the Company has an enforceable right to payment for performance completed to date.

In respect of a contract obligation that is to be fulfilled within a period, the Company should recognise the revenue based on the progress of the obligation fulfilment within the period, except that the progress of the obligation fulfilment fails to be reasonably determined.

When the performance progress cannot be reasonably determined, the revenue shall be recognised according to the amount of costs incurred if the expenses incurred by the Group could be expected to be compensated, until the performance progress can be reasonably determined.

Revenue recognised at a point in time is determined when the customer obtains control of the goods and services.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****24. Revenue (Continued)**

Contract costs include contract fulfilment costs and contract acquisition costs. The costs are recognised as contract fulfilment costs on the condition that (1) the costs are incurred by the Group for the fulfilment of the current or expected sales contracts or service contracts, (2) the costs increase the resources that the Group will use to fulfil obligations in the future, and (3) the costs are expected to be recoverable. The contract fulfilment costs are recognised as the cost of sales of main operations based on the stage of completion when recognising revenue. Cost incurred by the Group for the acquisition of the contract is recognised as incremental costs of obtaining a contract. For costs of obtaining a contract with amortisation period of less than one year, it would be recognised in profit or loss for the current period when it occurs; for costs of obtaining a contract with amortisation period of more than one year, it would be amortised in profit or loss on the basis of revenue recognition of the related contract. If the carrying amount of contract cost is higher than the remaining consideration expected to be obtained by the provision of the service minus the estimated cost to be incurred, the Group makes impairment provisions on the excess and recognises it as asset impairment losses. As at the balance sheet date, based on whether the amortisation period of the contract fulfilment costs is less than one year or more than one year as determined upon initial recognition, the amount of the Group's contract fulfilment costs (net of related provision for asset impairment) is presented as inventories or other non-current assets respectively. For contract acquisition costs with an amortisation period more than one year as determined upon the initial recognition, the amount net of any related provision for asset impairment is presented as an other non-current asset.

The Group determines whether the Group is the primary responsible person or agent when engaging in the transactions based on whether the Group has control over the goods or services before the transfer of goods or services to the customer. Where the Group has control over the goods or services before the transfer of goods or services to the customer, the Group is the principal responsible person and recognises revenue based on the total consideration received or receivable. Otherwise, the Group acts as an agent and recognises revenue based on the commissions or service charge, which is based on the total amount of consideration received or receivable minus the consideration payable to other parties, or based on the established commission amount or proportion.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

24. Revenue (Continued)

The specific accounting policies related to the main activities of the Group to obtain revenue are described as follows:

(1) Revenue from sales of goods

The Group sells containers, road transport vehicles and equipment, airport equipment, fire fighting equipment, energy chemical equipment and recycled carrier equipment. Revenue is recognised at a point in time when the control over the goods is transferred after the Group has delivered the goods to the location as specified in the sales contract and the customer has accepted the goods.

The credit periods granted by the Group to customers in various industries are consistent with the practices of various industries, therefore, there is no significant financing component.

The Group provides product quality assurance for the sales of products and recognises corresponding provisions (Note V.34). The Group does not provide any additional services or additional quality assurance, so the product quality assurance does not constitute a separate fulfilment obligation.

The Group's cooperation model with distributors is outright sales, and the recognition of sales revenue under the distribution model is consistent with the direct sales model.

(2) Revenue from project engineering contracts

For construction services provided by the Group during the performance of contracts that have no alternative use, where the Group has an enforceable right to payment for performance completed to date over the contract term, the Group treats these as performance obligations satisfied over time. Revenue is recognised by measuring progress using the input method, which is to recognise revenue on the basis of the Group's efforts or inputs toward satisfying the performance obligation relative to the total expected inputs to the satisfaction of that performance obligation. For contracts where the terms do not convey an enforceable right to payment for performance completed to date over the contract term, these do not meet the criteria for performance obligations satisfied over time. The Group treats these as performance obligations satisfied at a point in time. The Group typically recognises revenue at the point in time when control of the related goods transfers, considering factors such as the present right to payment, transfer of significant risks and rewards of ownership, transfer of legal title, physical possession of the asset, and customer acceptance.

(3) Revenue from rendering of installation, research and development, design and other services

The Group provides external installation, research and development, design and other services, and recognises revenues over a period of time based on the progress of completed labour services. The progress of completed labour services is determined by the proportion of incurred costs to estimated total costs. At the balance sheet date, the Group re-estimated the progress of completed services so that it can reflect changes in fulfilment of the contract.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**24. Revenue (Continued)****(4) Revenue from rendering of freight forwarding services**

The logistics services provided by the Group mainly include “integrated” multimodal transport business, professional logistics services, terminals and value-added services. The “integrated” multimodal transport business mainly refers to the Group’s integration of global transportation resources to provide customers with comprehensive and standardised logistics services combining “river, sea, land, rail and air” transportation modes, which can be specifically divided into maritime business, air transportation business and land transportation business. In accordance with the requirements of the contract, revenue is recognised based on the completion of the services when the corresponding goods arrive and leave the port, obtain the corresponding receipts. The professional logistics services, terminals and value-added services provided by the Group are subject to the requirements of the contract, and the revenue is recognised based on the completion of the corresponding services.

(5) Revenue from steel product trading and agency services

For the Group’s trading, processing and sales of primarily steel products, as well as steel trading agency services, the Group delivers the goods to the designated delivery location in accordance with the contract terms. Revenue is recognised when the customer obtains acceptance of the goods and control has transferred.

In the steel product trading business, the Group procures relevant products based on market supply and demand dynamics as well as customer order requirements. After obtaining the steel products from third parties, the Group either directly transfers them to customers or processes the goods before transferring them to customers. The Group comprehensively considers whether it bears the primary responsibility for delivering the products and ensuring they meet customer specifications and quality requirements, whether it has discretion in selecting suppliers and determining procurement pricing with availability of many alternative qualified suppliers, and whether it has the right to decide the sales counterparty and pricing, while also bearing significant inventory risks. If the Group is deemed to control the steel products prior to transfer to the customer, then it is the principal and recognises revenue based on the total consideration received or receivable. Otherwise, the Group acts as an agent and recognises revenue based on the expected commission or service fee, which is the net amount after deducting payments to other parties from the total consideration, or based on a pre-determined commission amount or percentage.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

25. Employee benefits

Employee benefits represent all kinds of allowances and compensations paid by the Group for services rendered by employees or for termination of employment relationship, which mainly include short-term wages, post-employment benefits and termination benefits.

(1) Short-term wages

Short-term wages include wages or salaries, bonuses, allowances and subsidies, staff welfare, medical insurance, work injury insurance, maternity insurance, housing funds, labour union funds, employee education funds and short-term paid absence. Actual short-term wages are recognised as liabilities in the periods when the employees render services and are charged into profit or loss or capitalised in costs of related assets. The non-monetary welfare is measured at fair value.

(2) Post-employment benefits

The Group classifies post-employment benefits into defined contribution plans and defined benefit plans. A defined contribution plan is a post-employment benefits plan that no longer assumes further payment obligations after the Group pays a fixed fee to an independent fund; a defined benefit plan is a post-employment benefit plan other than the defined contribution plan. During the reporting period, the Group's post-employment benefits are basic pension insurance and unemployment insurance, which are all defined contribution plans.

Basic pension insurance

The Group's employees participated in the basic social pension insurance organised and implemented by local labour and social security bureau. Monthly payments of premiums on the basic pensions are calculated according to the bases and percentage prescribed by the relevant local authorities. After retirement, local labour and social security bureau is responsible for paying the pension benefit to the retired employees. The amounts based on the above calculations are recognised as liabilities in the accounting period in which the service has been rendered by the employees, with a corresponding charge to the profit or loss for the current period or the cost of relevant assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**25. Employee benefits (Continued)****(3) Termination benefits**

The Group provides compensation for terminating the employment relationship with employees before the end of the employment contracts or as an offer to encourage employees to accept voluntary redundancy before the end of the employment contracts. The Group recognises a liability arising from compensation for termination of the employment relationship with employees, with a corresponding charge to profit or loss for the current period at the earlier of the following dates: when the Group cannot unilaterally withdraw an employment termination plan or a curtailment proposal; when the Group recognises costs or expenses for a restructuring that involves the payment of termination benefits.

The termination benefits expected to be settled within one year since the balance sheet date are classified as employee benefits payable.

26. Government grants

Government grants refer to the monetary or non-monetary assets obtained by the Group from the government, including refund of taxes and financial subsidies.

A government grant is recognised when the conditions attached to it can be complied with and the government grant can be received. If a government grant in the form of transfer of monetary assets, the grant is measured at the amount received or receivable. For a government grant in the form of transfer of non-monetary assets, it is measured at fair value; if the fair value is not reliably determinable, the grant is measured at nominal amount.

Government grants related to assets represent grants obtained from government for the purposes of purchase, construction or acquisition of the long-term assets. Government grants related to income represent those government grants other than related to assets.

Government grants related to assets are either deducted against the carrying amount of the assets, or recorded as deferred income and recognised in profit or loss on a systemic basis over the useful lives of the assets. Government grants related to income and used to compensate related costs or losses in coming periods are recognised as deferred income and are recognised as profit or loss or deducted related cost in the period of related costs and expenses realised. Government grants related to income used to compensate related expenses or losses occurred are directly recognised as current year's profit or loss or deducted related costs. The Group uses the same presentation method to disclosure government grants in the same category.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

26. Government grants (Continued)

Government grants related to daily activities are included in operating profits. Government grants that are not related to daily activities are included in non-operating income and expenditure.

For the policy-based preferential interest rate loans received by the Group, the recorded value of the borrowings shall be the borrowing amount actually received, and the relevant borrowing costs shall be calculated based on the principal of the borrowings and the policy preferential interest rate. The financial interest subsidy directly received by the Group reduces the relevant borrowing costs.

27. Held for sale and discontinued operations

A non-current asset or a disposal group is classified as held for sale when all of the following conditions are satisfied:

- the non-current asset or the disposal group is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such non-current asset or disposal group;
- the Group has entered a legally enforceable sales agreement with other parties and obtained relevant approval, and the sales transaction is expected to be completed within one year.

Non-current assets (except for financial assets, investment properties measured at fair value and deferred tax assets) that meet the recognition criteria for held for sale are recognised at the amount equal to the lower of the fair value less costs to sell and the carrying amount. Any excess of the original carrying amount over the fair value less costs to sell is recognised as asset impairment losses.

Such non-current assets and assets and liabilities included in disposal groups classified as held for sale are classified as current assets and current liabilities respectively, and are separately presented in the balance sheet.

A discontinued operation is a component of the Group that either has been disposed of or is classified as held for sale, and is separately identifiable and satisfies one of the following conditions:

- it represents a separate major line of business or geographical area of operations;
- it is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations;
- it is a subsidiary acquired exclusively with a view to resale.

The net profit from discontinued operations in the income statement includes operating profit or loss and disposal gains or losses of discontinued operations.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

**III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES
(Continued)****28. Deferred tax assets and deferred tax liabilities**

Deferred tax assets and deferred tax liabilities are calculated and recognised based on the differences arising between the tax bases of assets and liabilities and their carrying amounts (temporary differences). Deferred tax asset is recognised for the deductible losses that can be carried forward to subsequent years for deduction of the taxable profit in accordance with the tax laws. No deferred tax liability is recognised for a temporary difference arising from the initial recognition of goodwill. No deferred tax asset or deferred tax liability is recognised for a temporary difference arising from the initial recognition of assets or liabilities due to a transaction other than a business combination where the initial recognition of assets or liabilities does not result in equal taxable temporary differences and deductible temporary differences, which affects neither accounting profit nor taxable profit (or deductible loss). At the balance sheet date, deferred tax assets and deferred tax liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled.

Deferred tax assets are only recognised for deductible temporary differences, deductible losses and tax credits to the extent that it is probable that taxable profit will be available in the future against which the deductible temporary differences, deductible losses and tax credits can be utilised.

Deferred tax liabilities are recognised for temporary differences arising from investments in subsidiaries, associates and joint ventures, except where the Group is able to control the timing of reversal of the temporary differences, and it is probable that the temporary differences will not be reversed in the foreseeable future. When it is probable that the temporary differences arising from investments in subsidiaries, associates and joint ventures will be reversed in the foreseeable future and that the taxable profit will be available in the future against which the temporary differences can be utilised, the corresponding deferred tax assets are recognised.

At the balance sheet date, deferred tax assets and deferred tax liabilities are offset when:

- that tax payer within the Group has a legally enforceable right to offset current tax assets against current tax liabilities;
- the deferred tax assets and deferred tax liabilities are related to the same tax payer within the Group and the same taxation authority, or related to different tax payers. However, in each future period when deferred tax assets and liabilities of importance are reversed, the involved tax payers intend to settle the current income tax assets and liabilities at a net amount or to acquire assets and settle liabilities at the same time.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

29. Leases

A lease is a contract whereby, within a certain period of time, the lessor gives the right to use the assets to the lessee in order to obtain consideration.

(1) The Group as the lessee

The Group recognizes the right-of-use asset on the commencement date of the leases term and recognizes the lease liabilities at the present value of the unpaid leases payments. Leases payments include fixed payments and payments to be made if it is reasonably determined that the option to purchase or terminate the leases will be exercised. The variable rent determined by a certain proportion of sales revenue shall not be included in leases payments and shall be included in the current profit or loss when actually incurred. The Group shall present the 'lease liabilities' paid within one year (including one year) from the balance sheet date as 'non current liabilities' due within one year.

Right-of-use assets comprise leased buildings, land use rights, machinery and equipment, motor vehicles, office and other equipment. Right-of-use assets are measured initially at cost, which comprises the amount of the initial measurement of lease liabilities, any lease payments made at or before the commencement date and any initial direct costs, less any lease incentives received. If there is reasonable certainty that the Group will obtain ownership of the underlying asset by the end of the lease term, the asset is depreciated over its remaining useful life; otherwise the asset is depreciated over the shorter of the lease term and its remaining useful life. The carrying amount of the right-of-use asset is reduced to the recoverable amount when the recoverable amount is below the carrying amount.

For short-term leases with a leases term not exceeding 12 months and low value assets leases with a single assets term. The Group chooses not to recognize right-of-use assets and lease liabilities, and shall record relevant rental expenses in profit or loss or relevant asset cost on a straight-line basis during each period of lease period.

When the lease contract changes and the following conditions are met at the same time, the Group should treat it as a separate lease for accounting treatment: (1) The new lease contract expands the lease scope by adding one or more rights to use the leased asset; (2) The increased consideration is equivalent to the individual price for the majority of the leases expansion, adjusted for the circumstances of the contract.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**29. Leases (Continued)****(1) The Group as the lessee (Continued)**

When the lease change is not accounted for as a separate lease, the Group will re-determine the lease term on the effective date of the lease change, except for the simplified method for contract changes prescribed by the Ministry of Finance. In addition, the revised discount rate is used to discount the changed lease payment and remeasure the lease liability. If the lease change causes the scope of the lease to be narrowed or the lease term to be shortened, the Group will correspondingly reduce the carrying amount of the right-of-use asset, and the relevant gains or losses from the partial or complete termination of the lease are included in profit and loss for the current period. If other lease changes cause the lease liability to be remeasured, the Group will adjust the carrying amount of the right-of-use asset accordingly.

The Group chooses to adopt the simplified method for the eligible rent reduction and exemption reached on the existing lease contract. When the original payment obligation is relieved by the agreement, the undiscounted amount of the reduction and exemption shall be recorded in the current profit or loss and the lease liability shall be adjusted accordingly.

(2) The Group as the lessor

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of a leased asset to the lessee. An operating lease is a lease other than a finance lease.

(a) Operating leases

When the Group leases its own houses, buildings, machinery and equipment and transportation tools, the rental income from operating leases shall be recognized on a straight-line basis during the lease period. The variable rent determined by the Group based on a certain proportion of sales revenue is recognized as rental income when it is actually incurred.

When there is a change in the lease, the Group shall treat it as a new lease from the effective date of the change, and shall recognize the advance receipts or receivable lease receipts related to the lease before the change as the receipts of the new lease.

(b) finance lease

At the commencement date, the Group recognises the finance lease receivables under a finance lease and derecognises relevant assets. The finance lease receivables under a finance lease are presented as long-term receivables; the finance lease receivables under a finance lease due within one year (inclusive) as from the balance sheet date are included in the current portion of non-current assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

30. Hedge accounting

Hedge accounting method refers to the method of recording the gains or losses generated by the hedging instrument and the hedged item into the current profit or loss (or other comprehensive income) in the same accounting period to reflect the impact of risk management activities.

The hedged item is the item that makes the Group face the risk of changes in fair value or cash flow and is designated as the hedged object and can be reliably measured. The Group's hedging mainly includes cash flow hedging.

The hedging instrument is a financial instruments designated by the Group for hedging, whose changes in fair value or cash flow are expected to offset the changes in fair value or cash flow of the hedged item.

The Group continuously evaluates whether the hedging relationship meets the requirements of hedging effectiveness on the hedging start date and in subsequent periods. When the hedging meets the following conditions at the same time, the Group asserts that the hedging relationship meets the hedging effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument;
- In the value change caused by the economic relationship between the hedged item and the hedging instrument, the impact of credit risk does not dominate;
- The hedging ratio of a hedging relationship shall be equal to the ratio of the number of hedged items actually hedged by the enterprise to the actual number of hedging instruments hedging them.

If the hedging relationship no longer meets the hedging effectiveness requirements due to the hedging ratio, but the risk management objective of the designated hedging relationship has not changed, the Group rebalances the hedging relationship and adjusts the number of hedged items or hedging instruments in the existing hedging relationship to make the hedging ratio meet the hedging effectiveness requirements again.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**30. Hedge accounting (Continued)**

In case of any of the following circumstances, the Group will terminate the use of hedge accounting:

- Due to changes in risk management objectives, the hedging relationship no longer meets the risk management objectives;
- The hedging instrument has expired, been sold, the contract has been terminated or has been exercised;
- The economic relationship between the hedged item and the hedging instrument no longer exists, or the impact of credit risk begins to dominate in the value change caused by the economic relationship between the hedged item and the hedging instrument;
- The hedging relationship no longer meets other conditions for applying the hedging accounting method.

(1) Cash flows Hedging

Cash flow hedging refers to the hedging of exposure to cash flow changes. The part of the gains or losses arising from the hedging instruments that are valid for hedging is included in the Group's other comprehensive income as a cash flow hedging reserve. The amount of the cash flow hedge reserve is the lower of the absolute amount of:

- The accumulated gains or losses of the hedging instrument since the beginning of hedging;
- The cumulative change in the present value of the estimated future cash flows of the hedged item since the beginning of the hedged item.

The amount of cash flow hedge reserve recognized in other comprehensive income in each period is the change in cash flow hedge reserve in the current period.

The gains or losses generated by hedging instruments that belong to ineffective hedging shall be recorded in profit or loss of the current period.

If the hedged item is a forecasted transaction, and that forecasted transaction will result in the Group subsequently recognizing a non-financial asset or non-financial liability, or if a forecasted transaction of a non-financial asset or non-financial liability constitutes a firm commitment eligible for fair value hedge accounting, the Group shall reclassify the cash flow hedge reserve amount previously recognized in other comprehensive income to the initial carrying amount of that asset or liability.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

30. Hedge accounting (Continued)

(1) Cash flows Hedging (Continued)

For cash flow hedges that do not fall under the above circumstances, the Group shall transfer out the amount of cash flow hedge reserve originally recognized in other comprehensive income during the same period when the expected cash flows of the hedged affects profit or loss and record it in the current profit or loss.

When the Group terminates the application of hedge accounting for cash flow hedging, the accumulated amount of cash flow hedge reserve recognized in other comprehensive income shall be treated in accordance with the following accounting policies:

- If the hedged future cash flows are expected to still occur, the accumulated amount of cash flow hedge reserve shall be retained and accounting treatment shall be carried out in accordance with accounting policies for cash flow hedging mentioned above;
- If the hedged future cash flows are no longer expected to occur, the accumulated amount of cash flow hedge reserve shall be transferred out of other comprehensive income and recorded in profit or loss of the current period.

31. Dividend distribution

Cash dividend is recognised as a liability for the period in which the dividend is approved by the shareholders' meeting.

Distributions of dividends or profits proposed in the profit appropriation plan which will be authorised and declared after the balance sheet date, are not recognised as a liability at the balance sheet date but disclosed in the notes separately.

32. Related parties

If a party has the power to control, jointly control or exercise significant influence over another party, or where two or more parties are subject to common control or joint control from another party, they are considered to be related parties. Related parties may be individuals or enterprises. Enterprises with which the Company is under common control only from the State and that have no other related party relationships are not regarded as related parties.

In addition, the Group also determines the related parties of the Group or the Company in accordance with the Administrative Measures for Information Disclosure of Listed Companies issued by the CSRC.

CHAPTER IX**FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON**

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**33. Segment reporting**

Reportable segments are identified and segment information is disclosed based on operating segments which are determined based on the structure of the Group's internal organisation, management requirements and internal reporting system. An operating segment is a component of the Group that meets the following conditions:

- it engages in business activities from which it may earn revenues and incur expenses;
- its financial performance is regularly reviewed by the Group's management to make decisions about resource to be allocated to the segment and assess its performance;
- the Group is able to obtain its accounting information regarding financial position, financial performance and cash flows, etc.

If two or more operating segments have similar economic characteristics and have the same or similar characteristics in the following aspects, they can be merged into one operating segment.

- the nature of each product and service;
- the nature of production processes;
- the type or class of customers for the products and services;
- the method of selling products or providing services;
- the production of products and provision of labor services are influenced by laws and administrative regulations.

When the Group prepares the segment reporting, revenue from inter segment transactions is measured based on the actual transaction price. The accounting policies adopted in the preparation of segment reporting are consistent with the accounting policies adopted in the preparation of the financial statements of the Group.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

34. Critical accounting estimates and judgements

The Group continuously evaluates the significant accounting estimates and key judgments, using historical experience and other factors, including reasonable expectations of future events.

(1) Key judgements in applying the accounting policies

(a) *Judgement of significant increase in credit risk and credit impairment*

The main 'criteria' for the Group to determine whether credit risk has significantly increased and credit impairment has occurred are that the number of overdue days exceeds the deadline, or one or more of the following indicators have significantly changed: the operating environment of the debtor, internal and external credit ratings, significant changes in actual or expected operating results, significant decrease in collateral value or credit rating of the guarantor, and significant financial difficulties of the debtor, undertaking other debt restructuring or likely bankruptcy.

(b) *Judgement on revenue of steel products trade as the main responsible person and agent*

In the steel product trading business, the Group procures relevant products based on market supply and demand dynamics as well as customer order requirements. After obtaining the steel products from third parties, the Group either directly transfers them to customers or processes the goods before transferring them to customers. The Group comprehensively considers whether it bears the primary responsibility for delivering the products and ensuring they meet customer specifications and quality requirements, whether it has discretion in selecting suppliers and determining procurement pricing with availability of many alternative qualified suppliers, and whether it has the right to decide the sales counterparty and pricing, while also bearing significant inventory risks. If the Group is deemed to control the steel products prior to transfer to the customer, then it is the primary responsible person and recognises revenue based on the total consideration received or receivable. Otherwise, the Group acts as an agent and recognises revenue based on the expected commission or service fee, which is the net amount after deducting payments to other parties from the total consideration, or based on a pre-determined commission amount or percentage.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**34. Critical accounting estimates and judgements (Continued)****(2) Critical accounting estimates and key assumptions***(a) Measurement of ECL*

The Group calculates ECL through default risk exposure and ECL rate, and determines the ECL rate based on default probability and default loss rate or the ageing matrix. In determining the ECL rate, the Group uses data such as internal historical credit losses experience and adjusts historical data based on current conditions and forward-looking information.

When considering forward-looking information, the Group has considered different macroeconomic scenarios. The Group regularly monitors and reviews important macroeconomic assumptions and parameters related to the calculation of ECL, including the growth rate of Gross Domestic Product ("GDP"), inflation rate, China's merchandise exports as a percentage of nominal GDP, Chinese money supply growth rate and the rate of change in U.S. imports and exports, among others. In 2025, the Group considered the uncertainty under different macroeconomic scenarios and updated the relevant assumptions and parameters accordingly.

(b) Impairment of long-term assets

As described in Note III.20, if a long-term asset (including fixed assets, construction in progress, long-term equity investments, intangible assets and right-of-use assets) and goodwill with an indication of impairment is tested for impairment at each balance sheet date and it indicates that the recoverable amount of the asset is less than its carrying amount, a provision for impairment and an assets impairment loss are recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount of an asset is the higher of the fair value less costs of disposal and the present value of the future cash flows expected to be derived from it, which require the use of estimates.

The Group uses the estimate of present value of future cash flows to determine the recoverable amount. As there are uncertainties of the economic environment of relevant region, the revenue growth rate, gross profit margin and pre-tax discount rate used in calculating the present value of estimated future cash flows are also subject to uncertainties.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

34. Critical accounting estimates and judgements (Continued)

(2) Critical accounting estimates and key assumptions (Continued)

(b) *Impairment of long-term assets (Continued)*

If the management revises the growth rate used in the calculation of the future cash flow of the relevant asset group, and the revised growth rate is lower than the currently adopted growth rate, the Group needs to increase the provision for impairment of relevant assets.

If the management revises the gross profit margin used in the future cash flow calculation of the relevant asset group, and the revised gross profit margin is lower than the gross profit margin currently used, the Group needs to increase the provision for impairment of relevant assets.

If the management revises the discount rate before tax applied to the cash flow discount and the revised discount rate before tax is higher than the discount rate currently used, the Group needs to increase the provision for impairment of relevant assets.

If the actual growth rate and gross profit margin are higher or actual pre-tax discount rate is lower than the management's estimate, the Group cannot reverse the relevant asset impairment losses that have been previously accrued.

(c) *Provision for impairment of inventories*

As described in Note III.11, the net realisable value of inventories is under the management's regular review, and as a result, the decline in the value of inventories is recognised for the excess of inventories' carrying amounts over their net realisable value. When making estimates of net realisable value, the Group takes into consideration the use of inventories held on hand and other information available to form the underlying assumptions, including the inventories' market prices and the Group's historical operating costs. The actual selling price, the costs of completion and the costs necessary to make the sale and relevant taxes may vary based on the changes in market sales, manufacturing technology and the actual use of the inventories, resulting in the changes in provision for impairment of inventories. The profit or loss may then be affected in the current period when the provision for impairment of inventories is adjusted.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)**34. Critical accounting estimates and judgements (Continued)****(2) Critical accounting estimates and key assumptions (Continued)***(d) Depreciation and amortisation of assets such as fixed assets and intangible assets*

As described in Notes III.14 and 17, fixed assets, intangible assets and other assets are depreciated and amortised over their useful lives after taking into account residual value. The useful lives of the assets are regularly reviewed by the Group to determine the depreciation and amortisation costs charged in each reporting period. The useful lives of the assets are determined based on historical experiences of similar assets and the estimated technical changes. If there have been significant changes in previous estimates, depreciation and amortisation expenses will be adjusted in future periods.

(e) Product quality assurance

As stated in Note V.34, the Group estimates the provision based on recent product repair experience for after-sales quality repair commitments to customers when selling products. As recent maintenance experience may not reflect future maintenance of sold products, management of the Group needs to use more judgment to estimate this provision. Any increase or decrease in this provision may affect profit or loss for future years.

(f) Completion progress of the project engineering contract

As described in Note III.24, contract revenue and contract profit are recognised based on the stage of completion of a contract which is determined with reference to the proportion of the accumulated actual contract costs incurred to the total estimated contract costs or actual construction work completed to the total estimated construction work. Where a contract is completed substantially and its contract revenue and contract expenses to completion can be reliably measured, the Group estimates contract revenue and contract expenses with reference to its recent construction experience and the nature of the construction contracts. For a contract that is not completed substantially, contract revenue that should be recognised based on its stage of completion, is not recognised and disclosed in the financial statements. Therefore, at the balance sheet date, actual total contract revenue and total contract cost may be higher or lower than the estimated total contract revenue and total contract cost and any changes of estimated total contract revenue and total contract cost may have financial impact on future profit or loss.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

III. SIGNIFICANT ACCOUNTING POLICIES AND ACCOUNTING ESTIMATES (Continued)

34. Critical accounting estimates and judgements (Continued)

(2) Critical accounting estimates and key assumptions (Continued)

(g) *Income taxes and deferred income taxes*

The Group pays corporate income tax in multiple regions. In normal business activities, there is uncertainty in the final tax treatment of certain transactions and matters. When making provision for income tax expenses in various regions, the Group needs to make significant judgments. If there is a difference between the final outcome of these tax matters and the amount initially recorded, the difference will affect the amount of income tax expenses and deferred income tax during the period of making the final determination mentioned above.

As stated in Note IV.2, some of the subsidiaries of the Group are high-tech enterprises. The validity period of the high-tech enterprise qualification is 3 years. After the expiration, the application for high-tech enterprise certification must be resubmitted to the relevant government department. Based on the historical experience of re-certification after the expiration of high-tech enterprises in previous years and the actual situation of these subsidiaries, the Group believes that these subsidiaries can continue to obtain high-tech enterprise certification in the coming years, and then calculate their corresponding deferred income tax at a preferential tax rate of 15%. If in the future some subsidiaries fail to obtain re-certification after the expiration of the high-tech enterprise qualification, the income tax will be calculated at the statutory tax rate of 25%, which will affect the recognised deferred tax assets, deferred tax liabilities and income tax expenses.

For the deductible losses that can be carried forward in subsequent years, the Group shall recognise the corresponding deferred tax assets within the limit of the taxable income that is likely to be used to deduct the deductible losses in the future period. The taxable income obtained in the future period includes the taxable income that the Group can realise through normal production and operation activities, and the taxable income that will increase when the taxable temporary difference generated in the previous period is reversed in the future period. The Group needs to use estimates and judgements when determining the time and amount of taxable income in the future. If there is a difference between the actual situation and the estimate, it may lead to adjustments to the carrying amount of deferred tax assets.

(h) *Estimation of fair value of investment properties*

The Group recognised the fair value of the investment properties based on the valuation assessed by the independent professional valuer, the valuation assessed by management or quotes from potential independent third-party buyers. To assess the fair value of investment properties, as stated in Note IX.1, several significant judgements and assumptions are used.

35. Significant changes in accounting policies

The Group has no significant changes in accounting policies for the year.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IV. TAXATION

1. Main taxes categories and rates

Category	Tax basis	Tax rate
Value-added tax ("VAT")	The output VAT calculated based on taxable income from sales of goods and rendering of service, after subtracting the deductible input VAT of the period, is VAT payable	6%, 9% and 13%
Urban maintenance and construction tax	VAT payable	7%
Corporate income tax	Taxable income	Note 1
Sales tax/VAT in the United States/Germany/United Kingdom	Calculated based on revenue arising from sales of goods and rendering of service, less deductible or refundable taxes for purchase of goods	6% – 20%

Note 1: The income tax rates applicable to the Company and the major subsidiaries for the year are as follows:

	2025	2024
The Company	25%	25%
Subsidiaries registered in China	15% – 25%	15% – 25%
Subsidiaries registered in Hong Kong, China	16.5% – 25%	16.5% – 25%
Subsidiaries registered in British Virgin Islands	–	–
Subsidiaries registered in U.S.	21%	21%
Subsidiaries registered in Germany	15.83% – 36.13%	15.83% – 36.13%
Subsidiaries registered in Britain	19% – 25%	19% – 25%
Subsidiaries registered in Australia	30%	30%
Subsidiaries registered in the Netherlands	25.8%	25.8%
Subsidiaries registered in Belgium	25%	25%
Subsidiaries registered in Denmark	22%	22%
Subsidiaries registered in Poland	19%	19%
Subsidiaries registered in Thailand	20%	20%
Subsidiaries registered in Singapore	17%	17%
Subsidiaries registered in Sweden	20.6%	20.6%
Subsidiaries registered in Cayman Islands	–	–
Subsidiaries registered in Malaysia	24%	24%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IV. TAXATION (Continued)

2. Preferential tax treatments

In 2025, the following major subsidiaries of the Company have obtained the High-tech Enterprise Certificate, which is valid for 3 years. According to the relevant provisions of Article 28 of the *Corporate Income Tax Law of the People's Republic of China*, the following subsidiaries of the Group can enjoy the preferential corporate income tax policies at the rate of 15% during the validity period:

Name of enterprises	Local statutory tax rate	Preferential tax rate		Reasons
		2025	2024	
Nantong CIMC Special Transportation Equipment Manufacture Co., Ltd.	25%	15%	15%	High-tech enterprise
Xinhui CIMC Special Transportation Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Yangzhou Runyang Logistics Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Yangzhou Tonglee Reefer Container Co., Ltd.	25%	15%	15%	High-tech enterprise
Taicang CIMC Reefer Logistics Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Taicang CIMC Special Logistics Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Qingdao CIMC Special Reefer Co., Ltd.	25%	15%	15%	High-tech enterprise
Beijing CIMC Zhiben Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Cold Cloud (Beijing) Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Hunan CIMC New Material Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Qingdao CIMC Chuangying Composites Co., Ltd.	25%	15%	15%	High-tech enterprise

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IV. TAXATION (Continued)

2. Preferential tax treatments (Continued)

Name of enterprises	Local statutory tax rate	Preferential tax rate		Reasons
		2025	2024	
Dalian CIMC Special Logistics Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Fujian CIMC New Energy Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Nantong CIMC Yuanneng Integrated Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Yangzhou CIMC Intelligent Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Guangdong CIMC Building Construction Co. Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen CIMC Construction Co., Ltd.	25%	15%	15%	High-tech enterprise
Wuhu CIMC Ruijiang Automobile Co., Ltd.	25%	15%	15%	High-tech enterprise
Zhumadian CIMC Huajun Vehicle Trading Co., Ltd.	25%	15%	15%	High-tech enterprise
Yangzhou CIMC Tong Hua Special Vehicles Co., Ltd.	25%	15%	15%	High-tech enterprise
Dongguan CIMC Special Vehicle Co., Ltd.	25%	15%	15%	High-tech enterprise
Zhumadian CIMC Huajun Vehicle Casting Co., Ltd.	25%	15%	15%	High-tech enterprise
Shandong Master Special Purpose Vehicle Manufacturing Co., Ltd.	25%	15%	15%	High-tech enterprise

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IV. TAXATION (Continued)

2. Preferential tax treatments (Continued)

Name of enterprises	Local statutory tax rate	Preferential tax rate		Reasons
		2025	2024	
CIMC Vehicles (Shandong) Co., Ltd.	25%	15%	15%	High-tech enterprise
Luoyang CIMC Lingyu Automobile Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Vehicles (Jiangmen) Co., Ltd.	25%	15%	15%	High-tech enterprise
Jiangsu Baojing Auto Parts Co., Ltd.	25%	15%	15%	High-tech enterprise
Zhangjiagang CIMC Sanctum Cryogenic Equipment Machinery Co., Ltd.	25%	15%	15%	High-tech enterprise
Shijiazhuang Enric Gas Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Jingmen Hongtu Special Aircraft Manufacturing Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Safeway Technologies Co., Ltd.	25%	15%	15%	High-tech enterprise
Liaoning CIMC Hashenleng Gas Liquefaction Plant Co., Ltd.	25%	15%	15%	High-tech enterprise
Nantong CIMC Energy Equipment Co., Ltd.	25%	15%	15%	High-tech enterprise
Nantong CIMC Pacific Ocean Engineering Co., Ltd.	25%	15%	15%	High-tech enterprise
ANJIEHUI IOT information technology (Suzhou) Co., Ltd. (now known as CIMC Digital Energy (Suzhou) Technology Co., Ltd. (中集數能(蘇州)科技有限公司))	25%	15%	15%	High-tech enterprise

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IV. TAXATION (Continued)

2. Preferential tax treatments (Continued)

Name of enterprises	Local statutory tax rate	Preferential tax rate		Reasons
		2025	2024	
Shanghai CIMC TGE Gas Engineering Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Enric Engineering Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Liquid Process Technologies Co., Ltd.	25%	15%	15%	High-tech enterprise
ChengDu Lanshi Low-Temperature technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Zhangjiagang CIMC Shengdayin Engineering Co., Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen CIMC – TianDa Airport Support Co., Ltd.	25%	15%	15%	High-tech enterprise
Allied Best (China) Fire Safety Equipment Manufacturing Co., Ltd.	25%	15%	15%	High-tech enterprise
Pteris Global (Beijing) Limited	25%	15%	15%	High-tech enterprise
CIMC Deli Logistics System (Suzhou) Co., Ltd.	25%	15%	15%	High-tech enterprise
Xinfa Airport Equipment Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen CIMC TianDa Logistics Systems Engineering Co., Ltd.	25%	15%	15%	High-tech enterprise

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IV. TAXATION (Continued)

2. Preferential tax treatments (Continued)

Name of enterprises	Local statutory tax rate	Preferential tax rate		Reasons
		2025	2024	
Shenyang Jietong Fire Truck Co., Ltd.	25%	15%	15%	High-tech enterprise
CIMC Security Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen CIMC-Tianda Jirong Aviation Air-condition Co., Ltd.	25%	15%	15%	High-tech enterprise
Sichuan Chuanxiao Fire Safety Vehicle Manufacturing Co., Ltd.	25%	15%	15%	High-tech enterprise
Langfang CIMC Airport Support Co., Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen Guoneng Chentai Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Yantai CIMC Raffles Offshore Ltd.	25%	15%	15%	High-tech enterprise
Longkou CIMC Raffles Offshore Engineering Co., Ltd.	25%	15%	15%	High-tech enterprise
HAIYANG CIMC RAFFLES OFFSHORE LTD.	25%	15%	15%	High-tech enterprise
Yantai CIMC Blue Ocean Technology Co., Ltd.	25%	15%	15%	High-tech enterprise
Shenzhen Intelligent Ocean Engineering Innovation Center Co., Ltd.	25%	15%	25%	High-tech enterprise
Yantai Tiezhongbao Steel Processing Co., Ltd.	25%	15%	15%	High-tech enterprise

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Please refer to Note VII.1 and Note V.14 for the definition of subsidiaries, associates and joint ventures.

1. Cash at bank and on hand

	31 December 2025	31 December 2024
Cash in hand	2,934	3,975
Bank deposits	22,146,079	19,000,026
Other cash balances (i)	2,115,391	2,617,311
Total	24,264,404	21,621,312
Including: Total cash abroad	5,368,685	5,405,654

- (i) As at 31 December 2025, other cash balances included time deposits of RMB1,052,000,000 (31 December 2024: RMB1,335,104,000) due over three months and within one year of Enric, a subsidiary of the Group.
- (ii) As at 31 December 2025, restricted cash at bank and on hand of the Group amounted to RMB1,348,956,000 (31 December 2024: RMB2,637,728,000), including bank deposits of RMB567,215,000 (31 December 2024: RMB436,949,000), mainly restricted by the required reserves deposited with the central bank; and other cash balances of RMB781,741,000 (31 December 2024: 2,200,779,000), restricted due to guarantee (Note V.25).

As at 31 December 2025, restricted cash at bank and on hand of the Group mentioned above included deposits of CIMC Finance Company ("**Finance Company**"), a subsidiary of the Group, in the People's Bank of China, amounting to RMB542,727,000 (31 December 2024: RMB419,838,000). Finance Company is a finance institution authorised by the National Financial Regulatory Administration (formerly known as China Banking Regulatory Commission).

2. Financial assets held for trading

	31 December 2025	31 December 2024
Monetary fund and equity investments (i)	826,871	1,346,116
Wealth management products	400,000	—
Contingent consideration	—	13,004
Total	1,226,871	1,359,120

- (i) They mainly comprise monetary fund and equity investments purchased by CIMC Group Head Office, Finance Company and CIMC Capital Holdings Limited ("**CIMC Capital**"), the Group's subsidiaries, respectively. The fair value of the fund is determined based on the statement of net assets value provided by Fund Company as at 31 December 2025, and the value of the equity is determined based on the fair value as at 31 December 2025.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

3. Derivative financial assets and derivative financial liabilities

	Note	31 December 2025	31 December 2024
Derivative financial assets –			
Forward foreign exchange contracts	(1)	1,849	3,605
Foreign exchange option contracts	(2)	–	7,512
Exchange rate/interest rate swap contracts		23	25
Sub-total		1,872	11,142
Less: Derivative financial assets due more than one year (Note V.13)		(23)	–
Total		1,849	11,142
Derivative financial liabilities –			
Forward foreign exchange contracts	(1)	4,325	80,392
Foreign exchange option contracts	(2)	2,418	253,960
Exchange rate/interest rate swap contracts		62	10,876
Sub-total		6,805	345,228
Less: Non-current portion of derivative financial liabilities (Note V.41)		(20)	(461)
Total		6,785	344,767

(1) Forward foreign exchange contracts

As at 31 December 2025, the Group had certain unsettled forward foreign exchange contracts, mainly denominated in USD, GBP, EUR, AUD, MXN and THB. The nominal amount of these contracts amounted to USD42,135,000, GBP300,000, EUR13,151,000, AUD1,422,000, MXN184,948,000, and THB148,000,000 respectively. Pursuant to these forward foreign exchange contracts, the Group is required to buy/sell foreign currencies, such as USD, GBP, EUR, AUD, MXN and THB of contracted nominal amount at agreed rates in exchange of RMB at the contract settlement dates. These forward foreign exchange contracts will be settled on a net basis by comparing the market rates at the settlement dates and the agreed rates. The settlement dates of the aforesaid forward foreign exchange contracts range from 4 January 2026 to 18 August 2028.

(2) Foreign exchange option contracts

As at 31 December 2025, the Group had certain unsettled foreign exchange option contracts mainly denominated in USD. The nominal amount of these contracts amounted to USD60,000,000. Pursuant to these foreign exchange option contracts, the Group is required to buy/sell RMB against the corresponding USD currency of the contracted nominal amount at the agreed strike rates on the contract settlement dates. These foreign exchange option contracts will be settled on a net basis by comparing the market rates at the settlement dates and the agreed rates. The settlement dates of the aforesaid foreign exchange option contracts range from 23 January 2026 to 24 February 2026.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Notes receivables

(a) Classification of notes receivables

	31 December 2025	31 December 2024
Bank acceptance notes	112,143	199,293
Trade acceptance notes	324,196	570,298
Sub-total	436,339	769,591
Less: Provision for bad debts	(821)	(1,868)
Total	435,518	767,723

(b) As at 31 December 2025, the pledged notes receivables presented in the notes receivables of the Group amounted to RMB7,607,000 (2024: RMB8,999,000).

(c) As at 31 December 2025, notes receivables endorsed or discounted but not due, presented as notes receivables of the Group are as follows:

	Derecognised at the end of the year	Not derecognised at the end of the year
Bank acceptance notes (i)	—	105,197
Trade acceptance notes	—	103,795
Total	—	208,992

(i) In 2025 and 2024, some subsidiaries of the Group managed some of the notes receivables with the business model targeted for the collection of contractual cash flows as well as the sale of notes receivables. Therefore, bank acceptance notes meeting the above conditions and business model were classified as financial assets at fair value through other comprehensive income, and presented as receivables financing(Note V.6). Remaining bank acceptance notes and trade acceptance notes which do not meet the above conditions and business model were presented as notes receivables.

(d) Provision for bad debts

As at 31 December 2025, for bank acceptance notes, the Group measured the provision for bad debts according to the lifetime ECL. The Group believes that there was no significant credit risk of the bank acceptance notes within this group and will not cause significant losses due to bank default. For trade acceptance notes, the Group measured the provision for bad debts according to the lifetime ECL. The provision for bad debts on notes receivable in the current year amounted to RMB450,000 (31 December 2024: RMB1,570,000). The provision for bad debts amounting to RMB1,744,000 (2024: RMB2,303,000) has been collected or reversed. No significant provision for bad debts was collected or reversed.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable

	31 December 2025	31 December 2024
Accounts receivable	27,638,126	33,271,005
Less: Provision for bad debts	(2,164,709)	(1,615,187)
Total	25,473,417	31,655,818

- (a) The ageing analysis of accounts receivable from the date of the initial recognition was as follows:

	31 December 2025	31 December 2024
Within 1 year (inclusive)	24,496,010	30,193,870
1 to 2 years (inclusive)	1,158,495	1,676,361
2 to 3 years (inclusive)	1,006,427	708,843
Over 3 years	977,194	691,931
Sub-total	27,638,126	33,271,005
Less: Provision for bad debts	(2,164,709)	(1,615,187)
Total	25,473,417	31,655,818

- (b) As at 31 December 2025, the five largest balances of accounts receivable and contract assets are analysed as follows, accumulated by arrearage parties:

	Balance of accounts receivable	Balance of contract assets	Provision for bad debts	% of total accounts receivable and contract assets
Total of the five largest accounts receivable and contract assets	2,518,417	3,825,345	929	16.89%

- (c) Accounts receivable derecognised due to transfer of financial assets:

In 2025, the Group had no accounts receivable derecognised due to transfer of financial assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

(d) Provision for bad debts

For the accounts receivable of the Group, whether there is a significant financing component or not, the loss provision is measured according to lifetime ECL.

Provision for bad debts on accounts receivable by category is analysed as follows:

	31 December 2025				31 December 2024			
	Book value		Provision for bad debts		Book value		Provision for bad debts	
	Amount	% of total balance	Amount	Accrual rate	Amount	% of total balance	Amount	Accrual rate
Provision for bad debts individually assessed (i)	3,366,892	12.18%	1,296,031	38.49%	3,008,541	9.04%	839,029	27.89%
Provision for bad debts collectively assessed (ii)	24,271,234	87.82%	868,678	3.58%	30,262,464	90.96%	776,158	2.56%
Total	27,638,126	100.00%	2,164,709	7.83%	33,271,005	100.00%	1,615,187	4.85%

- (i) As at 31 December 2025, accounts receivable with amounts that the related provision for bad debts was set aside on the individual basis are analysed as follows:

	Book value	Lifetime ECL rate	Provision for bad debts	Reason
Containers manufacturing business	2,641,247	24.46%	646,020	Due to significant financial difficulties encountered by certain debtors during the year, the Group has made provisions based on the expected credit loss amount.
Road transportation vehicles business	266,694	88.08%	234,910	
Energy, chemical and liquid food equipment business	143,287	89.68%	128,496	
Airport facilities and logistics equipment, fire safety and rescue equipment business	138,027	100.00%	138,027	
Offshore engineering business	114,889	96.96%	111,391	
Other business	37,141	68.95%	25,607	
Logistics services business	25,607	45.22%	11,580	
Total	3,366,892		1,296,031	

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

(d) Provision for bad debts (Continued)

- (ii) As at 31 December 2025, accounts receivable that are assessed for impairment on a collective group basis are as follows:

Collectively assessed 1 – Containers manufacturing business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	4,214,083	0.05%	2,107	8,742,989	0.02%	2,014
Overdue within 1 month	617,137	0.69%	4,258	555,443	0.29%	1,632
Overdue for 1 to 3 months	234,403	1.24%	2,907	223,845	0.55%	1,236
Overdue for 3 to 12 months	133,341	3.94%	5,254	115,216	2.22%	2,561
Overdue for 1 to 2 years	33,181	4.17%	1,382	16,168	5.96%	963
Overdue for 2 to 3 years	345	100.00%	345	964	100.00%	964
Total	5,232,490		16,253	9,654,625		9,370

Collectively assessed 2 – Road transportation vehicles business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	2,303,400	0.41%	9,559	2,370,549	0.39%	9,172
Overdue within 1 month	246,274	6.25%	15,404	392,398	5.06%	19,870
Overdue for 1 to 3 months	149,790	6.25%	9,368	238,665	5.06%	12,086
Overdue for 3 to 12 months	228,420	6.25%	14,287	363,950	5.06%	18,430
Overdue for 1 to 2 years	375,617	24.21%	90,938	231,690	33.50%	77,616
Overdue for 2 to 3 years	112,807	69.21%	78,070	44,752	72.82%	32,588
Overdue for 3 to 5 years	47,493	100.00%	47,493	45,731	100.00%	45,731
Overdue for more than 5 years	18,674	100.00%	18,674	17,981	100.00%	17,981
Total	3,482,475		283,793	3,705,716		233,474

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

(d) Provision for bad debts (Continued)

- (ii) As at 31 December 2025, accounts receivable that are assessed for impairment on a collective group basis are as follows: (Continued)

Collectively assessed 3 – Energy, chemical and liquid food equipment business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	2,558,355	2.45%	62,807	2,594,212	1.77%	45,950
Overdue within 1 month	263,562	3.90%	10,285	285,850	3.03%	8,662
Overdue for 1 to 3 months	129,787	3.91%	5,074	141,013	3.03%	4,273
Overdue for 3 to 12 months	300,803	5.31%	15,963	251,015	5.41%	13,570
Overdue for 1 to 2 years	70,801	14.11%	9,991	58,984	16.68%	9,840
Overdue for 2 to 3 years	22,183	32.70%	7,253	30,320	41.39%	12,548
Overdue for 3 to 5 years	16,659	63.35%	10,554	15,538	60.38%	9,382
Overdue for more than 5 years	14,252	100.00%	14,252	30,896	100.00%	30,896
Total	3,376,402		136,179	3,407,828		135,121

Collectively assessed 4 – Offshore engineering business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	2,391,017	0.22%	5,204	3,406,749	0.81%	27,736
Overdue within 1 month	106,603	3.03%	3,231	1,531	5.16%	79
Overdue for 1 to 3 months	35,718	3.03%	1,082	16,757	5.16%	864
Overdue for 3 to 12 months	143,099	3.03%	4,337	14,339	5.16%	740
Overdue for 1 to 2 years	23,882	36.47%	8,709	10,834	37.10%	4,019
Overdue for 2 to 3 years	5,097	66.16%	3,372	24,763	70.59%	17,479
Overdue for 3 to 5 years	24,325	100.00%	24,325	262	100.00%	262
Total	2,729,741		50,260	3,475,235		51,179

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

(d) Provision for bad debts (Continued)

- (ii) As at 31 December 2025, accounts receivable that are assessed for impairment on a collective group basis are as follows: (Continued)

Collectively assessed 5 – Airport facilities and logistics equipment, fire safety and rescue equipment business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	1,670,204	0.95%	15,847	2,014,974	0.87%	17,532
Overdue within 1 month	380,108	5.55%	21,079	112,745	5.77%	6,508
Overdue for 1 to 3 months	143,957	5.55%	7,983	80,164	5.77%	4,627
Overdue for 3 to 12 months	148,520	5.55%	8,236	502,324	5.77%	28,994
Overdue for 1 to 2 years	235,789	18.68%	44,046	191,815	19.52%	37,442
Overdue for 2 to 3 years	70,730	43.75%	30,944	116,717	46.40%	54,161
Overdue for more than 3 years	144,956	76.44%	110,808	117,710	76.53%	90,089
Total	2,794,264		238,943	3,136,449		239,353

Collectively assessed 6 – Logistics services business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	3,250,091	0.96%	31,266	3,451,972	1.00%	34,521
Overdue within 1 month	468,363	1.00%	4,684	507,587	1.00%	5,075
Overdue for 1 to 3 months	177,382	1.00%	1,774	192,237	1.00%	1,923
Overdue for 3 to 12 months	183,004	1.00%	1,830	198,330	1.00%	1,983
Overdue for 1 to 2 years	25,512	20.00%	5,102	44,056	20.00%	8,811
Overdue for 2 to 3 years	20,770	80.00%	16,616	26,226	80.00%	20,981
Overdue for more than 3 years	42,499	100.00%	42,499	12,315	100.00%	12,315
Total	4,167,621		103,771	4,432,723		85,609

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

(d) Provision for bad debts (Continued)

- (ii) As at 31 December 2025, accounts receivable that are assessed for impairment on a collective group basis are as follows: (Continued)

Collectively assessed 7 – Recycled load business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	804,375	1.08%	8,707	568,252	0.86%	4,863
Overdue within 1 month	39,165	3.00%	1,175	66,339	3.00%	1,991
Overdue for 1 to 3 months	39,869	3.00%	1,196	17,075	3.00%	512
Overdue for 3 to 12 months	46,698	3.00%	1,401	85,008	3.00%	2,550
Overdue for 1 to 2 years	64,027	30.00%	19,208	12,359	30.00%	3,708
Overdue for more than 2 years	3,431	100.00%	3,431	3,731	100.00%	3,731
Total	997,565		35,118	752,764		17,355

Collectively assessed 8 – Other business:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Lifetime ECL rate	Amount	Amount	Lifetime ECL rate	Amount
Not overdue	1,381,701	0.04%	543	1,630,874	0.04%	579
Overdue within 1 month	67,749	1.00%	677	7,143	0.87%	62
Overdue for 1 to 3 months	31,468	1.50%	472	34,121	1.17%	398
Overdue for 3 to 12 months	5,734	1.50%	86	20,307	1.17%	238
Overdue for 1 to 2 years	2,402	40.01%	961	2,098	39.99%	839
Overdue for more than 2 years	1,622	100.00%	1,622	2,581	100.00%	2,581
Total	1,490,676		4,361	1,697,124		4,697

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts receivable (Continued)

- (e) The provision for bad debts in this year amounted to RMB740,938,000 (2024: RMB563,904,000). A provision for bad debts amounting to RMB108,966,000 has been collected or reversed (2024: RMB62,469,000). No significant provision for bad debts was collected or reversed.
- (f) The accounts receivable amounting to RMB77,348,000 was written off in current year (2024: RMB12,202,000), the provision for bad debts amounted to RMB77,348,000 in current year (2024: RMB12,202,000). No significant provision for bad debts was written off.
- (g) As at 31 December 2025, the Group has no accounts receivable pledged to the bank as a guarantee for short-term borrowings (2024: Nil).

6. Receivables financing

	31 December 2025	31 December 2024
Bank acceptance notes	1,258,113	1,146,071
Less: Provision for bad debts	–	–
Total	1,258,113	1,146,071

Some subsidiaries of the Group discounted and endorsed bank acceptance notes and trade acceptance notes for the needs of daily fund management, and met the conditions of derecognition. And they managed these notes with the aims of both receiving contractual cash flow and selling. Therefore, the bank acceptance notes and trade acceptance notes of the subsidiaries were classified as financial assets at fair value through other comprehensive income.

As at 31 December 2025, as the credit risk characteristics of these bank acceptance notes were similar, no provision for impairment was made individually. The Group believes that there was no significant credit risk of the bank acceptance notes and will not cause significant losses due to bank default.

The provision for bad debts in current year amounted to RMB215,000 (31 December 2024: Nil), and there is no provision for bad debts collected or reversed (2024: RMB823,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

6. Receivables financing (Continued)

The Group pledged some bank acceptance notes to the bank for the issuance of bank acceptance notes. As at 31 December 2025, the amount of pledged bank acceptance notes receivables disclosed in receivables financing was RMB7,798,000 (31 December 2024: RMB10,038,000).

As at 31 December 2025, except for Note V.4(c), the Group's bank acceptance notes endorsed or discounted but not yet due was RMB2,757,585,000 and all were derecognised.

	Derecognised at the end of the year	Not derecognised at the end of the year
Bank acceptance notes	2,757,585	–

In 2025, the Group did not write off significant receivables financing (2024: Nil).

7. Other receivables

	Note	31 December 2025	31 December 2024
Deposits and guarantees		956,735	924,713
Assets purchased under reverse repurchase agreements		928,067	1,336,681
Loans to related parties	X.4(4)	725,799	752,395
Dividends receivable		404,146	393,798
Receivables from demolition compensation		217,646	211,764
Disbursements		89,231	169,910
Tax refund receivables		88,189	181,636
Receivables from share capital increase/ transfer		50,990	14,328
Government grants receivable		26,112	22,272
Interest receivable		2,872	7,548
Others		1,260,213	1,101,039
Sub-total		4,750,000	5,116,084
Less: Provision for bad debts		(317,368)	(292,195)
Total		4,432,632	4,823,889

The Group did not include funds in other parties and present them on other receivables as a result of the centralised fund management.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

(1) The ageing analysis of other receivables was as follows:

	31 December 2025	31 December 2024
Within 1 year	2,658,196	3,219,208
1 to 2 years	619,460	970,806
2 to 3 years	570,810	463,567
Over 3 years	901,534	462,503
Sub-total	4,750,000	5,116,084
Less: Provision for bad debts	(317,368)	(292,195)
Total	4,432,632	4,823,889

(2) Loss provision and changes in book value

The provision for other receivables are analysed by category as follows:

	31 December 2025				31 December 2024			
	Book value		Provision for bad debts		Book value		Provision for bad debts	
	Amount	% of total balance	Amount	Accrual rate	Amount	% of total balance	Amount	Accrual rate
Provision for bad debts individually assessed (i)	1,417,369	30%	(143,016)	10%	2,111,400	41%	(152,940)	7%
Provision for bad debts collectively assessed (ii)	3,332,631	70%	(174,352)	5%	3,004,684	59%	(139,255)	5%
Total	4,750,000	100%	(317,368)	7%	5,116,084	100%	(292,195)	6%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

(2) Loss provision and changes in book value (Continued)

	31 December 2025					31 December 2024				
	First stage ECL in the Next 12 months (collectively assessed)	First stage ECL in the Next 12 months (individually assessed)	Third stage Lifetime ECL (suffered credit impairment) (collectively assessed)	Third stage Lifetime ECL (suffered credit impairment) (individually assessed)	Total	First stage ECL in the Next 12 months (collectively assessed)	First stage ECL in the Next 12 months (individually assessed)	Third stage Lifetime ECL (suffered credit impairment) (collectively assessed)	Third stage Lifetime ECL (suffered credit impairment) (individually assessed)	Total
1. The provision of bad debts										
Opening balance	139,255	16,645	-	136,295	292,195	94,329	31,966	14,032	155,056	295,383
Increase in current year	25,125	536	9,972	23,992	59,625	15,012	50,334	-	17,876	83,222
Reversal in current year	(2,398)	(17,790)	596	(22,126)	(41,718)	(34,316)	(1,728)	(14,032)	(36,637)	(86,713)
Write-off /transfer in current year	(59)	-	(596)	-	(655)	(45)	-	-	-	(45)
Currency translation differences	2,457	5,464	-	-	7,921	64,275	(63,927)	-	-	348
Closing balance	164,380	4,855	9,972	138,161	317,368	139,255	16,645	-	136,295	292,195
2. Year-end balance of other receivables	3,307,324	1,267,569	25,307	149,800	4,750,000	3,004,684	1,956,651	-	154,749	5,116,084
3. Accrual rate of provision for bad debts	4.97%	0.38%	39.40%	92.23%	6.68%	4.63%	0.85%	-	88.07%	5.71%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

(2) Loss provision and changes in book value (Continued)

- (i) As at 31 December 2025 and 31 December 2024, the Group had no other receivables at the second stage. Other receivables recognised at the first and the third stages were as follows:

As at 31 December 2025 and 31 December 2024, provision for bad debts of other receivables individually assessed is as follows:

- (ii) As at 31 December 2025, provision for bad debts of other receivables individually assessed is as follows:

First stage	Book value	ECL rate in the next 12 months	Provision for bad debts
Assets purchased under reverse repurchase agreements	928,067	—	—
Deposits and guarantees	86,743	2.99%	2,597
Disbursements	15,647	6.74%	1,054
Tax refund receivables	581	—	—
Others	236,531	0.51%	1,204
Total	1,267,569		4,855

Third stage	Book value	Lifetime ECL rate	Provision for bad debts
Deposits and guarantees	32,168	89.02%	28,637
Disbursements	3,284	100.00%	3,284
Receivables from share capital increase/ transfer	11,298	100.00%	11,298
Others	103,050	92.13%	94,942
Total	149,800		138,161

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

(2) Loss provision and changes in book value (Continued)

(iii) As at 31 December 2024, provision for bad debts of other receivables individually assessed is as follows:

First stage	Book value	ECL rate in the next 12 months	Provision for bad debts
Assets purchased under reverse repurchase agreements	1,336,681	—	—
Deposits and guarantees	266,671	5.46%	14,559
Disbursements	23,547	2.20%	518
Tax refund receivables	434	—	—
Others	329,318	0.48%	1,568
Total	1,956,651		16,645

Third stage	Book value	Lifetime ECL rate	Provision for bad debts
Deposits and guarantees	21,943	72.66%	15,943
Disbursements	3,868	89.89%	3,477
Others	128,938	90.64%	116,875
Total	154,749		136,295

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

(2) Loss provision and changes in book value (Continued)

- (iv) As at 31 December 2025 and 31 December 2024, provision for bad debts of other receivables collectively assessed is as follows:

	31 December 2025			31 December 2024		
	Book value	Loss provision		Book value	Loss provision	
	Amount	Amount	Accrual rate	Amount	Amount	Accrual rate
First stage						
Deposits and guarantees	837,824	7,363	0.88%	636,099	7,297	1.15%
Loans to related parties	725,799	76,666	10.56%	752,395	64,217	8.54%
Dividends receivable	404,146	–	–	393,798	–	–
Receivables from demolition compensation	217,646	–	–	211,764	–	–
Tax refund receivables	87,608	–	–	181,202	–	–
Disbursements	70,300	1,490	2.12%	142,495	1,461	1.03%
Government grants receivable	26,112	–	–	22,272	–	–
Interest receivable	2,872	–	–	7,548	–	–
Receivables from share capital increase/transfer	39,692	–	–	14,328	–	–
Others	895,325	78,861	8.81%	642,783	66,280	10.31%
Total	3,307,324	164,380		3,004,684	139,255	

	31 December 2025			31 December 2024		
	Book value	Loss provision		Book value	Loss provision	
	Amount	Amount	Accrual rate	Amount	Amount	Accrual rate
Third stage						
Others	25,307	9,972	39.40%	–	–	–
Total	25,307	9,972		–	–	

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Other receivables (Continued)

- (3) The provision for bad debts in current year amounted to RMB59,625,000 (2024: RMB83,222,000). The provision for bad debts amounted to RMB41,718,000 has been collected or reversed (2024: RMB86,713,000). No significant other receivables were collected or reversed.
- (4) Other receivables amounted to RMB655,000 was written off in current year (2024: RMB45,000), the provision for bad debts amounted to RMB655,000 in current year (2024: RMB45,000), and no significant other receivables were written off.
- (5) As at 31 December 2025, the five largest balances of other receivables are analysed as follows, accumulated by arrearage parties:

	Nature	Balance	Ageing	% of total balance	Provision for bad debts
Third-party securities companies	Assets purchased under reverse repurchase agreements	928,067	Within 1 year (inclusive)	19.54%	–
Yangzhou Jichuang Industrial Park Development Co., Ltd.	loans to related parties	724,785	Within 1 year, 1 to 2 years, 2 to 3 years, Over 3 years	15.26%	76,666
Dongguan CIMC Innovation Industrial Park Development Co., Ltd.	Dividends receivable, guarantees, etc	242,507	Within 1 year, 1 to 2 years, 2 to 3 years, Over 3 years	5.11%	–
Qianhai Jingji (Shenzhen) Industrial Development Co., Ltd	Receivables from demolition compensation	211,764	1 to 2 years	4.46%	–
Shenzhen CIMC Industry & City Development Group Co., Ltd.	Dividends receivable	90,500	2 to 3 years, Over 3 years	1.91%	–
Total		2,197,623		46.27%	76,666

- (i) Yangzhou Jichuang Industrial Park Development Co., Ltd., Qianhai Jingji (Shenzhen) Industrial Development Co., Ltd and Dongguan CIMC Innovation Industrial Park Development Co., Ltd. are the subsidiaries of Shenzhen CIMC Industry & City Development Group Co., Ltd. ("CIMC Industry & City") (Note VII.2(1)).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Advances to suppliers

	31 December 2025	31 December 2024
Advances to suppliers	7,163,201	7,256,379
Less: Impairment provision	(398,259)	(207,414)
Total	6,764,942	7,048,965

(1) Ageing analysis of advance to suppliers was as follows:

	31 December 2025		31 December 2024	
	Amount	% of total balance	Amount	% of total balance
Within 1 year (inclusive)	5,562,355	77.65%	5,888,560	81.15%
1 to 2 years (inclusive)	1,035,724	14.46%	910,930	12.55%
2 to 3 years (inclusive)	108,765	1.52%	124,542	1.72%
Over 3 years	456,357	6.37%	332,347	4.58%
Total	7,163,201	100.00%	7,256,379	100.00%

The ageing is calculated from the date that advance to suppliers were recognised.

As at 31 December 2025, the advance to suppliers aged over one year amounted to RMB1,600,846,000 (31 December 2024: RMB1,367,819,000), mainly for the Group's prepayments for equipment related to the offshore engineering business. As the production cycle of offshore engineering projects is usually more than 1 year, these advance to suppliers have not yet been settled.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Advances to suppliers (Continued)

- (2) As at 31 December 2025, the five largest balances of advance to suppliers are analysed as follows, accumulated by arrearage parties:

	Amount	% of total balance
Total of the five largest advance to suppliers	2,193,552	30.62%

9. Inventories

- (1) Inventories summarised by categories are as follows:

	31 December 2025			31 December 2024		
	Book value	Provision for decline in the value of inventories and impairment of contract fulfilment costs	Carrying amount	Book value	Provision for decline in the value of inventories and impairment of contract fulfilment costs	Carrying amount
Raw materials	6,470,909	(389,917)	6,080,992	6,801,936	(326,488)	6,475,448
Finished goods and stocks	5,921,700	(185,756)	5,735,944	6,226,864	(178,600)	6,048,264
Products in progress	4,416,013	(37,935)	4,378,078	5,190,104	(61,034)	5,129,070
Offshore engineering project	1,179,750	(772,113)	407,637	1,182,694	(585,374)	597,320
Spare parts	483,369	(3,790)	479,579	403,552	(4,898)	398,654
Contract fulfilment costs (i)	449,394	(10,486)	438,908	477,674	(10,486)	467,188
Products under development in the industrial park	238,119	(3,064)	235,055	234,745	(3,064)	231,681
Commissioned processing materials	218,883	(65)	218,818	257,583	(65)	257,518
Low-valued consumables	64,901	(1,067)	63,834	57,236	(1,067)	56,169
Completed products in the industrial park	63,564	(10,508)	53,056	63,710	(10,508)	53,202
Materials in transit	58,565	–	58,565	21,171	–	21,171
Total	19,565,167	(1,414,701)	18,150,466	20,917,269	(1,181,584)	19,735,685

- (i) The book value of contract fulfilment costs is mainly the transportation costs incurred before the control of the goods is transferred to the customer, and the transportation costs incurred for the fulfilment of the sales contract and the engineering design expenses incurred for the completion of the engineering project. In 2025, the amortisation of contract fulfilment costs included in cost of sales totalled RMB668,545,000 (2024: RMB743,828,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Inventories (Continued)

(2) Provision for decline in the value of inventories and impairment of contract fulfilment costs are as follows:

Category	31 December 2024	Increase in current year Recognise	Decrease in current year		Translation difference of foreign currency statements	31 December 2025
			Reversal	Write-off		
Raw materials	326,488	92,180	(21,295)	(11,388)	3,932	389,917
Products in progress	61,034	4,427	(6,527)	(21,090)	91	37,935
Finished goods and stocks	178,600	57,361	(9,862)	(39,515)	(828)	185,756
Commissioned processing materials	65	–	–	–	–	65
Spare parts	4,898	–	(1,482)	–	374	3,790
Low-valued consumables	1,067	–	–	–	–	1,067
Completed products in the industrial park	10,508	–	–	–	–	10,508
Products under development in the industrial park	3,064	–	–	–	–	3,064
Offshore engineering project	585,374	188,905	–	–	(2,166)	772,113
Contract fulfilment costs	10,486	–	–	–	–	10,486
Total	1,181,584	342,873	(39,166)	(71,993)	1,403	1,414,701

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Inventories (Continued)

(3) Provision for decline in the value of inventories is as follows:

(a) In 2025, the provision for decline in the value of the Group's inventories was recognised mainly for the price drop of certain products and the slow-moving or waste materials.

Reversal/Write-off of provision for decline in the value of the Group's inventories during the year is as follows:

Category	Basis for determining net realisable value	Reason for reversal/write-off
Raw materials	The estimated selling price of the finished product less the estimated cost to completion, estimated selling and distribution expenses and related taxes/Market price	Usage or sales of inventories/Increase in realisable value
Products in progress	The estimated selling price of the finished product less the estimated cost to completion, estimated selling and distribution expenses and related taxes	Usage or sales of inventories/Increase in realisable value
Finished goods and stocks	The estimated selling price of the finished product less the estimated selling and distribution expenses and related taxes	Usage or sales of inventories/Increase in realisable value
Spare parts	Market price	Usage or sales of inventories/Increase in realisable value
Products completed (under development) in the industrial park	The estimated selling price of the products completed less the estimated cost to completion, estimated selling and distribution expenses and related taxes	Usage or sales of inventories/Increase in realisable value
Offshore engineering project	The estimated selling price of inventories less estimated costs to completion, estimated selling and distribution expenses and related taxes/market price	Not applicable

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

10. Contract assets

	31 December 2025	31 December 2024
Contract assets	9,925,174	9,813,150
Less: Contract assets impairment provision	(55,900)	(60,860)
Total	9,869,274	9,752,290

Regardless of whether there is a significant financing component in the contract assets, the Group measures the loss provision based on the lifetime ECL.

The business related to airport facilities and logistics equipment, fire safety and rescue equipment and customers usually agree to settle in stages. The typical settlement time points include: (1) prepay 10% – 30% of the contract price after the contract is signed; (2) prepay 60% – 70% of the contract price when the equipment arrives at the project site and passes the acceptance; (3) prepay 70% – 85% of the contract price if the project passes the preliminary acceptance; (4) prepay 90% – 95% of the contract price when the project passes the final acceptance; (5) when the warranty period of the project ends, the remaining contract price shall be paid. During project implementation, when the received or receivable contract price exceeds the completed labour services, the excess part shall be recognised as contract liabilities, otherwise it shall be recognised as contract assets.

Offshore engineering related businesses are usually settled in stages as agreed in the contract. Typical settlement time points include: (1) prepay 5% – 30% of the contract price within 1-15 days after the contract takes effect/the contract is signed; (2) 15% – 60% of the contract price shall be paid after the commencement of the project and the steel plate is cut; (3) 45% – 70% of the contract price shall be paid after the laying and final position of the ship keel are confirmed by the classification society and the buyer's representative; (4) 90% – 95% of the contract price shall be paid after the project is launched and tested; (5) after the delivery protocol/the registration of the ship is completed, the remaining contract price shall be paid. During project implementation, when the received or receivable contract price exceeds the completed labour services, the excess part shall be recognised as contract liabilities, otherwise it shall be recognised as contract assets.

The businesses related to energy, chemical and liquid food equipment are usually settled in sections as agreed in the contract. The typical settlement time points include: (1) after the effective date of the contract, the advance payment shall be paid according to 20% – 30% of the total contract price; (2) when the equipment arrives at the project site and passes the acceptance, it shall be paid to 50% – 60% of the contract price; (3) 70% – 80% of the contract price will be paid if the project passes the preliminary acceptance; (4) 90% of the contract price will be paid if the project passes the final acceptance; (5) at the end of the project warranty period, the remaining contract price is paid, usually about 10%. During project implementation, when the received or receivable contract price exceeds the completed labour services, the excess part shall be recognised as contract liabilities, otherwise it shall be recognised as contract assets.

As at 31 December 2025, no individual provision for bad debts has been made for contract assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

10. Contract assets (Continued)

As at 31 December 2024, impairment provision of contract assets individually assessed is as follows:

	Book value	Lifetime ECL rate	Impairment provision
Energy, chemical and liquid food equipment	3,224	75.00%	2,418
Others	12,371	—	—
Total	15,595		2,418

As at 31 December 2025, impairment provision of contract assets collectively assessed is as follows:

	Book value	Lifetime ECL rate	Impairment provision
Offshore engineering	4,441,311	0.13%	5,756
Energy, chemical and liquid food equipment	3,542,496	0.96%	33,899
Airport facilities and logistics equipment, fire safety and rescue equipment	1,672,060	0.74%	12,356
Others	269,307	1.44%	3,889
Total	9,925,174		55,900

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

10. Contract assets (Continued)

As at 31 December 2024, impairment provision of contract assets collectively assessed is as follows:

	Book value	Lifetime ECL rate	Impairment provision
Offshore engineering	5,133,907	0.40%	20,476
Energy, chemical and liquid food equipment	2,672,476	0.77%	20,648
Airport facilities and logistics equipment, fire safety and rescue equipment	1,502,483	0.90%	13,488
Others	488,689	0.78%	3,830
Total	9,797,555		58,442

In 2025, the Group had not written off significant contract assets (2024: Nil).

11. Other current assets

	31 December 2025	31 December 2024
Tax to be deducted/withheld and others	2,494,209	2,761,886

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

12. Other equity instrument investments

	31 December 2025	31 December 2024
Unlisted company equity		
– Bank of Communications Schroder Fund Management Co., Ltd. (“ BOCM Schroder ”)	261,239	320,774
– China United International Rail Containers Co., Ltd. (“ CR Intermodal ”)	416,868	396,649
– Shenzhen CIMC Intelligent Technology Co., Ltd.	35,315	37,510
Listed company equity		
– Jade Bird Fire	819,439	758,234
– Shoucheng Holdings Limited (“ Shoucheng Holdings ”) (i)	–	212,677
– China Railway Special Cargo Services Co., Ltd. (“ China Railway Special Cargo ”)	162,000	166,800
– CSG Holding Co., Ltd. (“ CSG Holding ”)	45,788	54,573
– CM ENERGY TECH CO., LTD. (ii)	43,339	–
– Otto Energy Limited	246	614
Total	1,784,234	1,947,831

(1) Investment in non-trading equity instruments

	31 December 2025	31 December 2024
BOCM Schroder		
– Historical cost	8,130	8,125
– Accumulated changes in fair value	253,109	312,649
Total	261,239	320,774

	31 December 2025	31 December 2024
CR Intermodal		
– Historical cost	380,776	380,780
– Accumulated changes in fair value	36,092	15,869
Total	416,868	396,649

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

12. Other equity instrument investments (Continued)

(1) Investment in non-trading equity instruments (Continued)

	31 December 2025	31 December 2024
Shenzhen CIMC Intelligent Technology Co., Ltd.		
– Historical cost	9,078	11,700
– Accumulated changes in fair value	26,237	25,810
Total	35,315	37,510
	31 December 2025	31 December 2024
Jade Bird Fire		
– Historical cost	1,200,000	1,200,000
– Accumulated changes in fair value	(380,561)	(441,766)
Total	819,439	758,234
	31 December 2025	31 December 2024
Shoucheng Holdings (i)		
– Historical cost	–	191,383
– Accumulated changes in fair value	–	21,294
Total	–	212,677
	31 December 2025	31 December 2024
CM ENERGY TECH CO., LTD. (ii)		
– Historical cost	35,005	–
– Accumulated changes in fair value	8,334	–
Total	43,339	–

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

12. Other equity instrument investments (Continued)

(1) Investment in non-trading equity instruments (Continued)

	31 December 2025	31 December 2024
China Railway Special Cargo		
– Historical cost	161,563	161,563
– Accumulated changes in fair value	437	5,237
Total	162,000	166,800

	31 December 2025	31 December 2024
CSG Holding		
– Historical cost	67,407	67,407
– Accumulated changes in fair value	(21,619)	(12,834)
Total	45,788	54,573

- (i) The Group's subsidiary, Shenzhen CIMC Offshore Engineering Investment Co., Ltd., disposed of 209,586,211 shares of Shoucheng Holdings Limited, and completed the disposal of all the equity interests held on 24 July 2025.
- (ii) The Group's subsidiary, CHINA INTERNATIONAL MARINE CONTAINERS (HONG KONG) LIMITED, lost its significant influence over CM ENERGY TECH CO., LTD. and designated the investment as an asset measured at fair value through other comprehensive income (other equity instruments investment), with a shareholding percentage of 5.72% and 185,600,000 shares.

13. Other non-current financial assets

	31 December 2025	31 December 2024
Equity investment at fair value through profit or loss (i)	409,260	416,495
Exchange rate/interest rate swap contracts	23	–
Total	409,283	416,495

- (i) It's equity investment by the Group.

If the financial assets at fair value through profit or loss held by the Group is more than one year from the balance sheet date and is expected to be held for more than one year, it is presented as other non-current financial assets, and the rest will be presented as financial assets held for trading.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments

	Notes	31 December 2025	31 December 2024
Joint ventures	(1)	635,290	605,067
Associates	(2)	9,880,857	11,623,082
Sub-total		10,516,147	12,228,149
Less: Impairment provision for long-term equity investments		(196,949)	(211,275)
Total		10,319,198	12,016,874

(1) Joint ventures

	Movements for the year								31 December 2025	Ending balance of impairment provision
	31 December 2024	Increase/decrease in investment	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Share of other changes in equity	Declared cash dividends or profits	Others	Translation difference of foreign currency statements		
Jiangsu Wanjing Technology Co., Ltd.	7,569	-	332	-	-	-	-	-	7,901	-
NYK Zhenhua Logistics (Tianjin) Co., Ltd. ("NYK Zhenhua")	57,689	(34,155)	(23,534)	-	-	-	-	-	-	-
Qingdao Jiefeng Baijian Container Maintenance Co., Ltd.	16,826	-	2,513	-	-	(4,810)	-	-	14,529	-
Dalian Jilong & Baijian Logistics Co., Ltd.	2,706	-	(7)	-	-	-	-	-	2,699	-
Shanghai Baijian Dewei Container Maintenance Co., Ltd.	6,172	-	523	-	-	-	-	-	6,695	-
Shenzhen CIMC Lvmai Logistics and Intelligent Transportation Private Equity Investment Fund Partnership (Limited Partnership)	29,012	-	(469)	(12,034)	-	-	-	-	16,509	-
Yantai Jinghai Ocean Fishery Co., Ltd.	208,787	-	(64,185)	(379)	-	-	-	-	144,223	-
Shenzhen Tianyi Changmao Investment Partnership (Limited Partnership)	1,045	(1,000)	(2)	-	-	(43)	-	-	-	-
Anji (Yingkou) New Energy Technology Co., Ltd.	88,531	100,000	50,415	-	-	-	(1,619)	-	237,327	-
Shenzhen Aerospace Smart City System Technology Research Institute Co., Ltd.	56,284	-	959	-	4,299	-	-	-	61,542	-
GoldSuwan Autoparts Manufacture Co., Ltd.	46,171	23,040	(2,970)	-	-	-	-	(2,275)	63,966	-
Xiamen CIMC Haitou Container Service Co., Ltd.	23,185	-	5,942	-	-	(4,950)	-	-	24,177	-
Dalian Jilong Logistics Co., Ltd.	20,740	-	-	-	-	-	-	-	20,740	(20,740)
Tianzhu (Shanghai) International Freight Agency Co., Ltd.	1,858	-	(109)	-	-	-	-	-	1,749	-
Dafei Lutong (Tianjin) Logistics Co., Ltd.	30,027	-	13,370	-	-	(10,164)	-	-	33,233	-
Warping Point Supply Chain (Shanghai) Co., Ltd.	8,465	(7,713)	(752)	-	-	-	-	-	-	-
Total	605,067	80,172	(17,974)	(12,413)	4,299	(19,967)	(1,619)	(2,275)	635,290	(20,740)

Refer to Note VII.2 for equity in joint ventures.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments (Continued)

(2) Associates

	31 December 2024	Movements for the year						Translation difference of foreign currency statements	31 December 2025	Ending balance of impairment provision
		Increase/ decrease in investment	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Share of other changes in equity	Declared cash dividends or profits	Others			
Xinyang Wood Hong Kong Co., Ltd.	5,242	-	-	-	-	-	-	(281)	4,961	-
CIMC Industry & City and its subsidiaries (i)	6,528,144	-	(1,551,893)	(17,360)	-	-	-	-	4,958,891	-
CM ENERGY TECH CO., LTD.	54,265	(35,915)	(22,789)	-	-	-	-	4,439	-	-
Marine Subsea & Consafe Limited	2	-	-	-	-	-	-	-	2	(2)
LiHua Gas Storage and Transportation Co., Ltd.	111,415	-	-	-	-	-	-	-	111,415	(111,415)
Qingdao Port International Trade and Logistics Co., Ltd.	85,306	-	6,785	-	-	(10,844)	-	-	81,247	-
Jiahua Shipping Co., Ltd.	84,423	-	-	-	-	-	-	(3,760)	80,663	(57,358)
Chifeng Lvtianyuan Farm Co., Ltd.	6,999	-	(437)	-	-	-	-	-	6,562	(355)
North Sea Rigs As Ltd	1,445	-	-	-	-	-	-	(89)	1,356	-
Beijing Boxcool Exhibition Co., Ltd.	13,029	-	43	-	-	-	-	-	13,072	(6,169)
Shanghai Tanklink Supply Chain Technology Development Co., Ltd.	1,698	-	45	-	-	-	-	-	1,743	(910)
Fujian Qingchen Bamboo Industry Co., Ltd.	5,724	-	-	-	-	-	-	-	5,724	-
Mori (Shanghai) International Trade Co., Ltd.	390	-	(94)	-	-	-	-	-	296	-
Hengqin CIMC Ruidexin Innovative Venture Capital Fund, LP	21,791	-	(28)	-	-	-	-	-	21,763	-
Qingdao Port International Trade Logistics Ltd.	14,604	-	6,483	-	-	(5,053)	-	-	16,034	-
OOS International B.V.	3,778	(3,620)	-	-	-	-	-	(158)	-	-
Ningbo Mediterranean Container Yard Co., Ltd.	27,828	-	6,610	-	-	(7,754)	-	-	26,684	-
Nantong CIMC Yike New Material Development Co., Ltd.	20,421	-	(1,251)	-	-	(11,328)	-	-	7,842	-
CIMC Donghan (Shanghai) Shipping Co., Ltd.	14,918	(12,589)	-	-	-	-	-	-	2,329	-
Tianjin Binhai COSCO Container Logistics Co., Ltd.	29,891	-	422	-	-	(379)	-	-	29,934	-
Yichuan Tianyun Clean Energy Co., Ltd.	99,965	-	13,850	-	3	(25,800)	-	-	88,018	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments (Continued)

(2) Associates (Continued)

	Movements for the year							31 December 2025	Ending balance of impairment provision
	31 December 2024	Increase/decrease in investment	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Share of other changes in equity	Declared cash dividends or profits	Others		
Ningbo Beilun Donghua Container Service Co., Ltd.	4,886	-	797	-	-	(701)	-	4,982	-
Shenzhen Zhonglian Industry-University-Research Technology Co., Ltd.	123	(111)	5	-	(17)	-	-	-	-
Qingdao Senkete Intelligent Instrument Co., Ltd.	15,869	-	791	-	-	-	-	16,660	-
Xuzhou Lugang Shilianda Logistics Development Co., Ltd.	7,548	-	462	-	-	-	-	8,010	-
Hongjing Zhiye (Beijing) Multimodal Transport Consulting Co., Ltd.	3,510	-	819	-	-	(1,595)	-	2,734	-
Shanghai Ocean Engineering Equipment Manufacturing Innovation Center Co., Ltd.	4,457	-	(945)	-	-	-	-	3,512	-
Xinyu Tiangao Investment Management Partnership (Limited Partnership)	22	-	-	-	-	-	-	22	-
Zhongshiyun (Beijing) Investment Co., Ltd.	105,563	-	18,449	-	-	(10,689)	-	113,112	-
China Speed Airport & Aviation Service (Guangzhou) Co., Ltd.	4,861	-	(81)	-	-	-	-	4,780	-
ADS SUPPLY CHAIN (THAILAND) CO., LTD.	2,362	-	88	-	-	(97)	-	3,346	-
Shanghai Hongji International Logistics Development Ltd.	4,647	-	3,234	-	-	(1,470)	-	6,411	-
Shenzhen Bay Angel Phase III Venture Capital Partnership (Limited Partnership)	92,250	-	2,794	-	-	-	-	95,044	-
Yantai Youtai Environmental Protection Technology Co., Ltd.	12,538	-	289	-	-	-	-	12,827	-
Shanghai Anji Marine Technology Co., Ltd.	532	-	33	-	-	-	-	565	-
ANDASHUN AMAZING LOGISTICS (VIETNAM) CO., LTD.	8,626	(7,614)	70	-	-	-	(1,082)	-	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments (Continued)

(2) Associates (Continued)

	31 December 2024	Movements for the year						Translation difference of foreign currency statements	31 December 2025	Ending balance of impairment provision
		Increase/ decrease in investment	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Share of other changes in equity	Declared cash dividends or profits	Others			
Guoke Yunji Chanrong Development (Shenzhen) Co., Ltd.	17,160	-	(1,009)	-	-	-	-	-	16,151	-
Shandong CIMC Green New Material Co., Ltd.	1,901	-	-	-	-	-	-	-	1,901	-
Hunan Zhonglao Precious Metal Technology Co., Ltd.	974	-	-	-	-	-	-	-	974	-
Dongguan Ruizhutanxia Investment Co., Ltd.	5,208	(5,000)	-	-	(208)	-	-	-	-	-
Shenzhen CIMC Hongyuan Advanced Intelligent Manufacture Private Equity Investment Fund Partnership (Limited Partnership)	29,184	-	210	-	(1,178)	-	-	-	28,216	-
China Marine Engineering Equipment Technology Development Co., Ltd. (ii)	157,895	-	(6,394)	-	-	-	-	-	151,501	-
Yantai Guma New Material Co., Ltd.	640	-	-	-	-	-	-	-	640	-
CIMC-Hescom Hydrogen Technology Co., Ltd.	99,626	46,624	(19,429)	-	-	-	-	-	126,821	-
Shenzhen Financial Leasing (Group) Co., Ltd. ("Shenzhen Leasing")	2,318,039	-	175,222	(82,072)	-	(80,617)	-	(14,008)	2,316,564	-
CIMC Xinde Leasing (Shenzhen) Co., Ltd. ("Xinde Leasing")	434,305	-	25,533	(6,411)	-	-	-	-	453,427	-
Zhejiang Tengjinghui New Materials Co., Ltd.	7,472	-	(14)	-	-	-	-	-	7,458	-
Stromtangeveien 38 AS	2,611	-	-	-	-	-	-	153	2,764	-
C&C Trucks Co., Ltd. ("C&C Trucks")	641,066	-	(102,396)	-	-	-	-	-	538,670	-
Guizhou Shuigang New Energy Co., Ltd.	250,061	-	3	-	-	-	-	-	250,064	-
Shandong Xinneng Shipbuilding Co., Ltd.	90,463	-	1,414	-	-	-	(1,240)	-	90,637	-
CIMC Runqing Shipping (Zhaoqing) Co., Ltd.	5,664	-	(2,871)	-	-	-	-	-	2,793	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments (Continued)

(2) Associates (Continued)

	Movements for the year							Translation difference of foreign currency statements	31 December 2025	Ending balance of impairment provision
	31 December 2024	Increase/decrease in investment	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Share of other changes in equity	Declared cash dividends or profits	Others			
Luoyang CIMC Hongyuan Longchuang Technology Venture Capital Fund Partnership (Limited Partnership)	14,643	-	17	-	-	-	-	-	14,660	-
Aigulu (Shanghai) Intelligent Technology Co., Ltd.	8,812	-	(750)	-	-	-	-	-	8,062	-
'K'Line Zhenhua Logistics (Tianjin) Co., Ltd.	16,337	-	445	-	-	(2,089)	-	-	14,693	-
Moudi Smart Technology Co., Ltd.	2,451	-	(1,270)	-	-	-	-	-	1,181	-
Hainan Haiken Cold Chain Development Co., Ltd.	18,089	-	(1,384)	-	-	-	-	-	16,705	-
Shenzhen Shenshan Special Cooperation Zone Zhichuang Zhongji Hongyuan Private Equity Investment Fund Partnership Enterprise (Limited Partnership)	62,097	-	1,286	-	-	-	-	-	63,383	-
Hebei Luan Hydrogen Energy Technology Co., Ltd.	2,800	-	(2)	-	-	-	-	-	2,798	-
Tianjin CIMC Bohai Precious Metals Technology Co., Ltd.	1,912	(1,912)	-	-	-	-	-	-	-	-
Tianjin Jinnan Haihe TEDA CIMC Advanced Manufacturing Industry Equity Investment Fund Partnership (Limited Partnership)	30,100	(2,100)	(482)	-	-	-	-	-	27,518	-
Tianjin CIMC TEDA Haihe Management Consulting Partnership (Limited Partnership)	4,500	-	-	-	-	-	-	-	4,500	-
Guangdong Kehong Green Energy Co., Ltd.	-	2,000	272	-	-	-	-	-	2,272	-
MS Anne-S CV	-	2,422	-	-	-	-	-	41	2,463	-
Beijing CIMC Security Technology Co., Ltd.	-	3,500	-	-	-	-	-	-	3,500	-
Total	11,623,082	(14,315)	(1,447,048)	(105,843)	(1,400)	(158,416)	(1,240)	(13,963)	9,880,857	(176,209)

- (i) The Group's investment in CIMC Industry & City includes directly holding 45.92% of the equity in CIMC Industry & City and indirect holding of 34.44% – 62.14% of the equity of CIMC Industry & City subsidiary project company.
- (ii) On 27 August 2021, CIMC Offshore Holding Co., Ltd., a subsidiary of the Company, as the main investor, participated in the establishment of China Marine Engineering Equipment Technology Development Co., Ltd., and agreed to contribute a registered capital of RMB1,800,000,000 with the initial capital contribution of RMB180,000,000 in place during the middle February 2022, and the remaining registered capital will be paid in full by 30 June 2032.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Long-term equity investments (Continued)

(3) Impairment provision of long-term equity investments

	31 December 2024	Decrease in current year	Translation difference of foreign currency statements	31 December 2025
Dalian Jilong Logistics Co., Ltd.	20,740	—	—	20,740
Marine Subsea & Consafe Limited	2	—	—	2
LiHua Gas Storage and Transportation Co., Ltd.	111,415	—	—	111,415
Jiahua Shipping Co., Ltd.	59,095	—	(1,737)	57,358
Chifeng Lvtianyuan Farm Co., Ltd.	355	—	—	355
Beijing Boxcool Exhibition Co., Ltd.	6,169	—	—	6,169
Shanghai Tanklink Supply Chain Technology Development Co., Ltd.	910	—	—	910
CIMC Donghan (Shanghai) Shipping Co., Ltd.	12,589	(12,589)	—	—
Total	211,275	(12,589)	(1,737)	196,949

15. Investment properties

	Buildings and relevant land use rights	Land use rights	Total
31 December 2024	1,179,476	171,809	1,351,285
Changes in fair value	(4,366)	(5,667)	(10,033)
Fair value Adjustment on Conversion Date	7,187	525	7,712
Transferred from fixed assets	58,793	—	58,793
Transferred from construction in progress	303	—	303
Transferred from intangible assets	—	109,263	109,263
Transfer to intangible assets	—	(25,657)	(25,657)
Transfer to fixed assets	(54,004)	(1,256)	(55,260)
Additions for current year	153,507	—	153,507
Other decreases	(14,012)	—	(14,012)
Translation difference of foreign currency statements	(32,417)	(10,094)	(42,511)
31 December 2025	1,294,467	238,923	1,533,390

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

15. Investment properties (Continued)

- (i) In 2025 and 2024, no capitalisation was included in the borrowing costs of investment properties.

In 2025, the impact amount of changes in fair value of investment properties on the Group's current profit or loss was a loss of RMB10,033,000 (2024: a profit of RMB8,311,000).

As at 31 December 2025, the buildings and land use rights with carrying amount of about RMB299,076,000 (31 December 2024: RMB273,001,000) had not been entitled the property ownership certificates due to unfinished entitling procedures.

16. Fixed assets

	31 December 2025	31 December 2024
Fixed assets (a)	43,790,197	43,916,727
Disposals of fixed assets (b)	8,106	2,646
Total	43,798,303	43,919,373

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Fixed assets (Continued)

(a) Fixed assets

	Buildings		Machinery and equipment		Office and other equipment		Motor vehicles		Offshore engineering equipment	Dock and wharf	Total
	For own use	For rent use	For own use	For rent use	For own use	For rent use	For own use	For rent use	For rent use	For own use	
Original cost											
31 December 2024	15,393,378	256,387	16,678,835	350,787	2,174,163	789,944	1,362,060	194,392	36,768,726	1,464,365	75,433,037
Increase in current year											
Additions	204,069	8,706	531,653	9,349	447,484	1,040,631	61,430	18,317	-	1,931	2,323,570
Business combination	85,532	-	18	-	3,445	-	47,101	-	-	-	136,096
Transferred from											
construction in progress	750,752	-	1,029,165	-	106,438	-	25,561	-	-	2,138	1,914,054
Investment property transferred for own use	55,260	-	-	-	-	-	-	-	-	-	55,260
Decrease in current year											
Disposals or scrapping	(204,351)	(5,036)	(443,523)	(1,766)	(197,546)	(29,956)	(83,188)	(37,866)	-	-	(1,003,232)
Transferred to investment properties (Note V.15)	(69,695)	-	-	-	-	-	-	-	-	-	(69,695)
Disposals of subsidiaries	(2,011)	-	(8,801)	-	(733)	-	6,836	-	-	-	(4,709)
(Decrease)/Increase in internal reclassification of fixed assets	15,028	-	4,032	-	(18,215)	-	(407,113)	406,268	-	-	-
Translation difference of foreign currency statements	77,814	(22,936)	38,504	(9,642)	20,778	-	2,132	-	(1,488,737)	-	(1,382,087)
31 December 2025	16,305,776	237,121	17,829,883	348,728	2,535,814	1,800,619	1,014,819	581,111	35,279,989	1,468,434	77,402,294
Accumulated depreciation											
31 December 2024	4,746,522	52,830	7,562,844	108,503	1,285,939	327,214	775,504	174,856	5,077,919	452,386	20,564,517
Depreciation recognised in current year	584,011	8,472	1,077,479	36,108	342,547	68,776	112,144	78,563	959,739	29,744	3,297,583
Decrease in current year											
Transferred to investment properties (Note V.15)	(10,902)	-	-	-	-	-	-	-	-	-	(10,902)
Disposals or scrapping	(82,808)	(400)	(293,660)	(911)	(138,598)	(16,323)	(69,542)	(26,845)	-	-	(629,087)
Disposals of subsidiaries	(267)	-	(1,973)	-	(388)	-	(125)	-	-	-	(2,753)
Increase/(decrease) in internal reclassification of fixed assets	795	-	3,947	-	(4,325)	-	(169,489)	169,072	-	-	-
Translation difference of foreign currency statements	25,558	-	33,514	(751)	14,883	-	1,072	-	(222,012)	-	(147,736)
31 December 2025	5,262,909	60,902	8,382,151	142,949	1,500,058	379,667	649,564	395,646	5,815,646	482,130	23,071,622

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Fixed assets (Continued)

(a) Fixed assets (Continued)

	Buildings		Machinery and equipment		Office and other equipment		Motor vehicles		Offshore engineering equipment	Dock and wharf	Total
	For own use	For rent use	For own use	For rent use	For own use	For rent use	For own use	For rent use	For rent use	For own use	
Impairment provision											
31 December 2024	231,646	-	42,441	20,087	37,080	-	1,008	-	10,619,531	-	10,951,793
Depreciation recognised in current year	4,797	-	10,447	14,515	358	-	7,047	-	-	-	37,164
Disposals or scrapping	(749)	-	(11,120)	-	(399)	-	(260)	-	-	-	(12,528)
Translation difference of foreign currency statements	-	-	194	(1,221)	-	-	-	-	(434,927)	-	(435,954)
31 December 2025	235,694	-	41,962	33,381	37,039	-	7,795	-	10,184,604	-	10,540,475
Carrying amount											
31 December 2025	10,807,173	176,219	9,405,770	172,398	998,717	1,420,952	357,460	185,465	19,279,739	986,304	43,790,197
31 December 2024	10,415,210	203,557	9,073,550	222,197	851,144	462,730	585,548	19,536	21,071,276	1,011,979	43,916,727

In 2025, the Group's fixed assets with an indication of impairment mainly arose from offshore engineering equipment. Each offshore engineering equipment was tested for impairment as an individual asset group. The management mainly considers leasing it to oil companies for oil exploration and other activities to determine the recoverable amount. After comparing the recoverable amount and carrying amount of offshore engineering equipment, no provision for impairment is made in current year.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Fixed assets (Continued)

(a) Fixed assets (Continued)

For assets related to offshore engineering, the Group determines the revenue growth rate and gross profit margin based on the rental of similar platforms in the open market and the CIMC Group, market demand, utilisation rate and maintenance cost rate, historical peak and low rental. The discount rate refers to the pre-tax discount rate that reflects the specific risk of the asset. The key assumptions applied in calculating discounted future cash flows:

Compound revenue growth rates in the forecast period	0.16% ~ 10.67%
Gross profit margin	28.47% ~ 66.91%
Pre-tax discount rate	7.88%

(1) Temporarily idle fixed assets

As at 31 December 2025, the carrying amount of temporarily idle fixed assets, amounted to approximately RMB48,794,000 (original cost of RMB75,216,000) (31 December 2024: carrying amount of approximately RMB72,585,000 and original cost of RMB129,249,000). The following table presents the detail:

	Original amount	Accumulated depreciation	Impairment provision	Carrying amount
Buildings	58,485	11,292	–	47,193
Machinery and equipment	15,620	13,920	157	1,543
Motor vehicles	86	77	–	9
Office and other equipment	1,025	922	54	49
Total	75,216	26,211	211	48,794

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Fixed assets (Continued)

(a) Fixed assets (Continued)

(2) Fixed assets with certificates of ownership unsettled

	Carrying amount	Reason for not completing the property rights certificate
Factory	319,826	Have not met the conditions of certificate; Put to use, certificate being in the progress
Workshop	330,494	Have not met the conditions of certificate; Put to use, certificate being in the progress
Office building	111,040	Put to use, certificate being in the progress
Dormitory and canteen	68,963	Put to use, certificate being in the progress
Warehouse	57,978	Put to use, certificate being in the progress
Others	22,963	Put to use, certificate being in the progress
Total	911,264	

- (3) The buildings, machinery and equipment, office and other equipment, and motor vehicles signed by the Group as the lessor have no residual value guarantee clauses.

(b) Disposals of fixed assets

	31 December 2025	31 December 2024
Machinery and equipment	353	12
Motor vehicles	–	1,253
Office and other equipment	79	3
Offshore engineering equipment	7,674	1,378
Total	8,106	2,646

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Construction in progress

(1) Construction in progress

	31 December 2025			31 December 2024		
	Original amount	Impairment provision	Carrying amount	Original amount	Impairment provision	Carrying amount
Enric Biomass Liquid Fuel Project	389,992	-	389,992	-	-	-
Enric low temperature plant renovation project	356,671	(34,569)	322,102	536,838	(40,014)	496,824
Dongguan southern CIMC Fenggang phase 2 project	58,465	-	58,465	51,856	-	51,856
Construction project of Nantong Union new energy integration equipment	5,078	-	5,078	3,250	-	3,250
Ningbo CIMC Longteng Twin Star Project	1,000	-	1,000	4,534	-	4,534
CIMCNB water-based paint coating line reconstruction and waste treatment project	-	-	-	4,438	-	4,438
Others	1,490,821	(1,000)	1,489,821	1,245,080	-	1,245,080
Total	2,302,027	(35,569)	2,266,458	1,845,996	(40,014)	1,805,982

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Construction in progress (Continued)

(2) Movement of significant projects of construction in progress during the year

	Budget amount	31 December 2024	Increase in current year	Transfer to fixed assets in current year	Other decreases in current year (i)	Translation difference of foreign currency statements	31 December 2025	Proportion of project investment to budget (%)	Progress of construction	Borrowing costs capitalization amount	Including: borrowing costs capitalized amount in current year	Borrowing costs capitalization rate in current year	Source of funds
Enric low temperature plant renovation project	791,019	536,838	226,115	(411,232)	-	4,950	356,671	94%	94%	7,608	225	3.10%	Self-funding & bank loan
Dongguan southern CIMC Fenggang phase 2 project	722,523	51,856	81,004	(74,190)	(205)	-	58,465	99%	99%	-	-	-	Self-funding
Ningbo CIMC Longteng Twin Star Project	680,000	4,534	210	(3,744)	-	-	1,000	99%	99%	-	-	-	Self-funding
CIMCNB water-based paint coating line reconstruction and waste treatment project	365,460	4,438	234	(4,672)	-	-	-	100%	100%	-	-	-	Self-funding
Construction project of Nantong Union new energy integration equipment	576,000	3,250	4,558	(2,471)	(259)	-	5,078	99%	99%	297	-	-	Self-funding & bank loan
Enric Biomass Liquid Fuel Project	510,000	-	389,992	-	-	-	389,992	98%	98%	1,791	1,791	2.75%	Self-funding & bank loan
Others		1,245,080	1,813,662	(1,417,745)	(150,941)	765	1,490,821			12,313	378	3.10%	Self-funding & bank loan
Total		1,845,996	2,515,775	(1,914,054)	(151,405)	5,715	2,302,027			22,009	2,394		

- (i) For other decreases in construction in progress during the year, RMB81,568,000 was transferred to intangible assets, RMB69,534,000 was transferred to long-term amortized expenses and RMB303,000 was transferred to investment properties.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Construction in progress (Continued)

(3) Impairment provision of construction in progress

	Impairment provision of construction in progress						Reason for change
	31 December 2024	Increase in current year	Transfer to fixed assets in current year	Charge-off/ write-off in current year	Translation difference of foreign currency statements	31 December 2025	
CIMC New Material Modified Material Production Line	-	1,000	-	-	-	1,000	The production line is in a shutdown state
Enric low temperature plant renovation project	40,014	-	-	(5,445)	-	34,569	Enric verification impairment provision
Total	40,014	1,000	-	(5,445)	-	35,569	

In 2025, the decrease of impairment provision of construction in progress was mainly due to the transfer of Enric low temperature plant renovation project to fixed assets.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

18. Intangible assets and development expenditures

(1) Intangible assets

	Land use rights	Technical know-how, trademarks and software	Timber concession rights	Customer relationships	Customer contracts	Sea area use rights	Franchise rights	Total
Original cost								
31 December 2024	6,201,671	2,590,453	137,104	257,885	349,332	110,451	142,446	9,789,342
Increase in business combination	-	26,689	-	-	-	-	-	26,689
Additions	232,019	120,791	-	-	-	-	-	352,810
Transferred from construction in progress	38,090	43,478	-	-	-	-	-	81,568
Transferred from investment properties	25,657	-	-	-	-	-	-	25,657
Internal research and development expenses	-	7,748	-	-	-	-	-	7,748
Disposals of subsidiaries	-	(4,137)	-	-	-	-	-	(4,137)
Disposals for current year	(109,733)	(27,868)	-	-	-	-	-	(137,601)
Transfer to investment properties	(109,263)	-	-	-	-	-	-	(109,263)
Other decreases	-	(4,013)	-	-	-	-	-	(4,013)
Translation difference of foreign currency statements	1,239	32,068	-	5,514	75	-	-	38,896
31 December 2025	6,279,680	2,785,209	137,104	263,399	349,407	110,451	142,446	10,067,696
Accumulated amortisation								
31 December 2024	1,342,109	1,739,162	32,730	185,263	297,068	43,040	42,932	3,682,304
Depreciation recognised in current year	181,567	198,804	-	3,884	-	1,827	4,922	391,004
Disposals of subsidiaries	(7,777)	(7,603)	-	-	-	-	-	(15,380)
Disposals for current year	(11,223)	(43,319)	-	-	-	-	-	(54,542)
Other decreases	(5,223)	(2,481)	-	-	-	-	-	(7,704)
Translation difference of foreign currency statements	490	19,550	-	2,044	75	-	-	22,159
31 December 2025	1,499,943	1,904,113	32,730	191,191	297,143	44,867	47,854	4,017,841
Impairment provision								
31 December 2024	-	35,454	104,374	38,385	52,264	-	4,685	235,162
Depreciation recognised in current year	-	78,428	-	-	-	-	-	78,428
Translation difference of foreign currency statements	-	469	-	917	-	-	-	1,386
31 December 2025	-	114,351	104,374	39,302	52,264	-	4,685	314,976
Carrying amount								
31 December 2025	4,779,737	766,745	-	32,906	-	65,584	89,907	5,734,879
31 December 2024	4,859,562	815,837	-	34,237	-	67,411	94,829	5,871,876

In 2025, the amortization amount of intangible assets was RMB391,004,000 (2024: RMB359,605,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

18. Intangible assets and development expenditures (Continued)

- (1) As of 31 December 2025, the carrying amount of land use right that has not yet obtained land use right certificate was RMB8,724,000, with an original price of RMB8,738,000 (as of 31 December 2024, the carrying amount of land use right that has not yet obtained land use right certificate was RMB455,000, with an original price of RMB456,000).
- (2) As at 31 December 2025, the net intangible asset with indefinite useful lives was gas station franchise and a trademark right, which amounted to RMB196,089,000 (31 December 2024: RMB205,836,000).
- (3) As at 31 December 2025, the carrying amount of intangible assets with limited ownership amounted to RMB32,564,000 with the details in Note V.25 (31 December 2024: RMB33,647,000).
- (4) **Research and development expenditures**

In 2025, the Group's total expenditures on research and development activities are presented by nature as follows:

	2025		
	Research and development expenses	Development expenditures	Total
Direct material consumption	1,150,601	519	1,151,120
Labor costs	1,172,447	650	1,173,097
Depreciation and amortisation	100,482	–	100,482
Testing fee	139,312	–	139,312
Design fee	34,841	124	34,965
Others	190,097	6	190,103
Total	2,787,780	1,299	2,789,079

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

18. Intangible assets and development expenditures (Continued)

(4) Research and development expenditure (Continued)

- (a) In 2025, the changes in the Group's development expenditures eligible for capitalisation are analysed as follows:

	31 December 2024	Increase in current year	Transfer to intangible assets in current year	31 December 2025
Project on energy and chemical technology	3,159	—	(1,432)	1,727
Others	12,446	1,299	(6,316)	7,429
Total	15,605	1,299	(7,748)	9,156

In 2025, there was no impairment of the Group's development expenditures (2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Right-of-use assets

	Buildings	Land use rights	Offshore engineering equipment	Machinery and equipment	Motor vehicles	Office and other equipment	Total
Original cost							
31 December 2024	1,274,706	514,262	131,915	248,143	6,713	30,747	2,206,486
Additions from lease contract	388,498	92,501	–	58,875	7,447	56,345	603,666
Lease changes in current year	(69,968)	(91,327)	–	(10,897)	(4,880)	(21,749)	(198,821)
Decrease in current year	(157,712)	(108,240)	–	–	–	–	(265,952)
Translation difference of foreign currency statements	1,951	7,756	–	(2,600)	(409)	(707)	5,991
31 December 2025	1,437,475	414,952	131,915	293,521	8,871	64,636	2,351,370
Accumulated depreciation							
31 December 2024	535,669	251,116	89,851	162,807	2,967	11,946	1,054,356
Depreciation recognised in current year	291,517	59,993	7,693	37,493	5,653	9,033	411,382
Lease changes in current year	(52,028)	(42,302)	–	(6,414)	(3,605)	(8,713)	(113,062)
Decrease in current year	(83,196)	(77,853)	–	–	–	–	(161,049)
Translation difference of foreign currency statements	2,299	3,097	–	(1,085)	(517)	(380)	3,414
31 December 2025	694,261	194,051	97,544	192,801	4,498	11,886	1,195,041
Impairment provision							
31 December 2024	–	–	–	–	–	–	–
Depreciation recognised in current year	–	–	–	2,089	–	–	2,089
31 December 2025	–	–	–	2,089	–	–	2,089
Carrying amount							
31 December 2025	743,214	220,901	34,371	98,631	4,373	52,750	1,154,240
31 December 2024	739,037	263,146	42,064	85,336	3,746	18,801	1,152,130

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

20. Goodwill

	31 December 2024	Increase in current year	Decrease in current year	Translation difference of foreign currency statements	31 December 2025
Enric	635,513	—	—	—	635,513
Vehicles UK	355,195	—	—	9,727	364,922
TGE SA	171,422	—	—	13,907	185,329
Bassoe	125,806	—	—	—	125,806
CIMC Wetrans Zelian International Logistics (Hong Kong) Co. Ltd. and CIMC Wetrans Zelian International Logistics (Shanghai) Co., Ltd.	221,250	—	—	—	221,250
Others	1,663,184	66,933	(26,457)	(336)	1,703,324
Sub-total	3,172,370	66,933	(26,457)	23,298	3,236,144
Less: Impairment provision					
Bassoe	125,806	—	—	—	125,806
TGE SA	52,964	—	—	4,446	57,410
Others	476,488	84,395	(26,457)	(1,681)	532,745
Sub-total	655,258	84,395	(26,457)	2,765	715,961
Net book value	2,517,112	(17,462)	—	20,533	2,520,183

The increase in goodwill impairment provisions for this year is primarily attributable to goodwill impairments related to Shenyang Jietong Fire Truck Co., Ltd. ("**Shenyang Jietong**"), Shanghai Jin Dun Special Vehicle Equipment Co., Ltd., and Briggs Groups Limited.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

20. Goodwill (Continued)

(1) Impairment test of goodwill allocated to asset groups

All goodwill belongs to the Group has been allocated to relevant asset groups or combination of asset groups on the purchase date. There is no change in the allocation of goodwill in year 2025. According to the Segment Reporting (Note XV.1), the allocation is summarised as follows:

	31 December 2025	31 December 2024
Energy, chemical and liquid food equipment asset group	1,057,780	1,074,122
Logistics services asset group	493,858	498,106
Road transportation vehicles asset group	441,842	424,503
Airport facilities and logistics equipment, fire safety and rescue equipment business	147,873	209,742
Containers manufacturing asset group	168,929	104,021
Unit load business asset group	63,359	63,359
Asset groups with insignificant allocation percentage of goodwill group	146,542	143,259
Total	2,520,183	2,517,112

When doing goodwill impairment test, the Group compares the carrying amount of the relevant asset or combination of asset groups (including goodwill) with its recoverable amount. If the recoverable amount was less than the carrying amount, the related difference was recognised in current profit or loss (Note V.60).

The Group determines the growth rate and gross profit margin according to the historical experience and the forecast of market development. The growth rate in the forecast period is based on the five-year budget approved by the management. The growth rate in the stable period is the one that adopted after the forecast period, which is consistent with the forecast data in the industry report and does not exceed the long-term average growth rate of each product. The discount rate is a pre-tax discount rate that reflects the specific risks of the relevant asset group or group of asset groups.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

20. Goodwill (Continued)

(1) Impairment test of goodwill allocated to asset groups (Continued)

In 2025, the recoverable amounts of the Group's relevant asset groups of significant goodwill and the main assumptions applied in calculating discounted future cash flows were as follows:

	Vehicles UK
Forecast period revenue growth rate	3.05%-6.64%
Stable period revenue growth rate	2.00%
Gross profit margin	11.85%-12.97%
Pre-tax discount rate	15.40%
Carrying amount of the asset group (including goodwill)	901,250
Recoverable amount	1,047,697

Enric, a subsidiary of the Group, is a listed company on the stock exchange of Hong Kong. According to the number of Enric shares held by the Group and its market price as at 31 December 2025, the Group determined the recoverable amount of Enric's combination of asset groups (including goodwill). The carrying amount of the combination of asset groups (including goodwill) is calculated to be less than the recoverable amount, and there is no need to calculate the impairment (31 December 2024: no need to calculate the impairment).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

21. Long-term prepaid expenses

	31 December 2024	Increase in current year	Current year amortisation	Other reductions	Translation difference of foreign currency statements	31 December 2025
Production equipment renovation project	233,753	90,571	(70,288)	(17,516)	(2,559)	233,961
Improvement expenses of engineering vessels (i)	408,832	5,444	(232,779)	–	(12,214)	169,283
Improvements to right-of-use assets	92,577	21,513	(4,921)	(115)	1,008	110,062
Yard facility expenses	32,652	10,202	(8,117)	(1,145)	385	33,977
Others	64,318	91,887	(63,519)	(24,347)	(229)	68,110
Total	832,132	219,617	(379,624)	(43,123)	(13,609)	615,393

(i) The improvement expenses of engineering vessels refer to the expenses for adaptability improvement of the platform and special inspection fee for hull.

- (1) Adaptability improvement refers to the renovation expenses of the platform incurred when there are changes in operating sea area or the operating requirements.
- (2) The special inspection fee for hull refers to the expenses incurred by offshore mobile platforms to perform the corresponding inspection on a regular basis in accordance with the Ship Technical Regulations of the People's Republic of China and the regulations of offshore mobile platforms, and to obtain a Certificate of Classification from the relevant inspection agency with a maximum validity period of 5 years.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

22. Deferred tax assets and deferred tax liabilities

(1) The pre-offsetting balances of deferred tax assets

	31 December 2025		31 December 2024	
	Deductible temporary differences and deductible losses	Deferred tax assets	Deductible temporary differences and deductible losses	Deferred tax assets
Deferred tax assets:				
Provision for asset impairment	1,350,096	337,524	1,355,208	338,803
Provisions	1,085,399	204,623	910,546	174,094
Employee benefits payable	2,131,364	462,223	2,072,323	436,753
Accrued expenses	1,458,234	311,480	1,499,275	316,922
Deductible losses	4,226,660	796,571	4,390,306	827,400
Fair value changes of derivative financial assets	20	3	312,745	58,927
Intra-group unrealised revenue	153,755	35,103	116,790	29,134
Lease liabilities	879,260	211,410	822,113	202,768
Others	1,256,019	162,361	919,967	184,345
Total	12,540,807	2,521,298	12,399,273	2,569,146

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

22. Deferred tax assets and deferred tax liabilities (Continued)

(2) The pre-offsetting balances of deferred tax liabilities

	31 December 2025		31 December 2024	
	Taxable temporary differences	Deferred tax liabilities	Taxable temporary differences	Deferred tax liabilities
Deferred tax liabilities:				
Fair value changes of derivative financial assets	(69)	(4)	(142,027)	(27,848)
Fair value changes of investment properties	(579,034)	(143,539)	(602,639)	(146,678)
Revaluation gain through combination	(336,038)	(62,677)	(530,548)	(106,818)
Gross profit of overseas projects (pay tax after completion)	(744,940)	(186,235)	(1,128,036)	(282,009)
Accelerated depreciation of long-term assets	(2,882,772)	(627,647)	(2,471,870)	(549,153)
Right-of-use assets	(918,656)	(216,107)	(864,413)	(206,991)
Others	(386,307)	(67,972)	(311,345)	(50,075)
Total	(5,847,816)	(1,304,181)	(6,050,878)	(1,369,572)

(3) The net deferred tax assets and liabilities after offset are presented as follows:

	31 December 2025		31 December 2024	
	The offset amount	Balance after offset	The offset amount	Balance after offset
Deferred tax assets	(771,443)	1,749,855	(870,592)	1,698,554
Deferred tax liabilities	771,443	(532,738)	870,592	(498,980)

(4) Unrecognised deferred tax assets:

	31 December 2025	31 December 2024
Deductible losses	5,730,828	4,773,243
Deductible temporary differences	85,092	224,800
Total	5,815,920	4,998,043

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

22. Deferred tax assets and deferred tax liabilities (Continued)

- (5) Maturity of deductible losses that are not recognised as deferred tax assets:

	31 December 2025	31 December 2024	Note
2025	–	57,802	
2026	332,685	328,054	
2027	381,253	410,546	
2028	563,000	630,185	
2029	620,459	652,764	
After 2030	22,655,935	18,802,001	Note 1
Total	24,553,332	20,881,352	

Note 1: As at 31 December 2024 and 2025, unrecognised deferred tax assets aged over 5 years (inclusive) arising from deductible tax losses mainly resulted from foreign subsidiaries' operating losses. Deductible tax losses generated from Hong Kong, the United States of America, the United Kingdom of Great Britain, Germany and Belgium can be offset with future profit indefinitely; deductible tax losses generated from the Netherlands can be offset in the subsequent six years.

- (6) Taxable temporary differences for unrecognised deferred tax liabilities

As at 31 December 2025, for the possible tax impact of the accumulated undistributed profits of its subsidiaries in Hong Kong and other overseas subsidiaries, the Group did not recognise the taxable temporary difference of RMB7,821,272,000 as deferred tax liabilities, since the Group was able to determine its dividend distribution policy on its own initiative and had no plan for dividend distribution in the foreseeable future and also had no intention to dispose of such subsidiaries.

23. Other non-current assets

	31 December 2025	31 December 2024
Prepayments for equipment	321,268	317,301
Prepayments for construction	10,535	15,746
Prepayments for land use rights	26,362	11,390
Others	48,900	47,272
Total	407,065	391,709

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

24. Provision for asset impairment and losses

	31 December 2024	Increase in current year	Decrease in current year Reversal	Charge-off/ write-off	Translation difference of foreign currency statements	31 December 2025
Provision for bad debts of notes receivables	1,868	450	(1,744)	–	247	821
Provision for bad debts of receivables financing	–	215	–	(215)	–	–
Provision for bad debts of accounts receivable	1,615,187	740,938	(108,966)	(77,348)	(5,102)	2,164,709
Provision for bad debts of other receivables	292,195	59,625	(41,718)	(655)	7,921	317,368
Provision for bad debts of long-term receivables and current portion of non-current assets	11,226	5,810	(2,772)	(1,118)	–	13,146
Sub-total	1,920,476	807,038	(155,200)	(79,336)	3,066	2,496,044
Provision for bad debts of advance to suppliers	207,414	250,995	(116)	(55,452)	(4,582)	398,259
Provision for impairment of inventories and impairment of contract performance costs	1,181,584	342,873	(39,166)	(71,993)	1,403	1,414,701
Impairment provision for contract assets	60,860	17,536	(23,234)	(4,415)	5,153	55,900
Impairment provision for long-term equity investments	211,275	–	–	(12,589)	(1,737)	196,949
Impairment provision for fixed asset	10,951,793	37,164	–	(12,528)	(435,954)	10,540,475
Impairment provision for construction in progress	40,014	1,000	–	(5,445)	–	35,569
Impairment provision for intangible assets	235,162	78,428	–	–	1,386	314,976
Impairment provision for goodwill	655,258	84,395	–	(26,457)	2,765	715,961
Impairment provision for right-of-use assets	–	2,089	–	–	–	2,089
Sub-total	13,543,360	814,480	(62,516)	(188,879)	(431,566)	13,674,879
Total	15,463,836	1,621,518	(217,716)	(268,215)	(428,500)	16,170,923

Please refer to the respective notes of the assets for reasons of the provision.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

25. Restricted assets

As at 31 December 2025, assets with restrictions in their ownerships are as follows:

	Note	Carrying amount at the end of the year	Restricted reasons
Cash at bank and on hand	V.1	1,348,956	Margin, deposit of statutory reserves of the central bank
Intangible assets	V.18	32,564	No transfer without permission from the government
Receivables financing	V.6	7,798	Pledge
Notes receivables	V.4	216,599	Accepted or discounted but not yet due, and not derecognized, notes receivable and pledges
Total		1,605,917	

26. Short-term borrowings

	Note	31 December 2025	31 December 2024
Guaranteed	(a)		
RMB		849,983	2,275,964
HKD		4,933,347	5,458,002
Sub-total		5,783,330	7,733,966
Pledged			
RMB		505	740
Unsecured			
USD		143,279	918,831
EUR		152,739	137,126
THB		860	—
AUD		1,639	—
RMB		2,580,315	2,445,589
Sub-total		2,879,337	3,502,286
Discounted notes			
RMB		17,114	24,464
Total		8,679,781	11,260,716

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

26. Short-term borrowings (Continued)

- (a) As at 31 December 2025, the guaranteed borrowings of RMB5,783,330,000 (31 December 2024: RMB7,733,966,000) were guaranteed by the Company or the Company's subsidiaries to member companies of the Group. Among them, the newly added guaranteed loans by the Group's subsidiary, CIMC Fortune Holdings Limited, in the current year include a loan drawn down and incurred under the Facility Agreement relating to a HK\$5,500,000,000 Term Loan Facility signed on 16 October 2024. The agreement was entered into by CIMC Fortune Holdings Limited as the borrower, with The Bank of China (Hong Kong) Limited, China Construction Bank (Asia) Corporation Limited, Ping An Bank Cross-border Finance Department (Offshore Business Department), Bank of Communications Hong Kong Branch, Industrial and Commercial Bank of China (Asia) Limited, Bank of Communications Offshore Financial Center, China Merchants Bank Wing Lung Bank Limited, Nanyang Commercial Bank, HSBC Bank Hong Kong Limited, and Standard Chartered Bank (Hong Kong) Limited (the names of the banks are based on the signatories of the contract) as lead arrangers and initial lenders. The Bank of China (Hong Kong) Limited, Bank of Communications Hong Kong Branch, and Ping An Bank Cross-border Finance Department (Offshore Business Department) served as coordinators, The Bank of China (Hong Kong) Limited, China Construction Bank (Asia) Corporation Limited, and Standard Chartered Bank (Hong Kong) Limited as sustainable loan coordinators, and The Bank of China (Hong Kong) Limited as the agent bank. The guaranteed loan of HKD5.5 billion (approximately RMB4.9 billion) is secured by joint and several liability guarantees from the Company and CIMC Hong Kong.
- (b) As at 31 December 2025, the Group did not have overdue short-term borrowings and the interest rate of short-term borrowings ranged from 0.84% to 5.00% (31 December 2024: 1.30% to 6.35%).

27. Notes payables

	31 December 2025	31 December 2024
Bank acceptance notes	5,157,326	5,140,529
Trade acceptance notes	1,204,841	960,067
Total	6,362,167	6,100,596

As at 31 December 2025, the Group did not have due and unpaid notes payables (31 December 2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

28. Accounts payables

	31 December 2025	31 December 2024
Due to raw material suppliers	17,435,291	18,853,610
Integrated logistics services charges	2,633,361	2,754,821
Project procurement charges	1,070,843	1,575,569
Equipment procurement charges	849,991	979,048
Processing charges	897,012	847,363
Transportation charges	771,001	815,778
Project contracts charges	294,595	358,674
Others	814,972	701,436
Total	24,767,066	26,886,299

As at 31 December 2025, accounts payables over 1 year with a carrying amount of RMB2,894,002,000 (31 December 2024: RMB2,150,088,000) were mainly payables related to offshore engineering business, and energy and chemicals business. Since the production cycle of the offshore engineering business, and energy and chemicals business was usually more than 1 year, the payables have not yet been settled.

29. Advances from customers

	31 December 2025	31 December 2024
Rental advances	39,123	5,628

As at 31 December 2025, there is no advances from customers with an age of more than 1 year (31 December 2024: Nil).

30. Contract liabilities

	31 December 2025	31 December 2024
Advances for goods	6,611,183	5,938,383
Advances for construction	8,672,464	8,643,061
Advances for trade and logistics	9,721	18,497
Total	15,293,368	14,599,941

The contract liabilities of RMB9,602,316,000, included in the carrying amount as at 31 December 2024 (2024: RMB9,834,256,000), were transferred to revenue in 2025. The remainder is expected to be transferred to revenue in 2026 according to respective project cycles.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

31. Employee benefits payable

	Notes	31 December 2025	31 December 2024
Short-term wages	(1)	5,702,231	6,182,499
Defined contribution plans	(2)	51,301	50,563
Termination benefits	(3)	35,229	18,479
Total		5,788,761	6,251,541

(1) Short-term wages

	31 December 2024	Increase in current year	Decrease in current year	Translation difference of foreign currency statements	31 December 2025
Wages or salaries, bonuses, allowances and subsidies	5,412,951	12,780,318	(13,264,237)	5,675	4,934,707
Profit-sharing and senior management bonus	531,463	–	(367)	–	531,096
Housing funds	7,944	460,125	(461,035)	764	7,798
Labour union funds and employee education funds	152,127	91,675	(86,501)	870	158,171
Social security contributions and others	21,418	403,288	(398,665)	2,006	28,047
Including: Medical insurance	12,015	399,409	(389,735)	(1,211)	20,478
Work injury insurance	9,125	47,251	(52,313)	3,191	7,254
Maternity insurance	278	9,616	(9,605)	27	316
Other short-term wages	56,596	537,190	(553,419)	2,045	42,412
Total	6,182,499	14,272,596	(14,764,224)	11,360	5,702,231

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

31. Employee benefits payable (Continued)

(2) Defined contribution plans

	31 December 2024	Increase in current year	Decrease in current year	Translation difference of foreign currency statements	31 December 2025
Basic pensions	48,622	934,041	(934,177)	973	49,459
Unemployment insurance	1,558	33,123	(33,077)	35	1,639
Enterprise annuities	383	9,980	(10,330)	170	203
Total	50,563	977,144	(977,584)	1,178	51,301

The Group pays the endowment insurance premium and unemployment insurance premium to relevant agencies on a monthly basis. The base and proportion are specified by the local labour and social security department. The payment cannot be used to offset the amount that the Group should deposit for employees in the future.

(3) Termination benefits payable

	31 December 2025	31 December 2024
Others (i)	35,229	18,479

(i) As at 31 December 2025, the Group provided other compensation amounting to RMB61,623,000 (2024: RMB57,237,000) to compensate for the termination of employment relationship.

32. Taxes payable

	31 December 2025	31 December 2024
Corporate income tax payable	555,042	1,233,307
VAT payable	961,835	796,645
Urban maintenance and construction tax payable	54,396	94,245
Educational surcharge payable	45,845	72,731
Individual income tax payable	70,090	53,739
Property tax payable	52,309	49,755
Others	87,241	108,292
Total	1,826,758	2,408,714

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

33. Other payables

	Notes	31 December 2025	31 December 2024
Accrued expenses		2,864,291	2,923,264
Warranties		470,353	501,476
Equipment or land use rights		197,448	218,996
Transportation charges		288,124	200,468
Equity payable	(1)	40,480	66,018
Equity incentive	(2)	82,934	82,934
Dividends due to minority interests		136,107	128,567
Payable for share repurchase	(3)	113,658	—
Deposit, advance received and others		1,621,693	1,448,913
Total		5,815,088	5,570,636

- (1) The equity payable of CIMC Wetrans Zelian International Logistics (Hong Kong) Co. Ltd. ("Zelian Hong Kong") purchased by Asia Nova Freight Co., Ltd. ("Asia Nova"), a subsidiary of the Group, was RMB6,750,000. CIMC Technology Co., Ltd. ("CIMC Technology") purchased the accounts payable for the equity transfer amounting to RMB16,354,000 from Yangzhou Tongli Refrigerated Container Co., Ltd.
- (2) The equity incentives (Note XI.2) are mainly the payables of CIMC Safe Tech and CIMC Liquid Process Technologies Co., Ltd. ("CLPT"), a subsidiary of the Group.
- (3) The Group's subsidiary, CIMC-TianDa Holdings Company Limited, repurchased shares held by Fengqiang Co., Ltd., and the corresponding consideration has not yet been paid.
- (4) As at 31 December 2025, other payables aged more than 1 year were mainly unsettled warranties, deposits, etc.

34. Provisions

	Notes	31 December 2024	Increase in current year	Decrease in current year	Translation difference of foreign currency statements	31 December 2025
Product warranties	(1)	1,539,607	669,251	(739,498)	(59,718)	1,409,642
Provisions for litigation and compensation loss		110,612	54,477	(57,514)	—	107,575
Relocation and liquidation compensation	(2)	165,625	—	—	—	165,625
Loss contract		21,924	46,469	(33,578)	310	35,125
Car loan risk provision		3,461	—	(2,595)	—	866
Others	(3)	249,309	166,721	(307,256)	5,391	114,165
Total		2,090,538	936,918	(1,140,441)	(54,017)	1,832,998

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

34. Provisions (Continued)

- (1) The Group provides after-sales repair warranty to the customers, ranging from two to seven years for containers, one to five years for trailers, one to seven years for tank equipment, one to two years for airport ground facilities and one year for offshore business after delivery of vessels. The Group will provide repair and maintenance services in accordance with sales contracts during the warranty period in the event of any non-accidental breakdown or quality problems. The balance of "Provisions – Product warranties" represents the Group's estimated obligation for such warranties of products sold out during the year and in the previous fiscal years.
- (2) It is mainly the relocation and liquidation compensation that accrued by CIMC Burg B.V., a subsidiary of the Group, due to relocation and liquidation.
- (3) As at 15 March 2023, C&C Trucks completed the regarding strategic restructuring transaction. According to the restructuring agreement, liabilities incurred to C&C Trucks and its directly shareholding subsidiaries within two years at restructuring transaction data due to matters before closing date of restructuring transaction were born by the Company with an aggregate limit of RMB100 million. As at 31 December 2024, by fully considering the latest liabilities of C&C Trucks and its directly shareholding subsidiaries, the Company fully recognised provisions according to the above restructuring agreement. On 2 July 2025, the Company entered into a supplementary agreement with C&C Trucks and other parties, agreeing that the Company shall bear the liabilities arising from C&C Trucks' guaranteed vehicle loans and finance leasing businesses, subject to an aggregate cap of RMB43,000,000. Accordingly, the Company reversed a provision of liabilities of RMB57,000,000 in 2025.

35. Non-current liabilities due within one year

The Group's non-current liabilities due within one year are analysed by categories as follows:

	Note	31 December 2025	31 December 2024
Current portion of long-term borrowings	V.37	4,071,055	3,440,969
Current portion of bonds payables	V.38	–	507,583
Current portion of lease liabilities	V.39	300,724	261,074
Current portion of long-term payables		195,726	86,962
Total		4,567,505	4,296,588

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

36. Other current liabilities

	31 December 2025	31 December 2024
Super short-term financing bills (i)	505,822	503,016
VAT to be recognised (ii)	636,352	453,675
Others	133,138	2,411
Total	1,275,312	959,102

(i) Related information of short-term debentures payable is as follows:

	31 December 2024	Issuance in current year	Interest at par value	Amortisation of excess/ discount	Translation difference of foreign currency	Repayment in current year	31 December 2025
25 CIMC SCP001	–	1,000,000	7,474	–	–	(1,007,474)	–
25 Enric SCP001	–	500,000	5,822	–	–	–	505,822
24 Enric SCP001	503,016	–	4,455	–	–	(507,471)	–
	503,016	1,500,000	17,751	–	–	(1,514,945)	505,822

	Par value	Nominal interest rate	Issuance date	Maturity	Issuance amount	Default or not
24 Enric SCP001	500,000	2.02%	12 Sep 2024	270 days	500,000	No
25 CIMC SCP001	1,000,000	1.76%	14 Jan 2025	155 days	1,000,000	No
25 Enric SCP001	500,000	1.70%	24 Apr 2025	270 days	500,000	No

(ii) VAT which is recognised as relevant revenue (or gains) or contract payments received but has not yet incurred VAT liability by the Group (as a general taxpayer) and will be recognised as output VAT in subsequent periods, and the Group includes it in the VAT to be recognised.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

37. Long-term borrowings

	Note	31 December 2025	31 December 2024
Unsecured		11,499,336	13,609,589
Guaranteed	(i)	7,537,103	9,171,616
Pledged	(ii)	58,916	37,362
Sub-total		19,095,355	22,818,567
Less: Current portion of long-term borrowings	V.35		
Unsecured		(2,824,706)	(2,453,293)
Guaranteed	(i)	(1,217,456)	(962,768)
Pledged	(ii)	(28,893)	(24,908)
Sub-total		(4,071,055)	(3,440,969)
Total		15,024,300	19,377,598

- (i) As at 31 December 2025, the guaranteed borrowings of RMB7,537,103,000 (31 December 2024: RMB9,171,616,000) was guaranteed by the Company or the Company's subsidiaries to member companies of the Group.
- (ii) As at 31 December 2025, the Group did not have overdue long-term borrowings and the interest rate of long-term borrowings ranged from 1.20% to 6.08% (31 December 2024: 1.20% to 4.25%).

38. Debentures payable

	Note	31 December 2024	Issuance in current year	Interest at par value	Redeemed this year	Interest paid in current year	Translation difference of foreign currency statements	31 December 2025
Medium-term notes	(1)	4,543,225	2,000,000	147,664	(507,583)	(109,317)	2,948	6,076,937
Sub-total		4,543,225	2,000,000	147,664	(507,583)	(109,317)	2,948	6,076,937
Less: Bonds payable due within one year	V.35	(507,583)						-
Total		4,035,642						6,076,937

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

38. Debentures payable (Continued)

(1) Medium-term notes are as follows:

Debenture name	Par value	Nominal interest rate	Issuance date	Maturity	Issuance amount	Default or not
22 CIMC GN001(blue bonds) (i)	500,000	2.60%	30 May 2022	3 years	500,000	No
24 CIMC MTN002 (ii)	2,000,000	2.81%	26 Mar 2024	5 years	2,000,000	No
24 Enric MTN001 (iii)	500,000	2.43%	22 Apr 2024	3 years	500,000	No
24 Enric MTN002 (iv)	1,500,000	2.37%	09 Sep 2024	5 years	1,500,000	No
25 CIMC MTN001 (v)	1,000,000	1.95%	20 Jan 2025	3 years	1,000,000	No
25 CIMC MTN002 (vi)	1,000,000	1.97%	20 Jan 2025	3 years	1,000,000	No

- (i) On 30 May 2022, the Company issued the first tranche of 2022 green medium-term notes (Blue Bonds) at par value for an issue amount of RMB500 million, with par value and issue price of RMB100 respectively per note and fixed interest rate of 2.6% per annum. Interest is to be paid on 1 June each year in the arrears until redemption and principal to be paid on 1 June 2025. The notes are unsecured and targets institutional investors in the national inter-bank market.
- (ii) On 26 March 2024, the Company issued the second tranche of medium-term notes (Sci-Tech Innovation Medium-Term Notes) for the year 2024 at par value, with an issuance amount of RMB2 billion; each medium-term note has an issue price and face value of RMB100; the interest rate is fixed at 2.81% per annum, and interest will be paid annually on 28 March during the term of the notes, with the principal to be repaid in full on the redemption date of 28 March 2029. These medium-term notes are not guaranteed and are issued to qualified institutional investors in the interbank market.
- (iii) On 22 April 2024, the subsidiary of our Group Enric issued the first tranche of medium-term notes for the year 2024 at par value, with an issuance amount of RMB500 million; each medium-term note has an issue price and face value of RMB100; the interest rate is fixed at 2.43% per annum, and interest will be paid annually on 24 April during the term of the notes, with the principal to be repaid in full on the redemption date of 24 April 2027. These medium-term notes are not guaranteed and are issued to qualified institutional investors in the interbank market.
- (iv) On 9 September 2024, the subsidiary of our Group Enric issued the second tranche of medium-term notes for the year 2024 at par value, with an issuance amount of RMB1.5 billion; each medium-term note has an issue price and face value of RMB100; the interest rate is fixed at 2.37% per annum, and interest will be paid annually on 11 September during the term of the notes, with the principal to be repaid in full on the redemption date of 11 September 2029. These medium-term notes are not guaranteed and are issued to qualified institutional investors in the interbank market.
- (v) On 20 January 2025, the Company issued the first tranche of medium-term notes (Sci-Tech Innovation Notes) for the year 2025 at par value, with an issuance amount of RMB1 billion. The issue price and face value of each medium-term note are both RMB100. The issuance interest rate adopts a fixed rate method (with an annual interest rate of 1.95%, and the issuance interest rate is determined through centralized book-building). The interest is paid once a year on 21 January during the term of the bill, and the principal is repaid in one lump sum on the exchange date of 21 January 2028. This medium-term note is not guaranteed and is issued to institutional investors in the inter-bank market.
- (vi) On 20 January 2025, the Company issued the second tranche of medium-term notes (Sci-Tech Innovation Notes) for the year 2025 at par value, with an issuance amount of RMB1 billion. The issue price and face value of each medium-term note are both RMB100. The issuance interest rate adopts a fixed rate method (with an annual interest rate of 1.97%). The interest is paid once a year on 21 January during the term of the bill, and the principal is repaid in one lump sum on the exchange date of 21 January 2028. This medium-term note is not guaranteed and is issued to qualified institutional investors in the inter-bank market.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

39. Lease liabilities

	31 December 2025	31 December 2024
Lease liabilities	1,183,233	1,130,458
Less: Non-current liabilities due within one year (Note V.35)	(300,724)	(261,074)
Total	882,509	869,384

As of 31 December 2025, the events that were not included in lease liabilities but would lead to potential cash outflows of the Group are as follows:

As of 31 December 2025, the Group had no leases payments related to the lease contracts that were signed by the Group but had not yet taken effect (31 December 2024: none).

As of 31 December 2025, the future minimum lease payments of short-term leases and low value assets leases adopting the practical expedient according to the new lease standards were insignificant.

40. Deferred income

	Notes	31 December 2024	Increase in current year	Decrease in current year	31 December 2025
Government grants	(1)	773,958	200,216	(215,053)	759,121
Others		17,531	11,438	(2,225)	26,744
Total		791,489	211,654	(217,278)	785,865

(1) Government grants

	31 December 2024	Increase in current year	Decrease in current year			31 December 2025
			Other income	Write-down of financial expenses	Other decrease	
Government grants related to assets	606,700	127,681	(77,504)	–	(2,224)	654,653
Government grants related to income	167,258	72,535	(133,311)	(2,014)	–	104,468
Total	773,958	200,216	(210,815)	(2,014)	(2,224)	759,121

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

41. Other non-current liabilities

	Note	31 December 2025	31 December 2024
Forward foreign exchange contracts (Note V.3)	(i)	20	461
Others		33,996	29,401
Total		34,016	29,862

- (i) As at 31 December 2025, the Group had 1 unsettled forward foreign exchange contracts denominated in USD, with a nominal value amounting to USD100,000,000 and fair value of RMB20,000. The settlement date of the aforesaid forward foreign exchange contracts was on 20 May 2027.

42. Share capital

	31 December 2024 and 2025
Shares subject to trading restriction Held by domestic natural person	1,275
Share not subject to trading restriction RMB denominated ordinary shares	2,301,408
Foreign shares listed overseas	3,089,838
Total	5,392,521

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

43. Other equity instruments

	31 December 2024	Issuance in current year	Interest at par value	Paid in current year	31 December 2025
22 CIMC MTN001 (a)	2,049,774	–	8,766	(2,058,540)	–
24 CIMC MTN001 (b)	2,043,245	–	55,600	(55,600)	2,043,245
25 CIMC MTN003 (STICBs) (c)	–	2,000,000	20,888	–	2,020,888
Total	4,093,019	2,000,000	85,254	(2,114,140)	4,064,133

- (a) Approved by the National Association of Financial Market Institutional Investors with Document (Zhong Shi Xie Zhu [2021] No. DFI 31), the Company issued a cumulative perpetual bond (**22 CIMC MTN001**) with no fixed repayment period on 16 February 2022, with a total book value of RMB2 billion and a nominal interest rate of 3.21%.
- (b) Approved by the National Association of Financial Market Institutional Investors with Document (Zhong Shi Xie Zhu [2023] No. MTN1304), the Company issued a cumulative perpetual bond (**24 CIMC MTN001**) with no fixed repayment period on 20 March 2024, with a total book value of RMB2 billion and a nominal interest rate of 2.78%.
- (c) Approved by the National Association of Financial Market Institutional Investors with Document (Zhong Shi Xie Zhu [2025] No. DFI23), the Company issued a cumulative perpetual bond (**25 CIMC MTN003(STICBs)**) with no fixed repayment period on 19 June 2025, with a total book value of RMB2 billion and a nominal interest rate of 2.00%.

Other key terms of the perpetual bond are listed as follows:

- (1) The bond has a maturity of 3+N (3) years, which lasts for a long period of time before the issuer redeems it in accordance with the terms of issuance and matures when the issuer redeems it in accordance with the terms of issuance.
- (2) The bond is subject to the issuer's right to deferred interest payments. Unless any event that triggers the mandatory payment of interest occurs, on each of the distribution payment dates, the issuer may elect to defer any distribution including any arrears of distribution and any additional distribution amount which has been deferred to the next distribution payment date according to this term. The distribution deferral is not subject to any limit as to the number of times that distribution and arrears of distribution can be deferred.
- (3) The issuer is not allowed to distribute dividends to ordinary shareholders or reduce the registered capital within 12 months prior to the payment of interest before the deferred distribution and arrears of distribution are fully paid.

As the perpetual bond does not constitute a contractual obligation that the Company has to pay cash or other financial assets, it is classified as an equity instrument and presented as other equity instrument.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

44. Capital reserve

	31 December 2024	Increase in current year	Decrease in current year	31 December 2025
Share premium	3,978,397	57,961	(150,159)	3,886,199
Including: Contributions by minority interests	3,563,797	40,719	(638)	3,603,878
Disposals of partial equity of subsidiary	986,115	—	(250)	985,865
Acquisition of minority interests of subsidiary (Note VII.1(5))	(1,934,953)	17,242	(149,271)	(2,066,982)
Increase in minority interests resulted from establishment of subsidiary	(107,258)	—	—	(107,258)
Transfer from capital reserve to share capital	(1,797,507)	—	—	(1,797,507)
Others	3,268,203	—	—	3,268,203
Other capital reserve	358,178	2,542	(119,653)	241,067
Including: Increase in shareholders' equity resulted from share-based payments	512,314	—	(59,660)	452,654
Increase in minority interests due to share option exercised by subsidiary	39,470	—	(4,404)	35,066
Subsidiary issuance of convertible bond	123,944	—	—	123,944
Issue of other equity instruments by subsidiaries	—	—	(3,774)	(3,774)
Effect of changes in recording currency	(406,795)	—	—	(406,795)
Others	89,245	2,542	(51,815)	39,972
Total	4,336,575	60,503	(269,812)	4,127,266

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

45. Treasury shares

	31 December 2024	Increase in current year	Decrease in current year	31 December 2025
Repurchase	200,098	913,101	–	1,113,199

46. Other comprehensive income

	Other comprehensive income in the balance sheet			Other comprehensive income in the 2025 income statement			
	31 December 2024	Post-tax amount attributable to the Company	31 December 2025	Pre-tax amount incurred	Less: Income tax expenses	Post-tax amount attributable to the Company	Post-tax amount attributable to minority interests
Items that will not be reclassified to profit or loss							
– Changes in fair values of other equity instrument investments	(24,229)	50,636	26,407	50,636	–	50,636	–
Items that may be reclassified subsequently to profit or loss							
– Translation difference of foreign currency statements	(852,813)	695,966	(156,847)	731,216	–	695,966	35,250
– The share of other comprehensive income that will be reclassified into profit or loss under equity method	318,275	(118,256)	200,019	(118,256)	–	(118,256)	–
– Effect of hedge accounting	14,838	(14,838)	–	(14,838)	–	(14,838)	–
– Difference between the carrying amount of owner-occupied properties and its fair value at the date when it is transferred to investment property carried at fair value	387,152	3,536	390,688	7,712	1,928	3,536	2,248
Total	(156,777)	617,044	460,267	656,470	1,928	617,044	37,498

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

47. Surplus reserve

	31 December 2024	Increase in current year	Decrease in current year	31 December 2025
Statutory surplus reserve	2,696,259	–	–	2,696,259
Discretionary surplus reserve	1,790,092	–	–	1,790,092
Total	4,486,351	–	–	4,486,351

In accordance with the *Company Law of the People's Republic of China* and the Company's Articles of Association, the Company should appropriate 10% of net profit for the year to the statutory surplus reserve, and the Company can cease appropriation when the statutory surplus reserve accumulated to more than 50% of the registered capital. The statutory surplus reserve can be used to make up for the loss or increase the paid in capital. Due to the cumulative amount of statutory surplus reserve reaching 50% of the registered capital, the Company will no longer appropriated statutory surplus reserve for this year (2024: Nil).

48. Undistributed profits

	Note	2025	2024
Undistributed profits at the beginning of the year		33,631,820	30,801,685
Add: Net profit attributable to shareholders and other equity holders of the Company in current year		220,820	2,972,343
Add: Impact of share-based payments of subsidiaries		–	84,168
Less: Equity attributable to holders of other equity instruments in current year		(85,254)	(107,445)
Less: Ordinary share dividends payable	(1)	(940,309)	(118,931)
Add: Others (i)		97,053	–
Undistributed profits at the end of the year		32,924,130	33,631,820

- (i) Primarily represents the sum of the difference between the carrying amount and the consideration received upon disposal of other equity instrument investments, together with the cumulative amount of fair value changes previously recognised directly in other comprehensive income, which is recognised in retained earnings.

(1) Ordinary share dividends distributed in current year

	2025	2024
Total proposed dividends in the year	940,309	118,931

Approved by the shareholders' general meeting on 15 May 2025, the Company distributed cash dividends to ordinary shareholders on 11 July 2025, at RMB0.176 per share (2024: RMB0.022 per share), totalling RMB940,309,000 (2024: RMB118,931,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

49. Revenue and cost of sales

	2025	2024
Revenue from main operations	154,767,329	175,711,991
Revenue from other operations	1,844,117	1,952,107
Total	156,611,446	177,664,098
Cost of sales from main operations	136,110,433	153,941,837
Cost of sales from other operations	1,005,989	1,475,501
Total	137,116,422	155,417,338

(1) Revenue and cost of sales from main operations by industry

	2025		2024	
	Revenue from main operations	Cost of sales from main operations	Revenue from main operations	Cost of sales from main operations
Containers manufacturing business	41,729,417	36,785,593	60,954,165	51,623,508
Logistics services business	26,324,601	25,077,019	31,146,693	29,368,809
Road transportation vehicles business	19,566,109	16,688,207	20,280,882	17,096,127
Energy, chemical and liquid food equipment business	26,603,529	22,843,282	25,021,676	21,742,584
Airport facilities and logistics equipment, fire safety and rescue equipment business	7,498,692	6,060,996	6,991,637	5,493,845
Offshore engineering business	17,659,056	14,871,720	16,223,295	14,454,602
Recycled load business	2,647,233	2,218,973	2,333,697	2,119,113
Finance and asset management business	1,845,614	1,981,543	2,075,598	2,156,837
Others	10,893,078	9,583,100	10,684,348	9,886,412
Total	154,767,329	136,110,433	175,711,991	153,941,837

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

49. Revenue and cost of sales (Continued)

(2) Revenue and cost of sales from main operations by location

	2025		2024	
	Revenue from main operations	Cost of sales from main operations	Revenue from main operations	Cost of sales from main operations
China	140,193,157	123,622,726	159,176,987	139,286,040
America	4,451,599	4,421,085	6,740,952	6,512,370
Europe	6,187,227	5,134,967	6,030,260	5,558,482
Asia (except for China)	3,030,248	2,350,164	2,900,658	2,127,173
Others	905,098	581,491	863,134	457,772
Total	154,767,329	136,110,433	175,711,991	153,941,837

The main business's operating income and operating costs are divided according to the location of the company that provides the service or sells the product.

(3) Revenue and cost of sales from other operations

	2025		2024	
	Revenue from other operations	Cost of sales from other operations	Revenue from other operations	Cost of sales from other operations
Sales of raw materials	975,918	314,853	1,044,492	721,224
Rendering of services	706,484	619,159	796,422	729,778
Rental income (i)	161,715	71,977	111,193	24,499
Total	1,844,117	1,005,989	1,952,107	1,475,501

- (i) The Group's rental income comes from leasing its own houses and buildings, machinery and equipment and transportation vehicles. In 2025, there was no variable rent in the rental income based on a certain percentage of the lessee's sales (2024: Nil). In 2025, there was no significant change on financial leasing (2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

49. Revenue and cost of sales (Continued)

(4) The Group's revenue and cost of sales classified by segment reports are as follows:

	2025									
	Containers manufacturing business	Road transportation vehicles business	Energy, chemical and liquid food equipment business	Offshore engineering business	Airport facilities and logistics equipment, fire safety and rescue equipment business	Logistics services business	Recycled load business	Finance and asset management business	Others	Total
Revenue from main operations										
Including:										
Recognised at a point in time	41,389,721	19,414,073	16,450,205	51,674	5,932,443	26,324,601	2,647,233	-	10,893,078	123,103,028
Recognised over time	339,696	152,036	10,153,324	17,607,382	1,566,249	-	-	1,845,614	-	31,664,301
Revenue from other operations (i)	548,761	379,970	424,951	178,840	86,058	52,405	43,841	2,194	127,097	1,844,117
Total	42,278,178	19,946,079	27,028,480	17,837,896	7,584,750	26,377,006	2,691,074	1,847,808	11,020,175	156,611,446

	2025									
	Containers manufacturing business	Road transportation vehicles business	Energy, chemical and liquid food equipment business	Offshore engineering business	Airport facilities and logistics equipment, fire safety and rescue equipment business	Logistics services business	Recycled load business	Finance and asset management business	Others	Total
Cost of sales from main operations										
Including:										
Relevant revenue recognised at a point in time	36,486,142	16,558,533	14,125,069	43,518	4,795,038	25,077,019	2,218,973	-	9,583,100	108,887,392
Relevant revenue recognised over time	299,451	129,674	8,718,213	14,828,202	1,265,958	-	-	1,981,543	-	27,223,041
Cost of sales from other operations	280,221	120,196	300,605	171,782	33,484	44,329	25,596	27	29,749	1,005,989
Total	37,065,814	16,808,403	23,143,887	15,043,502	6,094,480	25,121,348	2,244,569	1,981,570	9,612,849	137,116,422

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

49. Revenue and cost of sales (Continued)

(4) The Group's revenue and cost of sales classified by segment reports are as follows: (Continued)

	2024									
	Containers manufacturing business	Road transportation vehicles business	Energy, chemical and liquid food equipment business	Offshore engineering	Airport facilities and logistics equipment, fire safety and rescue equipment business	Logistics services business	Recycled load business	Finance and asset management business	Others	Total
Revenue from main operations										
Including:										
Recognised at a point in time	59,627,714	19,928,292	15,778,559	1,090,029	6,471,921	31,146,693	2,333,697	–	10,684,348	147,061,253
Recognised over time	1,326,451	352,590	9,243,117	15,133,266	519,716	–	–	2,075,598	–	28,650,738
Revenue from other operations (i)	576,310	474,429	420,896	169,522	99,776	43,095	22,176	1,882	144,021	1,952,107
Total	61,530,475	20,755,311	25,442,572	16,392,817	7,091,413	31,189,788	2,355,873	2,077,480	10,828,369	177,664,098

	2024									
	Containers manufacturing business	Road transportation vehicles business	Energy, chemical and liquid food equipment business	Offshore engineering	Airport facilities and logistics equipment, fire safety and rescue equipment business	Logistics services business	Recycled load business	Finance and asset management business	Others	Total
Cost of sales from main operations										
Including:										
Relevant revenue recognised at a point in time	50,500,106	16,798,905	13,710,778	971,192	5,091,320	29,368,809	2,119,113	–	9,886,412	128,446,635
Relevant revenue recognised over time	1,123,402	297,222	8,031,806	13,483,410	402,525	–	–	2,156,837	–	25,495,202
Cost of sales from other operations	546,684	285,948	299,670	167,467	63,894	36,852	6,876	70	68,040	1,475,501
Total	52,170,192	17,382,075	22,042,254	14,622,069	5,557,739	29,405,661	2,125,989	2,156,907	9,954,452	155,417,338

- (i) The Group's revenue from sales of materials included in revenue from other operations is recognised at a certain point in time. The revenue from rental income and rendering of services is recognised over time.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

50. Taxes and surcharges

	2025	2024	Standard
Urban maintenance and construction tax	154,539	181,211	1% – 7% of VAT paid
Educational surcharge	124,522	144,979	3% – 5% of VAT paid
Housing property tax	130,683	122,456	Real estate surplus or property rental income and applicable tax rate
Stamp duty	85,161	105,125	Amount or number of taxable voucher and applicable tax rate or unit tax
Tenure tax	85,290	83,264	Actual using area of land and unit tax
Others	19,586	19,048	
Total	599,781	656,083	

51. Selling and distribution expenses

	2025	2024
Employ fees	1,512,300	1,452,949
Selling operation expenses	402,450	396,072
Storage	214,199	168,295
External sales commission	149,139	145,763
Agency fees	44,040	83,126
Depreciation and amortisation expenses	33,641	41,052
Transportation and distribution expenses	27,506	34,833
Advertising fee	23,972	16,977
Product maintenance fee	14,908	16,378
Others	284,698	272,425
Total	2,706,853	2,627,870

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

52. General and administrative expenses

	2025	2024
Employ fees	3,750,435	4,242,432
Agency fees	380,005	370,253
Depreciation and amortisation expenses	586,774	556,603
Entertainment fee	151,876	167,679
Share-based payment expenses (Note XI.1)	(85,435)	171,560
Right-of-use assets depreciation	131,310	123,140
Rental	116,048	102,912
Taxes and surcharges	111,289	126,619
System maintenance and software fee	160,674	135,637
Travel expenses	148,672	144,245
Materials consumed and low-value consumables	28,871	46,508
Audit fee	22,455	17,113
– Audit expenses	12,783	10,913
– Non-audit expenses ("Note")	9,672	6,200
Insurance, external repairing expenses and others	816,455	750,338
Total	6,319,429	6,955,039

Note: It does not include non-audit services for other independent listed companies within the Group.

53. Research and development expenses

	2025	2024
Research and development labour costs	1,172,447	1,161,104
Direct material consumption	1,150,601	1,015,631
Testing fee	139,312	155,382
Depreciation and amortisation	100,482	79,664
Design fee	34,841	62,095
Others	190,097	235,231
Total	2,787,780	2,709,107

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

54. Financial expenses

	2025	2024
Interest expenses of borrowings	1,483,177	2,023,758
Add: Interest expenses on lease liabilities	28,771	33,830
Less: Capitalised interest expenses	(1,467)	(7,429)
Less: Government grants (Note V.40(1))	(2,014)	(10,555)
Sub-total	1,508,467	2,039,604
Less: Interest income from bank deposits	(683,893)	(483,210)
Net foreign exchange losses/(gains)	1,111,497	(338,618)
Others	97,252	147,100
Total	2,033,323	1,364,876

55. Expenses by nature

Costs of sales, selling and distribution expenses, general and administrative expenses and research and development expenses in income statement presented by nature are analysed as follows:

	2025	2024
Consumption of raw materials and low-valued consumables, etc.	93,358,076	107,242,602
Transportation and distribution expenses	27,366,447	32,159,983
Salary and wages	15,311,363	16,962,771
Depreciation and amortisation expenses	4,479,593	4,051,954
Processing and repairing expenses	2,206,091	2,832,392
Power expenses	1,102,458	1,198,439
Finished goods and products in progress movement	1,079,255	(743,058)
Selling operation expenses	402,450	396,072
Rental (i)	325,944	308,381
Audit fee	22,455	17,113
Other expenses – other general and administrative expenses	1,611,555	1,562,194
Other expenses – other selling and distribution expenses	679,401	658,326
Other expenses – other manufacturing expenses	653,918	643,887
Other expenses – other research and development expenses	331,478	418,298
Total	148,930,484	167,709,354

- (i) As mentioned in Note III.29, for short-term leases and leases of low value, the Group may include the lease payment in the profit or loss for the current period. In 2025, the amount was RMB325,944,000 (2024: RMB308,381,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

56. Losses on changes in fair value

	2025	2024
Investment properties at fair value	(10,033)	8,311
Financial liabilities at fair value through profit or loss –		
Financial liabilities held for trading	(1,419)	(6,372)
Financial assets at fair value through profit or loss –		
Financial assets held for trading and		
other non-current financial assets	(7,792)	(25,615)
Derivative financial instruments	(11,897)	(645,361)
Total	(31,141)	(669,037)

57. Investment losses

	2025	2024
Dividend income from other equity instrument investments	72,163	91,272
Investment income from disposals of financial assets/liabilities		
held for trading	45,532	51,446
Investment income from disposals of long-term equity		
investments	57,106	23,482
Investment income from financial assets held for trading during		
the holding period	18,505	3,506
Losses from long-term equity investments under equity method	(1,465,022)	(34,268)
Investment losses from disposals of derivative financial		
instruments	(130,524)	(626,749)
Others	(7,543)	(2,441)
Total	(1,409,783)	(493,752)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

58. Gains on disposals of assets

	2025	2024	Amount recognised in non-recurring profit or loss in 2025
Gains on disposals of fixed assets	24,194	112,245	24,194
(Losses)/gains on disposals of intangible assets	(8)	2,005	(8)
Gains on disposals of other assets	7,541	150	7,541
Total	31,727	114,400	31,727

59. Other income

	2025	2024	Asset related/ Income related
Financial subsidies	386,550	319,359	Asset/Income related
Value-added tax additional deduction	107,028	121,514	Others
Tax refund	62,359	65,857	Income related
Others	57,382	68,807	Income related/ others
Total	613,319	575,537	

60. Asset impairment losses

	2025	2024
Impairment losses on inventories and costs incurred to fulfil a contract	303,707	269,933
Losses on bad debts of advance to suppliers	250,879	138
Impairment losses on goodwill	84,395	130,744
Impairment losses on intangible assets	78,428	—
Impairment losses on fixed assets	37,164	35,409
Impairment losses on right-of-use assets	2,089	—
Impairment losses on construction in progress	1,000	—
Impairment losses on other current assets	8,785	—
Reversal of the impairment on contract assets	(5,698)	(19,732)
Total	760,749	416,492

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

61. Credit impairment losses

	2025	2024
Losses on bad debts of accounts receivable	631,972	501,435
Losses on/(reversal of) bad debts of other receivables	17,907	(3,491)
Losses on bad debts of long-term receivables (including non-current assets due within one year)	3,038	6,401
Reversal of financial guarantee contracts	(2,231)	(11,245)
Losses on/(reversal of) bad debts of receivables financing	215	(823)
Reversal of bad debts of notes receivables	(1,294)	(733)
Total	649,607	491,544

62. Non-operating income

	2025	2024	Amount recognised in non-recurring profit or loss in 2025
Reversal of provisions for financial guarantees to associates (Note V, 34)	57,000	—	57,000
Compensation income	47,640	15,777	47,640
Write-back of payables and advances from customers	27,177	138,603	27,177
Penalty income	8,439	18,447	8,439
Others	84,025	76,970	84,025
Total	224,281	249,797	224,281

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

63. Non-operating expenses

	2025	2024	Amount recognised in non-recurring profit or loss in 2025
Losses on scrapping of fixed assets	72,213	88,693	72,213
Relocation compensation	55,733	—	55,733
Penalty expenses	28,554	4,514	28,554
Claims expenses	25,264	26,536	25,264
Donations	15,425	17,598	15,425
Others	52,655	70,106	52,655
Total	249,844	207,447	249,844

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

64. Income tax expenses

	2025	2024
Current income tax calculated based on tax law and related regulations	1,516,085	2,633,311
Deferred income tax	(37,400)	(233,221)
Total	1,478,685	2,400,090

The reconciliation from income tax calculated based on the applicable tax rates and total profit presented in the consolidated income statement to the income tax expenses is set out as below:

	2025	2024
Total profit	2,816,061	6,595,247
Income tax expenses calculated at applicable tax rates (25%)	704,015	1,648,812
The effect of using different tax rates for subsidiaries	42,376	(122,200)
Effect of tax incentive	(165,123)	(167,304)
Cost, expenses and losses not deductible for tax purposes	71,360	77,588
Other income not subject to tax	(26,491)	(30,557)
Utilisation of previously unrecognised deductible losses	(419,542)	(116,120)
Deductible losses for which no deferred tax asset was recognised	1,377,127	1,090,183
Deductible temporary differences for which no deferred tax asset was recognised	206,531	107,618
Utilisation of previously unrecognised deductible temporary differences	(346,239)	(126,835)
Tax refund for income tax annual filing	34,671	38,905
Income tax expenses	1,478,685	2,400,090

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

65. Calculation of basic earnings per share and diluted earnings per share

(1) Basic earnings per share

Basic earnings per share is calculated by dividing consolidated net profit attributable to ordinary shareholders of the Company by the weighted-average number of ordinary shares outstanding of the Company:

	2025	2024
Consolidated net profit attributable to shareholders of the Company	220,820	2,972,343
Less: Equity attributable to holders of other equity instruments	(85,254)	(107,445)
Consolidated net profit attributable to ordinary shareholders of the Company	135,566	2,864,898
Weighted-average number of ordinary shares outstanding ('000)	5,350,734	5,369,929
Basic earnings per share (RMB/share)	0.03	0.53
Including: Continuing operation basic earnings per share	0.03	0.53
Discontinued operation basic earnings per share	—	—

Weighted-average number of ordinary shares is calculated as follows:

	2025	2024
Number of ordinary shares in issue as at the beginning of the year ('000)	5,392,521	5,392,521
Impact of share repurchase – the beginning of the year ('000)	(24,646)	—
Impact of share repurchase – the current year ('000)	(17,141)	(22,592)
Weighted-average number of ordinary shares as at the end of the year ('000)	5,350,734	5,369,929

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

65. Calculation of basic earnings per share and diluted earnings per share (Continued)

(2) Diluted earnings per share

Diluted earnings per share is calculated by dividing consolidated net profit attributable to ordinary shareholders of the Company adjusted based on the dilutive potential ordinary shares by the adjusted weighted-average number of ordinary shares outstanding of the Company:

	2025	2024
Consolidated net profit attributable to shareholders of the Company	220,820	2,972,343
Impact of the issuing of the perpetual bonds by the Company	(85,254)	(107,445)
Impact of share-based payments by subsidiaries of the Group	(8,526)	(33,624)
Consolidated net profit (adjusted) attributable to ordinary shareholders of the Company	127,040	2,831,274
Weighted-average number of ordinary shares outstanding (diluted) ('000) (adjusted)	5,350,734	5,369,929
Diluted earnings per share (RMB/share)	0.02	0.53

Weighted-average number of ordinary shares (diluted) is calculated as follows:

	2025	2024
Weighted-average number of ordinary shares as at the end of the year ('000)	5,350,734	5,369,929
Dilution adjustment	—	—
Weighted-average number of ordinary shares as at the end of the year (diluted) ('000) (adjusted)	5,350,734	5,369,929

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

66. Information to cash flow statement

The Group did not have cash flows presented on a net basis, and significant cash flow items are as follows:

(1) Cash received relating to other operating activities

	2025	2024
Interest received	688,569	483,210
Compensation income received	47,640	15,777
Cash received from penalty income	8,439	18,447
Government grants received and others	527,121	500,629
Total	1,271,769	1,018,063

(2) Cash paid relating to other operating activities

	2025	2024
Cash paid for research and development expenses	1,514,851	1,468,339
Cash paid for insurance, rental and other miscellaneous expenses related to sales	841,387	823,148
Cash paid for warranty	770,621	640,484
Cash paid for selling operation expenses	402,450	396,072
Cash paid for entertainment expenses	151,876	167,679
Cash paid for agency	380,005	370,253
Others	660,692	442,080
Total	4,721,882	4,308,055

(3) Cash received from disposals of investments

	2025	2024
Cash received from disposals of associates and joint ventures	179,096	143,600
Cash received from disposal of financial assets held for trading	10,987,551	15,637,680
Cash received from redemption of fixed deposits	1,986,021	653,315
Cash received from disposals of other non-current financial assets	58,814	78,135
Cash received from disposal of other equity instrument investments	308,095	—
Others	1,334	—
Total	13,520,911	16,512,730

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

66. Information to cash flow statement (Continued)

(4) Cash paid to acquire investments

	2025	2024
Cash paid to acquire associates and joint ventures	177,586	222,123
Cash paid to apply for fixed deposits	1,702,917	1,988,419
Loans to related parties	1,301	44,512
Cash paid to acquire financial assets held for trading	10,825,000	16,630,058
Cash paid to acquire other non-current financial assets	49,295	37,755
Payments for equity	25,538	134,865
Total	12,781,637	19,057,732

(5) Cash paid relating to other investing activities

	2025	2024
Losses on settlement of derivative financial instruments	456,112	1,262,245

(6) Cash paid relating to other financing activities

	2025	2024
Cash paid for minority interests	549,952	1,585,615
Cash paid for minority interests to make up difference amounts	—	1,413,164
Cash paid for lease liabilities	579,787	452,331
Repurchase payments	913,101	200,098
Total	2,042,840	3,651,208

In 2025, cash paid for lease related activities was RMB905,731,000 (2024: RMB760,712,000). Except for cash paid for lease liabilities as above, the rest of lease's cash paid out was operating activity related.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

66. Information to cash flow statement (Continued)

(7) Changes in liabilities from financing activities

	Bank borrowings (including the portion to be settled within one year)	Lease liabilities (including liabilities to be settled within one year)	Debentures payable (including debentures to be settled within one year)	Other current liabilities (super short- term financing bills)	Other equity instruments	Total
31 December 2024	34,079,283	1,130,458	4,543,225	128,567	503,016	44,477,568
Cash inflows from financing activities	33,161,305	–	2,000,000	–	1,500,000	38,661,305
Cash outflows from financing activities	(40,978,696)	(579,787)	(616,900)	(1,912,368)	(1,514,945)	(47,722,496)
Interest in current year	1,317,762	28,771	147,664	–	17,751	1,597,202
Dividends in current year	–	–	–	1,919,908	–	1,919,908
Changes that do not involve cash receipts and payments (Note V.67(1))	–	603,666	–	–	–	603,666
Others	195,482	125	2,948	–	5,660	204,215
31 December 2025	27,775,136	1,183,233	6,076,937	136,107	505,822	39,741,368

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

67. Notes to the cash flow statement

(1) Supplementary information to the cash flow statement

Reconciliation from net profit to cash flows from operating activities:

	2025	2024
Net profit	1,337,376	4,195,157
Add: Asset impairment losses	760,749	416,492
Credit impairment losses	649,607	491,544
Depreciation of fixed assets	3,297,583	2,842,328
Right-of-use assets depreciation	411,382	348,917
Amortisation of intangible assets	391,004	359,605
Amortisation of long-term prepaid expenses	379,624	501,104
Losses/(gains) on disposals of fixed assets, intangible assets and other long-term assets	96,219	(25,707)
Losses on changes in fair value	31,141	669,037
Financial expenses	2,286,994	1,848,123
Investment losses	1,409,783	493,752
(Reversal of)/increase in share-based payments expenses	(85,435)	171,560
Increase in deferred tax assets	(51,143)	(184,279)
Amortisation of deferred income	(210,815)	(142,659)
Increase/(decrease) in deferred tax liabilities	31,830	(43,561)
Decrease/(increase) in inventories	923,146	(760,256)
Decrease/(increase) in operating receivables	6,459,039	(11,788,275)
Increase in operating payables	396,365	9,870,988
Net cash flows from operating activities	18,514,449	9,263,870

Major investing and financing activities not involving cash receipts and payments

	2025	2024
The new additions of right-of-use assets	603,666	467,633
Others	—	(97,134)
Total	603,666	370,499

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

67. Notes to the cash flow statement (Continued)

(1) Supplementary information to the cash flow statement (Continued)

Net change of cash and cash equivalents:

	2025	2024
Cash and cash equivalents at the end of the year	22,791,515	18,985,161
Less: Cash and cash equivalents at the beginning of the year	18,985,161	20,350,816
Net increase/(decrease) in cash and cash equivalents	3,806,354	(1,365,655)

(2) Information on acquisition of subsidiaries during current year

	2025	2024
I. Information on acquisition of subsidiaries:		
Cash consideration paid	191,891	217,752
Less: Cash and cash equivalents held by subsidiaries on acquisition date	173,996	2,252
Net cash paid to acquire subsidiaries	17,895	215,500
Consideration for acquisition of subsidiaries in 2025	191,891	217,752
Net assets of the acquired subsidiaries on acquisition date		
Current assets	367,047	143,764
Non-current assets	241,092	216,239
Current liabilities	(340,080)	(65,624)
Non-current liabilities	(20,250)	—
Minority interests	130,365	13,723

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

67. Notes to the cash flow statement (Continued)

(3) Information on disposals of subsidiaries during current year

	2025	2024
I. Information on disposals of subsidiaries:		
Cash consideration received	21,960	16,083
Less: Cash and cash equivalents remained on disposal date of disposed subsidiaries	5,075	1,899
Net cash inflows from disposals of subsidiaries	16,885	14,184
Price of disposed subsidiaries in 2025	21,960	16,083
Price of disposed subsidiaries in 2024	—	—
Net assets of disposed subsidiaries on disposal date		
Current assets	9,086	117,948
Non-current assets	4,560	6,655
Current liabilities	(12,545)	(98,220)
Non-current liabilities	—	(611)
Minority interests	(2,053)	—

(4) Composition of cash and cash equivalents

	31 December 2025	31 December 2024
I. Cash		
Including: Cash in hand	2,934	3,975
Cash at bank that can be readily drawn on demand	21,860,514	17,644,505
II. Assets purchased by Finance Company under reverse repurchase agreements	928,067	1,336,681
III. Cash and cash equivalents at the end of the year	22,791,515	18,985,161

Note: The cash and cash equivalents disclosed above exclude restricted monetary and over three months fixed-term deposits.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

68. Monetary items denominated in foreign currency

	31 December 2025		
	Functional currency (‘000)	Exchange rate	In RMB (‘000)
Cash at bank and on hand –			
USD	1,966,140	6.9914	13,746,070
HKD	2,146,263	0.8981	1,927,580
EUR	113,494	8.2118	931,994
GBP	12,796	9.4125	120,443
THB	1,479,455	0.2224	329,090
AUD	34,678	4.6829	162,392
JPY	679,799	0.0447	30,387
Others			287,992
Total			17,535,948
Accounts receivable –			
USD	1,510,829	6.9914	10,562,811
EUR	98,925	8.2118	812,352
GBP	8,287	9.4125	78,003
HKD	102,195	0.8981	91,782
AUD	20,363	4.6829	95,358
THB	397,883	0.2224	88,505
JPY	1,005,078	0.0447	44,927
Others			293,907
Total			12,067,645
Other receivables –			
EUR	73,574	8.2118	604,179
HKD	293,274	0.8981	263,392
USD	124,071	6.9914	867,433
AUD	15,952	4.6829	74,702
GBP	7,244	9.4125	68,183
THB	32,548	0.2224	7,240
JPY	12,148	0.0447	543
Others			69,652
Total			1,955,324

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

68. Monetary items denominated in foreign currency (Continued)

	31 December 2025		
	Functional currency (‘000)	Exchange rate	In RMB (‘000)
Long-term receivables –			
EUR	434	8.2118	3,564
Others			608
Total			4,172
Short-term borrowings –			
HKD	5,493,032	0.8981	4,933,347
USD	20,494	6.9914	143,279
EUR	18,600	8.2118	152,739
AUD	350	4.6829	1,639
THB	3,866	0.2224	860
Total			5,231,864
Accounts payable –			
USD	471,573	6.9914	3,296,957
EUR	67,657	8.2118	555,583
GBP	6,892	9.4125	64,872
HKD	75,777	0.8981	68,056
AUD	10,406	4.6829	48,729
THB	74,937	0.2224	16,669
JPY	39,955	0.0447	1,786
Others			235,677
Total			4,288,329
Other payables –			
USD	80,393	6.9914	562,059
HKD	211,504	0.8981	189,954
EUR	60,481	8.2118	496,658
AUD	18,730	4.6829	87,710
GBP	7,932	9.4125	74,664
THB	26,668	0.2224	5,932
JPY	12,148	0.0447	543
Others			430,417
Total			1,847,937

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

68. Monetary items denominated in foreign currency (Continued)

	31 December 2025		
	Functional currency (‘000)	Exchange rate	In RMB (‘000)
Long-term borrowings –			
EUR	64,000	8.2118	525,555
HKD	549,815	0.8981	493,794
USD	3,443	6.9914	24,073
Others			43,367
Total			1,086,789
Long-term payables –			
AUD	314	4.6829	1,471
Total			1,471
Lease liabilities –			
EUR	3,742	8.2118	30,732
USD	6,466	6.9914	45,205
AUD	7,444	4.6829	34,859
HKD	2,729	0.8981	2,451
THB	32,076	0.2224	7,135
Others			92,963
Total			213,345

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

68. Monetary items denominated in foreign currency (Continued)

	31 December 2024		
	Functional currency ('000)	Exchange rate	In RMB ('000)
Cash at bank and on hand –			
USD	1,443,964	7.2954	10,534,296
HKD	1,972,630	0.9396	1,853,444
EUR	104,207	7.5956	791,511
GBP	37,505	9.1616	343,606
THB	1,412,664	0.2134	301,406
AUD	38,727	4.5443	175,989
JPY	300,450	0.0466	14,010
Others			299,200
Total			14,313,462
Accounts receivable –			
USD	2,459,725	7.2954	17,944,677
EUR	77,502	7.5956	588,675
GBP	37,408	9.1616	342,713
HKD	201,393	0.9396	189,225
AUD	28,753	4.5443	130,662
THB	389,070	0.2134	83,012
JPY	293,910	0.0466	13,705
Others			350,707
Total			19,643,376
Other receivables –			
EUR	66,152	7.5956	502,464
HKD	356,156	0.9396	334,637
USD	14,174	7.2954	103,405
AUD	20,787	4.5443	94,461
GBP	7,269	9.1616	66,593
THB	25,375	0.2134	5,414
Others			438,994
Total			1,545,968

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

68. Monetary items denominated in foreign currency (Continued)

	31 December 2024		
	Functional currency (‘000)	Exchange rate	In RMB (‘000)
Long-term receivables –			
EUR	422	7.5956	3,203
Others			4,716
Total			7,919
Short-term borrowings –			
HKD	5,808,981	0.9396	5,458,002
USD	125,947	7.2954	918,831
EUR	18,053	7.5956	137,126
Total			6,513,959
Accounts payable –			
USD	505,665	7.2954	3,689,030
EUR	82,456	7.5956	626,304
GBP	37,229	9.1616	341,080
HKD	131,469	0.9396	123,526
AUD	9,389	4.5443	42,667
THB	148,392	0.2134	31,661
JPY	12,781	0.0466	596
Others			259,324
Total			5,114,188
Other payables –			
USD	67,563	7.2954	492,897
HKD	300,084	0.9396	281,953
EUR	15,067	7.5956	114,443
AUD	20,912	4.5443	95,029
GBP	9,146	9.1616	83,795
THB	37,411	0.2134	7,982
JPY	13,489	0.0466	629
Others			422,695
Total			1,499,423

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

V. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

68. Monetary items denominated in foreign currency (Continued)

	31 December 2024		
	Functional currency (‘000)	Exchange rate	In RMB (‘000)
Long-term borrowings –			
EUR	80,000	7.5956	607,648
HKD	550,072	0.9396	516,837
USD	3,255	7.2954	23,743
Others			39,922
Total			1,188,150
Long-term payables –			
USD	14,064	7.2954	102,602
AUD	653	4.5443	2,969
Total			105,571
Lease liabilities –			
EUR	8,021	7.5956	60,922
USD	7,508	7.2954	54,777
AUD	9,541	4.5443	43,355
GBP	3,719	9.1616	34,068
HKD	5,412	0.9396	5,085
THB	12,673	0.2134	2,704
Others			55,585
Total			256,496

The above-mentioned monetary items dominated in foreign currency refer to all currencies except RMB (The scope is different from the foreign currency items in Note VIII.4).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VI. CHANGES IN THE SCOPE OF CONSOLIDATION

1. Business combinations involving enterprises not under common control

Acquiree	Timing of acquisition	Acquisition cost	% of interest acquired	Method of acquisition	Acquisition date	Basis for determining the acquisition date	Income of the acquiree during the period from the acquisition date to the end of the year	Net profit of the acquiree during the period from the acquisition date to the end of the year	Cash flows from operating activities of the acquiree during the period from the acquisition date to the end of the year	Net cash flows of the acquiree during the period from the acquisition date to the end of the year
ZHEJIANG CIMC MAER FAN MOTOR CO., LTD.	27 January 2025	177,391	51.00%	Purchase	27 January 2025	Acquisition of control	125,331	12,267	8,735	8,707

(1) ZHEJIANG CIMC MAER FAN MOTOR CO., LTD.

In January 2025, CIMC Cold Chain Development Co., Ltd. ("**CIMC Cold Chain**"), a wholly-owned subsidiary of CIMC Container (Group) Co., Ltd. ("**CIMC Container (Group)**"), a subsidiary of the Group, signed the Investment Agreement with the shareholders of ZHEJIANG CIMC MAER FAN MOTOR CO., LTD. ("**Maer Fan Motor**"). In accordance with this agreement, CIMC Cold Chain would inject approximately RMB107,826,000 into Maer Fan Motor to acquire a 31% equity interest. Immediately following the capital injection, the existing shareholders transferred 20% of their equity in Maer Fan Motor to CIMC Cold Chain for a consideration of approximately RMB69,565,000. The above equity transactions were completed on 27 January 2025. Upon completion of this transaction, the Group ultimately holds 51% of the equity interests in Maer Fan Motor indirectly and goodwill of RMB 66,791,000 is recognised.

- (2) In 2025, newly acquired subsidiaries by the Group through business combination not under common control include Youqi Environmental Engineering (Shanghai) Co., Ltd., CIMC WETRANS MALAYSIA SDN.BHD., PT CIMC WETRANS INDONESIA, and AUK SERVICE PTY. LTD.

2. Disposals of subsidiaries

There is no disposal of major subsidiaries this year.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES

1. Equity in subsidiaries

All subsidiaries of the Group were established or acquired through business combinations involving enterprises not under common control. There was no acquisition of subsidiaries through business combinations involving enterprises under common control.

As at 31 December 2025, the number of companies included in the scope of consolidation added up to 710. Except for the important subsidiaries listed below, the number of other subsidiaries held by the Group was 659. Other subsidiaries have relatively small scale of operation. Other subsidiaries also included those investment holding companies with no operating activities registered in Hong Kong, British Virgin Islands or other overseas countries.

(1) Major subsidiaries obtained through establishment or investment

(i) Domestic subsidiaries

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
1	CIMC Container (Group) Co., Ltd. ("CIMC Container (Group)") (Former name: CIMC Container Shareholding Co., Ltd.)	Business entity	Dongguan, Guangdong	Dongguan, Guangdong	Industrial and project investments	RMB6,634,020,000	100.00%	-
2	CIMC Vehicles (Group) Co., Ltd. ("CIMC Vehicles")	Business entity	Shenzhen, Guangdong	Shenzhen, Guangdong	Development, production and sales of various special series of vehicles and trailer	RMB1,874,120,000	38.87%	22.26%
3	Yantai CIMC Raffles Marine Technology Group Co., Ltd. ("CIMC Raffles Group")	Business entity	Yantai, Shandong	Yantai, Shandong	Development of key supporting system of offshore engineering, manufacture of offshore engineering equipment, manufacture of offshore engineering platform equipment and sales of deep-sea oil-drilling equipment	RMB5,000,000,000	-	83.30%
4	CIMC Safeway Technologies Co., Ltd. ("CIMC Safe Tech")	Business entity	Nantong, Jiangsu	Nantong, Jiangsu	Design, development, production and sales of storing and transporting equipment and parts including petrochemical product and other media, repair, maintenance, refurbishment, sales and services of relevant equipment	RMB510,000,000	-	53.54%
5	CIMC Wetrans Logistics Technology (Group) Co., Ltd. ("CIMC Wetrans Logistics")	Business entity	Tianjin	Tianjin	International and domestic freight transport agents, general and CIQ affairs	RMB1,741,110,000	62.70%	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(1) Major subsidiaries obtained through establishment or investment (Continued)

(i) Domestic subsidiaries (Continued)

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
6	Shenzhen CIMC – TianDa Airport Support Co., Ltd. (" TianDa Airport ")	Business entity	Shenzhen, Guangdong	Shenzhen, Guangdong	Sales of airport and port electromechanical products; automatic logistics storage system and equipment	USD13,500,000	–	65.66%
7	CIMC Technology Co., Ltd. (" CIMC Technology ")	Business entity	Dongguan, Guangdong	Dongguan, Guangdong	Management of industrial and equity investments	RMB1,430,300,000	100.00%	–
8	Dongguan Nanfang CIMC Logistics Equipment Manufacturing Co., Ltd. (" Dongguan CIMC ")	Business entity	Dongguan, Guangdong	Dongguan, Guangdong	Manufacturing and sales of various containers and container semi-finished products	RMB600,000,000	–	100.00%
9	Nantong CIMC Energy Equipment Co., Ltd. (" Nantong Energy Equipment ")	Business entity	Nantong, Jiangsu	Nantong, Jiangsu	Design, development, production and sales of various tank trucks, gas cylinders, nuclear power pressure vessels, storage tanks, and nuclear fuel storage and transportation containers	RMB500,000,000	–	69.99%
10	Ningbo CIMC Logistics Equipment Co., Ltd. (" Ningbo Logistics Equipment ")	Business entity	Ningbo, Zhejiang	Ningbo, Zhejiang	Manufacturing, sales of containers and related technical consultation; container storage business	USD36,000,000	–	100.00%
11	Taicang CIMC Special Logistics Equipment Co., Ltd. (" TCSLE ")	Business entity	Suzhou, Jiangsu	Suzhou, Jiangsu	Manufacture of container	USD40,000,000	–	100.00%
12	Shanghai CIMC Yangshan Logistics Equipment Co., Ltd. (" Yangshan Logistics ")	Business entity	Shanghai	Shanghai	Manufacturing, sales of containers and related technical consultation	USD29,480,000	–	100.00%
13	Yantai Tiezhongbao Steel Processing Co., Ltd. (" Yantai Tiezhongbao ")	Business entity	Yantai, Shandong	Yantai, Shandong	Research and development, processing of leg structural components, and sales of self-produced products	USD9,150,000	–	55.90%
14	CIMC Wetrans Changjiang Logistics Co. Ltd. (" Wetrans Changjiang ")	Business entity	Nanjing, Jiangsu	Nanjing, Jiangsu	Logistics supply chain optimization, integration, integrated services	RMB150,000,000	–	42.01%
15	Qingdao CIMC Puwei New Energy Technology Co., LTD. (" CIMC Puwei ")	Business entity	Qingdao, Shandong	Qingdao, Shandong	Production and sales of battery accessories and energy storage integrated products; energy storage technology services; engineering technology research and testing	RMB200,000,000	–	56.00%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(1) Major subsidiaries obtained through establishment or investment (Continued)

(ii) Overseas subsidiaries

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
16	China International Marine Containers (Hong Kong) Limited ("CIMC Hong Kong")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	HKD2,000,000	100.00%	-
17	CIMC Offshore Holdings Limited ("Offshore Holdings")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	HKD2,234,850,000	-	100.00%
18	CIMC-TianDa Holdings Company Limited ("TianDa Holding HK") (Former name: CHINA FIRE SAFETY ENTERPRISE GROUP HOLDINGS LIMITED)	Business entity	UK	UK	Fire equipment business	HKD161,230,000	-	65.66%
19	Vanguard Global Trailer Holding, Inc.	Business entity	USA	USA	Investment holding	USD10	-	61.13%
20	CIMC Vehicle Investment Holdings Co., Ltd. ("CIMC Vehicle (BVI)")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	USD50,000	-	61.13%
21	North Sea Rigs Holdings Ltd ("NORTH SEA RIGS HOLDINGS")	Business entity	Cayman Islands	Cayman Islands	Holding platform	USD10,000	-	100.00%
22	CIMC Bluewhale Rig I Limited ("CIMC Bluewhale Rig I")	Business entity	Cayman Islands	Cayman Islands	Holding platform	USD1,150,000	-	100.00%
23	CIMC HOLDINGS (B.V.I.) LIMITED ("CIMC BVI")	Business entity	British Virgin Islands	British Virgin Islands	Investment holding	USD50,000	100.00%	-
24	CIMC FORTUNE HOLDINGS LIMITED ("Fortune")	Business entity	Hong Kong, China	Hong Kong, China	Capital management	USD10,000,000	100.00%	-
25	CIMC Transportation Equipment (International) Holdings Ltd ("CIMC Transportation")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	HKD1	-	100.00%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(1) Major subsidiaries obtained through establishment or investment (Continued)

(ii) Overseas subsidiaries (Continued)

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
26	Win Score Investments Limited ("Win Score Investments")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	HKD10,000	-	69.99%
27	CIMC Top Gear B.V (Dutch) ("Top Gear")	Business entity	The Netherlands	The Netherlands	Investment holding	EUR1	-	100.00%
28	Ziemann Holvrieka Liquid Process Technology Mexico, S.A. de C.V. ("ZIEMANN HOLVRIEKA MEXICO")	Business entity	Mexico	Mexico	Production, import and export, sales, and installation of pharmaceutical, liquid food, and other food industry equipment	MXN134,260,000	-	64.22%
29	Enric Integration (HK) Company Limited ("Enric Integration (HK)")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	USD50,000	-	69.99%
30	Sound Winner Holdings Limited ("Sound Winner Holdings")	Business entity	British Virgin Islands	British Virgin Islands	Investment holding	USD50,000	-	69.99%

(2) The Group does not have subsidiaries obtained through business combinations involving enterprises under common control

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(3) Subsidiaries acquired through business combinations involving enterprises not under common control

(i) Domestic subsidiaries

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
1	Yantai CIMC Raffles Offshore Ltd. ("CIMC Raffles")	Business entity	Yantai, Shandong	Yantai, Shandong	Construction of dock; design and production of ship; production and sales of pressure equipment and offshore oil platform	RMB7,512,070,000	-	83.30%
2	Nantong CIMC Pacific Ocean Engineering Co., Ltd. ("CIMC SOE")	Business entity	Nantong, Jiangsu	Nantong, Jiangsu	Offshore engineering equipment, ships, marine liquid tanks, liquid cargo systems, module design, manufacturing, and sales	RMB1,554,170,000	-	69.99%
3	Yangzhou CIMC Tong Hua Special Vehicles Co., Ltd. ("YZTH")	Business entity	Yangzhou, Jiangsu	Yangzhou, Jiangsu	Development, production and sales of various special-use vehicles, refitting vehicles, special vehicles, trailer series	RMB566,020,000	-	61.13%
4	Shijiazhuang Enric Gas Equipment Co., Ltd. ("Shijiazhuang Gas Equipment")	Business entity	Shijiazhuang, Hebei	Shijiazhuang, Hebei	Manufacture and sales of pressure equipment	USD52,000,000	-	69.99%
5	Yangzhou Tonglee Reefer Container Co., Ltd. ("TLC")	Business entity	Yangzhou, Jiangsu	Yangzhou, Jiangsu	Manufacture and sales of reefer container and special container; providing relevant technical advisory and maintenance service	RMB358,160,000	-	100.00%
6	Qingdao CIMC Reefer Container Manufacture Co., Ltd. ("QDCRC")	Business entity	Qingdao, Shandong	Qingdao, Shandong	Manufacture and repair of container, processing and manufacture relevant mechanical parts, structural parts and equipment	USD27,840,000	-	100.00%
7	Longkou CIMC Raffles Offshore Engineering Co., Ltd ("Longkou Raffles")	Business entity	Yantai, Shandong	Yantai, Shandong	Design, manufacture, install and repair oil drilling platforms and related offshore facilities; contracting the import and export of equipment and materials required for domestic and foreign shipbuilding industry projects	RMB627,000,000	-	83.30%
8	Enric Investment Group Limited ("Enric Investment")	Business entity	British Virgin Islands	British Virgin Islands	Investment holding	USD50,000	-	69.99%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(3) Subsidiaries acquired through business combinations involving enterprises not under common control (Continued)

(ii) Overseas subsidiaries

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
9	Ziemann Holvrieka GmbH ("Ziemann Holvrieka GmbH")	Business entity	Germany	Germany	Production, sales, design of liquid food equipment	EUR16,000,000	–	69.99%
10	CIMC Enric Holdings Limited ("Enric")	Business entity	Cayman Islands	Cayman Islands	Investment holding	HKD120,000,000	–	69.99%
11	CIMC Raffles Investments Limited ("Raffles Investments")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	HKD2	–	85.00%
12	Wang Sing Technology Limited ("Wang Sing Technology")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	USD4,980,000	–	58.33%
13	CIMC RAFFLES OFFSHORE (SINGAPORE) PTE. LTD. ("Offshore (Singapore)")	Business entity	Singapore	Singapore	Production of various ships for offshore oil and gas, including jack-up drilling platforms and semi-submersible drilling platforms	SGD594,420,000	–	100.00%
14	CIMC ENRIC Tank and Process B.V. ("ENRIC Tank and Process B.V.")	Business entity	The Netherlands	The Netherlands	Investment holding	EUR20,000,000	–	64.22%
15	Floating Castle Limited ("Floating Castle")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	USD2	–	100.00%
16	CIMC Bluewhale Rig II Limited ("CIMC Bluewhale Rig II")	Business entity	Cayman Islands	Cayman Islands	Holding platform	USD880,000	–	100.00%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(3) Subsidiaries acquired through business combinations involving enterprises not under common control (Continued)

(ii) Overseas subsidiaries (Continued)

	Name	Category	Registration place	Main premises	Business nature and scope	Registered capital	Shareholding percentage	
							Direct	Indirect
17	Beacon Pacific Group Ltd. ("Beacon Pacific Group")	Business entity	British Virgin Islands	British Virgin Islands	Holding platform	USD42,500,000	-	100.00%
18	CIMC BEACON HOLDING LTD	Business entity	Cyprus	Cyprus	Holding platform	USD1	-	100.00%
19	Briggs of Burton PLC ("Briggs")	Business entity	UK	UK	Integrated solutions for hygiene processes in the industry of brewing, pharmaceuticals, food and distilled spirits	GBP50,000	-	64.22%
20	CIMC Offshore AS ("CIMC Offshore AS")	Business entity	Norway	Norway	Services related to crude oil and natural gas extraction	NOK30,000	-	100.00%
21	CIMC Hydrogen Energy Technology Ltd ("Enric Shijiazhuang Investment")	Business entity	Hong Kong, China	Hong Kong, China	Investment holding	USD50,000	-	69.99%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(4) Subsidiaries with significant minority interests

	Shareholding of minority interests	Loss or profit attributable to minority interests in 2025	Dividends distributed to minority interests in 2025 (i)	Grand total minority interests as at 31 December 2025
Enric	30.01%	377,055	91,645	5,286,880
CIMC Vehicles	38.87%	374,323	216,296	6,239,371

	Shareholding of minority interests	Loss or profit attributable to minority interests in 2024	Dividends distributed to minority interests in 2024 (i)	Grand total minority interests as at 31 December 2024
Enric	30.06%	378,082	85,916	5,062,586
CIMC Vehicles	38.87%	417,693	247,122	6,148,983

(i) The dividends declared to be distributed to minority interests in 2025, the remaining unpaid amount of CIMC Vehicles is RMB24,270,000, and the remaining unpaid amount of Enric is RMB25,360,000.

Core financial information of aforementioned significant but not wholly-owned subsidiaries is as follows:

31 December 2025						
	Current assets	Non-current assets	Total assets	Current liabilities	Non-current liabilities	Total liabilities
Enric	24,250,893	7,930,994	32,181,887	14,968,130	3,427,147	18,395,277
CIMC Vehicles	15,646,693	7,207,305	22,853,998	7,205,480	409,529	7,615,009

31 December 2024						
	Current assets	Non-current assets	Total assets	Current liabilities	Non-current liabilities	Total liabilities
Enric	22,377,643	7,004,022	29,381,665	13,198,518	3,078,109	16,276,627
CIMC Vehicles	15,398,310	7,287,577	22,685,887	7,314,738	430,934	7,745,672

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

1. Equity in subsidiaries (Continued)

(4) Subsidiaries with significant minority interests (Continued)

	31 December 2025			
	Revenue	Net profit	Total comprehensive income	Cash flows from operating activities
Enric	26,325,942	1,171,591	1,290,377	1,742,844
CIMC Vehicles	20,177,636	926,643	880,655	1,581,616

	31 December 2024			
	Revenue	Net profit	Total comprehensive income	Cash flows from operating activities
Enric	24,755,737	1,143,835	1,017,889	2,363,017
CIMC Vehicles	20,998,201	1,081,179	1,123,422	2,191,568

(5) Significant transactions with minority interests in current year

- (i) During the period from 1 January, 2025 to 7 January, 2025, the Group's subsidiary, CIMC Hong Kong, cumulatively purchased 2,476,000 shares of Enric in the public market, resulting in the Group's shareholding ratio of Enric increasing from 69.94% to 70.06%, the cumulative decrease of minority shareholders' equity by RMB14,024,000 and the decrease of capital reserve by RMB2,151,000.
- (ii) Sharp Vision Holding, a subsidiary of the Group, acquired 5.30% equity of CIMC-TianDa Holdings Company Limited from an individual shareholder for a consideration of RMB271,910,000, resulting in a decrease of RMB176,733,000 in minority shareholders' equity and a decrease of RMB95,177,000 in capital reserve of the Group.
- (iii) The introduction of strategic investment by CLPT, a subsidiary of Enric, resulted in an increase of RMB99,750,000 in minority shareholders' equity of the Group and an increase of RMB26,861,000 in capital reserve.
- (iv) The repurchase of shares held by Fengqiang Holdings Limited by CIMC-TianDa Holdings Company Limited, a subsidiary of the Group, resulted in a decrease of RMB119,672,000 in minority shareholders' equity and an increase of RMB6,014,000 in capital reserve.
- (v) CIMC Vehicles, a subsidiary of the Group, purchased 25% equity of Jiangmen CIMC held by minority shareholders of CIMC Vehicles (Jiangmen) Co., Ltd. ("**Jiangmen CIMC**") , a non-wholly owned subsidiary for a transaction consideration of RMB52,540,000, resulting in a decrease of RMB53,526,000 in minority shareholders' equity of the Group and an increase of RMB986,000 in capital reserve.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates

(1) Basic information of major joint ventures and associates

The Group identifies major joint ventures and associates by taking into account factors such as the proportion of their carrying amounts to the Group's consolidated total assets and the proportion of income from long-term equity investments under equity method to the Group's consolidated net profit, which are set out below:

	Main premises	Registration place	Nature of business	Strategic for the Group or not	Shareholding percentage – Direct	Shareholding percentage – Indirect
Associates –						
CIMC Industry & City	Shenzhen, Guangdong	Shenzhen, Guangdong	Real estate	Yes	–	34.44% – 62.14%
Shenzhen Leasing	Shenzhen, Guangdong	Shenzhen, Guangdong	Financing lease	No	–	46.68%
C&C Trucks	Wuhu, Anhui	Wuhu, Anhui	Research and development and manufacture of automobiles	No	35.42%	–

The equity mentioned above is measured by equity method.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates (Continued)

(2) Core financial information of major associates

	CIMC Industry & City	
	31 December 2025	31 December 2024
Cash and cash equivalents	1,461,442	1,634,527
Other current assets	24,965,571	26,843,330
Total current assets	26,427,013	28,477,857
Total non-current assets	16,646,843	19,168,279
Total assets	43,073,856	47,646,136
Current liabilities	15,187,034	19,505,972
Non-current liabilities	19,741,782	17,234,625
Total liabilities	34,928,816	36,740,597

	CIMC Industry & City	
	2025	2024
Minority interests	1,396,033	1,612,448
Equity attributable to shareholders of the Company	6,749,007	9,293,091
Shareholding ratio	34.44% – 62.14%	34.44% – 62.14%
Net assets proportion calculated by shareholding ratio	3,334,077	4,484,373
Adjustments according to fair value of identifiable net assets	1,624,814	2,043,771
Carrying amount of equity investment in the associates	4,958,891	6,528,144

	2025	2024
Revenue	3,385,087	4,183,250
Net (loss)/profit attributable to the owners of the parent company	(2,644,860)	92,726
Other comprehensive income	(7,222)	38,376
Total comprehensive income	(2,652,082)	131,102
Dividends received from the associates in current year	–	–

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates (Continued)

(2) Core financial information of major associates (Continued)

	Shenzhen Leasing	
	31 December 2025	31 December 2024
Cash at bank and on hand	1,794,122	1,571,509
Other current assets	6,828,842	9,270,975
Total current assets	8,622,964	10,842,484
Total non-current assets	15,714,682	19,436,501
Total assets	24,337,646	30,278,985
Current liabilities	4,700,251	13,460,662
Non-current liabilities	14,715,442	11,426,634
Total liabilities	19,415,693	24,887,296

	Shenzhen Leasing	
	2025	2024
Minority interests	—	508,779
Equity attributable to shareholders of the Company	4,921,953	4,882,910
Shareholding ratio	46.68%	46.68%
Net assets proportion calculated by shareholding ratio (i)	2,297,568	2,279,342
Carrying amount of equity investment in the associates	2,316,564	2,318,039

	Shenzhen Leasing	
	2025	2024
Revenue	2,059,911	2,398,139
Net profit attributable to the owners of the parent company	370,083	379,001
Other comprehensive income	(171,000)	91,464
Total comprehensive income	199,082	470,465
Dividends received from the associates in current year	80,617	65,650

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates (Continued)

(2) Core financial information of major associates (Continued)

	C&C Trucks	
	31 December 2025	31 December 2024
Cash and cash equivalents	51,581	53,782
Other current assets	3,176,521	1,129,024
Total current assets	3,228,102	1,182,806
Total non-current assets	2,391,627	2,567,750
Total assets	5,619,729	3,750,556
Current liabilities	4,051,319	1,896,495
Non-current liabilities	47,699	43,907
Total liabilities	4,099,018	1,940,402

	C&C Trucks	
	2025	2024
Minority interests	—	—
Equity attributable to shareholders of the Company	1,520,711	1,810,154
Shareholding ratio	35.42%	35.42%
Net assets proportion calculated by shareholding ratio	538,636	641,157
Carrying amount of equity investment in the associates	538,670	641,066

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates (Continued)

(2) Core financial information of major associates (Continued)

	C&C Trucks	
	2025	2024
Revenue	3,291,821	1,569,379
Net loss attributable to the owners of the parent company	(288,543)	(308,602)
Other comprehensive income	—	—
Total comprehensive income	(288,543)	(308,602)
Dividends received from the associates in current year	—	—

The Group calculated the portion of net assets by shareholding ratio, on the basis of the amount attributable to the Company in consolidated financial statements of the associates. The amount in consolidated financial statements of associates takes the fair value of assets and liabilities of the associates, and the effects of the uniform accounting policies into consideration. The assets involved in the transactions between the Group and its associates do not constitute business.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VII. EQUITY IN OTHER ENTITIES (Continued)

2. Equity in joint ventures and associates (Continued)

(3) Summary of information of insignificant joint ventures and associates

	2025	2024
Joint ventures:		
Total carrying amount of investments on 31 December 2025	635,290	605,067
Sub-total amount of the following items calculated based on the Group's equity proportion in joint ventures		
Net loss (i)	(17,974)	(73,654)
Other comprehensive income (i)	(12,413)	—
Total comprehensive income	(30,387)	(73,654)
Associates:		
Total carrying amount of investments on 31 December 2025	2,066,528	2,135,833
Sub-total amount of the following items calculated based on the Group's equity proportion in joint ventures		
Net profit (i)	31,815	65,254
Other comprehensive income (i)	(6,411)	3,365
Total comprehensive income	25,404	68,619

(i) The amount of net profit and other comprehensive income takes the fair value of identifiable assets and liabilities, and the effects of the uniform accounting policies into consideration.

(4) Excess deficit of joint ventures and associates

There was no excess deficit of joint ventures or associates in 2025.

3. Equity in structured entities not included in the scope of consolidated financial statements

There is no significant equity in structured entities not included in the scope of consolidated financial statements in this year.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS

The Group's activities expose it to a variety of financial instruments risks: mainly including credit risk, liquidity risk, interest rate risk, exchange rate risk and other price risk. The above financial risks and the Group's risk management policies to mitigate the risks are as follows:

The Board of Directors is responsible for planning and establishing the Group's risk management framework, formulating the Group's risk management policies and related guidelines, and supervising the implementation of risk management measures. The Group has established risk management policies to identify and analyse the risks faced by the Group. These risk management policies put forward clear provisions for the risks such as market risk, credit risk and liquidity risk management. The Group regularly evaluates the market environment and changes in the Group's operating activities to determine whether to update the risk management policies and systems. The Group's risk management is carried out by the Risk Management Committee under policies approved by the Board of Directors. The Risk Management Committee closely cooperates with other departments of the Group to identify, evaluate, and avoid relevant risks. The internal audit department of the Group conducts periodical audit to the controls and procedures for risk management and reports the audit results to the Risk Management Committee of the Group.

1. Credit risk

Credit risk refers to the risk that one party of a financial instruments fails to perform its obligations and causes financial losses to the other party. The Group's credit risk mainly arises from cash and cash equivalents, notes receivables, accounts receivable, receivables financing, other receivables, contract assets, debt investments, other debt investments, and financial guarantee contracts, etc., and investments in debt instrument and derivative financial assets at fair value through profit or loss that are not included in the impairment assessment scope. Except for the financial guarantees provided by the Group as stated in Note XIII.2(1), the Group has not provided any other guarantees that may expose the Group to credit risk. The maximum credit risk exposures in relation to the above financial guarantee obligations as at the balance sheet date are disclosed in Note XIII.2(1).

The Group expects that there is no significant credit risk associated with cash at bank since they are deposited at state-owned banks and other large or medium size listed banks with good reputation and high credit rating. The Group does not expect that there will be almost no significant losses from non-performance by these banks.

The Group has policies to limit the credit exposure on notes receivables, accounts receivable, contract assets, receivables financing and other receivables. The Group assesses the credit quality of and sets credit limits on its customers by considering their financial position, the availability of guarantee from third parties, their credit history, and other factors such as current market conditions. The credit history of the customers is regularly monitored by the Group. In respect of customers with a poor credit history, the Group will use written payment reminders, or shorten or cancel credit periods, to ensure the overall credit risk of the Group is limited to a controllable extent.

As at 31 December 2025, the Group had no significant collateral or other credit enhancements held as a result of the debtor's mortgage (31 December 2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

2. Liquidity risk

Liquidity risk refers to the risk of capital shortage when an enterprise performs its obligations of settlement by delivering cash or other financial assets. Cash flow forecasting is performed by each subsidiary of the Group and aggregated by the Group. The Group monitors rolling forecasts of the Group's short-term and long-term liquidity requirements to ensure it has sufficient cash and securities that are readily convertible to cash to meet operational needs; continuously monitors whether the covenant terms in borrowing agreements are complied; and maintains sufficient headroom on the Group's committed undrawn banking facilities from major financial institutions to meet the short-term and long-term liquidity requirements.

As at the balance sheet date, the undiscounted contractual cash flows of the Group's financial liabilities, analysed by their maturity dates, are as below:

	31 December 2025					Carrying amount at balance sheet
	Undiscounted contractual cash flow					
	Within 1 year or on demand	1 to 2 years	2 to 5 years	Over 5 years	Total	
Short-term borrowings	9,020,896	–	–	–	9,020,896	8,679,781
Derivative financial liabilities	6,785	–	–	–	6,785	6,785
Notes payables	6,362,167	–	–	–	6,362,167	6,362,167
Accounts payable	24,767,066	–	–	–	24,767,066	24,767,066
Debentures payable	143,100	635,000	5,635,730	–	6,413,830	6,076,937
Other payables	2,950,797	–	–	–	2,950,797	2,950,797
Current portion of non-current liabilities	4,763,730	–	–	–	4,763,730	4,567,505
Other current liabilities	639,402	–	–	–	639,402	638,960
Long-term borrowings	724,171	9,342,918	5,165,898	1,331,756	16,564,743	15,024,300
Lease liabilities	–	226,586	496,419	334,970	1,057,975	882,509
Long-term payables	–	319,811	–	–	319,811	319,811
Other non-current liabilities	–	34,016	–	–	34,016	34,016
Total	49,378,114	10,558,331	11,298,047	1,666,726	72,901,218	70,310,634

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

2. Liquidity risk (Continued)

	31 December 2024					
	Undiscounted contractual cash flow					
	Within 1 year or on demand	1 to 2 years	2 to 5 years	Over 5 years	Total	Carrying amount at balance sheet
Short-term borrowings	11,733,666	–	–	–	11,733,666	11,260,716
Derivative financial liabilities	344,767	–	–	–	344,767	344,767
Notes payables	6,100,596	–	–	–	6,100,596	6,100,596
Accounts payable	26,886,299	–	–	–	26,886,299	26,886,299
Debentures payable	109,317	103,900	4,228,263	–	4,441,480	4,035,642
Other payables	2,582,027	–	–	–	2,582,027	2,582,027
Current portion of non-current liabilities	4,462,443	–	–	–	4,462,443	4,296,588
Other current liabilities	509,854	–	–	–	509,854	505,427
Long-term borrowings	934,396	7,831,324	12,462,105	384,478	21,612,303	19,377,598
Lease liabilities	–	246,924	410,037	406,508	1,063,469	869,384
Long-term payables	–	272,671	–	–	272,671	272,671
Other non-current liabilities	–	29,862	–	–	29,862	29,862
Total	53,663,365	8,484,681	17,100,405	790,986	80,039,437	76,561,577

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

2. Liquidity risk (Continued)

- (i) As at the balance sheet date, the Group's financial guarantees provided to external parties were analysed below based on the maximum amounts and the earliest periods in which the guarantees could be called:

31 December 2025				
Within 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total
18,373	545,520	–	–	563,893

31 December 2024				
Within 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total
555,862	48,156	603,319	4,822	1,212,159

- (ii) As at the balance sheet date, there were no cash flows of lease contracts that the Group had signed but not yet executed.
- (iii) Bank and other borrowings are analysed by repayment terms as follows:

	31 December 2025		31 December 2024	
	Bank borrowings	Other borrowings	Bank borrowings	Other borrowings
Within 1 year	12,750,836	505,822	14,701,685	1,010,599
1 to 2 years	9,011,555	635,000	7,404,451	103,900
2 to 5 years	4,720,746	5,441,937	11,600,147	3,931,742
Over 5 years	1,291,999	–	373,000	–
Total	27,775,136	6,582,759	34,079,283	5,046,241

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

3. Interest rate risk

The Group's interest rate risk arises from long-term interest-bearing debts including long-term bank borrowings and debentures payable. Financial liabilities issued at floating rates expose the Group to cash flow interest rate risk. Financial liabilities issued at fixed rates expose the Group to fair value interest rate risk. The Group determines the relative proportions of its fixed rate and floating rate contracts depending on the prevailing market conditions. The Group continuously monitors its interest rate position. Increases in interest rates will increase the cost of new borrowing and the interest expenses with respect to the Group's outstanding floating rate borrowings, and therefore could have a material adverse effect on the Group's financial performance. The Group adjusts timely with reference to the latest market conditions and may enter into interest rate derivative agreements to mitigate its exposure to interest rate risk. As of 31 December 2025, the Group's long-term interest bearing borrowings were mainly HKD-denominated with floating rates linked to SOFR, amounting to HKD5,500,000,000 (31 December 2024: HKD5,500,000,000).

As of 31 December 2025, if the interest rates on floating rate borrowings had risen/fallen by 50 basis points while all other variables held constant, the Group's net profit would be approximately RMB57,540,000 lower/higher.

4. Foreign exchange risk

The Group's major operational activities are carried out in the Chinese Mainland and most of the transactions are settled in RMB. The Group is exposed to foreign exchange risk arising from the recognised assets and liabilities denominated in foreign currencies (mainly USD and HKD), and future businesses settled in foreign currencies (mainly USD and HKD). The Group continuously monitors the amount of assets and liabilities denominated in foreign currencies, and volume of transactions settled in foreign currencies to minimise the foreign exchange risk. As of 31 December 2025, the Group's foreign currency borrowings amounted to USD23,937,000, equivalent to RMB167,352,000. the Group's foreign currency trade receivables denominated in USD amounted to USD1,510,829,000, equivalent to RMB10,562,810,000. Therefore, the Group considers entering forward exchange contracts with nominal amounts of USD42,135,000 and Foreign exchange option contracts with nominal amounts of USD60,000,000 to mitigate the foreign exchange risk.

As of 31 December, the Group's foreign exchange risk exposure with respect to assets or liabilities denominated in foreign currencies is presented below. The items listed below related to foreign exchange risk exposure mainly represent the assets or liabilities denominated in foreign currencies held by the subsidiaries of the Company whose recording currency is RMB. For presentation purposes, amounts of exposures are presented in RMB and translated at spot exchange rates at the balance sheet date.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

4. Foreign exchange risk (Continued)

	31 December 2025				31 December 2024			
	USD	EUR	HKD	JPY	USD	EUR	HKD	JPY
Cash and cash equivalents	11,693,825	200,273	92,909	30,387	4,486,876	156,533	25,444	14,010
Receivables	8,596,852	188,724	55,315	44,927	16,136,674	81,527	105,262	13,705
Contract assets	38,224	50,609	12,175	-	43,945	84,805	16,967	-
Short-term borrowings	(20)	(152,782)	-	-	(125,947)	(164,630)	-	-
Lease liabilities	-	-	(207)	-	(282)	(11,439)	(806)	-
Long-term borrowings	(4)	-	-	-	(3,255)	-	-	-
Accounts payable	(2,372,659)	(144,103)	30,952	(1,786)	(2,925,741)	(210,900)	(35,596)	(596)
Current portion of non-current liabilities	-	-	(227)	-	-	-	(271)	-
Derivative financial assets	216	107	-	-	6,389	4,247	-	-
Derivative financial liabilities	(435)	(51)	-	-	(166,123)	(176,972)	(758)	-
Total	17,955,999	142,777	190,917	73,528	17,452,536	(236,829)	110,242	27,119

As of 31 December 2025, for the financial assets, contract assets, financial liabilities and lease liabilities denominated in USD held by the subsidiaries whose recording currencies are RMB, if the RMB had strengthened/weakened by 4% against the USD with all other variables held constant, the Group's net profit for the year would be approximately RMB538,680,000 lower/higher.

As of 31 December 2025, and 31 December 2024, the financial assets, contract assets, financial liabilities and lease liabilities denominated in foreign currencies, which are mainly RMB items held by the subsidiaries of the Group, whose recording currencies are USD, were expressed in RMB as follows:

	31 December 2025 RMB	31 December 2024 RMB
Cash and cash equivalents	1,438,978	1,475,304
Receivables	-	76
Short-term borrowings	(852,576)	(2,077,695)
Payables	(299)	(3,447)
Current portion of non-current liabilities	(1,196,432)	(941,744)
Derivative financial assets	-	506
Total	(610,329)	(1,547,000)

As at 31 December 2025, for financial assets, contract assets, financial liabilities and lease liabilities denominated in RMB held by the subsidiaries whose recording currencies are USD, if the USD had strengthened/weakened by 4% against the RMB with all other variables held constant, the Group's net profit for the year would be approximately USD2,619,000, equivalent to RMB18,310,000 higher/lower (31 December 2024: approximately USD6,362,000 higher/lower, equivalent to RMB46,410,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

VIII. FINANCIAL INSTRUMENTS AND RISKS (Continued)

5. Other price risks

The Group's other price risk arises mainly from various investments in equity instruments. As at 31 December 2025, the Group's financial assets held for trading amounted to RMB826,871,000, mainly representing investments in monetary funds and equities; the Group's other non-current financial assets amounted to RMB409,260,000, mainly representing financial assets measured at fair value through profit or loss; and the Group's other equity instrument investments amounted to RMB1,784,234,000, mainly representing 77,967,512 listed tradable shares of Jade Bird Fire, 40,000,000 listed tradable shares of China Railway Special Cargo, 10,335,757 listed tradable shares of CSG Holding A, and 185,600,000 listed tradable shares of CM ENERGY TECH CO., LTD.

As of 31 December 2025, if the expected price of investments in equity instruments had risen/fallen by 5% (2024: 5%) with all other variables held constant, the Group's net profit would be approximately RMB113,264,000 (31 December 2024: RMB50,479,000) higher/lower.

IX. FAIR VALUE ESTIMATES

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined based on the lowest level input that is significant to the fair value measurement in its entirety:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: The directly or indirectly observable input values of related assets or liabilities other than the first level input values.

Level 3: Inputs for the asset or liability (that is, unobservable inputs).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis

The following table presents the Group's assets and liabilities that are measured at fair value in the above three levels as of 31 December 2025:

Assets	Note	Level 1	Level 2	Level 3	Total
Financial assets					
Financial assets held for trading –	V.2				
Investments in equity instruments held for trading		826,871	–	–	826,871
Financial products		–	400,000	–	400,000
Derivative financial assets –	V.3				
Forward foreign exchange contracts		–	1,849	–	1,849
Receivables financing –	V.6				
Bank acceptance notes		–	–	1,258,113	1,258,113
Other equity instrument investments –	V.12				
Unlisted company stock		–	–	713,422	713,422
Listed company stock		1,070,812	–	–	1,070,812
Other non-current financial assets –	V.13				
Currency/Interest Rate Swap Contract		–	23	–	23
Equity investments		–	–	409,260	409,260
Total financial assets		1,897,683	401,872	2,380,795	4,680,350
Non-financial assets					
Investment properties	V.15	–	–	–	–
Total		1,897,683	401,872	3,914,185	6,213,740
Liabilities	Note	Level 1	Level 2	Level 3	Total
Financial liabilities					
Financial liabilities held for trading		–	–	(73,767)	(73,767)
Derivative financial liabilities –	V.3				
Forward foreign exchange contracts		–	(4,305)	–	(4,305)
Foreign exchange option contracts		–	(2,418)	–	(2,418)
Exchange rate/interest rate swap contracts		–	(62)	–	(62)
Other non-current liabilities	V.41				
Forward foreign exchange contracts		–	(20)	–	(20)
Total financial liabilities		–	(6,805)	(73,767)	(80,572)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

The following table presents the Group's assets that are measured at fair value in the above three levels as of 31 December 2024:

Assets	Note	Level 1	Level 2	Level 3	Total
Financial assets					
Financial assets held for trading –	V.2				
Investments in equity instruments held for trading		1,346,116	–	–	1,346,116
Contingent consideration		–	–	13,004	13,004
Derivative financial assets –	V.3				
Forward foreign exchange contracts		–	3,605	–	3,605
Foreign exchange option contracts		–	7,512	–	7,512
Exchange rate/interest rate swap contracts		–	25	–	25
Receivables financing –	V.6				
Bank acceptance notes		–	–	1,146,071	1,146,071
Other equity instrument investments –	V.12				
Unlisted company stock		–	–	754,933	754,933
Listed company stock		1,192,898	–	–	1,192,898
Other non-current financial assets –	V.13				
Equity investments		–	–	416,495	416,495
Total financial assets		2,539,014	11,142	2,330,503	4,880,659
Non-financial assets					
Investment properties	V.15	–	–	1,351,285	1,351,285
Total		2,539,014	11,142	3,681,788	6,231,944

Liabilities	Note	Level 1	Level 2	Level 3	Total
Financial liabilities					
Financial liabilities held for trading		–	–	(81,742)	(81,742)
Derivative financial liabilities –	V.3				
Forward foreign exchange contracts		–	(80,392)	–	(80,392)
Foreign exchange option contracts		–	(253,960)	–	(253,960)
Exchange rate/interest rate swap contracts		–	(10,415)	–	(10,415)
Other non-current liabilities –	V.41				
Interest rate swap contracts		–	(461)	–	(461)
Total financial liabilities		–	(345,228)	(81,742)	(426,970)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

The Group takes the date on which events causing the transfers between the levels take place as the timing specific for recognising the transfers. There is neither transfer between Level 1 and Level 2 nor transfer between Level 2 and Level 3 for current year.

The fair value of financial instruments traded in an active market is determined at the quoted market price; and the fair value of those not traded in an active market is determined by the Group using valuation techniques. The valuation models used mainly comprise discounted cash flow model and market comparable corporate model. The inputs of the valuation technique mainly include risk-free interest rate, benchmark rate, exchange rate, credit spread, liquidity premium, EBITDA multiplier and liquidity discount, etc.

The Group evaluates the fair value of investment properties. The methods primarily comprise rental income model. The inputs mainly include rental growth rate, capitalisation rate, unit price, etc.

The following table presents the movement of the financial assets in Level 3:

	Financial assets held for trading, receivables financing, other equity instrument investments and other non-current financial assets
1 January 2025	2,330,503
Additions	161,337
Decreases	(59,139)
Total gains or losses for current period:	
– Gains or losses recognised in profit or loss	(10,395)
– Gains or losses recognised in other comprehensive income	(41,511)
31 December 2025	2,380,795

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

	Financial assets held for trading, receivables financing, other equity instrument investments and other non-current financial assets
1 January 2024	2,256,466
Additions	121,568
Decreases	(75,548)
Total gains or losses for current period:	
– Gains or losses recognised in profit or loss	17,350
– Gains or losses recognised in other comprehensive income	10,667
31 December 2024	2,330,503

The following table presents the movement of the non-financial assets in Level 3:

	Investment properties
1 January 2025	1,351,285
Transferred from construction in progress, fixed assets and intangible assets	168,359
Fair value adjustment on conversion date	7,712
Additions for current year	153,507
– Total gains for current year	(10,033)
– Gains or losses recognised in profit or loss	(10,033)
Transfer to intangible assets and fixed assets	(80,917)
Other decreases	(14,012)
Translation difference of foreign currency statements	(42,511)
31 December 2025	1,533,390

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

	Investment properties
1 January 2024	1,369,993
Transferred from construction in progress and fixed assets	24,286
Additions for current year	–
Total gains for current year	8,311
– Gains or losses recognised in profit or loss	8,311
Disposals for current year	(41,263)
Transfer to intangible assets and fixed assets	(9,843)
Other decreases	(826)
Translation difference of foreign currency statements	627
31 December 2024	1,351,285

The following table presents the movement of the financial liabilities in Level 3:

	Financial liabilities held for trading
1 January 2025	(81,742)
Increase in current year	(26,540)
Gains or losses on changes in fair value	1,419
Decrease in current year	37,994
Translation difference of foreign currency statements	(4,898)
31 December 2025	(73,767)

	Commitment to minority interests	Financial liabilities held for trading
1 January 2024	(1,425,969)	(76,020)
Increase in current year	–	(555)
Gains or losses on changes in fair value	12,805	(4,748)
Decrease in current year	1,413,164	1,527
Translation difference of foreign currency statements	–	(1,946)
31 December 2024	–	(81,742)

Gains or losses recognised in profit or loss are included in the income statement under the items of gains on changes in fair value, investment income and credit impairment losses respectively.

The Group's finance department is responsible for the valuation of financial assets, the independent verification and accounting of the valuation results, and the preparation of disclosure information related to fair value based on the verified valuation results.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

The following table presents the information of the assets and liabilities measured at fair value in Level 2:

	Fair value as of 31 December 2025	Valuation techniques	Inputs
Financial assets held for trading	400,000	Discounted cash flow	Expected interest rate; Contract interest rate; Risk-free interest rate; Discount rate reflecting the issuer's credit risk
Derivative financial assets	1,849	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Other non-current financial assets	23	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Derivative financial liabilities	(6,785)	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Other non-current liabilities	(20)	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Total	395,067		

	Fair value as of 31 December 2024	Valuation techniques	Inputs
Derivative financial assets	11,142	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Derivative financial liabilities	(344,767)	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Other non-current liabilities	(461)	Discounted cash flow	Expected interest rate; Expected foreign exchange forward rate; Contract interest rate; Risk-free interest rate
Total	(334,086)		

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

1. Assets and liabilities measured at fair value on a recurring basis (Continued)

The following table presents the information of the assets measured at fair value in Level 3:

	Fair value as of 31 December 2025	Valuation techniques	Significant unobservable inputs			
			Name	Scope/ weighted average	Relationship with fair value	Observable/ Unobservable
Investment properties – Completed investment properties held for sale	1,294,467	Income model	Monthly rental (RMB/ square meter/month)	3 – 72	(a)	Unobservable
Land use rights	238,923	Direct comparison	Rate of return/ capitalisation rate	150 – 800	(a)	Unobservable
			Market price (RMB/ square meter)			

	Fair value as of 31 December 2024	Valuation techniques	Significant unobservable inputs			
			Name	Scope/ weighted average	Relationship with fair value	Observable/ Unobservable
Investment properties – Completed investment properties held for sale	1,179,476	Income model	Monthly rental (RMB/ square meter/month)	3 – 72	(a)	Unobservable
Land use rights	171,809	Direct comparison	Rate of return/ capitalisation rate	150 – 1060	(a)	Unobservable
			Market price (RMB/ square meter)			

(a) The relationship of unobservable inputs to fair value are as follows:

- The higher of the rate of return/capitalisation rate, the lower of fair value;
- The higher of the monthly rental, the higher of the fair value;
- The higher of the market price, the higher of the fair value.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

IX. FAIR VALUE ESTIMATES (Continued)

2. Assets and liabilities not measured at fair value but for which their fair values are disclosed

Financial assets and liabilities in the Group measured at amortised cost mainly include receivables, short-term borrowings, payables, long-term borrowings, debentures payable and long-term payables, etc.

As of 31 December 2025, the carrying amount of the financial assets and liabilities was not materially different from their fair value.

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS

- 1. The Company does not have any holding parent company.**
- 2. For the information on the subsidiaries of the Company, refer to Note VII.1.**

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

3. For the information on the joint ventures and associates of the Company, refer to Note VII.2

In addition to the important joint ventures and associates have been disclosed in to Note VII, the rest of joint ventures and associates are as follows:

	Main premises	Registration place	Nature of business	Strategic for the Group or not	Shareholding percentage – Direct	Shareholding percentage – Indirect
Joint ventures-						
Yantai Jinghai Ocean Fishery Co., Ltd. ("Yantai Jinghai")	Shandong	Shandong	Aquaculture, processing	No	–	42.11%
Tianzhu (Shanghai) International Freight Agency Co., Ltd. ("Tianzhu International")	Shanghai	Shanghai	International freight	No	–	25.20%
Dafei Lutong (Tianjin) Logistics Co., Ltd. ("Dafei Lutong (Tianjin)")	Tianjin	Tianjin	Road freight transportation	No	–	42.84%
NYK Zhenhua logistics (Tianjin) Co. Ltd. ("NKY Zhenhua (Tianjin)")	Tianjin	Tianjin	International freight	No	–	31.98%
Qingdao Jiefeng Baijian Container Maintenance Co., Ltd. ("Qingdao Jiefeng")	Shandong	Shandong	Container services	No	–	29.40%
China Wheel Bearing Co., Ltd ("China Wheel")	Jiangsu	Jiangsu	Sales of bearing parts	No	–	26.08%
Associates-						
Beijing Boxcool Exhibition Co., Ltd. ("Boxcool")	Beijing	Beijing	Culture services	No	–	20.00%
'K'Line Zhenhua Logistics (Tianjin) Co., Ltd. ("K'Line Zhenhua (Tianjin)")	Tianjin	Tianjin	Storage and logistics	No	–	42.84%
Hunan Zhonglao Precious Metal Technology Co., Ltd. ("Hunan Zhonglao ")	Hunan	Hunan	Metal technology	Yes	–	11.65%
Fujian Qingchen Bamboo Industry Co., Ltd. ("Qingchen Bamboo Industry")	Fujian	Fujian	Bamboo industry	No	–	22.74%
Nantong CIMC Yike New Material Development Co., Ltd. ("Yike New Material")	Nantong	Nantong	Development of new material	No	–	35.03%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

3. For the information on the joint ventures and associates of the Company, refer to Note VII.2 (Continued)

	Main premises	Registration place	Nature of business	Strategic for the Group or not	Shareholding percentage – Direct	Shareholding percentage – Indirect
Xuzhou Lugang Shilianda Logistics Development Co., Ltd. (“Xuzhou Lugang Shilianda”)	Xuzhou	Xuzhou	International freight	No	–	25.20%
Qingdao Port Lianhua International Logistics Co., Ltd. (“Qingdao Port Lianhua”)	Qingdao	Qingdao	International freight	No	–	33.60%
Yichuan Tianyun Clean Energy Co., Ltd. (“Yichuan Tianyun”)	Shaanxi	Shaanxi	Clean energy	No	–	22.55%
Senju (Shanghai) International Trade Co., Ltd. (“Senju (Shanghai)”)	Shanghai	Shanghai	International trade	No	–	18.34%
Ningbo Mediterranean Container Yard Co., Ltd. (“Ningbo Mediterranean”)	Ningbo	Ningbo	Container services	No	–	41.14%
Ansteel CIMC (Yingkou) New Energy Technology Co., Ltd. (“Ansteel Yingkou”)	Liaoning	Liaoning	Hazardous chemicals	No	–	29.13%
Warping Point Supply Chain (Shanghai) Co., Ltd. (“Warping Point Supply Chain”)	Shanghai	Shanghai	International freight	No	–	28.22%
Huasuo Airport Aviation Services (Guangzhou) Co., Ltd. (“Huasu Airport”)	Guangdong	Guangdong	Freight forwarder	No	–	20.16%
Zhejiang Tengjinghui New Materials Co., Ltd. (“Zhejiang Tengjinghui”)	Zhejiang	Zhejiang	Sales of new materials	No	–	15.16%
Shandong Xinneng Shipbuilding Co., Ltd. (“Shandong Xinneng Shipbuilding”)	Shandong	Shandong	Manufacturing of transportation equipment	No	–	8.74%
CIMC Runqing Shipping (Zhaoqing) Co., Ltd. (“CIMC Runqing Shipping Zhaoqing”)	Guangdong	Guangdong	Water transportation industry	No	–	38.64%
Xinde Rental and its subsidiaries	Guangdong	Guangdong	Rental service	No	40.00%	4.51%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

3. For the information on the joint ventures and associates of the Company, refer to Note VII.2 (Continued)

Company name	Connection relationship
Shanghai International Port (Group) Co., Ltd. (" SIPG and its subsidiaries ")	Minority interests of subsidiaries of the Group
Suzhou International Train Freight Co., Ltd. (" International Train Freight ")	Minority interests of subsidiaries of the Group
Ningxia Yuanshan New Energy Group Co., Ltd. (" Ningxia Yuanshan ")	Minority interests of subsidiaries of the Group
Yantai Guofeng Investment Holdings Groups Co., Ltd. (" Guofeng Group and its subsidiaries ")	Minority interests of subsidiaries of the Group
China Merchants Port Group Co., Ltd. (" Merchants Port and its subsidiaries ")	Subsidiary of the Group's significant shareholder
China Merchants Shekou Industrial Zone Co., Ltd. (" Merchants Shekou and its subsidiaries ")	Subsidiary of the Group's significant shareholder
China Merchants Hoi Tung Trading Company Ltd. (" Merchants Hoi Tung and its subsidiaries ")	Subsidiary of the Group's significant shareholder
Shenzhen Capital Operation Group Co., Ltd. (" Shenzhen Capital and its subsidiaries ")	Subsidiary of the Group's significant shareholder
Sinotrans & CSC Holdings Co., Ltd. (" Sinotrans & CSC and its subsidiaries ")	Subsidiary of the Group's significant shareholder
Liaoning Port Group Co., Ltd. (" Liaoning Port and its subsidiaries ")	Subsidiary of the Group's significant shareholder
Sinotrans Container Lines Co., Ltd. (" Sinotrans Container Lines and its subsidiaries ")	Subsidiary of the Group's significant shareholder
Shenzhen Huijin Intelligent Industry Co., Ltd. (" Huijin Intelligent and its subsidiaries ")	Subsidiary of the Group's significant shareholder
China Merchants Heavy Industry Holdings Ltd. (" Merchants Heavy ")	Subsidiary of the Group's significant shareholder
China Merchants Industrial Group Co., Ltd. (" Merchants Industrial and its subsidiaries ")	Subsidiary of the Group's significant shareholder

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**4. Related party transactions**

The following transactions with related parties were conducted under normal commercial terms or relevant agreements and followed the normal approval procedures for non-related party transactions.

(1) Purchase of goods, assets and receiving of services

	2025	2024
– Purchase of goods		
Yichuan Tianyun	391,035	454,731
Guofeng Group and its subsidiaries	203,136	170,408
Qingchen Bamboo Industry	101,620	250,143
Zhejiang Tengjinghui	84,476	181,895
Ansteel Yingkou	82,692	–
Yike New Material	52,774	13,678
Merchants Hoi Tung and its subsidiaries	38,899	16,402
Merchants Shekou and its subsidiaries	32,661	8,118
Shenzhen Leasing and its subsidiaries	32,299	–
China Wheel	15,929	9,564
Other related parties	46,137	11,104
Total	1,081,658	1,116,043

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**4. Related party transactions (Continued)****(1) Purchase of goods, assets and receiving of services (Continued)**

	2025	2024
– Purchase of assets		
CIMC Industry & City and its subsidiaries (i)	163,814	–
 (i) In June 2025, the Group purchased 188 units from Dongguan CIMC Elite Apartment Management Co., Ltd., a subsidiary of CIMC Industry & City, for future rental to employees.		
	2025	2024
– Receiving of services		
SIPG and its subsidiaries	1,076,771	895,957
Sinotrans & CSC and its subsidiaries	934,432	1,211,167
International Train Freight	158,353	86,833
CIMC Industry & City and its subsidiaries	46,456	6,456
Dafei Lutong (Tianjin)	38,467	36,799
Liaoning Port and its subsidiaries	21,093	16,709
Ningbo Mediterranean	19,553	26,027
Merchants Port and its subsidiaries	19,518	20,959
Qingdao Port Lianhua	18,660	16,045
Merchants Shekou and its subsidiaries	17,021	37,500
Other related parties	61,547	69,874
Total	2,411,871	2,424,326

For the above transactions between the Group and related parties involving continuing connected transaction agreements with the Group, none of the actual transaction amounts in 2025 exceeded the upper limit of the amount agreed in the approved continuing connected transaction agreements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**4. Related party transactions (Continued)****(2) Sales of goods and rendering of services**

	2025	2024
– Sales of goods		
Xinde Rental and its subsidiaries	249,737	131,970
SIPG and its subsidiaries	212,395	275,877
Sinotrans Container Lines and its subsidiaries	133,982	119,602
Shandong Xinneng Shipbuilding	117,664	431
Sinotrans & CSC and its subsidiaries	114,634	172,679
Guofeng Group and its subsidiaries	55,834	109,850
Merchants Industrial and its subsidiaries	55,952	111,260
Shenzhen Leasing and its subsidiaries	7,755	294,216
Ansteel Yingkou	824	276,438
Other related parties	37,816	43,842
Total	986,593	1,536,165
– Rendering of services		
Sinotrans & CSC and its subsidiaries	225,438	288,461
SIPG and its subsidiaries	95,921	61,719
Tianzhu International	57,787	123,214
Dafei Lutong (Tianjin)	46,365	35,107
International Train Freight	26,843	9,625
Warping Point Supply	16,831	28,462
Qingdao Port Lianhua	10,290	10,823
Merchants Industrial and its subsidiaries	10,114	–
Other related parties	35,795	55,817
Total	525,384	613,228

For the above transactions between the Group and related parties involving continuing connected transaction agreements with the Group, none of the actual transaction amounts in 2025 exceeded the upper limit of the amount agreed in the approved continuing connected transaction agreements.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

4. Related party transactions (Continued)

(3) Leasing

The short-term lease income recognised by the Group as the lessor in current year:

Lessee's name	Type of the leased asset	2025	2024
CM ENERGY TECH CO., LTD.	Jack-up drilling platform	131,851	190,347
Dafei Lutong (Tianjin)	Container yard, housing, machinery, and equipment	10,044	9,568
SIPG and its subsidiaries	Container yard	5,943	5,032
Other related parties	Container yard	6,036	418
Total		153,874	205,365

The Group's increased right-of-use assets as lessee in current year:

Lessor's name	Type of the leased asset	2025	2024
CIMC Industry & City and its subsidiaries	Buildings	4,442	—
China Merchants Shekou and its subsidiaries	Buildings	—	23,991
Total		4,442	23,991

Interest expenses on lease liabilities assumed by the Group as the lessee:

Lessor's name	2025	2024
China Merchants Shekou and its subsidiaries	1,951	1,799
CIMC Industry & City and its subsidiaries	1,671	1,564
Shenzhen Leasing and its subsidiaries	1,113	3,514
Other related parties	1,035	1,448
Total	5,770	8,325

Rental expenses for short-term leases and low-value leases for which the Group is the lessee is recognised directly in profit or loss:

Lessor's name	2025	2024
Merchants Port and its subsidiaries	5,641	5,469
Liaoning Port and its subsidiaries	2,717	358
China Merchants Shekou and its subsidiaries	1,938	874
Other related parties	2,329	1,552
Total	12,625	8,253

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

4. Related party transactions (Continued)

(4) Receivables arising from financing for related parties

Financing provided Related parties	Opening balance	Increase in current year	Decrease in current year	Ending balance	Starting date	Ending date	Interest income/ expenses/ commission recognised
CIMC Industry & City and its subsidiaries	739,776	35,618	(50,609)	724,785	25 January 2022	22 December 2026	35,618
CIMC Industry & City and its subsidiaries	1,014	–	–	1,014	27 March 2018	Repayment date not fixed	–
'K'Line Zhenhua (Tianjin)	8,810	1,435	(10,245)	–	–	–	144
NKY Zhenhua (Tianjin)	2,795	28	(2,823)	–	–	–	28
Total	752,395			725,799			

Financing received Related parties	Opening balance	Increase in current year	Decrease in current year	Ending balance	Interest paid	Interest and commission received
CIMC Industry & City and its subsidiaries	71,819	5,420,086	(5,376,989)	114,916	766	9
Shenzhen Leasing and its subsidiaries	96,484	5,595,823	(5,687,383)	4,924	752	–
Xinde Rental and its subsidiaries	6,843	46,806	(48,829)	4,820	231	1
Total	175,146			124,660		

(5) Guarantee

The Group as the guarantor:

The guaranteed company	Guarantee balance	Starting date	Ending date	Whether the guarantee has been fulfilled
CIMC Industry & City and its subsidiaries	228,251	1 January 2025	7 January 2027	No
Xinde Rental and its subsidiaries	282,732	1 January 2025	16 February 2027	No
C&C Trucks	123,968	1 January 2025	28 November 2026	No

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**4. Related party transactions (Continued)****(6) Loans provided by the Group to key management personnel**

As of 31 December 2025, the Group had no loans to key management personnel (31 December 2024: Nil).

5. Balance of related parties**(1) Accounts receivable**

As of 31 December 2025, accounts receivable from related parties were analysed as follows

Company name	31 December 2025			31 December 2024		
	Amount	% of total balance	Provision for bad debts	Amount	% of total balance	Provision for bad debts
CM ENERGY TECH CO., LTD.	130,514	0.47%	–	176,835	0.53%	–
Guofeng Group and its subsidiaries	69,589	0.25%	2,145	72,575	0.22%	2,795
Sinotrans & CSC and its subsidiaries	63,865	0.23%	539	50,053	0.15%	484
SIPG and its subsidiaries	32,403	0.12%	744	22,853	0.07%	252
Shandong Xinneng Shipbuilding	21,895	0.08%	–	1	0.00%	–
Xinde Rental and its subsidiaries	17,695	0.06%	–	64,592	0.19%	–
International Train Freight	11,642	0.04%	116	5,898	0.02%	59
Dafei Lutong (Tianjin)	6,976	0.03%	70	6,149	0.02%	61
Tianzhu International	77	0.00%	1	21,979	0.07%	220
Sinotrans Container Lines and its subsidiaries	3	0.00%	–	135,156	0.41%	–
Other related parties	29,025	0.11%	3,264	123,733	0.37%	479
Total	383,684	1.39%	6,879	679,824	2.05%	4,350

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

5. Balance of related parties (Continued)

(2) Other receivables

As of 31 December 2025, other receivables from related parties were analysed as follows

Company name	31 December 2025				31 December 2024			
	Amount	Nature	% of total balance	Provision for bad debts	Amount	Nature	% of total balance	Provision for bad debts
CIMC Industry & City and its subsidiaries	725,799	Related party borrowings	15.28%	76,666	740,790	Related party borrowings	14.11%	63,927
CIMC Industry & City and its subsidiaries	672,371	Dividends receivable, compensation for demolition and relocation, security deposit, and daily transactions	14.16%	1,218	652,819	Dividends receivable, compensation for demolition and relocation, security deposit, and daily transactions	12.43%	1
CIMC Runqing Shipping Zhaoqing	34,029	Daily transfer	0.72%	593	32,223	Daily transfer	0.61%	–
Huasui Airport	16,649	Daily transfer	0.35%	168	100	Daily transfer	0.00%	5
Shenzhen Leasing and its subsidiaries	6,359	Daily transfer	0.13%	49	49	Daily transfer	0.00%	49
SIPG and its subsidiaries	3,720	Daily transfer	0.08%	186	1,182	Daily transfer	0.02%	12
Dafei Lutong (Tianjin)	3,681	Daily transfer	0.08%	184	–	Daily transfer	0.00%	–
Other related parties	16,228	Daily transfer	0.34%	1,044	116,024	Daily transfer	2.21%	107
Total	1,478,836		31.14%	80,108	1,543,187		29.38%	64,101

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**5. Balance of related parties (Continued)****(3) Advances to suppliers**

Advances to related parties are analysed as follows:

Company name	31 December 2025			31 December 2024		
	Amount	% of total balance	Provision for bad debts	Amount	% of total balance	Provision for bad debts
CIMC Industry & City and its subsidiaries (i)	153,000	2.26%	–	–	–	–
Shenzhen Leasing and its subsidiaries	50,000	0.74%	–	125	0.00%	–
Sinotrans & CSC and its subsidiaries	10,156	0.15%	–	10,740	0.15%	–
Yichuan Tianyun	5,982	0.09%	–	–	–	–
Huasu Airport	151	0.00%	–	12,785	0.18%	–
Other related parties	5,844	0.09%	174	7,910	0.11%	137
Total	225,133	3.33%	174	31,560	0.44%	137

- (i) In December 2025, the Group purchased 188 properties from Shenzhen Chenyu Investment Development Co., Ltd. for future rental to employees, with a prepayment of RMB153 million.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

5. Balance of related parties (Continued)

(4) Contract assets

Contract assets are analysed as follows:

Company name	31 December 2025			31 December 2024		
	Amount	% of total balance	Provision for bad debts	Amount	% of total balance	Provision for bad debts
Guofeng Group and its subsidiaries	16,195	0.17%	–	5,094	0.05%	–
Shenzhen Leasing and its subsidiaries	–	–	–	51,428	0.52%	–
Other related parties	1,470	0.02%	–	52,850	0.54%	–
Total	17,665	0.19%	–	109,372	1.11%	–

(5) Accounts payable

As of 31 December 2025, accounts payable owed to related parties were as follows:

Company name	31 December 2025		31 December 2024	
	Amount	% of total balance	Amount	% of total balance
SIPG and its subsidiaries	126,368	0.51%	164,848	0.61%
Sinotrans & CSC and its subsidiaries	72,664	0.29%	139,239	0.52%
Yike New Material	26,317	0.11%	6,690	0.02%
Qingchen Bamboo Industry	15,867	0.06%	47,667	0.18%
China Wheel	6,688	0.03%	2,920	0.01%
Guofeng Group and its subsidiaries	38,204	0.15%	27,022	0.10%
Merchants Hoi Tung and its subsidiaries	4,609	0.02%	4	0.00%
Other related parties	20,025	0.08%	40,452	0.15%
Total	310,742	1.25%	428,842	1.59%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**5. Balance of related parties (Continued)****(6) Other payables**

Company name	31 December 2025		31 December 2024	
	Amount	% of total balance	Amount	% of total balance
CIMC Industry & City and its subsidiaries	121,081	2.08%	72,587	1.30%
Shenzhen Leasing and its subsidiaries	99,255	1.71%	197,659	3.55%
SIPG and its subsidiaries	2,391	0.04%	5,252	0.09%
Sinotrans & CSC and its subsidiaries	2,027	0.03%	2,245	0.04%
Other related parties	55,984	0.96%	31,969	0.57%
Total	280,738	4.82%	309,712	5.55%

(7) Contract liabilities.

As of 31 December 2025, contract liabilities owed to related parties were as follows:

Company name	31 December 2025		31 December 2024	
	Amount	% of total balance	Amount	% of total balance
Guofeng Group and its subsidiaries	43,719	0.29%	3,266	0.03%
Xinde Rental and its subsidiaries	43,976	0.29%	—	—
China Merchants Shekou and its subsidiaries	2,274	0.01%	2,274	0.02%
SIPG and its subsidiaries	1,045	0.01%	1,839	0.01%
Shenzhen Leasing and its subsidiaries	971	0.01%	93,237	0.64%
Sinotrans & CSC and its subsidiaries	486	0.00%	13,563	0.09%
Merchants Industrial and its subsidiaries	71	0.00%	42,717	0.29%
Other related parties	33,602	0.22%	29,771	0.20%
Total	126,144	0.83%	186,667	1.28%

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

6. Commitments of related parties

BLUEWHALE OFFSHORE PTE. LTD., a wholly-owned subsidiary of the Company, proposed to lease the “Huayelong” and “Huashanglong” crane and accommodation platforms from HailongNo.16 (Tianjin) Leasing Co., Ltd. and HailongNo.17 (Tianjin) Leasing Co., Ltd., indirect wholly-owned subsidiaries of China Merchants Industrial Group Co., Ltd., and signed the respective Bareboat Charter Agreements with a total amount of 146 million US dollars. As of December 31, 2025, the contract has been signed but the leased property has not yet been delivered.

7. Benefits and significant interests of directors and senior management personnel

- (1) Share options and shares are granted to some key management personnel under share option plan, restricted share incentive plan, CIMC Safe Tech Award Scheme and CLPT Award Scheme of Enric (the Company' subsidiary). As at 31 December 2025, the number and proportion of outstanding share options and shares in the corresponding company were as follows:

Name	Position	Enric and its subsidiaries							
		Enric Share option plan		Enric restricted share incentive plan		CIMC Safe Tech Award Scheme		CLPT Award Scheme	
		Number (10 thousand)	%	Number (10 thousand)	%	Number (10 thousand)	%	Number (10 thousand)	%
Gao Xiang	Chairman	100.00	0.05%	120.00	0.06%	170.00	0.28%	433.33	0.59%
Yu Yuqun	Vice Chairman	45.00	0.02%	80.00	0.04%	68.00	0.11%	-	-
Zeng Han	Vice Chairman and CFO	45.00	0.02%	60.00	0.03%	68.00	0.11%	72.22	0.10%
Li Yinhui	Vice Chairman	-	-	60.00	-	-	-	-	-
Total		190.00	0.09%	320.00	0.13%	306.00	0.50%	505.55	0.69%

For detailed information for fair value of the granted share options aforesaid, please refer to Note XI.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**7. Benefits and significant interests of directors and senior management personnel (Continued)****(2) Emoluments of the directors, supervisors and senior management personnel of the Company**

Emoluments of the directors, supervisors and senior management personnel for the year ended 31 December 2025 were as follows:

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Directors –						
Mai Boliang	–	3,600	–	392	2,708	6,700
Zhu Zhiqiang	–	–	–	–	–	–
Mei Xianzhi (i)	–	–	–	–	–	–
Hu Xianfu (i)	–	–	–	–	–	–
Xu Laping (ii)	–	–	–	–	–	–
Sun Huirong (iii)	–	–	–	–	–	–
Zhao Jintao (i)	–	–	–	–	–	–
Deng Weidong (i)	–	–	–	–	–	–
Zhao Feng	240	–	–	–	–	240
Lv Feng Meiyi (iii)	89	–	–	–	–	89
Wong Kwai Huen, Albert (ii)	152	–	–	–	–	152
Zhang Guanghua	240	–	–	–	–	240
Yang Xiong	240	–	–	–	–	240
Sub-total	961	3,600	–	392	2,708	7,661

- (i) On January 20, 2025, the Company received written resignation letters from Mr. Hu Xianfu and Mr. Deng Weidong. Due to changes in their work commitments, they requested to resign from all their positions on the 10th Board of Directors. Pending the completion of the election procedures for new Directors, Mr. Hu Xianfu and Mr. Deng Weidong will continue to perform their duties as Directors until the new Directors are approved by the shareholders at the general meeting. On March 13, 2025, Mr. Mei Xianzhi and Mr. Zhao Jintao were elected as Directors of the 10th Board of Directors at the Company's first extraordinary general meeting of 2025. Their term of office shall commence from the date of approval at the general meeting and end upon the expiration of the term of the 10th Board of Directors.
- (ii) On May 15, 2025, upon approval at the Company's 2024 annual general meeting, Mr. Xu Laping was elected as a Non-executive Director of the 11th Board of Directors, and Mr. Wong Kwai Huen, Albert was elected as an Independent Non-executive Director of the 11th Board of Directors.
- (iii) The terms of office of Mr. Sun Huirong and Ms. Lyu Feng Meiyi expired upon the expiration of the term of the 10th Board of Directors, and they retired as Non-executive Director and Independent Non-executive Director of the Company, respectively, at the conclusion of the 2024 annual general meeting.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)

7. Benefits and significant interests of directors and senior management personnel (Continued)

(2) Emoluments of the directors, supervisors and senior management personnel of the Company (Continued)

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Supervisors –						
Shi Lan (iv)	-	-	-	-	-	-
Lin Changsen (iv)	-	-	-	-	-	-
Ma Tianfei (iv)	-	760	121	40	1,650	2,571
Sub-total	-	760	121	40	1,650	2,571

- (iv) On November 7, 2025, the "Proposal regarding the Amendment to the Articles of Association of China International Marine Containers (Group) Co., Ltd." was reviewed and approved at the Company's second extraordinary general meeting of 2025. Effective from the date of approval of the said proposal, the Company has ceased to maintain a Board of Supervisors.

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Other senior management personnel –						
Gao Xiang	-	2,164	157	47	1,622	3,990
Li Yinhui	-	1,659	148	47	1,246	3,100
Huang Tianhua	-	1,660	81	-	1,249	2,990
Yu Yuqun	-	1,656	99	47	1,248	3,050
Zeng Han	-	1,608	139	47	1,246	3,040
Wang Xiaoyan (v)	-	1,262	78	36	1,244	2,620
Wu Sanqiang	-	1,210	161	47	872	2,290
Sub-total	-	11,219	863	271	8,727	21,080
Total	961	15,579	984	703	13,085	31,312

- (v) On March 27, 2025, upon review and approval at the 7th meeting of the 10th Board of Directors for 2025, Mr. Wang Xiaoyan was appointed as the Vice President of the Company.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**7. Benefits and significant interests of directors and senior management personnel (Continued)****(2) Emoluments of the directors, supervisors and senior management personnel of the Company (Continued)**

Other benefits mainly consist of housing funds, pensions, medical insurance, etc.

In addition to the above emolument attributable to the year 2025, the Company also made cash payments to senior management for the 2024 performance-based salaries, which were determined based on the 2024 performance evaluations. The amounts were RMB5,090,000 for Mr. Mai Boxiang and RMB14,393,000 for other senior management members, respectively.

Emoluments of the directors, supervisors and senior management personnel for the year ended 31 December 2024 were as follows:

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Directors –						
Mai Boliang	–	3,600	31	392	4,536	8,559
Zhu Zhiqiang	–	–	–	–	–	–
Hu Xianfu	–	–	–	–	–	–
Sun Huirong	–	–	–	–	–	–
Deng Weidong	–	–	–	–	–	–
Zhao Feng	240	–	–	–	–	240
Lv Feng Meiyi	240	–	–	–	–	240
Zhang Guanghua	240	–	–	–	–	240
Yang Xiong	240	–	–	–	–	240
Sub-total	960	3,600	31	392	4,536	9,519

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**7. Benefits and significant interests of directors and senior management personnel (Continued)****(2) Emoluments of the directors, supervisors and senior management personnel of the Company (Continued)**

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Supervisors –						
Shi Lan	–	–	–	–	–	–
Lin Changsen	–	–	–	–	–	–
Ma Tianfei	–	898	146	46	1,007	2,097
Sub-total	–	898	146	46	1,007	2,097

Name	Remuneration	Emoluments for other management service of the Company or subsidiaries for the year				Total
		Salary and allowance	Pension	Others	Bonus	
Other senior management personnel –						
Gao Xiang	–	2,164	170	46	2,162	4,542
Li Yinhui	–	1,659	166	46	1,235	3,106
Huang Tianhua	–	1,660	73	–	1,807	3,540
Yu Yuqun	–	1,656	90	46	1,739	3,531
Zeng Han	–	1,444	170	46	1,406	3,066
Wu Sanqiang	–	1,210	170	46	1,210	2,636
Sub-total	–	9,793	839	230	9,559	20,421
Total	960	14,291	1,016	668	15,102	32,037

Other benefits mainly consist of housing funds, pensions, medical insurance, etc.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**7. Benefits and significant interests of directors and senior management personnel (Continued)****(3) Termination benefits for directors**

In 2025, there was no compensation for directors with terminated appointment from the Company and the subsidiaries. (2024: Nil).

(4) Consideration paid to third parties for service of directors

In 2025, there was no consideration paid to third parties for service of directors (2024: Nil).

(5) Loans, quasi-loans offered to and other transactions with directors, legal entities controlled by directors and their related persons

As at 31 December 2025, there were no loans, quasi-loans offered to and other transactions with directors, legal entities controlled by directors and their related persons (31 December 2024: Nil).

(6) Guarantees for loans of directors, legal entities controlled by directors and their related persons

As at 31 December 2025, there were no guarantees for loans of directors, legal entities controlled by directors and their related persons (2024: Nil).

(7) Significant interest of directors in transactions, arrangement and contracts

In 2025, the Company did not enter into any agreement that related to the business of the Group, in which the directors have significant interest in transactions, arrangement and contracts directly or indirectly (2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

X. RELATED PARTIES AND RELATED PARTY TRANSACTIONS (Continued)**8. Top 5 of the emoluments**

In 2025, the top 5 of the emoluments consisted of 1 director and executive officer, and 1 senior management personnel. Their emoluments have been reflected in Note X.7(2). The emoluments of other 3 staffs are listed as follow:

	2025	2024
Remuneration, bonus, housing and other funds	17,231	19,409
Pension	261	249
Sign-on bonus	–	–
Severance compensation	–	–
Total	17,492	19,658

	Number of people	
	2025	2024
Emoluments range (HKD):		
HKD4,500,001 – 5,000,000	1	–
HKD6,000,001 – 6,500,000	–	1
HKD6,500,001 – 7,000,000	1	1
HKD7,000,001 – 7,500,000	1	–
HKD7,500,001 – 8,000,000	–	1
Total	3	3

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XI. SHARE-BASED PAYMENTS

1. Summary of the Group's major share-based payments

(Revenue)/ expenses recognised for the year arising from share-based payments are as follows:

	2025	2024
Equity-settled share-based payments	(85,435)	171,560

2. Information on equity-settled share-based payments

(1) Information on equity-settled share-based payments of Enric

(a) Share option plan

Enric, which is the subsidiary of the Company, carried out another share option plan ("**Plan I**"), which was approved by the shareholders' meeting on 12 July 2006. According to Plan I, the Board of Directors of the Company was authorised to grant share options to the senior management personnel and other employees of Enric to subscribe for shares of Enric. And the Granter shall pay a consideration of HKD1 when granting share options. Each option gives the holder the right to subscribe for one ordinary share in Enric. The grant period is 10 years from the date of grant. Plan I expires on 11 July 2016. Enric adopts a new share option plan ("**Plan II**") from 12 July 2016. The validity period of Plan II is 10 years. In 2025, no share options were granted under Plan II.

As at 31 December 2025, the exercise price of the outstanding options was HKD7.05 (2024: HKD7.05) and the weighted average remaining contractual life was 7.90 years (2024: 8.90 years). Expenses arising from the share option plan recognised in 2025 amounted to RMB25,884,000 (2024: RMB41,161,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XI. SHARE-BASED PAYMENTS (Continued)

2. Information on equity-settled share-based payments (Continued)

(1) Information on equity-settled share-based payments of Enric (Continued)

(b) Share award scheme (2020)

The Board of Directors of Enric, which is the subsidiary of the Company, adopted the Share Award Scheme (2020) ("**2020 Award Scheme**") on 3 April 2020. According to the 2020 Award Scheme, the Board of Directors of Enric has the sole discretion to select any Enric employee as a qualified participant of the scheme. The Board of Directors of Enric can also determine the number of shares to be granted in the future (subject to any unlocking conditions) and the consideration (if any) that eligible participants need to pay. The Board of Directors of Enric has appointed a trustee to use Enric's resources to purchase Enric's shares on the Hong Kong Stock Exchange. The trustee will hold these shares in accordance with the terms of the trust contract and transfer these shares to the relevant participants after the relevant unlocking conditions are fulfilled.

As at 31 December 2025, the trustee had purchased 40,208,000 shares of Enric according to the 2020 Award Scheme (31 December 2024: 40,208,000 shares).

In 2025, a total of 3,589,723 shares were granted to selected participants under the 2020 Award Scheme. The shares are held by the trustee on behalf of the selected participants until the grant shares are exercised. Selected participants are entitled to the related distribution derived from the relevant grant shares during the period from the date of the issue of the grant shares to the exercise date (both dates inclusive) of the grant shares.

The selected participants include certain directors, certain members of senior management and employees of Enric who under the terms of the 2020 Award Scheme subscribed for the restricted shares at HKD3.81 per share.

For shares granted on 7 December 2022, if the vesting conditions are fulfilled, the grant shares shall be exercised at 72.1% and 27.9% by April 2023 and April 2024, respectively. For shares granted on 13 November 2023, if the vesting conditions are fulfilled, the grant shares shall be exercised at 3.97% and 96.03% by April 2024 and April 2025, respectively. For shares granted on 26 March 2024, if the vesting conditions are fulfilled, the grant shares shall be exercised by April 2024. For the shares granted on November 13, 2025, if the vesting conditions are fulfilled, the granted shares will be exercisable in April 2026, April 2027, and April 2028 at proportions of 33.3%, 33.3%, and 33.4%, respectively. For participants who do not meet the exercise conditions, the remaining unexercised shares at the end of the 2020 Award Scheme will be forfeited.

The fair value of the awarded shares was assessed based on the market price of Enric's shares at the grant date. The expected dividends and time value of money for the expected dividends during the waiting period were taken into account when assessing the fair value of the awarded shares.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XI. SHARE-BASED PAYMENTS (Continued)

2. Information on equity-settled share-based payments (Continued)

(1) Information on equity-settled share-based payments of Enric (Continued)

(b) *Share award scheme (2020) (Continued)*

The weighted average fair value of awarded shares granted in 2024 and 2025 was HKD3.46 (equivalent to approximately RMB3.19) per share and HKD3.81 (equivalent to approximately RMB3.54) per share, respectively. Expenses arising from share-based payments recognised in 2025 under the 2020 Award Scheme were RMB1,675,000 (2024: RMB9,133,000).

(c) On 27 November 2020, the Board of Directors of Enric adopted the CIMC Safe Tech Award Scheme ("**CIMC Safe Tech Award Scheme**"), an equity incentive plan of a subsidiary CIMC Safe Tech, for the recognition of the past and present contributions of incentive recipients to the Chemicals and Environment business segment, motivating them to keep contributing in the future. Equity of CIMC Safe Tech will be distributed to the incentive recipients through a Partnership Platform upon completion of the increase of share capital of CIMC Safe Tech pursuant to the scheme. The total capital contribution made by the participants (through the Partnership Platforms) of the CIMC Safe Tech Award Scheme was approximately RMB97,134,000 (2024: RMB97,134,000), representing 10% of the enlarged share capital of CIMC Safe Tech. As at 31 December 2025, there was still a waiting period. Expenses arising from share-based payments recognised in 2025 under the scheme were RMB9,107,000 (2024: RMB18,486,000).

(d) On 8 June 2022, the Board of Directors of Enric adopted the CLPT Award Scheme ("**CLPT Award Scheme**"), an equity incentive plan of a subsidiary CIMC Liquid Process Technologies Co., Ltd. ("**CLPT**"), for the recognition of the past and present contributions of incentive recipients to the Liquid Food business segment. Equity of CLPT will be distributed to the incentive recipients through a Partnership Platform upon completion of the increase of share capital of CLPT pursuant to the scheme. The total capital contribution made by the participants (through the Partnership Platforms) of the CLPT Award Scheme was approximately RMB82,934,000 (2024: RMB82,934,000), representing 5.81% of the enlarged share capital of CLPT. As at 31 December 2025, grant conditions not fulfilled, participants are not eligible to receive any allocation of CLPT. Expenses arising from share-based payments recognised in 2025 under the scheme were RMB119,745,000 (2024: RMB83,246,000).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XI. SHARE-BASED PAYMENTS (Continued)

2. Information on equity-settled share-based payments (Continued)

(2) Information on equity-settled share-based payments of CIMC Tianda

On 9 March 2005, 9 employees of Tianda Airport together with the Labour Union of Tianda Airport (hereinafter **"Tianda Labour Union"**) established Shenzhen TGM Limited (hereinafter **"Employee Shareholding Platform"**) with a registered capital of RMB9.40 million, in which Tianda Labour Union holds 61.3% of the equity interests. Since 2005, Shenzhen TGM Limited has granted the reserved shares held by Tianda Labour Union to the employees of Tianda Airport as a reward in batches on an annual basis. The waiting period of the restricted share incentive plan of CIMC Tianda participated by these employees is 5 years. CIMC Tianda determines the fair value of the restricted shares based on the price of the ordinary shares on the grant date. The difference between the fair value of each restricted share and the capital increase price of each share held by the incentive recipients is amortised and credited to the expenses of share-based payments during the waiting period.

3. Summary of share-based payments in current year

As at 31 December 2025, accumulated amount recognised in capital reserve for
share-based payments

705,178

Total expenses recognised for share-based payments	2025	2024
Including:		
– attributed to Enric	(83,079)	152,026
– attributed to CIMC Tianda	(2,356)	10,445
– attributed to CIMC Wetrans Logistics	–	2,656
– attributed to CIMC Transport Technology	–	6,433
Total	(85,435)	171,560

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XII. CAPITAL MANAGEMENT

The Group's objectives of managing capital are to safeguard the Group's ability of sustainable development in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Total capital of the Group is shareholders' equity shown in the consolidated balance sheet. The Group is not subject to external mandatory capital requirements, and use Debt-Asset ratio to monitor capital.

The Group monitors capital on the basis of Debt-Asset ratio. This ratio is calculated as total liabilities divided by total assets.

The Group manages capital status by controlling the Debt-Asset ratio not to exceed 70%. The Debt-Asset ratio as at 31 December 2025 and 31 December 2024 were as follows:

	31 December 2025	31 December 2024
Total liabilities	99,984,655	106,732,434
Total assets	166,795,500	174,752,236
Debt-Asset ratio	60%	61%

XIII. COMMITMENTS AND CONTINGENCIES

1. Capital commitments

- (1) Except for the events described in Note V.14(2)(ii), the Group's capital expenditures contracted for but not yet necessary to be recognised on the balance sheet are summarised as follows:

	2025	2024
Fixed assets purchase and construction contract	119,669	290,088
Total	119,669	290,088

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XIII. COMMITMENTS AND CONTINGENCIES (Continued)

2. Contingencies

(1) Guarantees provided for external parties

CIMC Vehicles, a subsidiary of the Group, signed contracts with Huishang Bank, Sinotruk Auto Finance Co., Ltd. and Industrial Bank, which was granted to the distributors and customers of the Group and its subsidiaries arising from purchase of vehicle products. As at 31 December 2025, the aggregate amount of credit facilities in respect of which the Group and its holding subsidiaries provided guarantees to the distributors and customers was RMB4,312,000 (31 December 2024: RMB73,340,000). The Group expected that there was no significant increase in credit risk of such guarantee since initial recognition, and recognised the 12-month ECL (Note V.34).

The Company entered into guarantee agreements with The Export-Import Bank of China, Anhui Branch and China Everbright Bank Wuhu Branch to provide guarantees for the loans of C&C Trucks, an associate, and its subsidiaries. As at 31 December 2025, the loans guaranteed by the Company amounted to RMB123,968,000 (31 December 2024: RMB106,260,000). After assessment, the Group expected a low credit risk of the guarantee, therefore did not make provision for ECL.

The Group's subsidiary, Shaanxi CIMC Vehicles Industrial Park Investment Development Co., Ltd., cooperated with Shaanxi Xianyang Qindu Rural Commercial Bank in mortgage credit cooperation. It signed a loan guarantee contract, providing a phased guarantees for the loans that the customers of the company obtained from the relevant banks for purchasing properties. As at 31 December 2025, the customer financing loans provided by the Shaanxi Vehicle Industrial Park were approximately RMB3,243,000 (31 December 2024: RMB4,822,000). After assessment, the Group expected a low credit risk of the guarantee, therefore did not make provision for ECL.

The Company entered into guarantee agreements with relevant banks to provide guarantees for the loans of CIMC Industry & City and its subsidiaries. As at 31 December 2025, the loans guaranteed by the Company amounted to RMB228,251,000 (31 December 2024: RMB232,957,000). After assessment, the Group expected a low credit risk of the guarantee, therefore did not make provision for ECL.

A controlling subsidiary of CIMC Enric, a subsidiary of the Group, signed guarantee contracts with China Everbright Bank to provide credit guarantees for loans to Yichuan Tianyun Clean Energy Co., Ltd. via relevant banks. As at 31 December 2025, the loans provided by the controlling subsidiary of CIMC Enric were approximately RMB35,110,000 (31 December 2024: RMB46,605,000). After assessment, the Group expected a low credit risk of the guarantee, therefore did not make provision for ECL.

The Company and its subsidiaries entered into guarantee agreements with relevant banks to provide guarantees for the loans of Xinde Leasing and its subsidiaries. As at 31 December 2025, the amount guaranteed by the Company and its subsidiaries was RMB282,732,000 (31 December 2024: RMB639,880,000). After assessment, the Group expected a low credit risk of the guarantee, therefore did not make provision for ECL.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XIII. COMMITMENTS AND CONTINGENCIES (Continued)

2. Contingencies (Continued)

(2) Major litigation matters

Eight entities including the headquarters of the CIMC Group and its subsidiary Dalian CIMC Logistics Equipment Co., Ltd. (大連中集物流裝備有限公司) (collectively referred to as the **"Defendants"**), successively received litigation materials from the High Court of Singapore since 7 July 2023. Goodpack IBC (Singapore) PTE. Ltd and Goodpack PTE. Ltd. (collectively referred to as the **"Plaintiffs"**) have appealed that when the Defendants entered the IBC (Intermediate Bulk Container) leasing business in the rubber industry, we were involved in "plagiarizing the Plaintiffs' products, involving the Plaintiffs' technology and confidential information by the invention patents and utility model patents applied for in China, and misappropriating the Plaintiffs' intellectual property and technologies". The Plaintiffs alleged that the Defendants had breached the obligation of confidentiality, engaged in a conspiracy to infringe and obtained unjust enrichment, claiming a compensation in the amount of USD9.8562 million, banning the manufacturing of and recalling of all infringing IBCs, and the payment of the profits gained from such infringement and that the Defendants should bear joint liabilities. Goodpack IBC (Singapore) PTE. Ltd subsequently initiated the arbitration against Dalian CIMC Special Logistics Equipment Co., Ltd. (大連中集特種物流裝備有限公司) and Dalian CIMC Logistics Equipment Co., Ltd. (大連中集物流裝備有限公司) (collectively referred to as the **"Respondents"**, both are the subsidiaries of the Company) at the Singapore International Arbitration Centre on 2 February 2024, and alleged that the Respondents had breached confidentiality, non-competition and intellectual property rights covenants in the relevant agreements and appendices, claiming the award of the breach of the Respondents, a compensation in a total amount of USD19.8137 million, banning the manufacturing of and recalling of all infringing IBCs, and the payment of the profits gained from such infringement and the Respondents bearing joint liabilities. As at the date of this report, the abovementioned lawsuit has been suspended by the Singapore High Court, and the first trial of the lawsuit has not yet been formally heard; the arbitral tribunal of the said arbitration has been formed but has not yet been formally heard. The Group has engaged external legal advisers in respect of the aforesaid case. However, as the relevant legal proceeding is still at an early stage, the management believes that there are uncertainties in the timing and outcome of the conclusions as at the date of this report, and the Group is unable to reliably estimate the amount of liabilities that may arise, if any. Therefore, the litigation constitutes a contingent liability of the Group, for which the Group has not made any provision in the financial statements and is unable to anticipate the possible impact on the Group's financial statements in the future at this stage.

The Group involved as defendant in certain outstanding litigations. Apart from the abovementioned litigations, the litigations are still at an early stage of trial. The outcomes of the trials are uncertain, which cannot be reliably measured, and the likelihood of an outflow of projected economic benefits from the related litigations is remote.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
 (All amounts in RMB'000 unless otherwise stated)
 English Translation for Reference Only

XIII. COMMITMENTS AND CONTINGENCIES (Continued)

2. Contingencies (Continued)

(3) Outstanding letters of credit issued and outstanding performance guarantees issued

The Group does not recognise letter of credit issued as deposits. As at 31 December 2025, the Group had outstanding letters of credit issued but undue of RMB1,358,651,000 (31 December 2024: RMB1,483,428,000).

As at 31 December 2025, the Company had outstanding balance of bank guarantees issued for the subsidiaries of the Group of RMB721,692,000, USD156,777,000 (equivalent to RMB1,096,092,000), GBP945,000 (equivalent to RMB8,895,000), EUR16,675,000 (equivalent to RMB136,933,000), PLN76,895,000 (equivalent to RMB149,488,000), HKD5,500,000,000 (equivalent to RMB4,939,605,000), totaling RMB7,052,705,000 (31 December 2024: RMB8,387,411,000).

As at 31 December 2025, the amount of the unexpired letter of guarantee of the Group's subsidiary issued by the bank was RMB14,245,017,000 (31 December 2024: RMB7,683,413,000), of which the balance of the advance payment guarantee was RMB11,204,213,000, and the balance of the quality guarantees (including foreign guarantees) was RMB543,525,000, the balance of other non-financing guarantees was RMB428,847,000, and the balance of performance guarantees was RMB2,068,432,000.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XIV. EVENTS AFTER THE BALANCE SHEET DATE

1. Dividend Distribution after the Balance Sheet Date

Dividend proposed (Note (1))	939,095

(1) Dividend for ordinary shares proposed after the balance sheet date

On 26 March 2026, the Board of Directors proposed to distribute a cash dividend of RMB0.179 (tax inclusive) per share to all the shareholders, and there will be no bonus shares or new shares being issued by way of conversion of capital reserve. Based on the Company's total share capital of 5,392,521,000 shares as at 31 December 2025, after deducting the 146,180,000 shares that were repurchased as of the date of approval of the financial statements, the adjusted share capital was 5,246,341,000 shares. The calculation of the amount based on this adjusted share capital was approximately RMB939,095,000. This proposal is yet to be approved by the shareholders' meeting. The dividend distribution plan is based on the number of shares on the dividend registration date. Dividends proposed after the balance sheet date are not recognised as liabilities at the balance sheet date.

(2) Ultra short-term financing bonds and medium-term notes issued after the balance sheet date

On 29 January 2026, the Company completed the issuance of the first phase of ultra short-term financing bonds in 2026. The raised funds have been received on 30 January 2026. The amount of issuance is RMB0.5 billion, the annual interest rate of issuance is 1.56%, and the issuance period is 147 days, which is used to supplement working capital of the Company and its subsidiaries.

On 29 January 2026, the Company completed the issuance of the second phase of ultra short-term financing bonds in 2026. The raised funds have been received on 30 January 2026. The amount of issuance is RMB0.5 billion, the annual interest rate of issuance is 1.56%, and the issuance period is 147 days, which is used to supplement working capital of the Company and its subsidiaries.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XV. OTHER IMPORTANT MATTERS**1. Segment reporting**

Based on internal organizational structure, management requirements, and internal reporting systems, the Group has identified eight reporting segments: container manufacturing business, road transport vehicle business, energy, chemical and liquid food equipment business, ocean engineering business, airport and logistics equipment, fire and rescue equipment business, logistics service business, financial and asset management business, and circular vehicle business. Each reporting segment is a separate business segment that provides different products and services. Due to the need for different technologies and market strategies, each segment needs to be managed separately. The management of the Group will regularly review the financial information of different divisions to determine the allocation of resources and evaluate performance.

(1) Segment profits, losses, assets and liabilities

In order to assess the segment performance and resources allocation, the Group's management reviews assets, liabilities, revenue, expenses and operating results of each segment regularly. The preparation basis of such information is detailed as follows:

Segment assets include current assets of each segment, such as tangible assets, intangible assets, other long-term assets and receivables, but exclude deferred income tax assets and other unallocated headquarters assets. Segment liabilities include payables, bank borrowings, provisions and other liabilities of each segment, while deferred income tax liabilities are excluded.

Segment operating results represent segment revenue (including external revenue and inter-segment revenue), offsetting segment expenses, depreciation and amortisation and impairment losses attributable to assets of each segment, net interest expenditure generated from bank deposits and bank borrowings directly attributable to each segment. Transactions conducted among segments are under similar non-related party transaction commercial terms.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XV. OTHER IMPORTANT MATTERS (Continued)

1. Segment reporting (Continued)

(1) Segment profits, losses, assets and liabilities (Continued)

The information disclosed below for each reporting segment of the Group is that management of the Group has used when measuring the profit/(loss), assets and liabilities of the reporting segment, or has not used the following data but provided to management of the Group on a regular basis:

Items	Containers manufacturing 2025	Road transportation vehicles 2025	Energy, chemical and liquid food equipment 2025	Offshore engineering 2025	Airport facilities and logistics equipment, fire safety and rescue equipment 2025	Logistics services 2025	Finance and asset management 2025	Recycled load 2025	Others 2025	Elimination between segments and unallocated amounts 2025	Total 2025
Revenue from external customers	42,278,178	19,946,079	27,028,480	17,837,896	7,584,750	26,377,006	1,847,808	2,691,074	11,020,175	-	156,611,446
Inter-segment revenue	730,769	231,557	163,990	100,506	34,393	416,398	1,431	11,014	869,474	(2,559,532)	-
Cost of sales	37,253,961	16,971,653	23,168,220	15,278,123	6,105,532	25,123,606	2,167,517	2,252,313	10,280,291	(1,484,794)	137,116,422
Investment income/(loss) in associates and joint ventures	(30,900)	(1,207)	44,996	(70,731)	1	36,823	(1,039)	-	(1,442,965)	-	(1,465,022)
Asset and credit impairment losses	421,345	147,648	84,125	536,935	121,500	55,622	216	32,983	1,985	7,997	1,410,356
Depreciation and amortisation expenses	854,839	583,668	556,659	371,926	154,216	243,771	1,200,862	245,497	239,130	29,025	4,479,593
Interest income	298,857	166,200	169,158	64,533	11,174	7,519	346,418	2,041	1,332,087	(1,714,094)	683,893
Interest expenses	40,463	16,579	129,959	82,135	54,831	63,759	1,164,620	45,252	1,658,882	(1,748,013)	1,508,467
Segment operating profit/(loss)	2,385,528	1,226,307	1,301,211	1,089,621	296,128	485,146	(1,294,260)	17,468	(3,048,397)	357,309	2,816,061
Income tax expenses	503,536	299,664	260,981	32,453	32,149	121,248	131,259	9,038	91,720	(3,363)	1,478,685
Net profit/(loss)	1,881,992	926,643	1,040,230	1,057,168	263,979	363,898	(1,425,519)	8,430	(3,140,117)	360,672	1,337,376
Segment total assets	37,796,016	22,501,949	32,187,480	18,475,050	10,539,576	7,871,707	38,323,076	4,527,639	62,751,549	(68,178,542)	166,795,500
Segment total liabilities	17,465,161	7,495,715	19,419,090	13,384,442	6,785,251	4,885,726	47,021,479	2,795,290	51,887,882	(71,155,381)	99,984,655
Supplementary information: - Segment non-cash (income)/ expenditures other than depreciation and amortisation	709,247	162,153	240,737	750,500	89,512	84,695	14,475	36,716	386,362	78,599	2,552,996
Long-term equity investment of associates and joint ventures	574,989	168,391	824,306	332,049	-	402,773	33,375	-	7,973,210	10,105	10,319,198
Increase in other non-current assets other than long-term equity investments, financial assets, and deferred income tax assets	1,991,181	694,911	1,144,084	427,478	174,468	480,362	277,555	1,882,945	136,319	(840,158)	6,369,145

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XV. OTHER IMPORTANT MATTERS (Continued)

1. Segment reporting (Continued)

(1) Segment profits, losses, assets and liabilities (Continued)

Items	Containers manufacturing	Road transportation vehicles	Energy, chemical and liquid food equipment	Offshore engineering	Airport facilities and logistics equipment, fire safety and rescue equipment	Logistics services	Finance and asset management	Recycled load	Others	Elimination between segments and unallocated amounts	Total
	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024
Revenue from external customers	61,530,475	20,755,311	25,442,572	16,392,817	7,091,413	31,189,788	2,077,480	2,355,873	10,828,369	-	177,664,098
Inter-segment revenue	674,728	242,890	136,919	163,146	101,688	199,553	1,042	73,482	1,155,020	(2,748,468)	-
Cost of sales	52,505,891	17,571,338	22,046,149	15,048,245	5,718,463	29,450,699	2,239,986	2,189,995	10,626,125	(1,979,553)	155,417,338
Investment income/(loss) in associates and joint ventures	(22,672)	10,383	9,879	(84,106)	37	65,262	(1,024)	28	(12,055)	-	(34,268)
Asset and credit impairment losses	375,558	230,638	24,109	109,346	74,685	75,117	2,683	21,937	(15,000)	8,963	908,036
Depreciation and amortisation expenses	789,555	589,106	517,318	328,176	138,184	199,126	1,156,398	171,552	134,393	28,146	4,051,954
Interest income	256,698	163,204	189,523	9,577	9,214	7,204	311,850	3,251	2,004,619	(2,471,930)	483,210
Interest expenses	56,071	29,612	127,895	613,946	76,786	88,599	1,647,209	22,960	1,860,325	(2,483,799)	2,039,604
Total profit/(loss)	5,425,683	1,428,061	1,070,362	242,437	320,729	571,903	(1,670,613)	(222,585)	(1,149,627)	578,897	6,595,247
Income tax expenses	1,337,379	346,882	338,557	18,359	55,994	135,316	133,776	6,371	22,284	5,172	2,400,090
Net profit/(loss)	4,088,304	1,081,179	731,805	224,078	264,735	436,587	(1,804,389)	(228,956)	(1,171,911)	573,725	4,195,157
Segment total assets	41,957,563	22,369,315	29,699,689	21,264,349	10,541,045	8,687,029	38,519,760	3,760,563	65,825,980	(67,873,057)	174,752,236
Segment total liabilities	21,846,780	7,642,122	17,348,319	24,004,865	6,837,634	5,702,632	46,947,144	2,019,202	44,720,109	(70,336,373)	106,732,434
Supplementary information:											
- Segment non-cash (income)/expenditures other than depreciation and amortisation	305,680	195,743	47,586	62,682	96,877	95,334	195,457	24,271	214,335	490	1,238,455
Long-term equity investment of associates and joint ventures	609,702	148,834	660,962	402,689	123	474,411	42,780	-	9,677,373	-	12,016,874
Increase in other non-current assets other than long-term equity investments, financial assets and deferred tax assets	1,677,334	519,329	1,105,610	233,375	164,504	93,137	174,023	580,624	325,559	(70,615)	4,802,880

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XV. OTHER IMPORTANT MATTERS (Continued)

1. Segment reporting (Continued)

(2) Regional information

The information on revenue from foreign transactions and non-current assets (excluding financial assets, deferred income tax assets and long-term receivables, the same below) obtained by the Group by different regions is shown in the table below. Revenue from external transactions is divided by the location of customers who receive services or purchase products. Non-current assets are classified based on the physical location of the assets (for fixed assets), the location of the related business (for intangible assets and goodwill), or the location of joint ventures and associated enterprises.

Regional information (by recipient)

	Total revenue from external customers		Total non-current assets	
	2025	2024	31 December 2025	31 December 2024
China	82,028,785	82,415,289	56,623,729	57,949,428
Asia (except for China)	21,648,966	27,449,650	829,055	475,117
America	21,568,961	36,012,089	9,151,843	9,940,852
Europe	26,131,910	25,453,855	1,615,235	1,354,854
Others	5,232,824	6,333,215	138,402.58	153,828
Total	156,611,446	177,664,098	68,358,265	69,874,079

XVI. OPERATING LEASE RECEIPTS AFTER THE BALANCE SHEET DATE

As the lessor, the Group's undiscounted amount of lease receipts receivable after the balance sheet date is summarised as follows:

	31 December 2025	31 December 2024
Within 1 year	3,550,828	1,652,518
1 to 2 years	1,190,000	1,148,151
2 to 3 years	747,889	202,875
3 to 4 years	713,259	34,096
4 to 5 years	115,294	–
Total	6,317,270	3,037,640

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS

1. Other receivables

- (1) Other receivables were analysed by categories of customers as follows:

	31 December 2025	31 December 2024
Receivables from related parties	28,609,685	27,210,863
Dividends receivable from subsidiaries	4,077,993	4,066,990
Interest receivable	70,008	69,853
Security deposits	204	231
Others	16,794	23,919
Sub-total	32,774,684	31,371,856
Less: Provision for bad debts	(4,580)	(4,580)
Total	32,770,104	31,367,276

The Company had no amounts recognised in other receivables due to centralised management by other parties.

- (2) The ageing analysis of other receivables is as follows:

	31 December 2025	31 December 2024
Within 1 year	17,262,187	15,192,761
1 to 2 years	904,566	6,523,614
2 to 3 years	6,021,782	4,583,125
Over 3 years	8,586,149	5,072,356
Sub-total	32,774,684	31,371,856
Less: Provision for bad debts	(4,580)	(4,580)
Total	32,770,104	31,367,276

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

1. Other receivables (Continued)

(3) Loss provision and changes in book value

Provision for bad debts of other receivables is analysed by category as follows:

	31 December 2025				31 December 2024			
	Book value		Provision for bad debts		Book value		Provision for bad debts	
	% of total		% of total		% of total		% of total	
	Amount	amount	Amount	amount	Amount	amount	Amount	amount
Provision for bad debts individually assessed (i)	-	-	-	-	-	-	-	-
Provision for bad debts collectively assessed (ii)	32,774,684	100%	4,580	0.01%	31,371,856	100%	4,580	0.01%
Total	32,774,684	100%	4,580	0.01%	31,371,856	100%	4,580	0.01%

	First stage			Third stage				
	12-month ECL		Sub-total	Lifetime ECL		Lifetime ECL		Total
	(collectively assessed)			(suffered credit impairment)		(suffered credit impairment)		
	Book value	Provision for bad debts	Provision for bad debts	Book value	Provision for bad debts	Book value	Provision for bad debts	Provision for bad debts
31 December 2024	31,367,276	–	–	–	–	4,580	4,580	4,580
Increase in current year	22,748,466	–	–	–	–	–	–	–
Decrease in current year	(21,345,638)	–	–	–	–	–	–	–
Including: Write-off in current year	–	–	–	–	–	–	–	–
31 December 2025	32,770,104	–	–	–	–	4,580	4,580	4,580

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

1. Other receivables (Continued)

(3) Loss provision and changes in book value (Continued)

	First stage			Third stage				
	12-month ECL (collectively assessed)		Sub-total Provision for bad debts	Lifetime ECL (suffered credit impairment) (individually assessed)		Lifetime ECL (suffered credit impairment) (collectively assessed)		Total Provision for bad debts
	Book value	Provision for bad debts		Book value	Provision for bad debts	Book value	Provision for bad debts	
31 December 2023	28,830,327	-	-	-	-	4,580	4,580	4,580
Increase in current year	18,961,308	-	-	-	-	-	-	-
Decrease in current year	(16,424,359)	-	-	-	-	-	-	-
Including: Write-off in current year	-	-	-	-	-	-	-	-
31 December 2024	31,367,276	-	-	-	-	4,580	4,580	4,580

As at 31 December 2025 and 31 December 2024, the Company had no other receivables that were recognised at the second stage. Other receivables recognised at the first and the third stages were as follows:

- (i) As at 31 December 2025 and 31 December 2024, the provision for bad debts of other receivables collectively assessed in the first stage was as follows:

	31 December 2025			31 December 2024		
	Book value	Provision for bad debts		Book value	Provision for bad debts	
	Amount	Amount	Accrual rate	Amount	Amount	Accrual rate
Receivables from related parties	28,609,685	-	-	27,210,863	-	-
Dividends receivable	4,077,993	-	-	4,066,990	-	-
Interest receivable	70,008	-	-	69,853	-	-
Security deposits	204	-	-	231	-	-
Others	12,214	-	-	19,339	-	-
Total	32,770,104	-	-	31,367,276	-	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

1. Other receivables (Continued)

(3) Loss provision and changes in book value (Continued)

- (ii) As at 31 December 2025, the provision for bad debts of other receivables collectively assessed in the third stage was as follows:

	Book value	Lifetime ECL rate	Provision for bad debts
Collectively assessed			
Others	4,580	100.00%	4,580

- (4) As at 31 December 2025, the five largest balances of other receivables were analysed as follows:

	Nature	Balance	Ageing	% of total balance	Provision for bad debts
Fortune	Fund transfer, daily transfer	12,408,141	Within 1 year, 1 to 2 years	37.86%	–
CIMC Hong Kong	Fund transfer, daily transfer	10,575,434	Within 1 year, 1 to 2 years, 2 to 3 years, over 3 years	32.27%	–
SCIMC	Fund transfer, daily transfer	5,545,731	Within 1 year, 1 to 2 years, 2 to 3 years, over 3 years	16.92%	–
Tianjin Kaisheng Marine Engineering Equipment Leasing Co., Ltd	Fund transfer	1,294,945	Within 1 year, 2 to 3 years	3.95%	–
CIMC Investment	Fund transfer	1,232,334	Within 1 year, 1 to 2 years, 2 to 3 years	3.76%	–
Total		31,056,585		94.76%	–

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

1. Other receivables (Continued)

(4) (Continued)

As at 31 December 2024, the five largest balances of other receivables were analysed as follows:

	Nature	Balance	Ageing	% of total balance	Provision for bad debts
CIMC Hong Kong	Fund transfer, dividends receivable and daily transfer	10,893,936	Within 1 year, 1 to 2 years, over 3 years	34.73%	–
SCIMC	Fund transfer and dividends receivable	5,111,058	Within 1 year, 1 to 2 years, over 3 years	16.29%	–
Fortune	Fund transfer, daily transfer	9,690,585	Within 1 year, 1 to 2 years	30.89%	–
CIMC Investment	Fund transfer, dividends receivable and daily transfer	1,370,334	Within 1 year, 1 to 2 years, 2 to 3 years	4.37%	–
Tianjin Kaisheng Marine Engineering Equipment Leasing Co., Ltd	Fund transfer	1,260,751	Within 1 year, 2 to 3 years	4.02%	–
Total		28,326,664		90.30%	–

(5) Receivables from related parties

	31 December 2025		31 December 2024	
	Amount	% of total balance	Amount	% of total balance
Associates	76,432	0.23%	76,432	0.24%
Receivables from subsidiaries	28,533,253	87.06%	27,134,431	86.49%
Total	28,609,685	87.29%	27,210,863	86.73%

(6) Other receivables derecognised due to transfer of financial assets

For the year ended 31 December 2025, there were no other receivables derecognised due to transfer of financial assets of the Company (For the year ended 31 December 2024: Nil).

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

2. Long-term equity investments

(1) Long-term equity investments are analysed by categories as follows:

	31 December 2025	31 December 2024
Subsidiaries (2)	14,941,832	14,841,832
Associates (3)	2,196,653	2,274,985
Less: Provision for impairment of long-term equity investments	—	—
Total	17,138,485	17,116,817

There is no restriction on sale of the long-term equity investments held by the Company.

(2) Subsidiaries:

Investee	31 December 2024	Increase in investments	Decrease in investments	31 December 2025	Shareholding (%)	Voting rights (%)	Impairment provision at the end of the year (Direct+ Indirect)	Cash dividends declared in current year
SCIMC	231,325	—	—	231,325	100.00%	100.00%	—	—
CIMC Hong Kong	1,690	—	—	1,690	100.00%	100.00%	—	458,220
CIMC SD	165,074	—	—	165,074	100.00%	100.00%	—	—
CIMC Vehicles	1,038,668	—	—	1,038,668	36.10%	61.13%	—	203,964
CIMC Training	48,102	—	—	48,102	100.00%	100.00%	—	—
Finance Company	1,279,507	—	—	1,279,507	100.00%	100.00%	—	44,691
Shenzhen CIMC Investment Co. Ltd ("CIMC Investment")	140,000	—	—	140,000	100.00%	100.00%	—	—
Container Holding	6,634,023	—	—	6,634,023	100.00%	100.00%	—	1,519,387
COOPERATIE CIMC U.A	205,022	—	—	205,022	99.00%	100.00%	—	—
CIMC Wetrans Logistics	1,216,294	—	—	1,216,294	62.70%	62.70%	—	125,400
MEA	441,800	—	—	441,800	100.00%	100.00%	—	—
Fortune	67,755	—	—	67,755	100.00%	100.00%	—	—
CIMC Capital	1,250,000	—	—	1,250,000	100.00%	100.00%	—	—
CIMC Unit Load	805,573	—	—	805,573	63.58%	63.58%	—	—
Shenzhen CIMC Innovation Industry Development Co., Ltd.	—	100,000	—	100,000	100.00%	100.00%	—	—
CIMCSV	1,316,999	—	—	1,316,999	100.00%	100.00%	—	—
Total	14,841,832	100,000	—	14,941,832			—	2,351,662

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

2. Long-term equity investments (Continued)

(3) Associates:

Investee	31 December 2024	Increase in current year	Net profit or loss adjusted by equity method	Adjustment of other comprehensive income	Declared cash dividends or profits	Decrease in investments	31 December 2025	Shareholding (%) (Direct+ Indirect)	Voting rights (%) (Direct+ Indirect)	Impairment provision
Shenzhen Financial Leasing (Group) Co., Ltd.	1,199,614	-	84,185	(39,310)	(39,933)	-	1,204,556	22.57%	46.68%	-
CIMC Xinde Leasing (Shenzhen) Co., Ltd.	434,305	-	25,533	(6,411)	-	-	453,427	40.00%	67.26%	-
C&C Trucks Co., Ltd.	641,066	-	(102,396)	-	-	-	538,670	35.42%	35.42%	-
Total	2,274,985	-	7,322	(45,721)	(39,933)	-	2,196,653			-

3. Revenue and cost of sales

(1) Revenue and cost of sales

	2025	2024
Revenue from other operations	420,727	552,088
Cost of sales from other operations	-	-

(2) Revenue and cost of sales from other operations

	2025		2024	
	Revenue from other operations	Cost of sales from other operations	Revenue from other operations	Cost of sales from other operations
Commission	385,277	-	522,765	-
Others	35,450	-	29,323	-
Total	420,727	-	552,088	-

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XVII. NOTES TO THE PARENT COMPANY'S FINANCIAL STATEMENTS (Continued)

4. Investment income

	2025	2024
Income from long-term equity investments under cost method	2,351,662	1,224,130
Interest income and others	380,806	481,676
Dividend income from other equity instrument investments	62,828	78,093
Investment income from disposals of financial assets/liabilities held for trading	31,040	43,658
Gains/(losses) from long-term equity investments under equity method	7,322	(204)
Investment loss from disposals of derivative financial assets	—	(237,109)
Gains from disposals of long-term equity investments	—	2,152
Total	2,833,658	1,592,396

5. Losses on changes in fair value

	2025	2024
Commitment to minority shareholders	—	(1,413,164)
Others	—	5,836
Total	—	(1,407,328)

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025
(All amounts in RMB'000 unless otherwise stated)
English Translation for Reference Only

XVIII. STATEMENT OF NON-RECURRING PROFIT OR LOSS OF 2025

	2025	2024
(Gains)/losses on disposals of non-current assets	(40,486)	25,707
Government grants recognised in profit or loss for the current period	475,843	454,023
Gains or losses from changes in fair value arising from holding financial assets, and gains or losses arising from disposal of financial assets and gains or losses from changes in fair values of investment properties subsequently measured at fair value, except for the effective hedging activities relating to the Group's ordinary operating activities	(97,628)	(1,243,275)
Reversal of impairment provision for accounts receivable tested for impairment separately	11,962	19,315
Net gains from disposal of long-term equity investments	57,106	23,482
Gains or losses on debt restructuring	(1,132)	—
Other non-operating income and expenses other than the above items	47,782	131,043
Sub-total	453,447	(589,705)
Less: Effect of income tax	93,409	(145,936)
Effect of minority interests (after tax)	108,275	34,592
Total	251,763	(478,361)

Note: The above non-recurring profit or loss items are presented at the amount before tax.

(1) Basis for preparation of statement of non-recurring profit or loss of 2025

According to the *Interpretation Announcement No. 1 on Information Disclosure of Companies (2023 revised)*, that Offer Securities to the Public by the China Securities Regulatory Commission, non-recurring gains and losses refer to gains and losses arising from various transactions and events that are not directly related to the normal business operations of the company, and that, although related to the normal business operations, affect the normal judgment of the company's operating performance and profitability by the users of financial statements due to their special and occasional nature.

CHAPTER IX

FINANCIAL STATEMENTS PREPARED IN ACCORDANCE WITH CASBE AND AUDITOR'S REPORT THEREON

FOR THE YEAR ENDED 31 DECEMBER 2025

(All amounts in RMB'000 unless otherwise stated)

English Translation for Reference Only

XIX. RETURN ON NET ASSETS AND EARNINGS PER SHARE

In accordance with the *Interpretive Pronouncement on the Preparation of Information Disclosures of Companies Issuing Public Shares No. 9 – Earnings per share and return on net assets (2010 revised)* and relevant requirements of accounting standard, the calculation of earnings per share and return on net assets of the Company is listed as follows:

	Weighted average return on net assets (%)		Earnings per share			
			Basic earnings per share		Diluted earnings per share	
	2025	2024	2025	2024	2025	2024
Net profit attributable to ordinary shareholders of the Company	0.29%	6%	0.03	0.53	0.02	0.53
Net profit attributable to ordinary shareholders of the Company after deducting non-recurring profit or loss	(0.25%)	7%	(0.02)	0.62	(0.02)	0.62

Driving the World to Move Better



中國國際海運集裝箱(集團)股份有限公司
China International Marine Containers (Group) Co., Ltd.



Scan the QR code
for electronic
version



WeChat video
account



WeChat official
account



Weibo



Tik Tok

Environmental considerations for publication
Paper: use recycled paper to print
Printing ink: use environmental printing ink to reduce air pollution

📍 CIMC R&D Center, No. 2 Gangwan Avenue, Shekou,
Nanshan District, Shenzhen, Guangdong, PRC
☎ 86-755-26691130 📠 86-755-26692707
🌐 www.cimc.com