



S&P International Holding Limited 椰豐集團有限公司

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立的有限公司)
Stock Code 股份代號 : 1695

2025 Annual Report 年報



OUR MISSION & VISION

S&P International Holding Ltd is passionate to deliver quality coconut food products with its natural flavour and nutritional attributes in a convenient form to the world whilst committed to achieve superior returns and sharing the success with all involved. We want to be the preferred global supplier of coconut food products.

我們的 使命與願景

椰豐集團銳意向全球提供天然風味、營養豐富、方便易食的優質椰類食品，同時致力取得優異回報，與所有參與方共享碩果。我們期待成為備受青睞的全球椰類食品供應商。



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五年財務摘要

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results, assets and liabilities of the Group for the past five years, as extracted from the published consolidated financial statements for the financial years ended 31 December 2025, 31 December 2024, 31 December 2023, 31 December 2022 and 31 December 2021 below:

下文載列本集團於過往五年的業績、資產及負債概要，乃摘錄自截至二零二五年十二月三十一日、二零二四年十二月三十一日、二零二三年十二月三十一日、二零二二年十二月三十一日及二零二一年十二月三十一日止財政年度的已公佈的綜合財務報表：

		For the year ended 31 December 截至十二月三十一日止年度				
		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉	2023 二零二三年 RM 馬來西亞令吉	2022 二零二二年 RM 馬來西亞令吉	2021 二零二一年 RM 馬來西亞令吉
Results (Audited)	業績(經審核)					
Revenue	收益	133,494,690	114,497,661	85,217,638	91,623,708	92,657,153
Profit/(Loss) before taxation	除稅前溢利／(虧損)	14,143,448	13,294,344	(2,667,003)	(43,130)	(5,808,358)
Income tax (expense)/credit	所得稅(開支)／抵免	(2,499,002)	(3,925,836)	868,679	(847,235)	2,403,141
Profit/(Loss) for the year	年內溢利／(虧損)	11,644,446	9,368,508	(1,798,324)	(890,365)	(3,405,217)
Attributable to: Equity shareholders of the Company	以下人士應佔： 本公司權益股東	11,644,002	9,367,974	(1,800,969)	(888,885)	(3,402,980)
		As at 31 December 於十二月三十一日				
		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉	2023 二零二三年 RM 馬來西亞令吉	2022 二零二二年 RM 馬來西亞令吉	2021 二零二一年 RM 馬來西亞令吉
Assets and liabilities (Audited)	資產及負債(經審核)					
Total assets	資產總值	195,146,983	172,118,669	163,262,553	173,072,500	170,461,339
Total liabilities	負債總額	63,826,960	45,328,843	44,387,056	55,520,280	55,522,699
Net assets	資產淨值	131,320,023	126,789,826	118,875,497	117,552,220	114,938,640

CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Tang Koon Fook (*Managing Director*)
Mr. Lee Sieng Poon
Mr. Yap Boon Teong
Ms. Wong Yuen Lee

Independent Non-Executive Directors

Dato' Mohd Ibrahim Bin Mohd Nor (*Chairman*)
Mr. Lee King Fui
Mr. Eng Hup Tat

BOARD COMMITTEES

Audit Committee

Mr. Lee King Fui (*Chairman*)
Dato' Mohd Ibrahim Bin Mohd Nor
Mr. Eng Hup Tat

Remuneration Committee

Mr. Eng Hup Tat (*Chairman*)
Mr. Tang Koon Fook
Dato' Mohd Ibrahim Bin Mohd Nor

Nomination Committee

Dato' Mohd Ibrahim Bin Mohd Nor (*Chairman*)
Mr. Eng Hup Tat
Ms. Wong Yuen Lee (*appointed as a member on 27 June 2025*)

Mr. Tang Koon Fook (*ceased as a member on 27 June 2025*)

董事會

執行董事

Tang Koon Fook先生(*董事總經理*)
Lee Sieng Poon先生
Yap Boon Teong先生
Wong Yuen Lee女士

獨立非執行董事

Mohd Ibrahim Bin Mohd Nor拿督(*主席*)
李勤輝先生
Eng Hup Tat先生

董事委員會

審計委員會

李勤輝先生(*主席*)
Mohd Ibrahim Bin Mohd Nor拿督
Eng Hup Tat先生

薪酬委員會

Eng Hup Tat先生(*主席*)
Tang Koon Fook先生
Mohd Ibrahim Bin Mohd Nor拿督

提名委員會

Mohd Ibrahim Bin Mohd Nor拿督(*主席*)
Eng Hup Tat先生
Wong Yuen Lee女士(*於二零二五年六月
二十七日獲委任為成員*)
Tang Koon Fook先生(*於二零二五年六月
二十七日不再擔任成員*)

公司資料(續)

CORPORATE INFORMATION (Continued)

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN MALAYSIA

No. 27-3 Jalan PJU 5/13, Dataran Sunway
Kota Damansara
47810 Petaling Jaya
Selangor Darul Ehsan

馬來西亞總部及主要營業地點

雪蘭莪州
八打靈再也哥打白沙羅鎮
三威廣場PJU 5/13路27號三樓
郵編：47810

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 1513,
15/F Austin Tower
22-26 Austin Avenue
Tsim Sha Tsui, Kowloon
Hong Kong

香港主要營業地點

香港
九龍尖沙咀
柯士甸路22-26號
好兆年行15樓
1513室

REGISTERED OFFICE

89 Nexus Way
Camana Bay
Grand Cayman, KY1-9009
Cayman Islands

註冊辦事處

89 Nexus Way
Camana Bay
Grand Cayman, KY1-9009
Cayman Islands

LISTING INFORMATION

Place of Listing

Main Board of The Stock Exchange of Hong Kong Limited

上市資料

上市地點

香港聯合交易所有限公司主板

Stock Code

1695

股份代號

1695

Board Lot

5,000 shares

每手買賣單位

5,000股股份

COMPANY'S WEBSITE

www.spfood.com

公司網站

www.spfood.com

COMPANY SECRETARY

Mr. Liu Hoi Keung
Unit 1513,
15/F Austin Tower
22-26 Austin Avenue
Tsim Sha Tsui, Kowloon
Hong Kong

公司秘書

廖開強先生
香港
九龍尖沙咀
柯士甸路22-26號
好兆年行15樓
1513室

CORPORATE INFORMATION (Continued)

AUTHORISED REPRESENTATIVES

Mr. Tang Koon Fook
No. 27-3 Jalan PJU 5/13, Dataran Sunway
Kota Damansara
47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Mr. Liu Hoi Keung
Unit 1513,
15/F Austin Tower
22-26 Austin Avenue
Tsim Sha Tsui, Kowloon
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN CAYMAN ISLANDS

Ogier Global (Cayman) Limited
89 Nexus Way
Camana Bay
Grand Cayman, KY1-9009
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Boardroom Share Registrars (HK) Limited
Room 2103B, 21/F
148 Electric Road
North Point, Hong Kong

INDEPENDENT AUDITORS

Forvis Mazars PLT, Chartered Accountants
Public Interest Entity Auditor recognised in accordance with the
Accounting and Financial Reporting Council Ordinance in Hong
Kong

Wisma Golden Eagle Realty
11th Floor, South Block, No. 142-A
Jalan Ampang
50450 Kuala Lumpur
Malaysia

授權代表

Tang Koon Fook 先生
馬來西亞
雪蘭莪州
八打靈再也哥打白沙羅鎮
三威廣場PJU 5/13路27號三樓
郵編：47810

廖開強先生
香港
九龍尖沙咀
柯士甸路22-26號
好兆年行15樓
1513室

開曼群島股份過戶登記總處

Ogier Global (Cayman) Limited
89 Nexus Way
Camana Bay
Grand Cayman, KY1-9009
Cayman Islands

香港股份過戶登記分處

寶德隆證券登記有限公司
香港北角
電氣道148號
21樓2103B室

獨立核數師

Forvis Mazars PLT · 特許會計師
於香港會計及財務匯報局條例下的
認可公眾利益實體核數師

Wisma Golden Eagle Realty
11th Floor, South Block, No. 142-A
Jalan Ampang
50450 Kuala Lumpur
Malaysia

公司資料(續)

CORPORATE INFORMATION (Continued)

PRINCIPAL BANKERS

CIMB Bank Berhad

Level 13, Menara CIMB
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur
Malaysia

HSBC Bank Malaysia Berhad

Menara 1Q, Lingkaran TRX
Tun Razak Exchange
55188, Kuala Lumpur
Malaysia

Public Bank Berhad

A-1, A-2 and A-3
Sunway Giza Mall
Jalan PJU 5/14, Dataran Sunway
Kota Damansara, 47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia

主要往來銀行

聯昌銀行

Level 13, Menara CIMB
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur
Malaysia

馬來西亞滙豐銀行有限公司

Menara 1Q, Lingkaran TRX
Tun Razak Exchange
55188, Kuala Lumpur
Malaysia

馬來西亞大眾銀行

A-1, A-2 and A-3
Sunway Giza Mall
Jalan PJU 5/14, Dataran Sunway
Kota Damansara, 47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia

公司架構 CORPORATE STRUCTURE

Jurisdiction of Incorporation:

註冊成立司法權區：

- Cayman Islands
開曼群島
- British Virgin Islands
英屬處女群島
- Hong Kong
香港
- Malaysia
馬來西亞
- Singapore
新加坡
- Thailand
泰國



主席報告

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

It is my pleasure to present our annual report for 2025 of the Company and its subsidiaries (collectively, “**Group**”) for the financial year ended 31 December 2025 (“**FY2025**”).

INDUSTRY OVERVIEW AND BUSINESS OUTLOOK

As we look back, FY2025 was another year of achievement and steady growth for the Group but it was not without challenges. After a continuous coconut price increase from the last quarter of 2024 to the first half of 2025, the coconut price faces downward pressure as its supply recovers. Such short-term phenomenon has significantly impacted our production schedule and cost.

Since 28 February 2026, the US-Iran war has affected the global energy prices, logistic costs and causes trade volatility. If the war prolongs, we can expect a reduction in our export sales in Middle-East, supply chain interruptions, cost increase and consequently slowdown in our business growth.

GROUP BUSINESS DIRECTION

With a significant concern on the current geopolitical tension, the markets have shown resilience and alongside rising inflation expectation has led to cautious customer spending.

However, the Group stay positive in the growth of coconut industry as driven by the rising demand of plant-based products. We will continue to focus on improving our internal capability and product quality while adopting appropriate business strategy in response to the market sentiment including but not limited to market diversification.

Further, in pursuing the return to the shareholders, we will adopt an integrated approach that takes into consideration the environmental, social and governance concerns as our sustainability goals.

尊敬的股東：

本人欣然呈報本公司及其附屬公司(統稱「**本集團**」)截至二零二五年十二月三十一日止財政年度(「**二零二五年財政年度**」)的二零二五年年報。

行業概覽及業務展望

回顧過往，二零二五年財政年度對本集團而言是另一個取得成就及穩步增長的年度，但並非毫無挑戰。自二零二四年最後一季至二零二五年上半年，椰子價格持續上漲，其後因供應恢復而面臨下行壓力。此短期現象已對我們的生產進度及成本造成重大影響。

自二零二六年二月二十八日起，美國與伊朗的戰爭影響了全球能源價格、物流成本，並導致貿易波動。若戰事曠日持久，我們能夠預期對中東的出口銷售將會減少、供應鏈中斷、成本上升，進而導致業務增長放緩。

集團業務方針

目前地緣政治緊張局勢備受關注，市場展現韌性，加上通脹預期升溫，導致客戶消費趨於審慎。

然而，受植物基產品需求上升所帶動，本集團對椰子行業的增長保持樂觀。我們將繼續專注於提升內部能力及產品質量，同時採取適當的業務策略以應對市場情緒，包括但不限於市場多元化。

此外，為追求股東回報，我們將採取綜合方針，將環境、社會及管治方面的考量納入我們的可持續發展目標。

CHAIRMAN'S STATEMENT (Continued)

FINANCIAL PERFORMANCE

The Group has achieved approximately RM133.49 million in revenue for FY2025 representing an approximately 16.59% increase as compared to the financial year ended 31 December 2024 (“FY2024”) of approximately RM114.50 million, mainly attributed by the increase in the sales of coconut milk. The gross profit margin of the Group was approximately 21.39% as compared to approximately 25.51% for FY2024.

Further explanation of our Group's financial performance for FY2025 is provided in the “Management Discussion and Analysis” section of this annual report.

NOTE OF APPRECIATION

I would like to take this opportunity to express my sincere appreciation and gratitude to our customers, business associates and governmental bodies on their ongoing support to enable us to fulfil the requirements of an increasingly competitive market.

To the shareholders, thank you for your confidence in our strategy for us to continue to deliver performance in the coming years.

To my Board colleagues, I have truly benefited from the shared wisdom and I am grateful for all your support and contribution.

Last but not least, I would to acknowledge that without the dedication and commitment of our management team and employees, we will not be able to achieve our strategic goals.

We look forward to another year of success and growth together.

Dato' Mohd Ibrahim Bin Mohd Nor
Chairman and Independent Non-Executive Director

Hong Kong, 30 March 2026

財務表現

本集團於二零二五年財政年度錄得收益約133.49百萬馬來西亞令吉，較截至二零二四年十二月三十一日止財政年度（「二零二四年財政年度」）的約114.50百萬馬來西亞令吉增加約16.59%，主要歸因於椰奶銷售額的增加。本集團的毛利率約為21.39%，而二零二四年財政年度則約為25.51%。

有關本集團於二零二五年財政年度財務表現的進一步說明，載於本年報「管理層討論及分析」一節。

致謝

本人謹藉此機會，對我們的客戶、業務夥伴及政府機構一直以來的支持表示誠摯的感謝，使我們能夠應對日益激烈的市場需求。

感謝股東對我們策略的信心，讓我們得以在未來數年持續締造佳績。

感謝董事會同寅，本人從共同智慧中獲益良多，並感激各位的支持及貢獻。

最後，本人謹此致謝，若無我們管理團隊及員工的奉獻與承擔，我們將無法實現我們的策略目標。

我們期待來年繼續取得成功及增長。

Mohd Ibrahim Bin Mohd Nor 拿督
主席兼獨立非執行董事

香港，二零二六年三月三十日

董事及高級管理層簡介

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

MANAGING DIRECTOR AND EXECUTIVE DIRECTOR

Mr. Tang Koon Fook (“Mr. Tang”), aged 63, was appointed as our Director on 10 November 2016 and became our Chairman and Executive Director on 22 March 2017. On 29 August 2024, he has relinquished his role as Chairman and chairman of the Nomination Committee and will continue to serve the Board as an executive director, a member of the Nomination committee and Remuneration committee of the Company and has been redesignated as Managing Director of the Company. On 27 June 2025, he ceased as a member of the Nomination committee. He is also a director of various subsidiaries of our Company. He is primarily responsible for the overall management, strategic planning, sales and marketing, research and development, the day-to-day business operations and financial management of our Group.

Mr. Tang has more than 28 years of experience in the food industry. Mr. Tang joined Carrier (Malaysia) Sdn. Bhd., an air-conditioning company, as a credit assistant in January 1986 and last served as a credit officer in January 1990, where he was responsible for credit control. From November 1991 to January 1995, he was the accountant and credit controller of Jasa Kita Trading Sdn. Berhad (a subsidiary of Jasa Kita Berhad), an investment holding company and was listed on the stock exchange of Kuala Lumpur (stock code: 8648), where he was responsible for credit control and account management. From June 1995 to December 1997, Mr. Tang was the chief executive officer of Angkatan Hebat Sdn. Bhd., a fleet management service provider in Malaysia, where he was responsible for the overall management. From January 1998 to December 2007, Mr. Tang worked in S & P Food Industries (M) Sdn. Bhd. (“**S & P Food Industries**”), the business predecessor of our Group, as the general manager and managing director, where he was in charge of the food manufacturing operations.

Mr. Tang received a master’s degree of business administration (banking and finance) from the University of Hull, England in July 1991. He is the sole director of TYJ Holdings Limited, a substantial shareholder of the Company.

EXECUTIVE DIRECTORS

Mr. Lee Sieng Poon (“Mr. Lee”), aged 66, was appointed as our Director on 10 November 2016 and became our Managing Director and Executive Director on 22 March 2017. On 29 August 2024, he has relinquished his role as Managing Director and will continue to serve the Board as an Executive Director. He is a director of various subsidiaries of our Company.

董事總經理兼執行董事

Tang Koon Fook 先生 (「Tang 先生」)，63 歲，於二零一六年十一月十日獲委任為董事及於二零一七年三月二十二日成為主席兼執行董事。於二零二四年八月二十九日，彼已放棄主席及提名委員會主席職務，將繼續以本公司執行董事、提名委員會及薪酬委員會成員的身份為董事會服務，並調任本公司董事總經理。於二零二五年六月二十七日，彼不再擔任提名委員會成員。彼亦為本公司多家附屬公司董事。彼主要負責本集團的整體管理、策略規劃、銷售與營銷、研究及開發、日常業務營運及財務管理。

Tang 先生於食品行業積累逾28年經驗。Tang 先生於一九八六年一月加入空調公司 Carrier(Malaysia) Sdn. Bhd.，任信貸助理，一九九零年一月任信貸主任，負責信貸控制。從一九九一年十一月至一九九五年一月，彼為Jasa Kita Trading Sdn. Berhad (Jasa Kita Berhad的附屬公司)的會計師兼信貸監督，負責信貸控制及賬戶管理，該公司是一家投資控股公司，在吉隆坡證交所上市(股份代號：8648)。從一九九五年六月至一九九七年十二月，Tang先生為馬來西亞車隊管理服務供應商 Angkatan Hebat Sdn. Bhd.的行政總裁，負責整體管理。從一九九八年一月至二零零七年十二月，Tang先生任職於本集團業務前身 S & P Food Industries (M) Sdn. Bhd. (「**S & P Food Industries**」)，擔任總經理及董事總經理，負責食品製造的營運。

Tang 先生於一九九一年七月在英國赫爾大學取得工商管理(銀行及金融)碩士學位。彼為本公司主要股東TYJ Holding Limited的唯一董事。

執行董事

Lee Sieng Poon 先生 (「Lee 先生」)，66 歲，於二零一六年十一月十日獲委任為董事及於二零一七年三月二十二日成為董事總經理兼執行董事。於二零二四年八月二十九日，彼已放棄董事總經理職務，將繼續以執行董事的身份為董事會服務。彼為本公司多家附屬公司董事。

董事及高級管理層簡介(續)

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (Continued)

Mr. Lee has over 41 years of experience in the food industry. From September 1984 to October 1987, Mr. Lee was the financial executive of S & P Food Industries, where he was responsible for preparation of the management accounts, planning, sourcing and liaison with the suppliers. From October 1992 to January 2008, he was the executive director of S & P Food Industries, where he was responsible for the sales and marketing and factory operations.

Mr. Lee studied in Sandford Park High School, Ireland until 1978. He is the sole director of Trinity Holdings Limited, a substantial shareholder of the Company.

Mr. Yap Boon Teong (“Mr. Yap”), aged 59, was appointed as our Executive Director on 22 March 2017. Mr. Yap is a director of S & P Industries Sdn. Bhd. (“**S & P Industries**”), a key operating subsidiary of the Company, and also its general manager of the plant and technical division (“**GMPT**”). He is primarily responsible for the implementation of new projects and provides technical support to factory operations of our Group.

Mr. Yap has over 35 years of experience in the food industry since 1991. From January 1996 to March 1998, Mr. Yap last served as the production manager of Dan Kaffe (Malaysia) Sdn. Bhd., a coffee manufacturer, where he was responsible for overall production. From April 1998 to December 2013, Mr. Yap was the factory manager and senior research and development manager of S & P Food Industries and a subsidiary of the Company, Stancodex Sdn. Bhd., where he was responsible for overseeing the production and packing, quality assurance, purchasing, warehouse, maintenance and research and development. From January 2014, he was promoted to GMPT of S & P Industries.

Mr. Yap received a bachelor of technology (with honours) in the field of food technology from the Universiti Sains Malaysia in August 1991. He is also a shareholder of the Company.

Ms. Wong Yuen Lee (“Ms. Wong”), aged 51, was appointed as our Executive Director on 22 March 2017. Ms Wong was appointed as a member of Nomination Committee on 27 June 2025. Ms. Wong is a director of S & P Industries, a key operating subsidiary of the Company. She joined S & P Industries on 1 January 2008 as an executive secretary and was promoted as the human resources manager in January 2011. She has been the general operations manager of S & P Industries since March 2015. She is responsible for human resources and supervising the compliance department.

Lee先生於食品行業積累逾41年經驗。從一九八四年九月至一九八七年十月，Lee先生為S & P Food Industries的財務主管，負責編製管理賬目、規劃、採購及與供應商接洽。從一九九二年十月至二零零八年一月，彼為S & P Food Industries的執行董事，負責銷售與市場推廣以及工廠營運。

Lee先生在愛爾蘭Sandford Park High School學習至一九七八年。彼為本公司主要股東Trinity Holdings Limited的唯一董事。

Yap Boon Teong先生(「Yap先生」)，59歲，於二零一七年三月二十二日獲委任為執行董事。Yap先生為S & P Industries Sdn. Bhd. (「**S & P Industries**」，本公司的一間主要營運附屬公司)的董事，亦為廠房及技術部總經理(「**廠房及技術總經理**」)。彼主要負責實行新項目，並為本集團工廠營運提供技術支援。

Yap先生自一九九一年起於食品行業積累逾35年經驗。於一九九六年一月至一九九八年三月，Yap先生最後擔任咖啡製造商Dan Kaffe (Malaysia) Sdn. Bhd.的生產經理，其中彼負責整體生產。自一九九八年四月至二零一三年十二月，Yap先生任職S & P Food Industries及本公司附屬公司Stancodex Sdn. Bhd.的工廠經理兼高級研究及開發經理，負責督導生產及包裝、品質保證、採購、貨倉、維修以及研究及開發。自二零一四年一月起，彼晉升為S&P Industries的廠房及技術總經理。

Yap先生於一九九一年八月在馬來西亞理科大學(Universiti Sains Malaysia)取得技術學士榮譽學位(食品技術方向)。彼亦為本公司之股東。

Wong Yuen Lee女士(「Wong女士」)，51歲，於二零一七年三月二十二日獲委任為執行董事。Wong女士於二零二五年六月二十七日獲委任為提名委員會之成員。Wong女士為本公司一間主要營運附屬公司S & P Industries的董事。彼於二零零八年一月一日加盟S & P Industries為行政秘書，並於二零一一年一月晉升為人力資源經理。彼自二零一五年三月為S & P Industries的總營運經理。彼負責人力資源及監督合規部門。

董事及高級管理層簡介(續)

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (Continued)

Ms. Wong has over 21 years of experience in the food industry. Prior to joining our Group, Ms. Wong worked as the retail operations executive of Zitron Enterprise (M) Sdn. Bhd., a mobile phone distributor, from November 1999 to July 2004, where she was responsible for retail operations and customer service. From December 2004 to December 2007, Ms. Wong was an executive secretary of S & P Food Industries, responsible for secretarial and administrative work.

Ms. Wong received a bachelor of arts degree from the Universiti Putra Malaysia in July 1998. She is also a shareholder of the Company.

CHAIRMAN AND INDEPENDENT NON-EXECUTIVE DIRECTOR

Dato' Mohd Ibrahim Bin Mohd Nor ("Dato' Mohd Ibrahim"), aged 67, was appointed as our independent non-executive director ("INED") on 24 May 2022. On 29 August 2024, Dato' Mohd Ibrahim has been appointed as our Chairman, chairman of the Nomination Committee and will remain as a member of each Audit Committee and Remuneration Committee.

Dato' Mohd Ibrahim is the chairman of Protasco Development Sdn Bhd, an integrated engineering solutions provider, since September 2018 and the chairman of Second Wind Sdn Bhd, a software solutions provider, since 2008. He was also a director of Kim Teck Cheong Consolidated Berhad, a consumer goods distribution company listed on the Kuala Lumpur Stock Exchange (the "KLSE"), from December 2018 to February 2026 and was appointed as a director of Ecobuilt Holdings Bhd, a construction company listed on the KLSE on 9 December 2024.

Dato' Mohd Ibrahim obtained a master's degree in business administration from the Drake University in the United States of America (the "USA") in 1983 and a bachelor of arts degree in mathematics from the Knox College in the USA in 1981.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Lee King Fui ("Mr. KF Lee"), aged 47, was appointed as our INED on 1 January 2022, Mr. KF Lee is also the chairman of the Audit Committee.

Since July 2019, Mr. KF Lee is an INED of Wisdomcome Group Holdings Limited (stock code 8079) which is listed on the GEM of The Stock Exchange of Hong Kong Limited.

Wong女士於食品行業積累逾21年經驗。加盟本集團以前，Wong女士從一九九九年十一月至二零零四年七月任職於手機經銷商Zitron Enterprise (M) Sdn. Bhd.的營運人員，負責零售交易營運及客戶服務。從二零零四年十二月至二零零七年十二月，Wong女士為S & P Food Industries的行政秘書，負責秘書及行政工作。

Wong女士於一九九八年七月在馬來西亞博特拉大學(Universiti Putra Malaysia)取得文學士學位。彼亦為本公司之股東。

主席兼獨立非執行董事

Mohd Ibrahim Bin Mohd Nor拿督(「**Mohd Ibrahim拿督**」)，67歲，於二零二二年五月二十四日獲委任為獨立非執行董事(「**獨立非執行董事**」)。於二零二四年八月二十九日，Mohd Ibrahim拿督獲委任為主席及提名委員會主席，並將繼續擔任審計委員會及薪酬委員會各自之成員。

Mohd Ibrahim拿督自二零一八年九月起擔任Protasco Development Sdn Bhd(綜合工程解決方案供應商)之主席，自二零零八年起擔任Second Wind Sdn Bhd(軟件解決方案供應商)之主席。彼亦自二零一八年十二月起至二零二六年二月擔任Kim Teck Cheong Consolidated Berhad(於馬來西亞證券交易所「**馬來西亞證券交易所**」)上市之快速消費品公司)之董事，亦於二零二四年十二月九日獲委任為Ecobuilt Holdings Bhd(於馬來西亞證券交易所上市之建築公司)之董事。

Mohd Ibrahim拿督於一九八三年獲得美利堅合眾國(「**美國**」)德雷克大學工商管理碩士學位，並於一九八一年獲得美國諾克斯學院數學文學士學位。

獨立非執行董事

李勤輝先生(「**李勤輝先生**」)，47歲，於二零二二年一月一日獲委任為獨立非執行董事。李勤輝先生亦為審計委員會主席。

自二零一九年七月起，李勤輝先生擔任仍志集團控股有限公司(股份代號：8079)之獨立非執行董事，該公司於香港聯合交易所有限公司GEM上市。

董事及高級管理層簡介(續)

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (Continued)

Mr. KF Lee is the founder and managing director of Visionwide Consultancy Limited, a Hong Kong based company which provides management, accounting and advisory services. He has more than 21 years of experience in accounting, audit and corporate finance and advisory services in Malaysia, Hong Kong and Mainland China.

Mr. KF Lee had been the chief financial officer and senior management of a number of private companies in Hong Kong and China for the period from August 2011 to December 2017. Prior to the above-mentioned positions, Mr. KF Lee worked in KPMG Hong Kong from October 2006 to March 2011 and his last position was senior manager.

Mr. KF Lee obtained a Master's Degree in Accountancy from The Hong Kong Polytechnic University in October 2012. He was admitted as an associate member of the Hong Kong Institute of Certified Public Accountants in January 2012 and became a fellow member in September 2020. Mr. KF Lee was admitted as a member of the Association of Chartered Certified Accountants in September 2003 and became a fellow member in September 2008. Mr. KF Lee was also admitted as a chartered accountant of the Malaysian Institute of Accountants ("MIA") in March 2004.

Mr. Eng Hup Tat ("Mr. Eng"), aged 63, was appointed as our INED on 29 May 2023. He is also the chairman of the Remuneration Committee and is a member of both the Audit Committee and Nomination Committee.

With over 39 years of extensive experience across diverse industries, Mr. Eng brings a wealth of expertise in regulatory compliance, financial management, and corporate governance. His career began in the external auditing industry for 4 years, and thereafter in the futures industry, where he held key regulatory roles, including as assistant manager and later being the chief regulator as manager of the audit, compliance, and surveillance division at The Kuala Lumpur Commodity Exchange and its subsidiary, Malaysia Monetary Exchange, from 1990 to 1999. Mr. Eng subsequently transitioned to the manufacturing sector, joining Gallant Precision Tools & Engineering Sdn Bhd in 1999. During his tenure, he held several leadership positions, including general manager of the finance and accounting department, general manager of operations and finance, and ultimately finance director, where he played a pivotal role in driving financial strategy and operational efficiency.

From 2006 to 2017, Mr. Eng expanded his expertise into the construction and property development sectors. He served as financial controller at Golden Plus Holdings Berhad (2006–2013) and as chief financial officer at Magna Prima Berhad (2014–2017), where he oversaw financial operations, corporate governance, and strategic planning.

李勤輝先生為信宏諮詢服務有限公司之創辦人及董事總經理，該公司植根於香港，提供管理、會計及諮詢服務。彼於馬來西亞、香港及中國內地之會計、審計、公司財務及諮詢服務方面擁有超過21年經驗。

李勤輝先生自二零一一年八月至二零一七年十二月期間在香港及中國的多間私人公司擔任首席財務官及高級管理層。於擔任上述職位前，李先生自二零零六年十月至二零一一年三月任職於畢馬威會計師事務所香港分部，彼離職前之職位為高級經理。

李勤輝先生於二零一二年十月取得香港理工大學會計碩士學位。彼於二零一二年一月獲認可為香港會計師公會會員，並於二零二零年九月成為資深會員。李勤輝先生於二零零三年九月獲認可為英國特許公認會計師公會會員並於二零零八年九月成為資深會員。於二零零四年三月，李勤輝先生亦成為馬來西亞會計師協會(「馬來西亞會計師協會」)特許會計師。

Eng Hup Tat先生(「Eng先生」)，63歲，於二零二三年五月二十九日獲委任為獨立非執行董事。彼亦為薪酬委員會主席，並為審計委員會及提名委員會之成員。

Eng先生在各行各業擁有超過39年的豐富經驗，在監管合規、財務管理及企業管治方面帶來豐富的專業知識。其職業生涯始於在外部審計行業任職4年，其後加入期貨行業擔任主要監管職務，包括於一九九零年至一九九九年擔任吉隆坡商品交易所(Kuala Lumpur Commodity Exchange)及其附屬公司馬來西亞貨幣交易所(Malaysia Monetary Exchange)的審計、合規及監督部助理經理，其後擔任經理作為首席監管人員。Eng先生其後轉投製造業，於一九九九年加入Gallant Precision Tools & Engineering Sdn Bhd。任職期間，他曾擔任多個領導職位，包括財務及會計部總經理、營運及財務總經理及最後擔任財務總監，在推動財務策略與營運效率方面扮演關鍵角色。

二零零六年至二零一七年間，Eng先生將其專業領域擴展至建築及房地產開發行業。彼曾擔任Golden Plus Holdings Berhad的財務總監(二零零六年至二零一三年)及Magna Prima Berhad的首席財務官(二零一四年至二零一七年)，負責監督財務營運、企業管治及策略規劃。

董事及高級管理層簡介(續)

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (Continued)

Since 2017, Mr. Eng has been actively engaged in providing advisory and consultancy services to small, medium, and listed companies, offering strategic guidance on business and financial matters. His deep industry knowledge and leadership experience make him a valuable asset to the Board and its Committees.

Mr. Eng is a member of MIA and holds a diploma in commerce (financial accounting) from Tunku Abdul Rahman College, Malaysia.

CHIEF FINANCIAL OFFICER

Ms. Celine Liew Tong Fung (“Ms. Liew”), aged 61, has been our Chief Financial Officer since 21 August 2020 and is primarily responsible for accounting, financial management, taxation and corporate matters of the Group.

Ms. Liew has more than 20 years of experience in accounting, financial management, governance and compliance, taxation and contractual matters. She began her career as a tax assistant in a Big-4 tax firm in Malaysia in 1989. She has held senior financial and project management roles within construction, consultancy, healthcare, manufacturing and shipping industries.

Ms. Liew earned a bachelor’s degree in accountancy (with honours) from the University of Malaya in September 1989 and LLB from the University of London in August 2011. She is a member of MIA.

DIRECTOR–BUSINESS DEVELOPMENT

Mr. Ooi Say Keong (“Mr. Ooi”), aged 72, has been our Director–Business Development since 18 August 2025 and is primarily responsible for overseeing the evolve business structure model, route to market, distributor management system and business intelligent.

Mr. Ooi has more than 43 years of experience in fast-moving consumer goods since 1981. He started his career in Colgate Palmolive Malaysia Sdn Bhd and moved on to Mamee-Double Decker (M) Sdn Bhd and Kara Marketing (M) Sdn Bhd. His last held senior role was with Seasonings Specialities Sdn Bhd before joining the Group.

自二零一七年起，Eng先生積極從事為中小型及上市公司提供諮詢及顧問服務，就業務及財務事宜提供策略指導。其深厚的行業知識及領導經驗使之成為董事會及其委員會的寶貴資產。

Eng先生是馬來西亞會計師協會的會員，並持有馬來西亞拉曼大學學院的商業文憑(財務會計)。

首席財務官

Celine Liew Tong Fung 女士(「Liew女士」)，61歲，自二零二零年八月二十一日起出任我們的首席財務官，主要負責本集團的會計、財務管理、稅務及企業事宜。

Liew女士於會計、財務管理、管治與合規、稅務及合約事宜擁有逾20年經驗。彼於一九八九年開始在馬來西亞的一家四大稅務公司擔任稅務助理。彼曾於建築、諮詢、醫療保健、製造及航運行業擔任高級財務及項目管理職務。

Liew女士於一九八九年九月取得馬來亞大學會計學(榮譽)學士學位，並於二零一一年八月取得倫敦大學法學學士學位。彼為馬來西亞會計師協會的成員。

業務發展總監

Ooi Say Keong 先生(「Ooi先生」)，72歲，自2025年8月18日起擔任本公司業務發展總監，主要負責監督業務架構模式演變、產品銷售渠道、分銷商管理系統及商業智能。

Ooi先生自一九八一年起於快速消費品行業累積逾43年經驗。其職業生涯始於Colgate Palmolive Malaysia Sdn Bhd，其後轉往Mamee-Double Decker (M) Sdn Bhd及Kara Marketing (M) Sdn Bhd任職。於加入本集團前，其最後擔任的高級職位為於Seasonings Specialities Sdn Bhd任職時。

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT THIS REPORT

This is the Environmental, Social and Governance (“**ESG**”) Report (the “**Report**”) of S&P International Holding Limited (“**S&P**” or the “**Company**”) and its subsidiaries (collectively known as the “**Group**” or “**We**”). This Report addresses a range of material impacts on the Group, outlining our sustainability approaches and disclosing our ESG performances during the period from 1 January 2025 to 31 December 2025 (“**2025**” or the “**Reporting Period**”).

Unless otherwise stated, the scope of the Report remains the same as the ESG report of the period from 1 January 2024 to 31 December 2024 (“**2024**”), this Report mainly focuses on our core businesses in the manufacturing and distribution of coconut cream/milk powder, low fat desiccated coconut, coconut milk and other related products in Selangor Darul Ehsan, Malaysia, i.e. the headquarters (the “**HQ**”) and our plant in Perak, Malaysia (the “**Perak Plant**”), which account for the majority of our total revenue under the Group’s direct operational control during the Reporting Period.

In preparation of this Report, we have adhered to the Environmental, Social and Governance Reporting Code (the “**ESG Code**”) set out in Appendix C2 issued by the Hong Kong Exchanges and Clearing Limited (the “**HKEX**”) to disclose our sustainability issues in material aspects during the Reporting Period. It is recommended to read this Report in conjunction with the “Corporate Governance Report” included in this Annual Report, regarding the corporate governance measures.

We treasure every valuable opinion of our stakeholders. If you have any opinions about this Report and our sustainability performances, please do not hesitate to send your feedback to us at info@spfood.com.

關於本報告

此乃椰豐集團有限公司(「椰豐」或「本公司」)及其附屬公司(統稱為「本集團」或「我們」)的環境、社會及管治(「環境、社會及管治」)報告(「本報告」)。本報告闡述一系列對本集團的重大影響，概述我們的可持續發展方針及披露我們於二零二五年一月一日至二零二五年十二月三十一日期間(「二零二五年」或「報告期間」)的環境、社會及管治表現。

除另有說明外，本報告與二零二四年一月一日至二零二四年十二月三十一日期間(「二零二四年」)的環境、社會及管治報告範圍相同，本報告主要專注於在我們位於馬來西亞雪蘭莪州(即總部)(「總部」)及位於馬來西亞霹靂的工廠(「霹靂工廠」)製造及分銷椰漿/奶粉、低脂椰蓉、椰奶及其他相關產品的核心業務，該等業務佔報告期間本集團直接經營控制下的總收益的大部份比例。

於編製本報告時，我們已遵守香港交易及結算所有限公司(「聯交所」)發出的附錄C2所載的《環境、社會及管治報告守則》(「環境、社會及管治報告守則」)，對報告期間各重大方面的可持續發展事宜作出披露。有關企業管治措施，建議本報告與本報所載的「企業管治報告」一併閱讀。

我們非常重視持份者提出的每一個寶貴意見。如您對本報告及我們的可持續發展表現有任何意見，請隨時將您的反饋發送至 info@spfood.com。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

REPORTING PRINCIPLES

When preparing the Report, we adhered to the following reporting principles: materiality, quantitative, balance and consistency. Please refer to the table below for details:

報告原則

在編製本報告的過程中，我們秉持以下匯報原則：重要性、量化、平衡及一致性。詳情請參閱下表：

Reporting Principles 匯報原則	Responses from the Group 本集團的回應
Materiality 重要性	S&P reviews and determines the reporting scope based on the materiality of its principal activities and discloses issues of material impact in the Report. At the same time, we identify current material sustainability issues through stakeholder engagement and materiality assessment, which are reviewed and confirmed by the Board of Directors of the Company (the “ Board ”). Factors like corporate operating strategies and stakeholders’ concerns are considered in this process. Please refer to the sections headed “Stakeholder Engagement” and “Materiality Assessment” for further details. 椰豐根據主營業務的重要性審視並釐定報告範圍，並於本報告中披露涉及重大影響的議題。同時，我們透過持份者參與及經本公司董事會（「 董事會 」）審閱及確認的重要性評估來辨識當前的重大可持續發展議題。在此過程中會考慮各種因素，例如企業營運策略和持份者的關注。進一步詳情請參閱「持份者參與」及「重要性評估」章節。
Quantitative 量化	S&P discloses environmental and social key performance indicators (the “ KPIs ”) in a quantitative manner, where practicable and applicable, accompanied by a narrative explaining its calculation methodology and applicable assumptions. Historical data is also disclosed for comparison purposes. 椰豐會在可行且適用的情況下，以量化方式披露環境和社會關鍵績效指標（「 關鍵績效指標 」），輔以解釋其計算方法和適用假設的敘述。同時亦會披露過往的數據，以便作出比較。
Balance 平衡	S&P discloses its ESG achievements and challenges in a fair and transparent manner, to all stakeholders in the Report. 椰豐會公平地披露其環境、社會及管治成就及所面對的挑戰，透明地展現予本報告的持份者。
Consistency 一致性	The statistical methodologies applied to this Report were substantially consistent with the previous year. Explanations will be provided regarding data if there are any changes in the scope of disclosure and calculation methodologies that may affect the comparisons with previous reports. 本報告所採用的統計方法與上一年度基本一致。倘披露範圍及計算方法出現任何變動而可能影響與過往報告的比較，則會就數據提供解釋。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ABOUT S&P

Being one of the global major brands among the coconut cream powder industry, we are committed to producing the highest quality products. We are passionate to deliver quality coconut food products with their natural flavour and nutritional attributes being presented in a convenient form to the world whilst being committed to achieving superior results and sharing the success with all parties involved.

Core values:



關於椰豐

作為椰漿粉行業的全球主要品牌之一，我們致力於生產最優質的產品。我們一方面銳意向全球提供天然營養、方便易食的優質椰類食品，一方面致力取得優異成績，與所有參與方共享碩果。

核心價值：

Dedicated to quality:

- World-class technology for the freshest taste
- Systematic manufacturing processes
- Technological investments
- Uncompromising quality control

In order to fulfil the diverse needs and requirements of our customers in different market sectors, we offer our customers with a variety of products under our different brands, namely “Santan”, “Cosip”, “Cocos”, “Kerra” and “Rasa Enak”. Through continuous innovation and refinement, it assists us to maintain steady and excellent product quality.

品質至上：

- 一流的保鮮技術
- 系統化的生產流程
- 技術投資
- 嚴格的質量控制

為滿足不同市場領域客戶的多樣化需求及要求，我們為客戶提供不同品牌(即「Santan」、「Cosip」、「Cocos」、「Kerra」及「Rasa Enak」)的多種產品。不斷的創新及改進，令我們保持穩定及卓越的產品質量。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

During the Reporting Period, we are engaged in manufacturing and distribution of food products, such as coconut cream/milk powder, low-fat desiccated coconut, coconut milk, coconut milk beverage, coconut water, rice dumplings (ketupat) and toasted coconut paste (kerisik). Our footprints cover more than 30 countries, to provide our products to retail customers, distributors, industrial customers, trading companies and wholesaler customers all over the world.

於報告期間，我們從事餐飲產品生產及分銷，如椰漿／奶粉、低脂椰蓉、椰奶、椰奶飲料、椰汁、馬來粽(ketupat)及烤椰蓉(kerisik)。我們的業務遍佈30多個國家，向全世界的零售客戶、分銷商、工業客戶、貿易公司及批發商客戶提供產品。



During the manufacturing process of coconut powder, we extracted natural coconut milk from selected fresh coconuts by spray drying. This way not only secures the natural taste of coconut cream in an instant and convenient form, but also provides a versatile and easy-to-store product for our customers. Therefore, our coconut cream powder become our best-selling products, and is widely used as a cooking ingredient in South-east Asian and Middle Eastern cuisine.

在椰粉的生產過程中，我們通過噴霧乾燥從精選新鮮椰子提取天然椰奶。這種方式不僅可以即時、方便的方式保留椰子奶油的天然味道，亦為客戶提供多用途、易於存儲的產品。因此，椰漿粉成為我們最暢銷的產品，廣泛用於東南亞及中東烹飪的烹飪配料。

We also maintained high quality of production for coconut milk process. Coconut milk is first filtrated to remove all shredded coconut pulp. They are then preserved by the ultra-high-temperature process whereby the milk is rapidly heated to a very high temperature and cooled down. This technology can kill off harmful bacteria while retaining the maximum nutrients and natural flavour of coconut milk. The processed coconut milk is then stored at the aseptic tank before packaging to ensure that our product is hygienic and fresh with long shelf life.

我們亦維持高質量的椰奶生產工藝。首先將椰奶過濾以除去所有碎椰漿。然後經過超高溫工藝保存，將椰奶快速加熱至極高溫度並冷卻。該項技術可殺死有害細菌，同時保留椰奶的最大營養及天然風味。其後，經過加工的椰奶在包裝前存儲在無菌罐中，以確保我們的產品既衛生又新鮮，且保質期長。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

SUSTAINABILITY APPROACH

Sustainability is an integral part of our growth and development, meanwhile, it is deeply embedded in our daily operation. During the Reporting Period, our unwavering commitment to investment in people together with the coordinated strategy of brand building has helped maintain our market leader position in the food and beverage industry and paved the way towards achieving the long-term success of the Group. We are committed to creating value and enriching our efforts on the environment and society in which we operate through the following 5 sustainability values.

可持續發展方針

可持續發展是我們增長與發展不可或缺的部份，已融入日常營運中。於報告期間，我們堅定地投資於人才，加上品牌建設的協調策略，讓我們能在餐飲業保持領導地位，並為本集團長遠成功奠定基礎。我們透過以下五大可持續發展價值，致力創造價值並對我們業務所在的環境及社會投入更多精力。



Our sustainable growth and success lie in our commitment and perseverance in constantly providing quality food and service to our customers. We pursue to understand and satisfy our customers' needs through our daily operation.

我們努力不懈為顧客提供優質食品及服務，成為業務不斷取得增長與成功的關鍵。我們日常運營的任務就是了解及滿足客戶的需要。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

SUSTAINABILITY GOVERNANCE

We are committed to continually improving our sustainability governance practice.

The Board is responsible for the oversight of the Group's risk management activities related to the sustainable development of the Group. The Board holds the overall responsibility for the Group's ESG issues and oversees the ESG strategies, direction and policies. Through its Audit Committee, which is further supported by Compliance Department and internal audit function, it supervises the risk management of the entire Group, including the ESG-related risks.

Material risks, including ESG-related and climate-related risks, are addressed by the Board. Identified risks are prioritised and further mitigation actions will be taken to those issues with higher risks. Compliance Department is then responsible for monitoring the implementation of mitigation measures. Through adjusting and defining risks, the Board is able to formulate a clear vision and key strategies and to monitor the management to ensure that the proper ESG reporting measures and systems are in place.

Thus, the Environmental Regulatory Compliance Monitoring Committee (the "ERCMC"), which is chaired by the executive director, is set up and responsible for providing further assistance on establishing environmental-related policy and monitoring work supported by Environmental Performance Monitoring Committee (the "EPMC"). The designated personnel are responsible for collecting and analysing ESG data, monitoring and evaluating the Group's ESG performance, keeping track of and reviewing the progress made against the Group's ESG-related targets, ensuring compliance with ESG-related laws and regulations, assisting in conducting materiality assessment and preparing ESG reports. EPMC reports to ERCMC at least once every year and enforces the Group's sustainability policy and activities.

Monthly meetings are held to plan and monitor the ESG-related targets set and KPIs. In the monthly meetings, ESG performance will be submitted to the ERCMC and the ERCMC will review and discuss the ESG performance to improve the ESG KPIs and ensure relevant targets are met on time. Where appropriate, external advisors would be engaged to provide expertise and professional advice for the ESG management process. The Group's ESG performance will be submitted to the Board for their review at least once every year.

可持續發展管治

我們致力於持續提升可持續發展管治常規。

董事會負責監督本集團的可持續發展相關風險管理活動。董事會全面負責本集團的環境、社會及管治議題，並監督環境、社會及管治策略、方向和政策。董事會透過其審計委員會，連同合規部門及內部審核職能的進一步支持，監督整個集團的風險管理，包括環境、社會及管治相關風險。

董事會負責處理包括環境、社會及管治相關及氣候相關風險在內的重大風險。已識別的風險將被優先處理，我們並會對風險較高的事項採取進一步減低風險措施。合規部門其後負責監控減低風險措施的執行情況。透過調整及界定風險，董事會能夠定出清晰願景及關鍵策略，監督管理層確保備有妥善之環境、社會及管治報告措施及系統。

因此，本公司已成立由執行董事擔任主席的環境監管合規監督委員會（「環境監管合規監督委員會」），負責就建立環境相關政策及監督有關工作提供進一步協助，由環境績效監督委員會（「環境績效監督委員會」）提供協助。指定人員負責收集和分析環境、社會及管治數據，監測和評估本集團環境、社會及管治表現，追蹤和審視集團環境、社會及管治相關目標的進展情況，確保遵守環境、社會及管治相關法律法規，協助進行重要性評估和編製環境、社會及管治報告。環境績效監督委員會每年至少向環境監管合規監督委員會報告一次，並執行本集團的可持續發展政策和活動。

本公司每月舉行會議，規劃及監控所訂立的環境、社會及管治目標及關鍵績效指標。在每月會議上，會向環境監管合規監督委員會提交環境、社會及管治表現，環境監管合規監督委員會檢討和討論環境、社會及管治表現，以改善環境、社會及管治關鍵績效指標及確保如期達成相關目標。在適當情況下，將聘請外部顧問為環境、社會及管治管理流程提供專業知識和專業建議。本集團至少每年一次將環境、社會及管治表現提交董事會審查。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

During the Reporting Period, the Group confirmed that it has established appropriate and effective management policies and internal control systems for ESG issues and confirmed that the disclosed contents of the Report comply with the “comply or explain” provisions of the ESG Code.

於報告期間，本集團確認已針對環境、社會及管治議題建立適當、有效的管理政策和內部監控系統，並確認本報告披露的內容符合環境、社會及管治報告守則中「不遵守就解釋」的規定。

STAKEHOLDER ENGAGEMENT

We believe that understanding the views of our stakeholders lays a solid foundation for the long-term growth and success of the Group. We develop multiple channels for a broad spectrum of stakeholders in order to provide them with the opportunity to express their views on our sustainability performance and future strategies.

持份者參與

我們相信，了解持份者的意見為本集團達致長遠增長及成功奠定堅實基礎。我們為不同領域的持份者提供多種渠道來讓彼等有機會就我們的可持續發展表現及未來策略發表意見。

To reinforce mutual trust and respect, we are committed to maintaining enduring communication channels, both formally and informally, with stakeholders to better shape our business strategies in order to respond to their needs and expectations, anticipate risks and strengthen key relationships. Stakeholders’ expectations have been taken into consideration by utilising diversified engagement methods as shown below:

為加強互信及尊重，我們致力與持份者保持持續的正式及非正式溝通渠道，以更好地制定業務策略，以滿足其需要及期望、預計風險及鞏固重要關係。我們已通過運用下文所示的多元化合作方式將持份者的期望納入考慮範圍：

Stakeholders 持份者	Expectations and Concerns 期望與關注	Communication Channels 溝通渠道
Employees 僱員	<ul style="list-style-type: none"> Occupational safety and health Diversity and anti-discrimination Remuneration and benefits Training and development 職業安全及健康 多元化及反歧視 薪酬及福利 培訓及發展 	<ul style="list-style-type: none"> Training, seminar and briefing Employee performance appraisal Staff newsletter and e-mail 培訓、研討會及簡介會 員工工作表現評核 員工通訊及電郵
Customers 客戶	<ul style="list-style-type: none"> Product safety Complaints handling Customer privacy 產品安全 投訴處理 客戶私隱 	<ul style="list-style-type: none"> Customer satisfaction survey Customer service hotline and email Company website 客戶滿意度調查 客戶服務熱線及電郵 公司網站
Business partners 業務夥伴	<ul style="list-style-type: none"> Business integrity and ethics Value chain development 商業誠信及道德 價值鏈發展 	<ul style="list-style-type: none"> Meetings Signing of contracts 會議 簽訂合約

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

Stakeholders 持份者	Expectations and Concerns 期望與關注	Communication Channels 溝通渠道
Shareholders 股東	<ul style="list-style-type: none"> Compliant operation Corporate governance and risk control General management 合規營運 企業管治及風險控制 一般管理 	<ul style="list-style-type: none"> Annual general meeting and other general meetings Financial reports Announcements and circulars 股東週年大會及其他股東大會 財務報告 公告及通函
Suppliers 供應商	<ul style="list-style-type: none"> Supplier selection process Supplier environmental and social assessment and management Business continuity plan On-time payment 供應商甄選程序 供應商環境及社會評估及管理 業務持續計劃 按時付款 	<ul style="list-style-type: none"> Procurement process On-site visits Supplier audit and assessment Supplier management meetings Emails 採購程序 實地考察 供應商審核及評估 供應商管理會議 電郵
Government 政府	<ul style="list-style-type: none"> Compliant operation Anti-fraud and anti-corruption Intellectual property rights 合規營運 反欺詐及反貪污 知識產權 	<ul style="list-style-type: none"> Compliance officer Legal advisor On-site inspections 合規主任 法律顧問 現場檢查
Community 社區	<ul style="list-style-type: none"> Community contribution Fulfilling the responsibility of environmental protection 社區貢獻 履行環保責任 	<ul style="list-style-type: none"> Company website ESG reports Community activities Media channels 公司網站 環境、社會及管治報告 社區活動 媒體渠道
Other external stakeholders 其他外部持份者	<ul style="list-style-type: none"> Business integrity and ethics 商業誠信及道德 	<ul style="list-style-type: none"> Company website Phone calls Meetings 公司網站 電話通話 會議

To understand and respond to stakeholder's needs more accurately and timely, we have also maintained a list of interested parties of the Group and their requirements for internal references.

為了更準確、及時地了解 and 回應持份者的需求，我們亦存有本集團利益相關者及其需求的列表，以供內部參考。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

MATERIALITY ASSESSMENT

The Group identifies and prioritises ESG issues based on their materiality to the Group and its stakeholders. The management of the Group first identify a series of material ESG issues by considering global and local emerging sustainability trends, material topics identified by industry peers, industrial best practices, and sustainability reporting frameworks. After shortlisting a list of material ESG issues, we invite our stakeholders to carry out a materiality assessment and rate the identified ESG issues by its impact on stakeholders and the Group's business. The result of the materiality assessment is reviewed and validated by the Board.

Employees, customers, business partners, shareholders, suppliers, government and the community are our key stakeholders. To solicit feedback from our key stakeholder groups, we conducted an online survey during the Reporting Period. In accordance with the survey, we have defined the priority aspects with the largest impact on our business and stakeholder businesses through the materiality assessment.

We mapped the results of our materiality assessment onto a matrix to reflect the relative importance and impact of the issues to our stakeholders and our business. We strive to review these issues continuously in order to improve our sustainability performance. The materiality matrix also serves as an underlying basis for the structure of the Report.

重要性評估

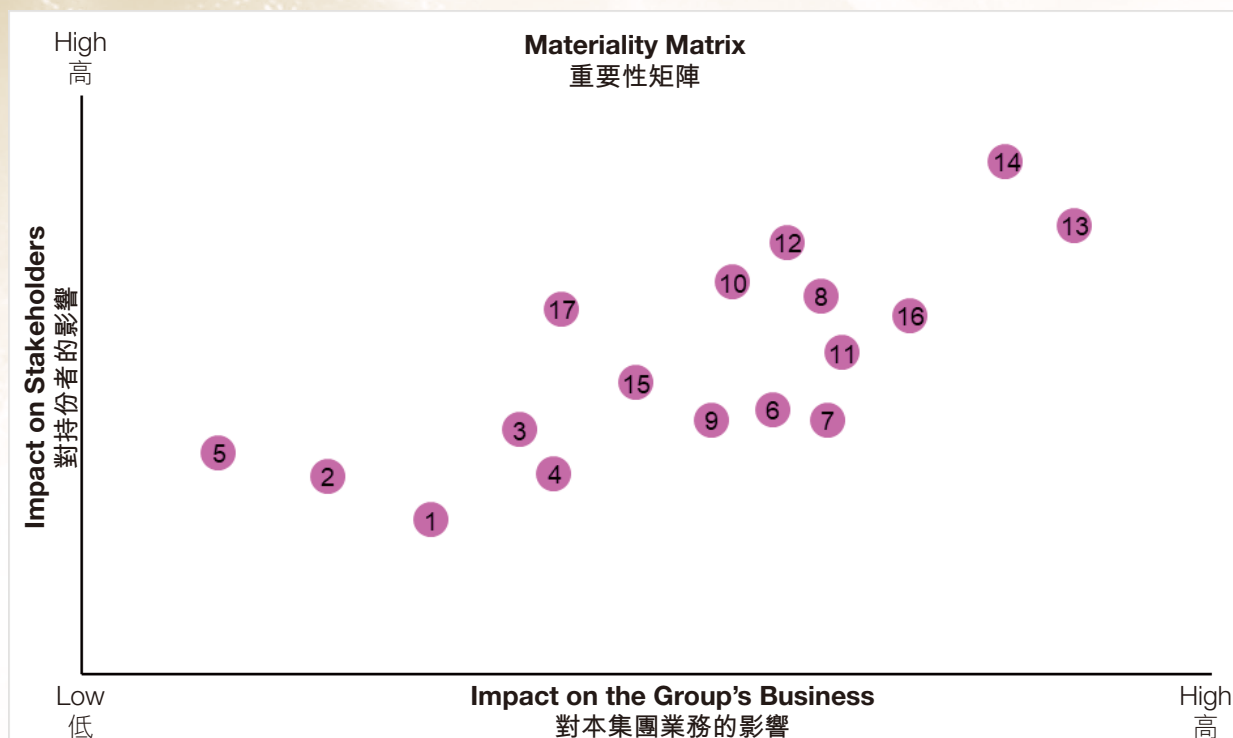
本集團根據環境、社會及管治議題對本集團及其持份者的重要性進行識別及排序。本集團管理層首先透過考慮全球和本地新興可持續發展趨勢、業內同行確定的重大議題、行業最佳實踐，確定多項重要環境、社會及管治議題及可持續發展報告框架。在篩選出一系列重要環境、社會及管治議題後，我們會邀請持份者進行重要性評估，並按已識別的環境、社會及管治議題對持份者及本集團業務的影響程度進行評級。重要性評估的結果由董事會審閱和驗證。

僱員、客戶、業務夥伴、股東、供應商、政府及社區是我們的主要持份者。為徵求主要持份者團體的反饋意見，我們於報告期間內進行了網上問卷調查。根據調查結果，我們透過重要性評估，已識別出對我們的業務及持份者的業務最具影響力的首要重點。

我們將重要性評估的結果繪製成矩陣，以反映有關事項對我們的持份者及我們的業務的相對重要性及影響。我們致力於持續審閱該等事項，以提升我們的可持續發展表現。重要性矩陣亦構成報告結構的相關基礎。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)



Environmental Protection and Green Operation 環保及綠色營運	Employee-related Issues 僱員相關事項	Operating Practices 營運慣例	Product and Service Responsibility 產品及服務責任	Community Contribution 社區貢獻
1. Effluent Discharge 污水排放	6. Labour Standard 勞工準則	11. Supply Chain Management 供應鏈管理	13. Product Quality and Safety 產品質量與安全	17. Community Investment 社區投資
2. Air and Greenhouse Gas ("GHG") Emissions 廢氣及溫室氣體 (「溫室氣體」) 排放	7. Talents Recruitment 人才招聘	12. Anti-Fraud and Anti-corruption 反欺詐及反貪污	14. Customer Satisfaction 客戶滿意度	
3. Waste Management 廢棄物管理	8. Occupational Health and Safety 職業健康與安全		15. Intellectual Property Rights Protection 知識產權保護	
4. Resources Utilisation 資源使用	9. Development and Training 發展及培訓		16. Privacy Protection 私隱保護	
5. Response to Climate Change 應對氣候變化	10. Remuneration and Welfare 薪酬及福利			

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

PRODUCT AND SERVICE RESPONSIBILITY

Quality Control

In S&P, we treat high food quality and safety as the backbone of the customer journey and a fundamental pre-requisite in achieving customer satisfaction. We are committed to making products which are authentic, safe to consume, of high quality and satisfy customer requirements. An in-house chemical and microbiological testing laboratory has been set up to conduct quality checking on the incoming material in accordance with different certification systems. These testing processes are critical in identifying any incoming materials that do not meet our quality standards. Our production system is fully automated and centrally monitored, which allows us to deliver high quality products to our customers consistently.

The Group has been accredited with certifications and standards related to quality management and food safety. They include Hazard Analysis and Critical Control Point (“**HACCP**”), FSSC 22000v5 food safety management, MS 1480:2019 Malaysian Food Safety Standard and ISO 9001:2015 Quality management. Moreover, our products have been certified HALAL and KOSHER, allowing us to sell our products to customers in different ethnic communities. These certifications provide our customers confidence in our quality and standard upon consumption. Our liquid production plant has also been successfully registered with U.S. Food and Drug Administration pursuant to the Federal Food Drug and Cosmetic Act.

During the Reporting Period, the Group was not aware of any material non-compliance with the applicable laws and regulations including but not limited to the Malaysia’s Food Hygiene Regulations 2009, Food Act 1983 (Act 281) and Food Regulations 1985 that had a significant impact on the Group.

產品及服務責任

質量控制

椰豐視優良的食品質量與安全為客戶旅程的支柱，亦是達致顧客滿意度的先決條件。我們致力於生產可靠、安全及優質的產品以及滿足客戶需求。我們自設化學及微生物檢測實驗室，根據不同的認證體系對來料進行質量檢測。該等檢測程序對辨別來料能否滿足我們的質量標準至關重要。我們的生產系統已實現全程自動化及集中監控，使我們得以持續向客戶交付優質產品。

本集團已通過與質量管理及食品安全有關的認證及標準，包括危害分析及關鍵控制點(「**HACCP**」)、FSSC22000v5食品安全管理、MS1480：2019馬來西亞食品安全標準及ISO9001：2015質量管理。此外，我們的產品已通過清真食品認證及KOSHER認證，使我們能夠將產品銷售給不同族群的客戶。該等認證使我們的客戶在食用時對我們的質量及標準充滿信心。我們的液體生產工廠亦已根據《聯邦食品藥物和化妝品法》於美國食品和藥物管理局成功註冊。

於報告期間，本集團未發現任何嚴重違反適用法律及法規而對本集團造成重大影響的情況，包括但不限於馬來西亞的《二零零九年食品衛生規例》、《一九八三年食品法(第281號法案)》及《一九八五年食品規例》。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Apart from the above-mentioned certifications, the information relating to the material licences, permits and certificates required in conducting our business during the Reporting Period include but are not limited to the following:

- Manufacturing license (Issued by Ministry of International Trade and Industry of Malaysia);
- Food premises license (Issued by Ministry of Health of Malaysia);
- Food establishment licence (Issued by Teluk Intan Municipal Council);
- Permit of scheduled controlled goods (Issued by Ministry of Domestic Trade, Co-operatives and Consumerism);
- Business licence (Issued by Petaling Jaya Municipal Council); and
- Food establishment licence (Issued by Petaling Jaya Municipal Council).
- 生產執照(由馬來西亞國際貿易及工業部頒發)；
- 食品業場所執照(由馬來西亞衛生部頒發)；
- 食品機構執照(由Teluk Intan Municipal Council頒發)；
- 計劃控制貨品許可證(由國內貿易、合作社與消費部頒發)；
- 營業執照(由Petaling Jaya Municipal Council)；及
- 食品機構執照(由Petaling Jaya Municipal Council頒發)。

Pre-production Phase (Packaging and Raw Materials)

All incoming raw materials are gone through our quality assessment before use. Coconuts and white kernels are checked with respect of their weight, acidity level, physical appearance and odour. For other raw ingredients, they are checked based on their certificates or labels prepared by the suppliers to ensure that they match with the description of goods ordered, physical condition, moisture content and manufacturing date. For food packaging material, swab tests and microbiological analysis will be conducted. If any products are found to be problematic, they would be managed separately.

除上述認證外，有關我們業務於報告期間營運所需的重要執照、許可證及證書的資料包括但不限於以下各項：

生產前階段(包裝及原材料)

所有入庫原材料於使用前均通過我們的質量評估。就椰子及白椰肉而言，我們會檢查重量、酸度、外觀及氣味。就其他原料而言，我們會根據供應商提供的化驗證書、標籤進行檢查，以確保與所訂購產品一致，並會檢查其物理狀況、含水量及製造日期。就食品包裝材料而言，我們會進行拭子試驗及微生物分析，如發現任何產品存在問題，則會予以隔離。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Production Phase (Intermediate Products)

生產階段(中間產品)



Post-production Phase (Finished Products)

For finished products, a final comprehensive test will be conducted by our Quality Control Department. Random sampling checks and physico-chemical analysis are carried out on various aspects, including acidity and moisture levels, density, solubility, carbohydrate, protein and fat content, and presence of ash. A final microbiological test is also carried out to examine any presence of bacteria and pathogens, such as E.coli, coliform, salmonella, yeast and mould.

A “Goods Return Procedure” is in place to ensure that the goods returned upon customer request are properly documented and accounted for. Details are described in the paragraph headed “Product and Service Responsibility — Customer Satisfaction”. During the Reporting Period, we are not aware of any cases of products sold or shipped subject to recalls for safety and health reasons (2024: Nil).

生產後階段(製成品)

就製成品而言，質量控制部門將進行最終全面測試，並就多個方面進行隨機抽樣檢查及理化分析，包括酸度及含水量、密度、溶解度、碳水化合物、蛋白質及脂肪含量以及含灰量。同時亦會進行最後微生物測試，檢查有否存在任何大腸桿菌、大腸菌、沙門氏菌、酵母菌及黴菌等細菌和病原體。

我們已制定《退貨流程》，以確保對根據客戶要求退回的貨物進行適當的記錄及入賬。詳情載於「產品及服務責任 — 客戶滿意度」一段。於報告期間，我們未發現任何已售或已運送產品因安全與健康理由而須回收的情況(二零二四年：無)。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Customer Satisfaction

The Group places customer satisfaction as its top priority and strives to keep up with the evolving needs of its customers. Besides stringent quality control on products, the Group also strives to maintain a high-quality standard in its operating practices to fulfil its corporate social responsibility. The Group continues to improve the nutritional value and quality of its products and enhance the customer satisfaction in terms of flavour innovation and packaging design. “Customer Complaint Policy” and “Goods Return Procedure” are established to standardise the procedures of handling customer complaint and ensure that any returned products are properly documented. Whenever we receive customer’s complaint, we first carry out verification of the complaints. Quality testing on the alleged sub-standard product will be conducted when it is necessary. If our products are found and proven to be defective, we will follow up on the relevant complaint with our customer and our factory, including arranging the return or disposal of goods and keeping records. In addition, we will continue to address the issues giving rise to the quality issues or defective packaging until the problem is settled. The Head of Sales Department is responsible to compile, review and update the return procedures. During the Reporting Period, the Group received 6 (2024: 3) material cases of product and service-related complaints.

We have maintained product liability insurance to cover any liabilities arising from the sale of our products.

Privacy Protection

The trust of our customers forms the foundation of our business success and brand image. The Group complies with data privacy laws and regulations and respects customer privacy. We collect and handle customer’s personal data carefully. Unauthorised use of customer data is strictly prohibited. Customer data are only accessible by authorised personnel within the Group on a need-to-know and need-to-use basis. In order to raise the employees’ awareness of the importance of privacy protection, relevant training on managing sensitive customer and company information is provided. The related practices are reviewed regularly to ensure their effectiveness.

客戶滿意度

本集團視客戶滿意度為其首要任務，並努力跟上客戶不斷變化的需求。除了對產品進行嚴格的質量控制外，本集團亦致力在經營實踐方面維持高質量標準，以履行其企業社會責任。本集團持續提升產品的營養價值及質量，並在風味創新及包裝設計方面提升客戶滿意度。我們已建立《客戶投訴政策》及《退貨流程》，以規範處理客戶投訴的程序，並確保任何被退回的產品得到妥善記錄。我們收到客戶投訴後首先對投訴進行核實，並在必要時對所宣稱的不合格產品進行質量檢測。如我們的產品被發現及證實有缺陷，則與我們的客戶及工廠跟進相關投訴，包括安排退貨或處置貨品，並保留記錄。此外，在問題解決之前，我們會繼續處理導致質量問題或包裝缺陷的問題。銷售部主管負責編製、審閱及更新退貨流程。於報告期間，本集團接獲6宗(二零二四年：3宗)有關產品或服務的重大投訴。

我們投購了產品責任險，以保障因我們出售的產品而導致的任何責任。

私隱保護

客戶的信任是我們業務成功及品牌形象的基礎。本集團遵守資料私隱法律及法規並尊重客戶私隱。我們會小心收集及處理客戶的個人資料，並嚴禁未經授權使用客戶資料。只有本集團獲授權的人員在必須知道及必須使用的情況下，方可讀取客戶資料。為提高僱員對私隱保護重要性的認識，我們提供有關管理敏感客戶及公司資料的相關培訓。我們定期檢討相關做法以確保成效。

環境、社會及管治報告(續)

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)****Intellectual Property Rights**

We recognise the importance and the value of intellectual property and branding, and we have taken steps to protect and register our brand name and logo, which is the oldest brand of our coconut cream powder in Malaysia. As at 31 December 2025, we had 3 domain names and 46 registered trademarks in 15 jurisdictions, including Malaysia, China, Hong Kong, Singapore, Saudi Arabia, Brunei, United Arab Emirates, Vietnam, Thailand, Germany, France, United Kingdom, Canada, the United States of America and South Korea. During the Reporting Period, we were not involved in any disputes or litigation relating to the infringement of intellectual property rights, nor were aware of any such claim either pending or threatened against us.

Advertising and Promotion

We market our products through a variety of channels and methods to increase the penetration of our target markets, which include, among others, using social media platforms and video-sharing websites, through listings on online trading platforms, paper media (e.g. magazines and newspaper), side panels of vehicles, sponsoring and participating in cooking demonstrations by celebrity chefs, and supermarket gondola displays and promotions (both in Malaysia and abroad). We also maintain frequent contact with our customers by frequent visits, which facilitate our obtaining feedback on our products and gauging customer satisfaction, as well as improving our business relationship with them. An “Advertising and Promotion Procedure” is formulated to establish the basis for processing the activities of advertising and promotion to ensure that they comply with advertising and labelling related laws and regulations. Every advertising activity and promotion including trade offers and free goods would be implemented with prior approval whereas rejected proposals would be kept in an archive. Such advertising and promotion must accurately reflect the quality of the Group’s products and performance of the Group’s services.

知識產權

我們明白知識產權和品牌的重要性和價值，我們已採取措施保護和註冊我們的品牌名稱和標識，亦即是在馬來西亞歷史最悠久的椰漿粉品牌。於二零二五年十二月三十一日，我們在15個司法權區擁有3個域名及46個註冊商標，包括在馬來西亞、中國、香港、新加坡、沙特阿拉伯、汶萊、阿拉伯聯合酋長國、越南、泰國、德國、法國、英國、加拿大、美利堅合眾國及南韓。於報告期間，我們並無捲入任何與侵犯知識產權有關的糾紛或訴訟，我們亦無知悉任何未決或面臨威脅的任何相關索償。

宣傳及推廣

我們通過多種渠道和方法營銷我們的產品，以提高我們在目標市場的滲透率，其中包括使用社交媒體平台和視頻共享網站、線上交易平台、紙質媒體(例如雜誌和報紙)、汽車側板、贊助和參與名廚的烹飪示範，以及超市貨架展示和促銷(在馬來西亞和國外)。我們亦經常拜訪客戶，與客戶保持頻密聯繫，這有助於我們獲得對產品的反饋和衡量客戶滿意度，以及改善我們與客戶的業務關係。我們制定了《宣傳及推廣程序》，確立宣傳及推廣活動的基本原則，以確保活動符合廣告及標籤相關的法律及法規。每一項宣傳活動及推廣(包括優惠及免費商品)均會在事先獲得批准的情況下實施，而被拒絕的提案將會存檔。宣傳及推廣必須準確反映本集團產品的質量及本集團服務的表現。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ETHICAL CULTURE

We uphold the corporate culture of “fairness, justice, honesty and integrity”. Being in line with our “Anti-bribery and corruption Policy”, we take a zero-tolerance approach with regard to bribery, extortion, fraud and money laundering. In an aim to cultivate an ethical corporate culture and practice, all gifts, banquets and customer rebates are prohibited according to our “No Gift Policy”. If any misconduct, fraud, unlawful behaviour or suspected commercial bribery is found, it shall be passed on to judicial authorities for pursuit of charges.

To enhance the awareness of ethical standards in business operation, the Group provides trainings relating to anti-corruption practices and HKEX regulations to directors, existing employees and new joiners in the form of training sessions every year. During the Reporting Period, 3.5 hours and 38 hours of anti-corruption training were provided to 7 directors and 76 employees respectively to uphold the integrity of our operations.

Whistle-blowing channels and policies are set up for our employees or other stakeholders to report any suspected case of non-compliance. A whistleblowing team (the “**Whistleblowing Team**”) has been set up to assist the Audit Committee on whistleblowing matters. Stakeholders can report to the Whistleblowing Team or the Audit Committee directly by mail or by email. It is the Group’s policy to make every effort treating all disclosures in a confidential and sensitive manner. Disciplinary or legal action may be taken against the employee who is proven to raise false or malicious allegations deliberately. The Audit Committee will consider if there is any need to review, update or amend the whistleblowing policy at least once annually.

During the Reporting Period, the Group was not aware of any material non-compliance with laws and regulations relating to anti-corruption including the Anti-Corruption Commission Act 2009 that had a significant impact on the Group. We were not aware of any pending or concluded legal proceedings regarding corruption brought against the Group or any of our employees.

道德文化

我們秉承「公平公正、誠信廉潔」的企業文化。我們貫徹《反賄賂及貪污政策》，對賄賂、勒索、欺詐及洗黑錢採取零容忍態度。為培養道德的企業文化及常規，我們的《無禮品政策》禁止一切饋贈、宴請及接收客戶回扣。如有任何不當行為、欺詐、不法行為或涉嫌商業受賄者，一律交由司法機關追究責任。

為提高業務營運中的道德標準意識，本集團每年以培訓課程的形式向董事、現有僱員及新入職僱員提供有關反貪污做法及聯交所規例的培訓。於報告期間，我們分別為7名董事及76名僱員提供了3.5小時及38小時的反貪污培訓，以確保廉潔經營。

我們為僱員及其他持份者建立了舉報渠道和政策，以供舉報可疑的違規情況。我們已成立舉報小組（「**舉報小組**」），協助審計委員會處理舉報事宜。持份者可透過郵寄或電郵方式向舉報小組或審計委員會直接舉報。本集團的政策是盡一切努力以保密及審慎的方式處理所有被披露的資料。針對被證實提出虛假及惡意指控的僱員，可能會採取紀律處分或法律行動。審計委員會至少每年一次審議是否需要檢討、更新或修改舉報政策。

於報告期間，本集團並不知悉任何嚴重違反反貪污相關法律及法規而對本集團造成重大影響的情況，包括《二零零九年反貪污法案》。我們並不知悉任何針對本集團或我們任何僱員提出有關貪污的未決或已決法律程序。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

OUR PEOPLE

We adhere to the business philosophy of “people-oriented”, and recognises that employees and communities are fundamental to the substantial development of the Group.

We are dedicated to providing our employees with a safe working environment, attractive compensation and benefits, adequate training and career advancement, where continuous benchmarking to our current mechanism, so that every employee can grow with us.

Staff Overview

We are convinced that success depends entirely on the enthusiasm and excellence of our staff. As of 31 December 2025, the Group employs a total of 419 (as at 31 December 2024: 375) employees, all of which working in Malaysia. Detailed classifications of employees at the end of the corresponding financial years are as follows:

我們的人才

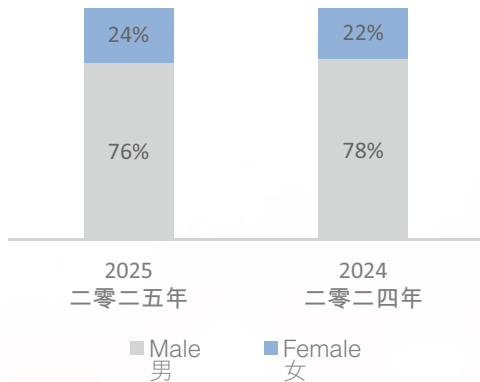
我們堅持「以人為本」的業務理念，深知僱員及社區為本集團長遠發展的立足根本。

我們致力於為僱員提供安全的工作環境、具吸引力的薪酬及福利、充分的培訓及職業發展，並持續對標我們的現有機制，以便每位僱員可與我們共同成長。

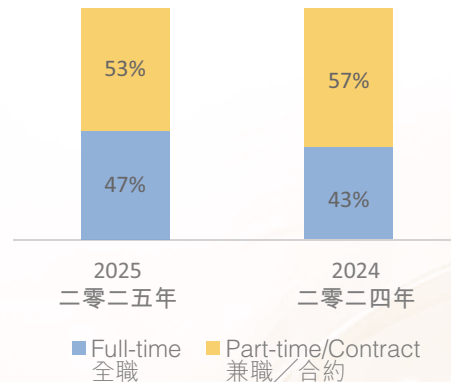
員工概覽

我們深信，成功全憑具有熱忱及精益求精的員工。截至二零二五年十二月三十一日，本集團合共僱用419名(截至二零二四年十二月三十一日：375名)僱員，全部駐於馬來西亞。相應財政年度末的僱員詳細分類如下：

BY GENDER
按性別劃分



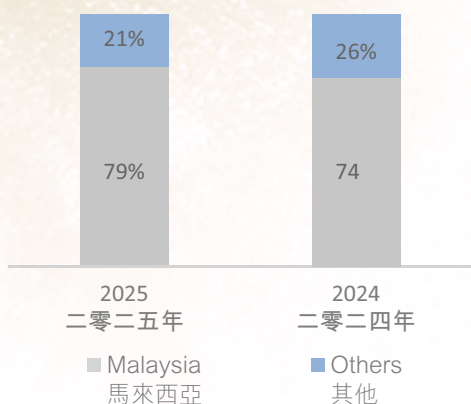
BY EMPLOYMENT TYPE
按僱傭類別劃分



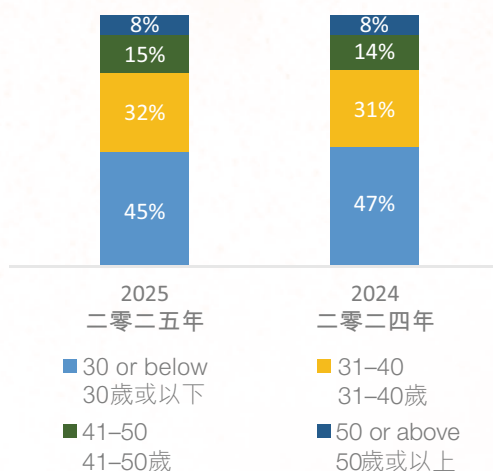
環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

BY GEOGRAPHICAL REGION
按地理區域劃分



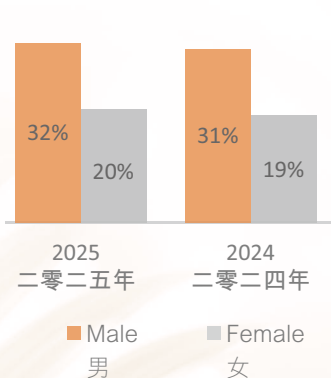
BY AGE GROUP
按年齡組別劃分



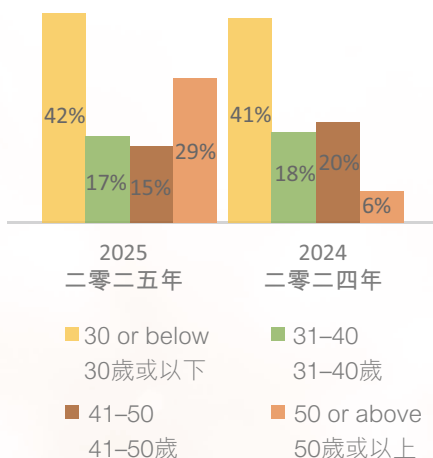
In 2025, the overall turnover rate² was approximately 29% (2024: approximately 28%). Detailed turnover rate by category³ are as follows:

於二零二五年，整體流失率²約為29%（二零二四年：約28%）。按類別劃分的流失率³詳情如下：

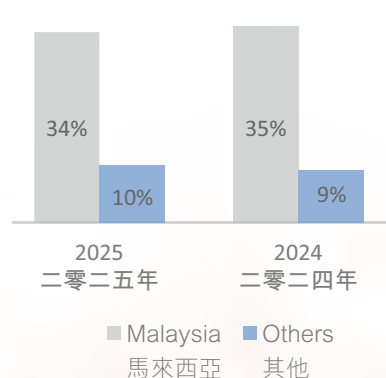
BY GENDER
按性別劃分



BY AGE GROUP
按年齡組別劃分



BY GEOGRAPHICAL REGION
按地理區域劃分



Note(s):

- The data disclosed as "Others" indicate employees working in Malaysia with nationalities from the Philippines, Myanmar and Bangladesh.
- Calculation method of turnover rate:

$$\frac{\text{Number of employees who left during the financial year}}{\text{Number of employees at the end of the financial year}} \times 100\%$$
- Calculation method of turnover rate by category:

$$\frac{\text{Number of employees who left in the specific category during the financial year}}{\text{Number of employees in the specific category at the end of the financial year}} \times 100\%$$

附註：

- 披露為「其他」的數據指來自菲律賓、緬甸及孟加拉而在馬來西亞工作的僱員。
- 流失率的計算方法：

$$\frac{\text{財政年度內離職僱員人數}}{\text{財政年度末僱員人數}} \times 100\%$$
- 按類別劃分的流失率的計算方法：

$$\frac{\text{財政年度內特定類別僱員離職人數}}{\text{財政年度末特定類別僱員人數}} \times 100\%$$

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Talents Recruitment

We are dedicated to promoting professional development and providing a harmonious working environment and development platform for our employees.

We generally enter into a standard form of employment contract with our employees, which contain confidentiality clauses and standard restrictive covenants. We hire our employees through recruitment channels. During the recruitment process, we take a variety of factors into account, such as our development plans, vacancies within the Group, work experience and education background of the candidates. We assess their personal knowledge, technical skills and working attitude through written tests and interviews, thereby recruiting suitable persons.

Upholding the employment principle of “fairness, openness and equity”, the Group adopts a zero-tolerance approach towards any form of discrimination. We will not discriminate and will take affirmative action measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the basis of race, creed, colour, national origin, or sex.

We attach great importance to employees’ performance management and incentives. Performance appraisal will be conducted regularly to evaluate and analyse the employees’ accomplishment of performance targets. Talented staff are promoted by assessing their performance, experience and ability. The performance appraisal would also serve as a basis for bonus and transfer when the abilities of employees are objectively assessed.

人才招聘

我們致力於提升專業發展，為我們的僱員提供和諧的工作環境及發展平台。

我們一般與僱員訂立標準形式的僱傭合約，當中載有保密條款及標準限制性契諾。我們透過招聘渠道招聘僱員。我們聘用員工時一般會考慮多項因素，如我們的業務計劃、本集團的職位空缺、應徵者的工作經驗及學歷。我們透過筆試及面試評估其個人知識、技術技能及工作態度藉此聘用合適人才。

本集團秉持「公平、公開、公正」的僱傭原則，對任何形式的歧視採取零容忍態度。我們不會歧視，並且會採取平權行動措施，確保在就業、招聘、招聘廣告、薪酬、解僱、升級、晉升及其他僱傭情況，不因種族、信仰、膚色、國籍或性別而歧視任何僱員及求職者。

我們非常重視僱員的績效管理及獎勵。我們將定期進行績效評核，以評估及分析僱員績效目標的完成情況。我們透過評估其表現、經驗及能力晉升優秀員工。績效考核是對僱員能力的客觀評價，同時亦是獎金和調動的依據。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

There are several roles within our Group that have to be filled by personnel with the requisite skillset, work experience, educational background or qualification. Examples are shown as follows:

本集團的多項職位須由具備必要技術、工作經驗、學歷或資格的人士擔任。舉例說明如下：

Quality assurance executive/Manager

- Requires a degree, diploma or equivalent qualification in food technology or food science

質量保證員／經理

- 具備食品技術或食品科學學士學位、文憑或同等資格

Boilerman

- Obtains a boiler certificate issued by the Department of Occupational Safety and Health (Jabatan Keselamatan dan Kesihatan pekerja)

鍋爐工

- 具備職業安全與健康部門(Jabatan Keselamatan dan Kesihatan pekerja)頒發的鍋爐證書

R&D staff

- Requires a degree in food technology or food science

研發員工

- 具備食品技術或食品科學學位

During the Reporting Period, the Group was not aware of any material non-compliance with relevant laws and regulations, including but not limited to Employment Act 1955 (Amendment 2012), Industrial Relations Act 1967 (Amendment 2015), Employment Regulations 1957, Human Resource Development Act 1992, Minimum Retirement Age Act 2012 and Holiday Act 1951 that had a significant impact on the Group. Neither were we aware of any major labour disputes, work stoppages or labour strikes during the Reporting Period.

於報告期間，本集團並不知悉任何嚴重違反相關法律及法規而對本集團造成重大影響的情況，包括但不限於《一九五五年僱傭法》(二零一二年修訂)、《一九六七年工業關係法》(二零一五年修訂)、《一九五七年僱傭規例》、《一九九二年人力資源發展法》、《二零一二年最低退休年齡法》及《一九五一年休假法》。於報告期間，我們亦不知悉任何重大勞工糾紛、停工或罷工。

Working Hours and Rest Days

Rules and regulations for all employees are standardised in the “Human Resource Policies and Procedures – Rules and Regulations”. Working hours and lunch break for employees are specified under the policy. In addition, all employees shall be entitled to all gazette national and state public holidays. In cases where employees are required to work on a public holiday, the employees may be paid overtime pay accordingly.

工作時數及休息日

所有員工的規章制度以《人力資源政策及程序 – 規章制度》作為標準。該政策當中訂明僱員的工作時間及午休時間。此外，全體員工均有權享受憲報公佈的所有國家及州屬公共假日。倘僱員需要在公共假日工作，則獲支付相應的加班費。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)**Remuneration and Welfare**

Adhering to the principle that corporate growth relies on and benefits employees, the Group establishes a remuneration system based on the characteristics of different posts to reflect the internal fairness and external competitiveness. Remuneration packages consist of basic salary, incentive bonus scheme which encourages employees to improve their individual and departmental performance. In addition to the statutory holidays mentioned above, employees are also entitled to paid annual leave, marriage leave, maternity leave and replacement leave in accordance with the laws, protecting their basic rights.

At the same time, we regularly adjust employees' remuneration package according to their performance and skills, as well as the industry norms, to ensure both external competitiveness and internal equity.

Discipline and Dismissal

To create a conducive working environment and to build a team of people with correct professional attitude, a "Code of Conduct & Discipline Procedure" has been formulated which establishes a procedure of handling employees' misconduct. Upon investigation and if found guilty, warnings will be given to the employee and domestic inquiry will be conducted followed by disciplinary actions. The conditions and procedures relating to resignation are clearly set out in "Human Resource Policies & Procedures — Resignation/Termination of Service" to ensure that there is voluntary termination of employment with the Group. The Group reserves the right to dismiss the employee without notice for any misconduct which in the opinion of the Group is prejudicial to the interests and image of the Group, or guilty of any dishonesty or other dishonorable conduct.

薪酬及福利

本集團堅持企業發展需依賴及惠及僱員的原則，根據不同的崗位特性建立薪酬體系，以體現內部公平性及外部競爭性。薪酬待遇由基本薪金及獎勵花紅計劃(鼓勵僱員提升其個人及部門表現)組成。除了上述法定假日外，僱員有權依法享有帶薪年假、婚假、產假及換休，保障其基本權利。

同時，我們根據僱員的表現及技能以及行業規範定期調整其薪酬待遇，以確保外部競爭性及內部公平性。

紀律及解僱

為創造合宜的工作環境，並建立職業態度正確的團隊，我們制定了《行為守則及紀律程序》，建立了處理僱員不當行為的程序。經調查，如裁定犯有不當行為，將向該僱員發出警告，並將進行內部調查，然後採取紀律處分。關於辭職的條件和程序明確載於《人力資源政策及程序 — 辭職／終止服務》，以確保僱員可自願終止與本集團的僱傭關係。對於本集團認為僱員有損本集團利益和形象，或犯有任何不誠實或其他不名譽行為的任何不當行為，本集團保留在不另行通知的情況下解僱該僱員的權利。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

DEVELOPMENT AND TRAINING

In order to offer better development prospect, the Group has established a sound employee training and development program elaborated in the “Training Procedure”, covering induction training to practical courses of on-the-job training. We also encourage employees to learn advanced knowledge and participate in external training courses. We provide complete course support for employees at each of their career development stage, so as to facilitate their rapid growth.

For new employees, we organise orientation training and provides tailor-made relevant courses for them so that they can be more familiar with and integrate into the corporate culture, adapt and understand the business operation efficiently.

For existing employees, we provide workshops, internal and external trainings for them to improve their understanding and knowledge of work safety issues and hazard identification, risk assessments and risk control issues.

All directors, including the independent non-executive directors, should keep abreast of their responsibilities as directors and our business activities. To facilitate the directors to perform their responsibilities, they are required to attend the training to strengthen their management knowledge and skills.

發展及培訓

為提供更好發展前景，本集團建立了完善的僱員培訓及發展計劃，並於《培訓程序》中詳細闡述，涵蓋入職培訓至在職培訓的實戰課程。我們亦鼓勵僱員學習先進知識及參加外部培訓課程。我們在僱員的各職業發展階段提供完備的課程支持，協助他們快速成長。

就新僱員而言，我們組織入職培訓，提供量身定製的相關課程，令他們更加熟悉並融入企業文化，有效地適應及理解業務運營。

就現有僱員而言，我們為其提供研討會、內部及外部培訓，以提高彼等對工作安全問題及危險辨識、風險評估及風險控制問題的理解及知識。

全體董事(包括獨立非執行董事)應熟知彼等作為董事的責任及我們的業務活動。為促進董事履行其責任，彼等須參與培訓以強化其管理知識及技能。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

Breakdown of Employees Trained and Average Training Hours

In 2025, approximately 100%⁴ (2024: approximately 100%) of the employees have received trainings. The average training hours⁵ were approximately 21.2 hours (2024: approximately 20.3 hours). They are trained with different programmes in various sectors such as induction training, computer skills, market trends in food industry, management system training, safety training and product briefing. The following is a summary of the training performance of the Group:

受訓僱員及平均培訓時數明細

於二零二五年，約100%⁴ (二零二四年：約100%) 僱員已接受培訓。平均培訓時數⁵ 約為21.2小時 (二零二四年：約20.3小時)。僱員接受多個領域的不同課程培訓，例如入職培訓、電腦技能、食品行業的市場趨勢、管理系統培訓、安全培訓及產品簡介。以下為本集團的培訓表現概要：

	2025 二零二五年			2024 二零二四年		
	Percentage of Trained Employees ⁶ 受訓僱員百分比 ⁶ (%)	Breakdown of Trained Employees ⁷ 受訓僱員明細 ⁷ (%)	Average Training Hours ⁸ 平均培訓時數 ⁸	Percentage of Trained Employees 受訓僱員百分比 (%)	Breakdown of Trained Employees 受訓僱員明細 (%)	Average Training Hours 平均培訓時數
By gender 按性別劃分						
Male 男	100	76	19.3	100	78	19.4
Female 女	100	24	27.1	100	22	23.8
By employee category 按僱員類別劃分						
Senior Management 高級管理層	100	3	18.4	100	2	19.9
Middle-level Management 中級管理層	100	24	33.4	100	20	31.5
General and Technical Staff 一般及技術人員	100	73	17.2	100	78	17.5

Note(s):

- Calculation of percentage of employees trained:

$$\frac{\text{total number of employees trained during the financial year}}{\text{total number of employees at the end of the financial year}} \times 100\%$$
- Calculation of average training hours:

$$\frac{\text{total training hours during the financial year}}{\text{total number of employees at the end of the financial year}}$$
- Calculation of percentage of employees trained by category:

$$\frac{\text{number of employees trained in the specific category during the financial year}}{\text{total number of employees in the specific category at the end of the financial year}} \times 100\%$$
- Calculation of breakdown of employees trained by category:

$$\frac{\text{number of employees trained in the specific category during the financial year}}{\text{total number of employees trained at the end of the financial year}} \times 100\%$$
- Calculation of average training hours by category:

$$\frac{\text{total training hours of employees in the specific category during the financial year}}{\text{number of employees in the specific category at the end of the financial year}}$$

附註：

- 受訓僱員百分比的計算：

$$\frac{\text{財政年度內受訓僱員總數}}{\text{財政年度末僱員總數}} \times 100\%$$
- 平均培訓時數的計算：

$$\frac{\text{財政年度內培訓總時數}}{\text{財政年度末僱員總數}}$$
- 按類別劃分的受訓僱員百分比的計算：

$$\frac{\text{財政年度內特定類別受訓僱員人數}}{\text{財政年度末特定類別僱員總數}} \times 100\%$$
- 按類別劃分的受訓僱員明細的計算：

$$\frac{\text{財政年度內特定類別受訓僱員人數}}{\text{財政年度末受訓僱員總數}} \times 100\%$$
- 按類別劃分的平均培訓時數的計算：

$$\frac{\text{財政年度內特定類別僱員培訓總時數}}{\text{財政年度末特定類別僱員人數}}$$

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

OCCUPATIONAL HEALTH AND SAFETY

The Group takes various measures to create an excellent working and living environment, so as to safeguard the safety and occupational health of our employees. During the Reporting Period, the Group was not aware of any non-compliance with relevant laws and regulations including but not limited to Occupational Safety and Health Act that had a significant impact on the Group. In this regard, achieving aim of setting up this act, which is to secure the safety, health and welfare of workers in workplace and protect others against risks to safety or health, are our top priorities. The "Occupational Safety & Health Policy Statement" serves as a guideline for the staff of the Group. There were no work-related fatalities for the past three years (including the Reporting Period). During the Reporting Period, there was no single lost day due to work-related injuries recorded (2024: 36)

The Work and Environment Safety Committee has been set up to discuss and address matters related to environmental and occupational health and safety issues of our Group. The committee members include our factory managers and production managers, and personnel from the Human Resources Department. With opinions collected from different departments, we believe we can address our environmental, health and safety issues in a considerate way.

Our production sites are equipped with fire protection equipment and tools. Warning signs are placed around the production sites to warn and remind our staff of safety issues. Regular trainings regarding occupational safety, hazardous chemicals handling and fire safety are provided to enhance our employees' health and safety awareness. The related practises are reviewed regularly to ensure its effectiveness.

Annual health examination and medical insurance are provided to selected group of staff to ensure their physical health. We also maintain employers' liability insurance, public liability insurance against any damages caused to third parties and consequential loss insurance policies. Besides, we have taken out an insurance policy against any damage that may be caused by our biomass boiler.

職業健康與安全

本集團採取多項措施營造良好的工作及生活環境，以保障僱員的安全及職業健康。於報告期間，本集團並不知悉任何不遵守相關法律及法規而對本集團造成重大影響的情況，包括但不限於《職業安全及健康法》。就此而言，我們的首要任務為實現頒佈該法的目標，即保障工作場所工人的安全、健康及福利，並保護他人免受安全或健康風險。本集團員工以《職業安全及健康政策聲明》作為指引。於過往三年(包括報告期間)，未發生任何因工死亡事故。於報告期間，未記錄到任何因工傷損失的工作日數(二零二四年：36日)。

我們成立了工作及環境安全委員會，以討論及解決與本集團環境以及職業健康及安全問題有關的事宜。委員會成員包括我們的工廠經理、生產經理及人力資源部門的人員。透過收集不同部門的意見，我們相信我們可以周全的方式處理我們的環境、健康及安全問題。

我們的生產場所配備了防火設備及工具。我們在生產場所周圍設置警告標誌，警告及提醒我們的員工注意安全問題。我們定期提供有關職業安全、危險化學品處理及消防安全的培訓，以提高僱員的健康及安全意識。我們定期檢討相關做法，以確保其成效。

我們提供年度健康檢查及醫療保險予若干類別員工，以確保員工的身體健康。我們亦已為僱員投購僱主責任險及就對第三方造成的任何損失、間接損失投購公共責任險。此外，我們已就我們生物質鍋爐可能造成的任何損害投購保險。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

LABOUR STANDARDS

We adhere to the human rights framework that creates an environment where human rights issues can be openly discussed.

Child labour is strictly prohibited during the recruitment process as defined by the laws and regulations. During the hiring process standardised in the “Recruitment Procedure”, candidates shall provide identity documents and valid employment visas to ensure that they are legally employable. Human Resources Department will also ensure the identity documents are carefully checked and no child labour is employed by the Group. In circumstances where any individual below the legal working age is hired, corrective actions will be taken immediately to rectify the situation, by terminating the contract of child labour and reporting to the relevant governmental authorities.

For forced labour, the rights and responsibilities of employees, including the standard working hours, are stipulated clearly in the “Human Resource Policies and Procedures — Rules and Regulations” for the acknowledgement of employees. If any false presentation or fraud committed by the employee is found, the Group or its subsidiaries have the right to terminate the contract of that employee. To eliminate such practices, the abovementioned procedures are revised from time to time.

During the Reporting Period, the Group was not aware of any material non-compliance regarding child and forced labour including but not limited to Employment (Limitation of Overtime Work) Regulations 1980 and Children and Young Person (Employment) Act 1966 that had a significant impact on the Group.

勞工準則

我們堅持人權框架，營造公開討論人權問題的環境。

如法律及法規所界定，在招聘過程中我們嚴格禁止僱用童工。在《招聘程序》規範的招聘過程中，應聘者須提供身份證明文件及有效的工作簽證，以確保彼等合法就業。人力資源部門亦將確保仔細檢查身份證明文件及本集團不會僱用童工。如有僱用任何低於法定工作年齡之僱員，本集團將立即採取矯正措施以糾正此情況，包括終止童工合約並向相關政府部門報告。

就強制勞工而言，《人力資源政策及程序 — 規章制度》中明確規定了僱員的權利與責任（包括標準工作時間），以供僱員確認。若發現僱員有任何虛假陳述或欺詐行為，本集團或其附屬公司有權終止該僱員的合約。為消除有關情況，上述程序會不時修訂。

於報告期間，本集團並不知悉任何有關童工及強制勞工且對本集團造成重大影響的嚴重違規事件，包括但不限於《一九八零年僱傭（限制超時工作）規例》及《一九六六年兒童和青年（僱傭）法》。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

SUPPLY CHAIN MANAGEMENT

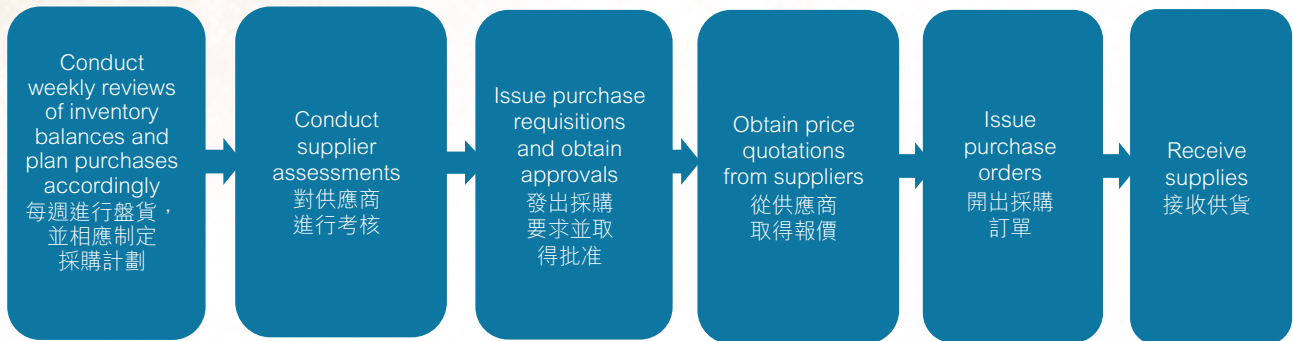
The Group believes that successful collaboration with suppliers and business partners is critical to our business operation, which leads us in achieving sustainable development.

We have adopted standardised procurement procedures in order to improve the efficiency of our operations. The procurement procedures are as follows:

供應鏈管理

本集團相信，與供應商及業務夥伴的成功合作對我們的業務營運至關重要，有助我們實現可持續發展。

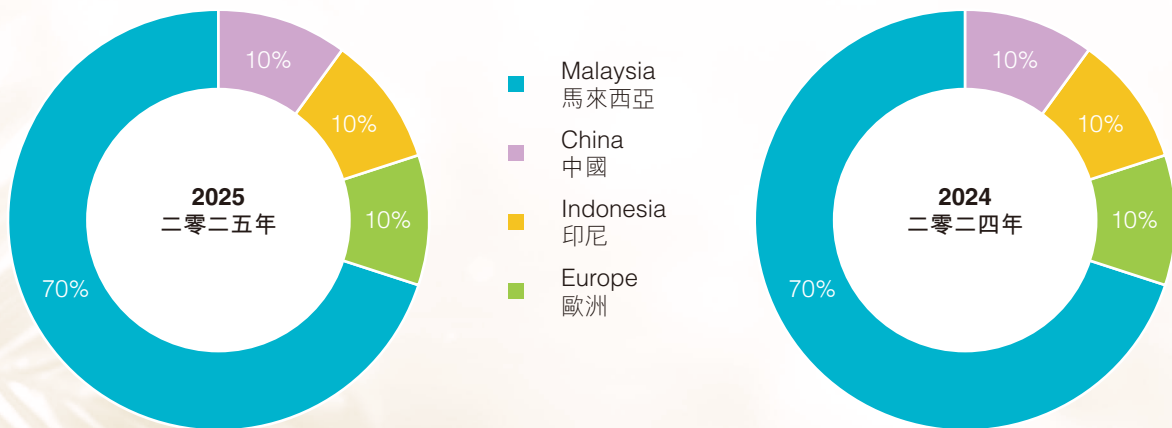
我們已採用標準化的採購程序，以提高營運效率。有關採購程序如下：



In order to safeguard the quality of our raw materials, all new suppliers will be assessed by their manufacturing practices, capacity, product quality, etc. During the Reporting Period, the Group has 20 main suppliers which are from Malaysia, China, Indonesia and Europe (2024: 20). All of them have gone through the supplier assessment processes.

為保障原材料的質量，我們將對所有新供應商的生產常規、產能、產品質量等進行評估。於報告期間，本集團有20個主要供應商，來自馬來西亞、中國、歐洲及印尼(二零二四年：20個)。全部均已通過供應商評估流程。

Geographical location of our 20 major suppliers
我們20個主要供應商的地域分佈



環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

Sustainable Sourcing

The Group is committed to maintaining a sustainable supply chain management which addresses the key focus of upholding fundamental human rights, protecting workers and acting within the laws. The Group has formulated “Sustainable Sourcing Policy” to list out ethical and environmentally sustainable sourcing practices of suppliers, so that the Group can assess its suppliers on below aspects:

- Compliance with laws and regulations;
- Respect for confidentiality;
- Environmental responsibility; and
- Civic and responsible corporate culture.

Examples of sourcing practices used to identify and minimise environmental and social risks include the followings:

- Forced, bonded or non-voluntary prison labour shall not be used;
- Suppliers shall not engage in acts of bribery and corruption and shall not falsify documents and records;
- Demonstrate a commitment to equality of opportunity for individuals and groups enabling them to live their lives free from discrimination and oppression;
- Take appropriate measures to ensure the health and safety of their workforce and the wider public; and
- Dispose production waste in accordance with national and local laws and regulations.

可持續採購

本集團致力於維持可持續的供應鏈管理，重點關注維護基本人權、保護工人及依法行事。本集團制定了《可持續採購政策》，列出供應商在道德及環境方面的可持續採購行為，以便本集團對供應商進行以下方面的評估：

- 遵守法律及法規；
- 尊重保密性；
- 環境責任；及
- 公民及負責任的企業文化。

用作識別及盡量減低環境及社會風險的採購慣例的例子包括：

- 不得使用強迫、抵債或非自願監獄勞工；
- 供應商不得參與賄賂及貪污行為，不得偽造文件及記錄；
- 表現出對個人及群體機會平等的承擔，保障個人及群體不受歧視和壓迫；
- 採取適當措施確保員工及廣大公眾的健康與安全；及
- 根據國家及地方法律及法規處置生產廢棄物。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Green Procurement

To demonstrate our commitment to promote environmentally preferable products and services, suppliers are assessed on criteria including but not limited to:

- Use of energy and other natural resources;
- Whether they have an environmental policy; and
- Whether they have a civic and responsible attitude.

While considering to purchase goods and services, we would seek and give priority to those produced and delivered under conditions that do not involve the abuse or exploitation of any persons and have the least negative impact on the environment where is possible.

The above supply chain management practices are reviewed regularly to ensure their effectiveness.

ENVIRONMENTAL

Under the trend of low-carbon and energy-saving development, S&P recognises its responsibility for the environment and will ensure compliance with all relevant current and future legislation. The “Environmental Policy” is devised to demonstrate the Group’s commitment to achieving its environmental targets and to comply with relevant laws and regulations. During the Reporting Period, the Group was not aware of any material non-compliance with relevant laws and regulations including but not limited to Environmental Quality (Industrial Effluent) Regulations, Environmental Quality (Clean Air) Regulations and Environmental Quality Act that had a significant impact on the Group.

We incorporate the energy conservation and low-carbon concept into every aspect and continue to optimise use of resources. Facing the evolution of regulatory requirement and the rising expectation of stakeholders on environmental issues, we have established a systematic and quantitative approach to manage our environmental emissions and resources. The Group has set quantitative environmental targets to manage its environmental impact, covering GHG emissions, waste management, energy management, and water management. The EPMC will review the progress towards relevant targets and report to the ERCMC and the Board at least once per year. The Group will actively seek opportunities to reduce the impacts brought by our operation, including GHG, water and disposable waste, etc. To improve the effectiveness of resource utilisation, the Group will opt out ineffective business processes and enhance current resources usage, including water, energy and raw materials.

綠色採購

為了表示我們對於推廣環保產品及服務的決心，我們按(包括但不限於)以下標準評估供應商：

- 使用能源及其他天然資源；
- 是否訂有環境政策；及
- 是否有公民和負責任的態度。

在考慮購買商品及服務時，我們會尋求並優先考慮在不涉及虐待或剝削任何人且對環境的負面影響最小的條件下生產及交付的商品及服務。

上述供應鏈管理方法定期予以檢討，以確保成效。

環境

在低碳和節能發展的趨勢下，椰豐認識到其對環境的責任，並將確保遵守當前和未來的所有相關立法。本集團已制訂《環境政策》，表明本集團對於實現其環境目標並遵守相關法律法規的決定。於報告期間，本集團未發現任何嚴重達成相關法律及法規而對本集團造成重大影響的情況，包括但不限於《環境質量(工業污水)規例》、《環境質量(潔淨空氣)規例》及《環境質量法》。

我們將節能低碳理念融入各個環節，不斷優化資源使用。面對有關環境事宜的監管規定的演變及持份者預期日益增加，我們已建立一套系統化定量方針，以管理環境排放物及資源。本集團制定了量化環境目標以管理對環境的影響，當中涵蓋溫室氣體排放、廢棄物管理、能源管理及用水管理。環境績效監督委員會將檢討相關目標的進展情況，並每年至少一次向環境監管合規監督委員會及董事會報告。本集團將積極尋找機會減少經營所帶來的影響，包括溫室氣體、水及一次性廢棄物等。為提高資源效益，本集團將淘汰低效的業務流程，並加強對現有資源的使用，包括水、能源及原材料。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

The following table shows the environmental performance during the years ended 31 December 2025, 2024 and 2023:

下表列示截至二零二五年、二零二四年及二零二三年十二月三十一日止年度的環境表現：

	2025 二零二五年	2024 二零二四年	2023 二零二三年	Unit 單位
Air Emission⁹ 廢氣排放⁹				
Nitrogen Oxide (NO _x) 氮氧化物	4.61	4.22	3.49	tonne 公噸
Sulphur Oxide (SO _x) 硫氧化物	1.01	0.92	0.77	tonne 公噸
Particulate Matter (PM) 懸浮顆粒	69.67	63.70	52.89	tonne 公噸
Energy¹¹ 能源¹¹				
Total Energy Consumption 能源消耗總量	31,789.80	27,973.47	23,453.59	MWh 兆瓦時
Direct Energy Consumption 直接能源消耗				
— Diesel — 柴油	311.07	307.01	244.05	MWh 兆瓦時
— Biomass — 生物質	25,464.90	23,282.19	19,331.69	MWh 兆瓦時
Indirect Energy Consumption 間接能源消耗				
— Purchased Electricity — 購電	6,013.83	4,384.27	3,877.85	MWh 兆瓦時
Energy Consumption Intensity 能源消耗密度	2.70	3.28	3.87	MWh/tonne of production unit ¹⁰ 兆瓦時／公噸生產 單位 ¹⁰

Note(s):

- The calculation method of air emission is based on "How to prepare an ESG Report — Appendix 2: Reporting Guidance on Environmental KPIs" issued by the HKEX and "EMEP/EEA Air Pollutant Emission Inventory Guidebook" issued by European Environment Agency.
- The production unit amounted to 11,755 tonnes for the Reporting Period (2024: 8,527 tonnes; 2023: 6,057 tonnes). The data is also used for calculating other intensity data.
- The unit conversion method of energy consumption data is based on the "Energy Statistics Manual" issued by the International Energy Agency.

附註：

- 廢氣排放量的計算方法乃參考聯交所發佈的《如何準備環境、社會及管治報告 — 附錄二：環境關鍵績效指標匯報指引》和歐洲環境署發佈的《EMEP/EEA空氣污染物排放清單指導手冊》。
- 報告期間生產單位為11,755公噸(二零二四年：8,527公噸；二零二三年：6,057公噸)。該數據亦用於計算其他密度數據。
- 能源消耗數據的單位換算方法乃根據國際能源署所發佈的《能源數據手冊》制訂。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

	2025 二零二五年	2024 二零二四年	2023 二零二三年	Unit 單位
Water				
水				
Total Water Consumption 耗水總量	190,904.00	183,996.00	153,993.00	m ³ 立方米
Total Water Consumption Intensity 耗水總量密度	16.24	21.58	25.42	m ³ /tonne of production unit 立方米／公噸生產 單位
Hazardous Waste				
有害廢棄物				
SW 409 ¹²	2.16	1.92	1.95	tonne 公噸
Hazardous Waste Intensity 有害廢棄物密度	0.18	0.23	0.32	kg/tonne of production unit 千克／公噸生產 單位
Non-hazardous Waste¹³				
無害廢棄物 ¹³				
Total Non-hazardous Waste 無害廢棄物總量	231.15	122.36	177.34	tonne 公噸
Plastic 塑料	17.44	30.68	23.78	tonne 公噸
Paper 紙張	1.41	1.40	1.32	tonne 公噸
Rejected coconut 不合格椰子	—	—	18.30	tonne 公噸
Other general waste 其他一般廢棄物	212.30	90.28	133.94	tonne 公噸
Total Non-hazardous Waste Intensity 無害廢棄物總量密度	0.02	0.01	0.03	tonne/tonne of production unit 公噸／公噸生產 單位

Note(s):

12. SW409 is hazardous waste code of disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes in the Environmental Quality (Scheduled Wastes) Regulations 2005.
13. Regarding the non-hazardous waste, the amount disclosed for plastic, paper and rejected coconut are related to the quantity recycled or reused, while the other general waste, which is residual ash and office and plant general waste, are disposed of.

附註:

12. SW409為《二零零五年環境質量(計劃內廢棄物)規例》中受化學品、農藥、礦物油污染的棄置容器、袋子、設備或計劃內廢棄物的有害廢棄物代碼。
13. 就無害廢棄物而言，所披露的塑料、紙張及不合格椰子數量與回收或再利用數量相關，而其他一般廢棄物(即殘灰以及辦公室及工廠一般廢棄物)則予以棄置。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Emission Management

With the adoption of the aforementioned “Environmental Policy”, the Group continues to step up efforts for control of air emission, effluent discharge and waste management, so as to minimise pollution arisen during operation.

Air Emission

The Group's main air emission is mainly generated from the operation of biomass boiler, use of diesel forklift and medium goods vehicles.

The Group have adopted smoke density meter to monitor the air emission regularly. Moreover, we have entrusted third-party laboratory to conduct Isokinetic stack sampling and air emission monitoring regularly to comply with the requirements of Environmental Quality (Clean Air) Regulations 2014.

To strengthen our monitoring process, we have installed a Continuous Emission Monitoring (“**CEM**”) System at our key emission exhaust. This system helps to monitor multiple gas species simultaneously and reduce the number of workforces for monitoring. If there is any abnormal result noted, an ERCMC meeting will be held immediately to identify and adopt the rectification measures as soon as practicable.

排放物管理

本集團採納上述《環境政策》，繼續加大力度控制廢氣排放、污水排放及廢棄物管理，以盡量減少運營期間產生的污染。

廢氣排放

本集團的主要廢氣排放來自生物質鍋爐的運作、柴油叉車及中型貨車的使用以及購電。

本集團使用煙霧密度測量器定期監測氣體排放。此外，我們委託第三方實驗室定期進行等速煙道採樣及氣體排放監測，以遵守《二零一四年環境質量(潔淨空氣)規例》的要求。

為加強我們的監督程序，我們於主要排氣裝置上安裝連續排放監測(「**連續排放監測**」)系統。該系統有助同時監測多種氣體，並減少監督人員數量。如發現任何異常結果，將立即召開環境監管合規監督委員會會議，以便在可行情況下盡快確定並採取整改措施。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Apart from monitoring the emission, the Group also carries out maintenance of the biomass boiler regularly. The maintenance is carried out by professionals. Regular maintenance allows the biomass boiler to operate in the optimised condition with high efficiency. It does not only reduce the energy loss during combustion but can also minimise the formation of pollutants, ash and deposits. It ensures proper functioning of the control system so that the biomass boiler meets the regulatory requirement on the air emission from industrial sources.

Effluent Discharge

Industrial effluent is the primary waste generated from our production process at Perak Plant. It is generated from our Clean-in-place (“CIP”) system, which discharges nitric and caustic acid, and generated from the process of cleaning our white kernels. We treat the industrial effluent with our on-site industrial effluent treatment plant carefully before discharge.

To comply with sewage discharge standard, all effluent is treated before discharge by passing through oil trap, UASB, trickling tower, aeration pond and clarifying pond in our onsite sewage treatment plant.

In accordance with Environmental Quality (Industrial Effluent) Regulation 2009, no parties shall discharge effluent to water body beyond the designated condition. In order to perform closely monitoring on the discharge level, we conduct effluent analysis twice a month, with the use of analysis parameters including Chemical Oxygen Demand (“COD”), Biochemical Oxygen Demand (“BOD”) and pH.

Waste Management

Hazardous Waste Management

Our hazardous waste is mainly produced during the production process, including disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes, which its hazardous waste code is SW409 as stated in the Environmental Quality (Scheduled Wastes) Regulations 2005.

Reducing waste is integral to the Group's goal to reduce its environmental footprint. During 2024, the Group set the target to maintain the total hazardous waste intensity for 2025 to be not more than the 2023 baseline, and reduce the total hazardous waste intensity by 3% by 2027 compared to the 2023 baseline. The hazardous waste is stored in an individual cabin which is separated from other non-hazardous waste. Safety signs are affixed to the door leading to a storage room. All hazardous waste is placed on pallet to avoid contact with the floor. A qualified third party is responsible for the collection and handling those hazardous waste regularly. To reduce the disposal of hazardous waste, the Group will return chemical drum to the supplier for their handling.

除監測排放外，本集團亦定期對生物質鍋爐進行維護。維護工作由專業人員進行。透過定期維護，可使生物質鍋爐在優化狀態下高效運作，不僅可減少燃燒過程中的能量損失，而且可減少污染物、灰燼和沉積物的形成。這確保了控制系統正常運作，保證生物質鍋爐滿足工業源廢氣排放的監管要求。

污水排放

工業污水為霹靂工廠生產過程中產生的主要廢棄物，產生自我們的就地清洗（「就地清洗」）系統（該系統排放含氮及腐蝕性酸性液體），以及在清洗白椰肉過程中產生。在排放前，我們在現場工業污水處理廠小心處理工業污水。

為符合污水排放標準，所有廢水在排放前均經過我們現場污水處理廠的隔油池、UASB、滴濾塔、曝氣池及澄清池進行處理。

根據《二零零九年環境質量(工業污水)規例》，任何人不得將污水排放至超出指定狀況的水體。為密切監測排放水平，我們使用化學需氧量（「化學需氧量」）、生化需氧量（「生化需氧量」）及酸鹼度等分析參數，每個月進行兩次污水分析。

廢棄物管理

有害廢棄物管理

我們的有害廢棄物主要在生產過程中產生，包括受化學品、農藥、礦物油污染的棄置容器、袋子、設備均為《二零零五年環境質量(計劃內廢棄物)規例》所載有害廢棄物代碼為SW409的廢棄物。

減少浪費是本集團減少環境足跡的目標不可或缺的一部分。於二零二四年，本集團訂下目標，將二零二五年有害廢棄物總量密度維持在不超過二零二三年基準線的水平，於二零二七年前有害廢棄物總量密度較二零二三年基準線減少3%。有害廢棄物存放在與其他無害廢棄物分開的獨立屋內。儲藏室的門上貼有安全標誌。所有有害廢棄物均放在托盤上，以避免與地板接觸。合資格第三方負責定期收集及處理該等有害廢棄物。為了減少棄置有害廢棄物，本集團會將化學桶交回供應商處理。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

During the Reporting Period, the total hazardous waste intensity of the Group was decreased by 22% compared with 2024, mainly because the increase in production unit. The Group has achieved this target. The Group will continue to monitor its hazardous waste and implement relevant measures, reduce its hazardous waste intensity progressively and aim to achieve the target of maintaining total hazardous waste intensity for 2026 to be not more than the 2023 baseline and reduce the intensity by 3% by 2027 compared to the 2023 baseline.

Non-hazardous Waste Management

Apart from the hazardous waste produced during the production process, the Group puts emphasis on the management of non-hazardous waste generation. One of the major raw materials of the Group's product is coconut. To reduce the coconut shells disposed, the Group has adopted the waste-to-energy technology. The coconut shells are collected and burnt as biofuel to generate energy. Please refer to the section headed "The Environment and Natural Resources" for more details.

During the combustion of coconut shells, residual ash is generated from the biomass boiler. It would be collected together with other general waste by a third party for disposal and recycling. To monitor the ash generation, a monitoring system is installed as requested by the Department of Environment in Malaysia. Also, the biomass boiler is examined by the Department of Environment and the Department of Occupational Safety and Health in Malaysia every year.

Waste Reduction

The following measures have been effectively implemented in our offices to reduce resources use and waste generation from the Group's day-to-day office operations:

- Adopt electronic document filing system;
- Promote the use of electronic communication means for announcement publishing, event reporting, recommendation solicitation and feedback with the implementation of in-house online programme;
- Set up recycling bin in factory and office area to recycle plastic and paper; and
- Promote the reuse of file folders, envelopes and other stationery.

於報告期間，本集團有害廢棄物總量密度較二零二四年減少22%，主要由於生產單位增加。本集團訂下目標，將二零二五年有害廢棄物總量密度維持在不超過二零二四年的水平。本集團已達成此目標。本集團將繼續監測有害廢棄物並落實相關措施，逐步降低有害廢棄物密度，力求二零二六年有害廢棄物總量密度維持不超過二零二三年基準線，二零二七年密度較二零二三年基準線減少3%。

無害廢棄物管理

除了生產過程中產生的有害廢棄物外，本集團亦重視對無害廢棄物產生的管理。本集團產品的其中一種主要原材料是椰子。為了減少棄置椰子殼，本集團已採用廢棄物再生能源技術，將椰子殼收回並作為生物燃料燃燒發電。更多詳情請參閱「環境及天然資源」一節。

椰子殼燃燒時，生物質鍋爐會產生殘灰。殘灰連同其他一般廢棄物由第三方收集進行處置及回收。為監測殘灰的產生，我們按照馬來西亞環境部門的要求安裝監測系統。此外，生物質鍋爐由馬來西亞環境部門及職業安全與健康部門每年進行檢查。

減少廢棄物

我們的辦公室有效實施以下措施，以減少本集團日常辦公室運作使用的資源及產生的廢棄物：

- 採用電子文件存檔系統；
- 透過實施內部線上計劃，倡導利用電子通訊的方式進行通告發佈、事項報告、建議徵收及反饋；
- 在工廠和辦公區設置回收箱，回收塑膠和紙張；及
- 提倡重複使用檔案夾、信封及其他文具。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

During 2024, the Group set target to maintain the total non-hazardous waste intensity for 2025 to be not more than the 2023 baseline and reduce the total non-hazardous waste intensity by 3% by 2027 compared to the 2023 baseline. During the Reporting Period, the total non-hazardous waste intensity of the Group was doubled compared with 2024, mainly because of the increase in the total amount of general waste and increase in production unit. The Group has not achieved the target to maintain the total non-hazardous waste intensity for 2025 to be not more than 2024. The Group will continue to monitor its non-hazardous waste and implement relevant measures, reduce its non-hazardous waste intensity progressively and aim to achieve the target of maintaining total non-hazardous waste intensity for 2026 to be not more than the 2023 baseline and reducing the intensity by 3% by 2027 compared to the 2023 baseline.

Resources Utilisation

In line with the “Environmental Policy”, the Group has strived to improve the efficient use of resources. By formulating the system for energy utilisation and implementing measures on resource conservation and waste reduction, the Group continues to improve resource efficiency and push forward low-carbon operation.

Energy Conservation

Our sources of energy consumption include use of diesel forklifts and purchased electricity. The following energy-saving measures were taken to enhance the energy use efficiency:

- Give priority to cooling equipment with lower energy consumption and highly efficient electronic appliances;
- Use natural light in office as far as possible;
- Advocate the application of energy-saving lamps; and
- Remind employees to turn off all air-conditioners and power supply during the non-office hours.

於二零二四年，本集團訂下目標，將二零二五年的無害廢棄物總量密度維持在不超過二零二三年基準線的水平，於二零二七年前無害廢棄物總量密度較二零二三年基準線減少3%。於報告期間，本集團的無害廢棄物總量密度較二零二四年增加了一倍，主要由於無害廢棄物產生總量減少及生產單位增加。本集團未達成二零二五年無害廢棄物總量密度不超過二零二四年的目標。本集團將繼續監測無害廢棄物並落實相關措施，逐步降低無害廢棄物密度，力求二零二六年無害廢棄物總量密度不超過二零二三年基準線，二零二七年密度較二零二三年基準線減少3%。

資源使用

本集團貫徹《環境政策》，致力提高資源使用效率。通過制定能源利用制度，落實資源節約和減廢措施，本集團不斷提高資源利用效率，推進低碳營運。

節約能源

我們的能源消耗來源包括柴油叉車的使用及購電。我們採取了以下節能措施以提高能源利用效率：

- 優先考慮低能耗的冷卻設備及高效能電器；
- 辦公室盡可能使用自然光；
- 提倡使用節能燈；及
- 提醒僱員在非辦公時間關閉所有空調及電源。

環境、社會及管治報告(續)

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In order to further improve the energy saving, our three energy saving measures are work in progress. They include the followings:

- Solar panel;
- LED lighting installation; and
- Compressor maintenance.

All of these measures are being closely monitored by Engineering Department. We believe we will be able to reduce energy consumption after implementing these energy conservation measures.

During 2024, the Group set a target to maintain the total energy consumption intensity for 2025 to be not more than the 2023 baseline. During the Reporting Period, the total energy consumption intensity of the Group was decreased by 18% compared with 2024, mainly because of increased production unit. The Group has the target to maintain the total energy consumption intensity for 2026 to be not more than 2025. The Group will continue to monitor its energy consumption and implement relevant measures, reduce its energy consumption intensity progressively and aim to achieve the target of maintain the total energy consumption for 2026 to be not more than the 2023 baseline.

Water Conservation

During the Reporting Period, we purchased water from the municipal water supply and faced no difficulties in sourcing water.

The Group recognises the importance to save water resources and the following measures were taken to promote water conservation among the Group's employees:

- Give priority to water-saving equipment and products in the office area;
- Promote the water saving idea to all staff;
- Place the poster with the reminder of "Conserve water" near the taps of each water supply system, such as canteen area, sinks, etc; and
- Install water-saving taps and sanitary fittings and properly design the water supply and drainage systems.

After the implementation of the measures, employees' awareness on water conservation has been enhanced.

為了進一步提高節能效果，我們正實行三項節能措施，包括：

- 太陽能板；
- 安裝LED照明；及
- 維護壓縮機。

工程部門密切監察所有該等措施。我們相信，在實施該等節能措施後，我們能夠降低能源消耗。

於二零二四年，本集團訂下目標，將二零二五年的能源消耗總量密度維持在不超過二零二三年基準線的水平。於報告期間，本集團的能源消耗總量密度較二零二四年減少18%，主要由於生產單位增加。本集團已達成二零二六年能源消耗總量密度不超過二零二五年的目標。本集團將繼續監測能源消耗並落實相關措施，逐步降低能源消耗密度，力求二零二六年能源消耗總量密度不超過二零二三年基準線。

節水

於報告期間，我們向市政供水購水，在求取水源方面沒有遇到任何困難。

本集團明白節省水資源的重要性，並已採取以下措施倡導本集團僱員節約用水：

- 在辦公區域優先考慮節水設備及產品；
- 向所有員工推廣節水理念；
- 在餐廳、水池等各項供水系統的水龍頭附近張貼「節約用水」的提示海報；及
- 安裝節水型水龍頭及衛生設施，妥善設計供水及排水系統。

措施實施後，員工的節約用水意識有所提高。

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
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During 2024, the Group set target to maintain the total water consumption intensity for 2025 to be not more than the 2023 baseline, and reduce the total water consumption intensity by 3% by 2027 compared to the 2023 baseline. During the Reporting Period, the water consumption intensity of the Group was decreased by 25% compared with 2024 due to the growth in production unit. The Group has achieved the target to maintain the total water consumption intensity for 2025 to be not more than 2023. The Group will continue to monitor its water consumption and implement relevant measures, reduce its water consumption intensity progressively and aim to achieve the target of maintaining total water consumption intensity for 2026 to be not more than the 2023 baseline and reduce the intensity by 3% by 2027 compared to the 2023 baseline.

Packaging of Finished Products

Food packaging plays a vital role in preserving food throughout the distribution chain. For the packaging of our finished products, we use different kinds of packaging materials, including PE bag, woven bag, kraft paper, carton box and aluminium foil. During the Reporting Period, we have approximately 10 types of packaging materials purchased from suppliers with good credentials. In order to ensure they are readily available and maintained at an ideal level, we keep track on all incoming and outgoing inventories. The design and material of packaging would be reviewed and changed upon request pursuant to relevant internal procedures. If a new or change in packaging is proposed, it should be reviewed by Purchase, and Sales & Marketing Department to ensure that it meets the Group's standard on packaging of product.

The consumption of packaging materials used for finished products is shown in the table below:

	2025 二零二五年	2024 二零二四年	2023 二零二三年	Unit 單位
Total packaging material consumption 包裝材料消耗總量	1,296.31	1,061.54	747.31	tonne 公噸
Metal 金屬	179.67	201.51	141.65	tonne 公噸
Paper 紙張	1,037.04	797.25	560.40	tonne 公噸
Plastic 塑料	78.10	60.81	45.26	tonne 公噸
Others (woven bag) 其他(編織袋)	1.50	1.97	NA	tonne 公噸
Total Packaging Materials Consumption Intensity 包裝材料消耗總量密度	0.11	0.12	0.12	tonne/tonne of production unit 公噸/公噸 生產單位

於二零二四年，本集團訂下目標，將二零二五年的耗水總量密度維持在不超過二零二三年基準線的水平，於二零二七年前耗水總量密度較二零二三年基準線減少3%。於報告期間，本集團的耗水總量密度較二零二四年減少25%，乃由於生產單位增長。本集團已達成二零二五年耗水總量密度不超過二零二三年的目標。本集團將繼續監測耗水情況並落實相關措施，逐步降低耗水密度，力求二零二六年耗水總量密度不超過二零二三年基準線，二零二七年密度較二零二三年基準線減少3%。

製成品包裝

食品包裝於整個分銷鏈中在保存食品方面至關重要。就我們製成品的包裝而言，我們使用不同種類的包裝材料，包括塑料袋、編織袋、牛皮紙、紙箱及鋁箔。於報告期間，我們從有良好資質的供應商採購約10種包裝材料。為維持隨時備用及理想的庫存量，我們會追蹤所有存貨的流入及流出。我們會根據相關內部程序對包裝的設計和材料進行審查和更改。如建議更換新包裝或更改包裝，應由採購、銷售及市場推廣部門進行審查，以確保符合本集團的產品包裝標準。

製成品所用包裝材料的消耗情況如下表所示：

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
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The Environment and Natural Resources

The Group is committed to minimising the environmental impact of its operations as one of the principles under the “Environmental Policy”. While highlighting management of energy conservation and emission reduction in operation, we strive to minimise waste and extend the waste life cycle by implementing different waste reduction measures.

In view of our business nature, the consumption of coconut shells is the major activity which would have significant impact on the environment. In order to reduce waste production, we pay great effort to fully utilise every single coconut. By adopting the waste-to-energy technology, we use biofuel as our main fuel instead of fossil fuel since 2013. We collect and burn the coconut shells and woodchips as bio-fuel for our biomass boiler to produce heat. With the introduction of biomass boiler and the combustion of coconut shells, we have reduced fuel costs to a great extent.

We are committed to advocating the green and low carbon concept to our stakeholders. In addition to strictly requiring employees to implement the environmental protection measures formulated by the Group, the Group needs to proactively promote environmental awareness among its employees to effectively enhance its environmental protection standards. We have initiated the awareness program on environmental policies at our HQ and Perak Plant. We share environmental policies and data analysis review at the billboard and entrance. Moreover, we implement measures including but not limited to the following:

- Share knowledge, tips and information on environment protection through video sharing;
- Share tips on saving the environment to all employees; and
- Encourage employees to bring their own cups and tableware, and avoid using disposable utensils or plastic containers.

環境及天然資源

本集團致力將營運對環境的影響減至最低，視之為《環境政策》的原則之一。在強調運營中的節能減排管理的同時，我們通過實施不同的減廢措施，盡最大努力減少廢棄物，延長廢棄物適用週期。

由於我們的業務性質使然，耗用椰子殼是對環境產生重大影響的主要活動。為減少廢棄物產生，我們力求全面利用每一個椰子。我們自二零一三年起採用廢棄物再生能源技術，用生物燃料代替化石燃料作為主要燃料。我們收集及燃燒椰殼及木屑作為產生熱量的生物質鍋爐的生物燃料。隨著生物質鍋爐的使用及燃燒椰子殼，我們在很大程度上降低了燃料成本。

我們致力於向我們的持份者倡導綠色低碳理念。除了嚴格要求僱員執行本集團制定的環保措施外，本集團亦積極向僱員宣傳環保意識，以有效提升環保水平。我們已於總部及霹靂工廠啟動環境政策認知計劃。我們在公告牌及入口處分享環境政策及數據分析概覽。另外，我們實施包括但不限於以下措施：

- 透過影片分享，分享有關環保的知識、貼士及資料；
- 與全體僱員分享有關保護環境的貼士；及
- 鼓勵僱員自備杯子及餐具，避免使用一次性餐具或塑料餐具。

環境、社會及管治報告(續)

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We encourage our employees to participate in the training regarding environmental protection held by the Department of Environment in order to raise their environmental protection awareness. The Group will also consider participating in more feasible and appropriate activities to help its employees increase their awareness of the environment and natural resources.

Externally, we strive to promote the low carbon, green, sustainability and other environmental protection concepts to the public. We also encourage the public to reduce waste by adopting recyclable carton packages. Customer can recycle the package by merely flattening it and send it to the nearest collection centre. We promote our recyclable packaging through social media to encourage recycling, the package of our “Santan” coconut milk is 100% recyclable.

Response to Climate Change Governance

As a part of the community, climate change may have unavoidable effect to our daily lives. Although our operations do not pose significant impact to climate change, we are committed to reducing our influence on the environment and optimising resources more efficiently. The Group has established the ESG governance structure that is monitored by ERCMC. The EPMC is responsible for implementing sustainability-related policy and activities. We have integrated climate change governance into the overall ESG governance and established related climate change policies. The Group has formulated “Climate Environmental Risk Assessment” to identify and manage the climate impacts to the Group and the risks associated.

Strategy

With reference to the climate disclosure standards of the International Sustainability Standards Board (“ISSB”), the Group has identified and assessed the potential climate risks in its effects on operations, thereby facilitating the formulation of its climate risk mitigation measures. We select the Shared Socioeconomic Pathways (SSP1-1.9, SSP5-8.5) used by the Intergovernmental Panel on Climate Change (“IPCC”) to assess physical risks stemming from acute or chronic climate change. These broadly represent climate scenarios relating to anticipated increases in global average temperatures.

我們鼓勵僱員參加由環境部門舉辦的環保培訓，以提高其環保意識。本集團亦會考慮參與更多可行及適當的活動，以幫助僱員提高對環境及天然資源的意識。

對外方面，我們亦鼓勵公眾接納可回收盒包裝以減少廢棄物。客戶只需將盒包裝壓平並送到最近的回收中心即可進行包裝回收。我們透過社交媒體宣傳可回收包裝，以鼓勵回收，「Santan」椰奶的包裝100%可回收。

應對氣候變化 管治

作為社區的一分子，氣候變化可能對我們的日常生活產生不可避免的影響。儘管我們的營運不會對氣候變化造成重大影響，但我們仍致力於減少對環境的影響並充分地利用資源。本集團已建立由ERC MC 監督的ESG管治架構。EPMC則負責執行與可持續發展相關的政策及活動。我們已將氣候變化管治融入整體ESG管治中，並制定了相關的氣候變化政策。本集團已制訂《氣候環境風險評估》，以識別及管理氣候對本集團的影響及相關風險。

策略

參考國際可持續發展準則理事會(「ISSB」)的氣候披露準則，本集團已識別及評估潛在氣候風險對其營運的影響，從而協助制定應對氣候風險的緩減措施。我們選用政府間氣候變化專門委員會(「IPCC」)所用的共享社會經濟路徑(SSP1-1.9、SSP5-8.5)，用以評估由急性或慢性氣候變化引發的實體風險。該等路徑廣泛代表了與預期全球平均溫度上升相關的氣候情境。

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Through the above method, the Group identified the material impacts on the Group's business arising from the following risks:

透過上述方法，本集團識別出以下風險對本集團業務產生的重大影響：

Climate-related Risks	Potential Impacts	Our Response Actions
氣候相關風險	潛在影響	應對行動

Physical Risks

實體風險

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Extreme weather events (extreme heat, drought, flooding, rainstorms and typhoons) (Short-term) | <ul style="list-style-type: none"> • Lead to an increased risk of power shortages, interrupt the supply of raw materials and damage the Group's operation facilities, therefore interrupting the regular operation and slowing down the production progress. • Reduce revenue and increase costs of repairing or restoring damaged sites. • Disrupt the work of employees and even cause casualties. | <ul style="list-style-type: none"> • Retain close attention and continuously follows up on the maintenance and repairment works by establishing the emergency response procedure. • The Group strives to practise sustainable procurement to ensure a stable supply chain and minimise the potential impact of climate change, such as sourcing for better quality of biomass fuel from other suppliers. |
| <ul style="list-style-type: none"> • 極端天氣事件(極端高溫、旱災、水災、暴雨及颱風)(短期) | <ul style="list-style-type: none"> • 導致電力短缺風險增加，中斷原材料供應，並損害本集團的營運設施，從而中斷正常營運及減慢生產進度。 • 減少收益並增加修復受損場地的成本。 • 干擾僱員工作，甚至造成傷亡。 | <ul style="list-style-type: none"> • 透過制定應急應對程序，保持密切關注並持續跟進維護及修復工作。 • 本集團致力實踐可持續採購，以確保穩定的供應鏈並盡量減少氣候變化的潛在影響，例如向其他供應商採購質量更佳生物質燃料。 |
| <ul style="list-style-type: none"> • Rising global average temperature (Medium-Long-term) | <ul style="list-style-type: none"> • Increase the office refrigeration and equipment cooling demand, which would increase the operating costs of the Group. | <ul style="list-style-type: none"> • Implement management policies and conservation measures on the use of resources in our operations and improve the efficiency of our office facilities to reduce operating costs. |
| <ul style="list-style-type: none"> • 全球平均溫度上升(中長期) | <ul style="list-style-type: none"> • 增加辦公室的製冷及設備冷卻需求，從而增加本集團的營運成本。 | <ul style="list-style-type: none"> • 在營運中實施資源使用的管理政策及節約措施，並提升辦公設施的效率以降低營運成本。 |

Transition Risks

轉型風險

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Policy and Legal (Short-Long-term) | <ul style="list-style-type: none"> • The ongoing development of policies and regulations on climate change may pose potential risks to the Group. As HKEX is set to implement significant updates to its listing rules regarding new mandatory requirements in climate-related disclosures in the next reporting period. Failure to meet climate change compliance requirements may expose the Group to the risk of claims and litigation, which may result in a possible loss of corporate reputation | <ul style="list-style-type: none"> • The Group will conduct periodic review on new engaging regulatory requirement to avoid reputation and financial risks due to delayed response. |
| <ul style="list-style-type: none"> • 政策及法律(短期至長期) | <ul style="list-style-type: none"> • 氣候變化政策及法規的持續發展可能對本集團構成潛在風險。聯交所將於下一個報告期間就氣候相關披露的新強制性規定對其上市規則實施重大更新。未能滿足氣候變化合規要求可能使本集團面臨索償和訴訟的風險，可能導致企業聲譽受損。 | <ul style="list-style-type: none"> • 本集團會定期審視新頒佈的監管要求，以避免因延遲應對而導致的聲譽及財務風險。 |

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Climate-related Risks 氣候相關風險	Potential Impacts 潛在影響	Our Response Actions 應對行動
<ul style="list-style-type: none"> Market (Medium-Long-term) 市場(中長期) 	<ul style="list-style-type: none"> Consumers would tend to give preference to more environmentally friendly products and services. Investors may withdraw capital from companies which fails to implement effective measures to manage climate risks. It will have a direct impact on the business development of the Group in a way that it may lose market share if it fails to meet the everchanging market demand. Customers' preference change may resulted in increased operating costs and green technology R&D expenditures. 消費者傾向於選擇更環保的產品及服務。投資者可能從未能實施有效措施管理氣候風險的公司撤資。倘本集團未能滿足不斷變化的市場需求，則可能會失去市場份額，將對本集團的業務發展產生直接影響。 客戶偏好的改變可能導致營運成本及綠色技術研發開支增加。 	<ul style="list-style-type: none"> The Group will continue to maintain high transparency in our ESG disclosure and risk management activities to build trust and confidence with customers and investors. Responding to market demand and upgrading product standards to ensure compliance with green product requirements. 本集團將繼續在ESG披露及風險管理活動中保持高度透明度，以建立客戶及投資者的信任與信心。 回應市場需求，提升產品標準，確保符合綠色產品的要求。

Climate-related Opportunities 氣候相關機遇	Description 描述	Potential Impacts 潛在影響
<ul style="list-style-type: none"> Policy opportunities (Medium-Long-term) 政策機遇(中長期) 	<ul style="list-style-type: none"> Government incentives the adoption of energy-efficient technologies. 政府對採用節能技術的激勵措施及補貼。 	<ul style="list-style-type: none"> Actively participate in low-carbon energy system transition, which will help enhance the Group's asset value. 積極參與低碳能源體系轉型，將有助提升本集團的資產價值。

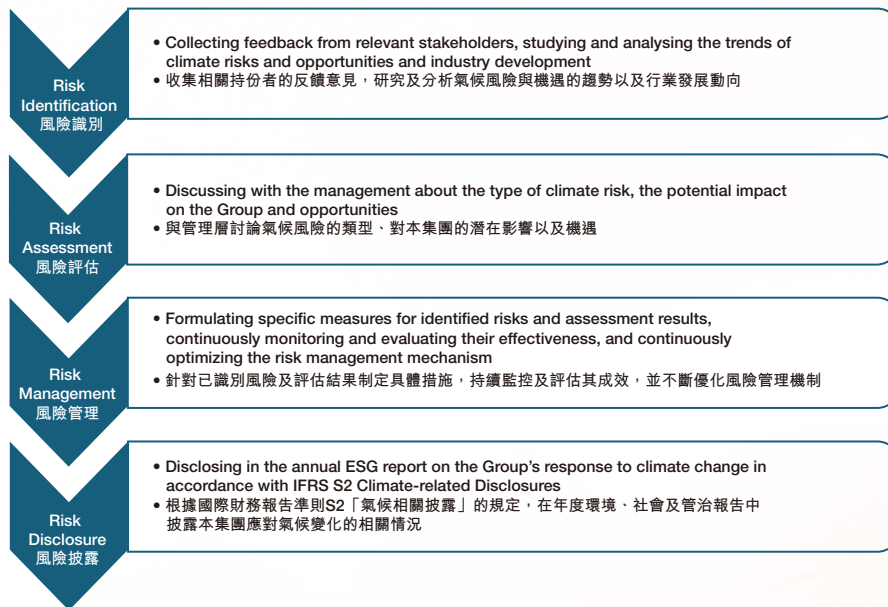
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

Risk management

The Group has incorporated climate risk and opportunities considerations into its daily operations. Management is responsible for identifying and addressing climate-related risks and opportunities. These risks are continuously monitored to ensure they are incorporated into the Group's development, business decision-making and approval processes. The Group has established a risk management system and proactively deployed countermeasures in key climate-related links to effectively control and manage climate risks and opportunities and enhance the Group's ability to develop steadily in a complex environment, as described below:

風險管理

本集團已將氣候風險及機遇的考量融入日常營運。管理層負責識別及應對氣候相關的風險與機遇，並持續監察該等風險，確保其被納入本集團的發展規劃、業務決策及審批流程之中。本集團已建立風險管理體系，並在氣候相關的關鍵環節主動部署應對措施，以有效控制及管理氣候風險及機遇，從而提升本集團在複雜環境中穩步發展的能力，詳情如下：



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Metrics and targets

The Group's GHG emission is mainly generated from the operation of biomass boiler, use of diesel forklift and medium goods vehicle as well as purchased electricity.

For GHG emission, the Group strives to minimise the GHG emissions related to its operations. We encourage employees to use teleconference or email instead of overseas business trips and consider to source from supplier which operate with minimal impact to the environment, with the aim of reducing indirect GHG emission. The Group also recognise the environmental impact and risk of supply and energy price of over-reliance on fossil fuel, and thus plan to shift away from fossil fuel and increase the use of biofuel. Apart from combusting the left coconut shells from our productions, we work diligently to source high-quality biomass fuel from suppliers, which has higher energy efficiency and will generate less pollutant and ash during combustion.

Our business model depends on the collaboration with suppliers, upstream and downstream value chain partners, and as a result, Scope 3 emissions are expected to represent the majority of the Group's carbon footprint. Based on our business activities, it is expected that our Scope 3 emissions comprise upstream and downstream activities, including but not limited to purchased goods and services (Category 1), upstream and downstream transportation and distribution (Category 4 & 9), waste generated in operations (Category 5) and business travel (Category 6). We are evaluating the data availability and working on calculating our Scope 3 emissions and will disclose them in future reports once the methodology is finalised and data collection is complete.

In 2024, the Group set a target to maintain the total GHG emissions intensity for 2025 to be not more than the 2023 baseline, and reduce the total GHG emissions intensity by 3% by financial year ending 31 December 2027 ("2027") compared to the 2023 baseline. During the Reporting Period, the GHG emission intensity of the Group was decreased by 16% compared to 2024, mainly because of increased production unit for 2025. The Group has achieved the target to maintain the total GHG emissions intensity for 2025 to be not more than the 2023 baseline. The Group will continue to monitor its GHG emissions and implement relevant measures, reduce its GHG emissions intensity progressively and aim to achieve the target of maintaining total GHG emissions intensity for 2026 to be not more than the 2023 baseline and reduce the intensity by 3% by 2027 compared to the 2023 baseline.

指標及目標

本集團的溫室氣體排放主要來自生物質鍋爐的運作、柴油叉車及中型貨車的使用，以及外購電力。

就溫室氣體排放而言，本集團致力於將營運相關的溫室氣體排放量降至最低。我們鼓勵僱員以電話會議或電郵代替海外商務差旅，並考慮向對環境影響最小的供應商採購，以減少間接溫室氣體排放。本集團亦明白過度依賴化石燃料對環境的影響，以及供應和能源價格波動的風險，因此計劃逐步減少對化石燃料的依賴，並增加生物燃料的使用。除了燃燒生產過程剩餘的椰子殼外，我們亦積極向供應商採購高品質的生物質燃料，該等燃料具有更高的能源效率，並在燃燒過程中產生較少的污染物和灰燼。

我們的業務模式依賴於與供應商、上下游價值鏈夥伴的合作，因此，範圍三排放預期將佔本集團碳足跡的大部分。根據我們的業務活動，預計範圍三排放將包括上游和下游活動，涵蓋(但不限於)採購的貨品及服務(類別1)、上游及下游的運輸與配送(類別4及9)、營運中產生的廢棄物(類別5)以及商務差旅(類別6)。我們正評估數據的可獲得性，並致力計算範圍三排放量，待方法學確定及數據收集完成後，將在未來的報告中予以披露。

於二零二四年，本集團訂下目標，將二零二五年的溫室氣體排放總密度維持在不超過二零二三年基線的水平，並計劃於截至二零二七年十二月三十一日止財政年度(「二零二七年」)前，使溫室氣體排放總密度較二零二三年基線減少3%。於報告期間，本集團的溫室氣體排放密度較二零二四年減少16%，主要由於二零二五年的生產單位增加所致。本集團已達成將二零二五年溫室氣體排放總密度維持在不超過二零二三年基線的目標。本集團將繼續監測其溫室氣體排放量，落實相關措施，逐步降低溫室氣體排放密度，務求達致將二零二七年溫室氣體排放總密度維持在不超過二零二三年基線的目標，並於二零二七年實現排放密度較二零二三年基線減少3%。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

	2025 二零二五年	2024 二零二四年	2023 二零二三年	Unit 單位
GHG Emission¹⁴				
溫室氣體排放量¹⁴				
Total GHG Emission 溫室氣體排放總量	12,709.85	11,012.40	9,282.36	tonne of CO ₂ e 公噸二氧化碳 當量
Direct GHG Emission (Scope 1) 直接溫室氣體排放量(範圍1)	9,418.62	8,616.40	7,149.54	tonne of CO ₂ e 公噸二氧化碳 當量
— GHG Emission (Diesel) — 溫室氣體排放量(柴油)	76.34	75.39	59.77	tonne of CO ₂ e 公噸二氧化碳 當量
— GHG Emission (Biogenic) — 溫室氣體排放量(生物源)	9,342.28	8,541.01	7,089.77	tonne of CO ₂ e 公噸二氧化碳 當量
Energy Indirect GHG Emission (Scope 2) 能源間接溫室氣體排放量(範圍2)	3,291.23	2,396.00	2,132.82	tonne of CO ₂ e 公噸二氧化碳 當量
Total GHG Emission Intensity	1.08	1.29	1.53	tonne of CO ₂ e/ tonne of production unit ¹⁰
溫室氣體排放總量密度				公噸二氧化碳 當量/公噸 生產單位 ¹⁰

Note(s):

14. GHG emission data are presented in terms of carbon dioxide equivalent and are based on, including but not limited to, the "Sustainability Report 2023" published by Tenaga Nasional and "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the HKEX.

附註：

14. 溫室氣體排放數據乃按二氧化碳當量呈列，並根據(包括但不限於)馬來西亞國家能源有限公司的《二零二三年可持續發展報告》及聯交所發佈的《如何準備環境、社會及管治報告 – 附錄二：環境關鍵績效指標匯報指引》。

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

COMMUNITY INVESTMENT

As a responsible corporate citizen, we actively participate in various charity and social welfare issues for the sake of caring for the local communities. Understanding our local communities, foreseeing their needs and promoting a sustainable future are our ultimate goals. We have established the Community Investment Policy with an aim to pursue the sustainable development of our community where the Group operates its businesses. The Group supports long-term community investment by encouraging our employees to participate in volunteering activities. Going beyond corporate philanthropy, we are dedicated to promoting community participation and creating shared benefits for the community.

The Group demonstrates its commitment to community investment and societal well-being through a multi-faceted approach. Internally, by providing external training and educational opportunities to employees that ensure their professional growth, while also fostering a positive work culture through initiatives like health and safety programs, medical check and corporate sports events. Externally, the Group strengthens its bond with the local community by facilitating access to the labour market through recruitment and job offerings. We joined hands with various parties to spread joy and hope by distributing Kotak Rezeki Dari Hati to B40 families, orphanages, and charity homes, reaching those who need it most. Each box carried not only daily necessities, but also a message of care and togetherness, reflecting a genuine commitment to supporting and enriching the broader community.

社區投資

作為負責任的企業公民，我們積極參與各種慈善及社會公益事宜，關注當地社區。我們的最終目標是了解我們當地社區、預知其需求及實現可持續發展。我們制定了《社區投資政策》，旨在追求本集團經營業務所在社區的可持續發展。本集團鼓勵僱員參與義工活動，從而支持長期社區投資。在企業慈善事業層面之外，我們致力於促進社區參與，為社區創造共享利益。

本集團透過多方面的途徑，展現其對社區投資及社會福祉的承諾。在內部層面，我們為僱員提供外部培訓及教育機會，確保其專業成長，同時通過舉辦健康安全計劃、身體檢查及企業體育活動等舉措，營造正面的工作文化。在外部層面，本集團透過招聘及提供就業機會，促進社區人士進入勞動市場，從而加強與本地社區的聯繫。我們與各方攜手合作，向B40家庭、孤兒院及慈善收容所派發「Kotak Rezeki Dari Hati」禮盒，傳播喜悅與希望，將關懷送給最需要的人士。每個禮盒盛載的不僅是日常必需品，更是一份關愛與團結的訊息，體現了對支持並豐富整個社區的真摯承諾。

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聯交所《環境、社會及管治報告
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Governance Structure 管治架構		SUSTAINABILITY GOVERNANCE; ENVIRONMENTAL 可持續發展管治：環境
Reporting Principles 匯報原則		REPORTING PRINCIPLES 匯報原則
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A. Environmental		
A. 環境		
Aspect A1: Emissions		
層面 A1：排放物		
General Disclosure 一般披露	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：	ENVIRONMENTAL 環境
KPI A1.1 關鍵績效指標 A1.1	The types of emissions and respective emissions data 排放物種類及相關排放數據。	ENVIRONMENTAL 環境
KPI A1.3 關鍵績效指標 A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	ENVIRONMENTAL 環境

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KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	ENVIRONMENTAL
關鍵績效指標 A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	環境
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	ENVIRONMENTAL — Emission Management — Air Emission
關鍵績效指標 A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。	環境 — 排放物管理 — 廢氣排放
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	ENVIRONMENTAL — Emission Management — Waste Management
關鍵績效指標 A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	環境 — 排放物管理 — 廢棄物管理
Aspect A2: Use of Resources		
層面 A2: 資源使用		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	ENVIRONMENTAL — Resources Utilisation
一般披露	有效使用資源(包括能源、水及其他原材料)的政策。	環境 — 資源使用
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	ENVIRONMENTAL
關鍵績效指標 A2.1	按類型劃分的直接及/或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	環境
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	ENVIRONMENTAL
關鍵績效指標 A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。	環境
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	ENVIRONMENTAL — Resources Utilisation — Energy Conservation
關鍵績效指標 A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	環境 — 資源使用 — 節約能源

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KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	ENVIRONMENTAL — Resources Utilisation — Water Conservation
關鍵績效指標A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	環境 — 資源使用 — 節水
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	ENVIRONMENTAL — Resources Utilisation — Packaging of Finished Products
關鍵績效指標A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	環境 — 資源使用 — 製成品包裝
Aspect A3: The Environment and Natural Resources		
層面A3：環境及天然資源		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	ENVIRONMENTAL — The Environment and Natural Resources
一般披露	減低發行人對環境及天然資源造成重大影響的政策。	環境 — 環境及天然 資源
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	ENVIRONMENTAL — The Environment and Natural Resources
關鍵績效指標A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	環境 — 環境及天然 資源

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B. Social B. 社會 <i>Employment and Labour Practices</i> 僱傭及勞工常規		
Aspect B1: Employment 層面B1：僱傭		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：	OUR PEOPLE
一般披露	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例 的資料。	我們的人才
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region. 按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。	OUR PEOPLE – Staff Overview 我們的人才 – 員工概覽
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	OUR PEOPLE – Staff Overview 我們的人才 – 員工概覽

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Aspect B2: Health and Safety		
層面B2：健康與安全		
General Disclosure	<p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to providing a safe working environment and protecting employees from occupational hazards.</p> <p>有關提供安全工作環境及保障僱員避免職業性危害的：</p>	OCCUPATIONAL HEALTH AND SAFETY
一般披露	<p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	職業健康與安全
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	OCCUPATIONAL HEALTH AND SAFETY
關鍵績效指標B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。	職業健康與安全
KPI B2.2	Lost days due to work injury.	OCCUPATIONAL HEALTH AND SAFETY
關鍵績效指標B2.2	因工傷損失工作日數。	職業健康與安全
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	OCCUPATIONAL HEALTH AND SAFETY
關鍵績效指標B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。	職業健康與安全

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Aspect B3: Development and Training		
層面 B3：發展及培訓		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	DEVELOPMENT AND TRAINING
一般披露	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	發展及培訓
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	DEVELOPMENT AND TRAINING — Breakdown of Employees Trained and Average Training Hours
關鍵績效指標 B3.1	按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。	發展及培訓 — 受訓僱員及平均培訓時數明細
KPI B3.2	The average training hours completed per employee by gender and employee category.	DEVELOPMENT AND TRAINING — Breakdown of Employees Trained and Average Training Hours
關鍵績效指標 B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	發展及培訓 — 受訓僱員及平均培訓時數明細
Aspect B4: Labour Standards		
層面 B4：勞工準則		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer	LABOUR STANDARDS
一般披露	relating to preventing child and forced labour. 有關防止童工或強制勞工的：	勞工準則
	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	

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KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	LABOUR STANDARDS 勞工準則
KPI B4.2 關鍵績效指標B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	LABOUR STANDARDS 勞工準則
<i>Operating Practices</i> 營運慣例		
Aspect B5: Supply Chain Management		
層面B5：供應鏈管理		
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	SUPPLY CHAIN MANAGEMENT 供應鏈管理
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	SUPPLY CHAIN MANAGEMENT 供應鏈管理
KPI B5.2 關鍵績效指標B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	SUPPLY CHAIN MANAGEMENT 供應鏈管理
KPI B5.3 關鍵績效指標B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	SUPPLY CHAIN MANAGEMENT – Sustainable Sourcing 供應鏈管理 – 可持續採購
KPI B5.4 關鍵績效指標B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	SUPPLY CHAIN MANAGEMENT – Green Procurement 供應鏈管理 – 綠色採購

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
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Subject Areas, Aspects, General Disclosures and KPIs	Description	Section/ Declaration
主要範疇、層面、 一般披露及關鍵績效指標	描述	章節/聲明
Aspect B6: Product Responsibility		
層面 B6 : 產品責任		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	PRODUCT AND SERVICE RESPONSIBILITY
一般披露	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例 的資料。	產品及服務責任
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	PRODUCT AND SERVICE RESPONSIBILITY – Quality Control – Post-production Phase (Finished Products)
關鍵績效指標 B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。	產品及服務責任 – 質量控制 – 生產後 階段(製成品)
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	PRODUCT AND SERVICE RESPONSIBILITY – Customer Satisfaction
關鍵績效指標 B6.2	接獲關於產品及服務的投訴數目以及應對方法。	產品及服務責任 – 客戶滿意度
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	PRODUCT AND SERVICE RESPONSIBILITY – Intellectual Property Rights
關鍵績效指標 B6.3	描述與維護及保障知識產權有關的慣例。	產品及服務責任 – 知識產權

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Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、 一般披露及關鍵績效指標	Description 描述	Section/ Declaration 章節/聲明
KPI B6.4	Description of quality assurance process and recall procedures.	PRODUCT AND SERVICE RESPONSIBILITY – Quality Control
關鍵績效指標B6.4	描述質量檢定過程及產品回收程序。	產品及服務責任 – 質量控制
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	PRODUCT AND SERVICE RESPONSIBILITY – Privacy Protection
關鍵績效指標B6.5	描述消費者資料保障及私隱政策，以及相關執行及監察方法。	產品及服務責任 – 私隱保護
Aspect B7: Anti-corruption		
層面B7：反貪污		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的：	ETHICAL CULTURE
一般披露	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例 的資料。	道德文化
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	ETHICAL CULTURE
關鍵績效指標B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	道德文化
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	ETHICAL CULTURE
關鍵績效指標B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。	道德文化
KPI B7.3	Description of anti-corruption training provided to directors and staff.	ETHICAL CULTURE
關鍵績效指標B7.3	描述向董事及員工提供的反貪污培訓。	道德文化

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
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Subject Areas, Aspects, General Disclosures and KPIs	Description	Section/ Declaration
主要範疇、層面、 一般披露及關鍵績效指標	描述	章節/聲明
Aspect B8: Community Investment		
層面B8：社區投資		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	COMMUNITY INVESTMENT
一般披露	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	社區投資
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	COMMUNITY INVESTMENT
關鍵績效指標B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	社區投資
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	COMMUNITY INVESTMENT
關鍵績效指標B8.2	在專注範疇所動用資源(如金錢或時間)。	社區投資

PART D: CLIMATE-RELATED DISCLOSURE D部分：氣候相關披露

ESG Aspects ESG範疇	Related Section(s) 相關章節
Governance 管治	
(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about: 負責監督氣候相關風險和機遇的治理機構(可包括董事會、委員會或其他同等治理機構)或個人的信息。具體而言，發行人須指出有關機構或個人及披露以下資訊：	SUSTAINABILITY GOVERNANCE; Response to Climate Change 可持續發展管治； 應對氣候變化
(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities; 該機構或個人如何釐定當前或將來是否有適當的技能和勝任能力來監督應對氣候相關風險和機遇的策略；	SUSTAINABILITY GOVERNANCE; Response to Climate Change 可持續發展管治； 應對氣候變化

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(ii) how and how often the body(s) or individual(s) is informed about climate related risks and opportunities; 該機構或個人獲悉氣候相關風險和機遇的方式和頻率；</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>
<p>(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; 該機構或個人在監督發行人的策略、重大交易決策和風險管理程序及相關政策的過程中，如何考慮氣候相關風險和機遇，包括該機構或個人是否有考慮與該等氣候相關風險和機遇相關的權衡評估；</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>
<p>(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 37 to 40), including whether and how related performance metrics are included in remuneration policies (see paragraph 35); and 該機構或個人如何監督有關氣候相關風險和機遇的目標制定並監察達標進度(見第37段至第40段)，包括是否將相關績效指標納入薪酬政策以及如何納入(見第35段)；及</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>
<p>(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about: 管理層在用以監察、管理及監督氣候相關風險和機遇的管治流程、監控措施及程序中的角色，包括以下資訊：</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>
<p>(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and 該角色是否被委託給特定的管理層人員或管理層委員會以及如何對該人員或委員會進行監督；及</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions. 管理層可有使用監控措施及程序協助監督氣候相關風險和機遇；如有，這些監控措施及程序如何與其他內部職能部門進行整合。</p>	<p>SUSTAINABILITY GOVERNANCE; Response to Climate Change</p> <p>可持續發展管治； 應對氣候變化</p>
<p>Strategy 策略</p> <p>Climate-related risks and opportunities 氣候相關風險及機遇</p>	
<p>An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall: 發行人須披露其信息，以讓人理解其合理預期可能在短期、中期或長期影響其現金流量、融資渠道或資本成本的氣候相關風險和機遇。具體而言，發行人須：</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; 描述合理預期可能在短期、中期或長期影響發行人的現金流量、融資渠道或資本成本的氣候相關風險和機遇；</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; 就發行人已識別的每項氣候相關風險，解釋發行人是否認為該風險是與氣候相關物理風險或與氣候相關轉型風險；</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur; and 就發行人已識別的每項氣候相關風險和機遇，具體說明其合理預期可能影響發行人的時間範圍(短期、中期或長期)；及</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making. 解釋發行人如何定義短期、中期及長期，以及這些定義如何與其策略決定規劃範圍掛鈎。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>Business model and value chain 業務模式及價值鏈</p>	
<p>An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose: 發行人須披露讓人了解氣候相關風險和機遇對其業務模式和價值鏈的當前和預期影響的資訊。具體而言，發行人須作如下披露：</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and 描述氣候相關風險和機遇對發行人的業務模式和價值鏈的當前和預期影響；及</p>	
<p>(b) a description of where in the issuer's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 描述在發行人的業務模式和價值鏈中，氣候相關風險和機遇集中的地方(例如，地理區域、設施及資產類型)。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>Strategy and decision-making 策略及決策</p> <p>An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:</p> <p>發行人須披露讓人了解氣候相關風險和機遇對其業務模式和價值鏈的當前和預期影響的信息。具體而言，發行人須作如下披露：</p> <p>(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:</p> <p>有關發行人已經及將來計劃在其策略和決策中如何應對氣候相關風險和機遇的資訊，包括發行人計劃如何實現任何其所設定的氣候相關目標，以及任何法律或法規要求達到的目標。具體而言，發行人須披露以下信息：</p> <p>(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities; 因應氣候相關風險和機遇而在當前及預期將來對發行人業務模式(包括資源分配)作出的變動；</p> <p>(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect); 已經或預期將進行的任何適應或減緩工作(直接或間接)；</p> <p>(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; 發行人任何與氣候相關轉型計劃(包括制定轉型計劃時使用的主要假設的信息，以及該計劃所依賴的因素)，或若發行人並未有這樣的計劃，則作適當的否定聲明；</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p> <p>Response to Climate Change</p> <p>應對氣候變化</p> <p>Response to Climate Change</p> <p>應對氣候變化</p> <p>Response to Climate Change</p> <p>應對氣候變化</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 37 to 40; and 發行人計劃如何實現第37至40段所述的任何氣候相關目標(包括任何溫室氣體排放目標(如有)); 及</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a). 有關發行人當前及將來計劃如何為根據第22(a)段披露的行動提供資源。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a). 發行人須披露先前各匯報期內按照第22(a)段所披露計劃的進度。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>Financial position, financial performance and cash flows 財務狀況、財務表現及現金流量</p>	
<p><i>Current financial effect</i> 當前財務影響</p>	
<p>An issuer shall disclose qualitative and quantitative information about: 發行人須披露以下定性和量化資料:</p>	
<p>(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and 氣候相關風險和機遇如何影響發行人在匯報期的財務狀況、財務表現及現金流量; 及</p>	<p>Response to Climate Change</p> <p><i>Considering the level of measurement uncertainty involved in estimating those financial effects is high that the resulting quantitative information would not be useful, qualitative information is provided instead of quantitative information.</i></p> <p>應對氣候變化</p>
<p>(b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. 當存在將導致下一匯報年度相關財務報表中的資產和負債賬面價值發生重要調整的重大風險時，關於第24(a)段中識別的氣候相關風險和機遇的資訊。</p>	<p><i>考慮到估算這些影響所涉及的測量具有極高的不確定度，導致所得的定量資訊不具有實用性，因此改以定性信息取代定量信息。</i></p>

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
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Anticipated financial effect

預期財務影響

- (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration:
發行人經考慮其管理氣候相關風險和機遇的策略後，並考慮到以下各項，預期其財務表現在短期、中期及長期內將如何變化：
- (i) its investment and disposal plans; and
其投資及處置計劃；及
 - (ii) its planned sources of funding to implement its strategy; and
其為實施策略所需的資金的計劃資金來源；及
- (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.
基於發行人管理氣候相關風險和機遇的策略，其預計其財務業績及現金流量在短期、中期及長期的變化。

Climate resilience

氣候韌性

An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:

在考慮發行人已識別的氣候相關風險和機遇後，發行人須披露資訊，使他人了解發行人的策略及業務模式對氣候相關變化、發展或不確定性的韌性。發行人須按與其情況相稱的做法，使用與氣候相關的情景分析來評估其氣候韌性。提供量化資訊時，發行人可披露單一數額或區間範圍。具體而言，發行人須披露：

Response to Climate Change

Considering the level of measurement uncertainty involved in estimating those financial effects is high that the resulting quantitative information would not be useful, qualitative information is provided instead of quantitative information.

應對氣候變化

考慮到估算這些影響所涉及的測量具有極高的不確定度，導致所得的定量資訊不具有實用性，因此改以定性信息取代定量信息。

Response to Climate Change**應對氣候變化**

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of: 發行人截至匯報日對其氣候韌性的評估，其有助於了解：	
(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis; 發行人的分析結果對其策略和業務模式的影響(如有)，包括發行人需要如何應對氣候相關情景分析中確定的影響；	Response to Climate Change 應對氣候變化
(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and 發行人對氣候韌性的評估中考慮的重大不確定因素的範疇；及	Response to Climate Change 應對氣候變化
(iii) the issuer's capacity to adjust, or adapt its strategy and business model to Response to Climate Change over the short, medium or long term; 發行人根據氣候發展調整其短期、中期和長期策略和業務模式的能力；	Response to Climate Change 應對氣候變化
(b) how and when the climate-related scenario analysis was carried out, including: 如何及何時進行氣候相關情景分析，包括：	Response to Climate Change 應對氣候變化
(i) information about the inputs used, including: 使用的輸入數據，包括： (1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios; 發行人在分析中使用的氣候相關情景及其來源； (2) whether the analysis included a diverse range of climate-related scenarios; 分析是否涵蓋多種不同的氣候相關情景；	

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks; 分析所使用的氣候相關情景是否與氣候相關轉型風險或氣候相關物理風險有關；	
(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on Response to Climate Change; 發行人在其情景中是否使用了與最新氣候變化國際協議相一致的情景；	
(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties; 發行人為何認為所選擇的氣候相關情景與評估其氣候相關變化、發展或不確定性的韌性相關；	
(6) time horizons the issuer used in the analysis; and 發行人在分析中所使用的時間範圍；及	
(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis); 發行人分析所涵蓋的營運範圍(例如分析所涵蓋的營運地點及業務單位)；	
(ii) the key assumptions the issuer made in the analysis; and 發行人在分析中所作的關鍵假設；及	Response to Climate Change 應對氣候變化
(iii) the reporting period in which the climate-related scenario analysis was carried out. 進行氣候相關情景分析的匯報期。	Response to Climate Change 應對氣候變化

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
Risk management 風險管理	Response to Climate Change 應對氣候變化
<p>An issuer shall disclose information about: 發行人須披露以下資訊：</p>	
<p>(a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about: 發行人用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策，包括有關以下方面的資訊：</p> <p>(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes); 發行人使用的輸入數據及參數(例如數據源及程序所涵蓋的業務範圍)；</p> <p>(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks; 發行人可有及如何使用氣候相關情景分析來識別氣候相關風險；</p> <p>(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria); 發行人如何評估有關風險的影響的性質、可能性及程度(例如發行人可有考慮定性因素、量化門坎或其他所用標準)；</p> <p>(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks; 發行人可有及如何就氣候相關風險相對於其他類型風險的優次排列；</p> <p>(v) how the issuer monitors climate-related risks; and 發行人如何監察其氣候相關風險；及</p> <p>(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period; 與上一個匯報期相比，發行人可有及如何改變其使用的流程；</p>	

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(b) the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and 發行人用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程(包括發行人可有及如何使用氣候相關情景分析來確定氣候相關機遇的信息)；及</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process. 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>Metrics and targets 指標及目標</p>	
<p>Greenhouse gas emissions 溫室氣體排放</p>	
<p>An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO₂ equivalent, classified as: 發行人須披露匯報期內的溫室氣體絕對總排放量(以公噸二氧化碳當量表示)，並分為：</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(a) Scope 1 greenhouse gas emissions; 範圍1溫室氣體排放；</p> <p>(b) Scope 2 greenhouse gas emissions; and 範圍2溫室氣體排放；及</p> <p>(c) Scope 3 greenhouse gas emissions. 範圍3溫室氣體排放。</p>	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>An issuer shall: 發行人須：</p>	
<p>(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;</p>	<p>Response to Climate Change</p>
<p>除非管轄機關或發行人上市之另一交易所另有要求，否則發行人須根據《溫室氣體核算體系：企業核算與報告標準(2004年)》計量其溫室氣體排放；</p>	<p>應對氣候變化</p>
<p>(b) disclose the approach it uses to measure its greenhouse gas emissions including 披露其用於計量溫室氣體排放的方法，包括</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions; 發行人用於計量其溫室氣體排放的計量方法、輸入資料及假設；</p>	
<p>(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and 發行人為何選擇該計量方法、輸入資料及假設計量溫室氣體排放；及</p>	
<p>(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes; 發行人在匯報期對計量方法、輸入資料及假設進行的任何變更以及變更原因；</p>	
<p>(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and</p>	<p>Response to Climate Change</p>
<p>就根據第28(b)段披露的範圍2溫室氣體排放，披露其以地域為基準的範圍2溫室氣體排放，並提供有助於了解該排放的任何所需合約文書的資訊；及</p>	<p>應對氣候變化</p>

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). 就根據第28(c)段披露的範圍3溫室氣體排放，根據《溫室氣體核算體系：企業價值鏈(範圍3)核算與報告標準(2011年)》所述的範圍3類別披露發行人計量範圍3溫室氣體排放中包含的類別。</p>	<p><i>We are evaluating the data availability and working on calculating our Scope 3 emissions and will disclose them in future reports once the methodology is finalised and data collection is complete.</i></p> <p>我們正在評估數據的可用性，並計算範圍3的排放量，一旦方法確定且數據收集完成，我們將於未來的報告內披露這些數據。</p>
<p>Climate-related transition risks 氣候相關轉型風險</p> <p>An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.</p> <p>發行人須披露容易受氣候相關轉型風險影響的資產或業務活動的金額及百分比。</p>	<p>Response to Climate Change <i>Our current study covers selected assets and businesses, we will explore the feasibility of expanding the scope in the future.</i></p> <p>應對氣候變化 我們目前的研究涵蓋了選定的資產及業務，未來我們將探討擴大研究範圍的可行性。</p>
<p>Climate-related physical risks 氣候相關物理風險</p> <p>An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.</p> <p>發行人須披露容易受氣候相關物理風險影響的資產或業務活動的金額及百分比。</p>	<p>Response to Climate Change <i>Our current study covers selected assets and businesses, we will explore the feasibility of expanding the scope in the future.</i></p> <p>應對氣候變化 我們目前的研究涵蓋了選定的資產及業務，未來我們將探討擴大研究範圍的可行性。</p>
<p>Climate-related opportunities 氣候相關機遇</p> <p>An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.</p> <p>發行人須披露涉及氣候相關機遇的資產或業務活動的金額及百分比。</p>	<p>Response to Climate Change <i>Our current study covers selected assets and businesses, we will explore the feasibility of expanding the scope in the future.</i></p> <p>應對氣候變化 我們目前的研究涵蓋了選定的資產及業務，未來我們將探討擴大研究範圍的可行性。</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>Capital deployment 資本運用</p> <p>An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.</p> <p>發行人須披露用於氣候相關風險和機遇的資本開支、融資或投資的金額。</p> <p>Internal carbon prices 內部碳定價</p> <p>An issuer shall disclose: 發行人須披露如下：</p> <p>(a) an explanation of whether and how the issuer is applying a carbon price in decision making (for example, investment decisions, transfer pricing, and scenario analysis); and 闡釋發行人可有及如何在決策中應用碳定價(例如投資決策、轉移定價及情景分析)；及</p> <p>(b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; 發行人用於評估其溫室氣體排放成本的每公噸溫室氣體排放量定價；</p> <p>or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. 或適當的否定聲明，確認發行人沒有在決策中應用碳定價。</p>	<p>Response to Climate Change <i>Our current study covers selected assets and businesses, we will explore the feasibility of expanding the scope in the future.</i> 應對氣候變化 我們目前的研究涵蓋了選定的資產及業務，未來我們將探討擴大研究範圍的可行性。</p> <p><i>We have not applied a carbon price in decision-making.</i> 我們在決策過程中並沒有應用碳定價。</p>
<p>Remuneration 薪酬</p> <p>An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 19(a)(iv). 發行人須披露氣候相關考慮因素可有及如何納入薪酬政策，或提供適當的否定聲明。這可能構成根據第19(a)(iv)段作出的披露的一部分。</p>	<p><i>We have not incorporated climate-related consideration into remuneration policy.</i> 我們尚未將氣候相關因素納入薪酬政策。</p>

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>Industry-based metrics 行業指標</p> <p>An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry based metrics associated with disclosure topics described in the IFRS S2 Industry based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.</p> <p>本交易所鼓勵發行人披露與一項或多項特定的業務模式和活動有關的行業指標，或與參與有關行業常見特徵有關的行業指標。在決定披露哪些行業指標時，本交易所鼓勵發行人參考《〈國際財務報告可持續披露準則S2號〉行業披露指南》和其他國際環境、社會及管治報告框架規定的行業披露要求所述的與披露主題相關的行業指標，並考慮其是否適用。</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>Climate-related targets 氣候相關目標</p> <p>An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:</p> <p>發行人須披露(a)其為監察實現其策略目標的進展而設定的與氣候相關的定性及量化目標；及(b)法律或法規要求發行人達到的任何目標，包括任何溫室氣體排放目標。發行人須就每個目標逐一披露：</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(a) the metric used to set the target; 用以設定目標的指標；</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>
<p>(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); 目標的目的(例如減緩、適應或以科學為基礎的舉措)；</p>	<p>Response to Climate Change</p> <p>應對氣候變化</p>

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); 目標的適用範圍(例如目標是適用於發行人整個集團還是部分(如僅適用於某個業務單位或地理區域));</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(d) the period over which the target applies; 目標的適用期間;</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(e) the base period from which progress is measured; 衡量進度的基準期間;</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(f) milestones or interim targets (if any); 階段性目標或中期目標(如有);</p>	<p>Response(s) to Climate Change 應對氣候變化</p>
<p>(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and 如屬量化目標,其屬絕對目標還是強度目標;及</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 最新氣候變化國際協議(包括該協議產生的司法承諾)如何幫助發行人設定目標。</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: 發行人須披露其設定及審核每項目目標方法,以及其如何監察達標進度,包括:</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(a) whether the target and the methodology for setting the target has been validated by a third party; 目標本身及設定目標的方法是否經第三方驗證;</p>	
<p>(b) the issuer's processes for reviewing the target; 發行人審核目標的程序;</p>	
<p>(c) the metrics used to monitor progress towards reaching the target; and 用於監察達標進度的指標;及</p>	
<p>(d) any revisions to the target and an explanation for those revisions. 任何修訂目標的內容及原因。</p>	

環境、社會及管治報告(續)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT
(Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance. 發行人須披露有關每項氣候相關目標的績效的資訊以及對發行人績效的趨勢或變化分析。</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: 就按第37至39段披露的每一項溫室氣體排放目標，發行人須披露：</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(a) which greenhouse gases are covered by the target; 目標涵蓋哪些溫室氣體；</p>	
<p>(b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; 目標是否涵蓋範圍1、範圍2或範圍3溫室氣體排放；</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; 此目標是溫室氣體排放總量目標還是溫室氣體排放淨額目標。如為溫室氣體排放淨額目標，發行人須另外披露相關的溫室氣體排放總量目標；</p>	<p>Response to Climate Change 應對氣候變化</p>
<p>(d) whether the target was derived using a sectoral decarbonisation approach; and 目標是否是採用行業脫碳方法得出的；及</p>	<p><i>Currently, our established target is not derived using a sectoral decarbonization approach. 目前，我們所定立的目標並非採用行業脫碳方法得出。</i></p>
<p>(e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose: 發行人計劃使用碳信用抵銷溫室氣體排放以實現任何溫室氣體排放淨額目標。關於使用碳信用的計劃，發行人須披露：</p>	<p><i>Currently, we do not have the plan to implement carbon credits in our operation. 目前，我們並無於營運中實施碳信用的計劃。</i></p>
<p>(i) the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits; 依賴使用碳信用以實現任何溫室氣體排放淨額目標的程度及方式；</p>	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (Continued)

ESG Aspects ESG 範疇	Related Section(s) 相關章節
<p>(ii) which third-party scheme(s) will verify or certify the carbon credits; 該碳信用將由哪些第三方計劃驗證或認證；</p> <p>(iii) the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and 碳信用的類型，包括相關抵銷是否是基於自然還是基於科技的碳消除，以及相關抵銷是通過減碳還是碳消除實現；及</p> <p>(iv) any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset). 為讓人了解發行人計劃使用的碳信用的可信度和完整性所必需的任何其他重要因素(例如，對碳抵銷效果的假設)。</p>	

Applicability of cross-industry metrics and industry-based metrics

跨行業指標及行業指標的適用性

In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36).

在編製披露內容以符合第21至26及37至38段的規定時，發行人須參考跨行業指標(見第28至35段)及(ii)行業指標(見第36段)並考慮其是否適用。

In preparing disclosures on industry-based metrics, where direct quantitative data was not reasonably available, the Group has referred to potential industry benchmarks and internal estimates, consistent with reasonable information relief provisions. The Group will enhance data collection processes to improve accuracy in future reporting periods.

在編製有關行業指標的披露文件時，倘無法合理取得直接的量化數據，本集團已參考潛在的行業基準與內部估算，此舉符合合理資料豁免條款。本集團將改善信息收集流程，以提高未來報告期間信息的準確性。

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

Business Review

The Group is engaged in the manufacturing and distribution of coconut based food and beverage products. These include coconut cream/milk powder (the “CCP”), low fat desiccated coconut (the “LFDC”), coconut milk, coconut milk beverage and coconut water manufactured at the Group’s manufacturing facility located at Bagan Datoh, Perak, Malaysia and toasted coconut paste (kerisik) at Kota Damansara, Selangor, Malaysia (the “KD Plant”). The Group also manufactures other South-east Asian traditional food ingredient rice dumplings (ketupat) at the KD Plant.

Financial Review

For FY2025, the Group reported a profit after tax of approximately RM11.64 million as compared to a profit after tax of approximately RM9.37 million for FY2024 mainly attributed by increase in other income and reduction of net finance costs.

The Group recognised approximately RM133.49 million in revenue for FY2025, representing an increase of approximately 16.59%, or RM18.99 million, when compared with that for FY2024 of approximately RM114.50 million. The increase in revenue was largely due to the growth in sales of coconut milk.

The Group’s cost of sales increased by approximately 23.04%, or RM19.65 million, from approximately RM85.29 million for FY2024 to approximately RM104.94 million for FY2025. The percentage of increase in cost of sales was higher than the percentage increase in revenue, due to increase in coconut cost during the first half of FY2025.

Consequently, the gross profit margin of the Group for FY2025 has decreased to 21.39% as compared to 25.51% for FY2024 and the gross profit for FY2025 of the Group decreased by approximately 2.24%, or RM0.65 million when compared with that for FY2024.

Coconut related products

The Group’s revenue is mainly derived from sales of coconut related products. Revenue for such products for FY2025 was approximately RM123.30 million, representing an increase of approximately RM17.81 million or 16.88% as compared to that for FY2024 of approximately RM105.49 million. This was mainly due to an increase of sales in coconut milk.

業務回顧

本集團從事製造及分銷椰類餐飲產品，包括本集團位於馬來西亞霹靂Bagan Datoh的生產設施生產的椰漿／奶粉（「椰漿粉」）、低脂椰蓉（「低脂椰蓉」）、椰奶、椰奶飲料及椰汁以及位於馬來西亞雪蘭莪州哥打白沙羅的生產設施（「KD工廠」）生產的烤椰蓉（kerisik）。本集團亦於KD工廠生產其他東南亞傳統食品配料：馬來粽（ketupat）。

財務回顧

二零二五年財政年度，本集團錄得除稅後溢利約11.64百萬馬來西亞令吉，而二零二四年財政年度則錄得除稅後溢利約9.37百萬馬來西亞令吉，主要由於其他收入增加及財務成本淨額減少。

本集團二零二五年財政年度確認約133.49百萬馬來西亞令吉的收益，較二零二四年財政年度的約114.50百萬馬來西亞令吉增加約16.59%或18.99百萬馬來西亞令吉。收益增加主要歸因於椰奶的銷量上升。

本集團銷售成本由二零二四年財政年度約85.29百萬馬來西亞令吉增加約23.04%或19.65百萬馬來西亞令吉，至二零二五年財政年度的約104.94百萬馬來西亞令吉。銷售成本增加的百分比高於收益增加的百分比，乃由於二零二五年財政年度上半年椰子成本上漲。

因此，本集團於二零二五年財政年度的毛利率率下跌至21.39%，而二零二四年財政年度的則為25.51%，本集團於二零二五年財政年度的毛利較二零二四年財政年度下跌約2.24%或0.65百萬馬來西亞令吉。

椰子相關產品

本集團收益主要來自銷售椰子相關產品。二零二五年財政年度的該等產品收益為約123.30百萬馬來西亞令吉，較二零二四年財政年度的約105.49百萬馬來西亞令吉增加約17.81百萬馬來西亞令吉或16.88%。此乃由於椰奶的銷量增加。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

Other revenue is mainly made up of sales of ketupat, freight charges to customers and sales of miscellaneous items. In FY2025, other revenue was approximately RM10.19 million, representing an increase of RM1.18 million from RM9.01 million posted in FY2024.

Other income

In FY2025, other income comprised mainly foreign exchange translation gain of RM6.06 million, sale of scrap of RM0.83 million, income from subleasing of right-of-use assets of RM0.35 million and gain on disposal of property, plant and equipment of RM0.70 million, was approximately RM7.94 million, representing an increase of RM5.11 million from RM 2.83 million posted in FY2024.

Selling and distribution expenses

The Group's selling and distribution expenses of approximately RM6.55 million for FY2025 was approximately RM1.58 million higher than those of approximately RM4.97 million for FY2024. The increase in the selling and distribution expenses was mainly due to higher marketing and promotional expenses and freight cost resulted from the increase in revenue.

Administrative expenses

The Group's administrative expenses for FY2025 were approximately RM13.67 million, which represented an increase of approximately RM3.22 million over those of RM10.45 million in FY2024. Such increase was mainly from employees related cost.

Other expenses

The Group's other expenses for FY2025 were approximately RM0.87 million, which were mainly made up of foreign exchange translation losses represented by a decrease of approximately RM1.08 million over those of approximately RM1.95 million in FY2024. The foreign exchange translation losses reduced from approximately RM1.93 million to approximately RM0.87 million as RM has strengthened against US Dollar ("USD").

其他收益主要包括銷售馬來粽(ketupat)、向客戶收取的貨運費及銷售其他項目。於二零二五年財政年度，其他收益約為10.19百萬馬來西亞令吉，較二零二四年財政年度的9.01百萬馬來西亞令吉增加1.18百萬馬來西亞令吉。

其他收入

於二零二五年財政年度，其他收入(主要包括外匯收益6.06百萬馬來西亞令吉、雜項銷售0.83百萬馬來西亞令吉、轉租使用權資產的收入0.35百萬馬來西亞令吉以及出售物業、廠房及設備的收益0.70百萬馬來西亞令吉)約為7.94百萬馬來西亞令吉，較二零二四年財政年度的2.83百萬馬來西亞令吉增加5.11百萬馬來西亞令吉。

銷售及分銷開支

本集團二零二五年財政年度的銷售及分銷開支約為6.55百萬馬來西亞令吉，較二零二四年財政年度的約4.97百萬馬來西亞令吉增加約1.58百萬馬來西亞令吉。銷售及分銷開支的增加主要由於收益增加導致市場推廣開支及運費增加。

行政開支

本集團二零二五年財政年度的行政開支約為13.67百萬馬來西亞令吉，較二零二四年財政年度的10.45百萬馬來西亞令吉增加約3.22百萬馬來西亞令吉。該增加主要為僱員相關成本。

其他開支

本集團於二零二五年財政年度的其他開支約為0.87百萬馬來西亞令吉，主要為匯兌虧損，較二零二四年財政年度的約1.95百萬馬來西亞令吉減少約1.08百萬馬來西亞令吉。匯兌虧損由約1.93百萬馬來西亞令吉減少至約0.87百萬馬來西亞令吉，乃由於馬來西亞令吉相對於美元(「美元」)升值。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

Net finance costs

In FY2025, the Group incurred net finance costs of approximately RM1.15 million as compared to the net finance costs of approximately RM1.38 million in FY2024. The decrease in net finance cost of approximately RM0.23 million was mainly due the conversion of a higher interest-bearing term loan in USD to a lower interest-bearing term loan in RM.

Income tax expense

The Group's income tax expense for FY2025 was approximately RM2.50 million as compared with income tax expense of approximately RM3.93 million for FY2024. The income tax expense for FY2025 was mainly due to deferred tax liabilities.

Profit attributable to equity shareholders

The Group recorded a profit attributable to equity shareholders of approximately RM11.64 million for FY2025 as compared to a profit of approximately RM9.37 million in FY2024. The increase in profit in FY2025 was due to factors as discussed above.

Future Prospects and Strategies

Coconut is one of the major ingredients use in our Group's production. Since the last quarter of 2024, there was a global supply shortage in coconut due to adverse weather conditions coupled with the increased in its' demand which resulted to a surged of coconut price until approximately first half of 2025. Thereafter, during the second half of 2025 until the date of this annual report, the coconut price stabilises with a gradual reduction.

With the expectation of a continuous gradual reduction of coconut price following the date of this annual report, the Group will closely monitor and evaluate the market sentiment to determine the appropriate product pricing strategy to adopt in order to remain competitive in the market.

While ensuring the sustainability of the supply chain remains a challenge due to the current unstable geopolitical situation in the Middle East, the future of the coconut industry is highly promising as driven by the demand for plant-based products. The Group will continue to enhance its' internal capability and remain vigilant in responding to the market risk.

財務成本淨額

於二零二五年財政年度，本集團產生財務成本淨額1.15百萬馬來西亞令吉，而於二零二四年財政年度約為1.38百萬馬來西亞令吉。財務成本淨額減少約0.23百萬馬來西亞令吉，主要由於將較高利率的美元計息貸款轉換為較低利率的馬來西亞令吉計息貸款。

所得稅開支

本集團二零二五年財政年度的所得稅開支約為2.50百萬馬來西亞令吉，而二零二四年財政年度的則為所得稅開支約3.93百萬馬來西亞令吉。二零二五年財政年度所得稅開支主要與確認遞延稅項負債有關。

權益股東應佔溢利

本集團於二零二五年財政年度錄得權益股東應佔溢利約11.64百萬馬來西亞令吉，而二零二四年財政年度則為溢利約9.37百萬馬來西亞令吉。二零二五年財政年度的溢利增加歸因於上文所述因素。

未來前景及策略

椰子是本集團生產所用的主要原料之一。自二零二四年第四季度起，受不利天氣狀況及需求增加影響，全球椰子供應出現短缺，導致椰子價格持續飆升約至二零二五年上半年。此後，在二零二五年下半年，至本年報發佈之日，椰子價格趨於穩定並逐步回落。

鑒於預期椰子價格於本年報發佈之日後持續逐步下跌，本集團將密切監察及評估市場氣氛，釐定合適的產品定價策略，以維持市場競爭力。

儘管現時中東地緣政治局勢不穩，確保供應鏈可持續性仍屬挑戰，但在植物性產品需求的驅動下，椰子行業前景相當樂觀。本集團將持續提升內部實力，並保持警覺以應對市場風險。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

Potential effects of US-Iran war on our Group

The Strait of Hormuz, serves as one of the world's critical oil transit corridors has been shut down amid the active conflict of US, Israel and Iran since 28 February 2026 carries consequences that extend far beyond the Middle East. The geopolitical tensions often produce ripple effects worldwide. It has driven up energy costs and disrupted the global supply chains.

If such conflict persists, it would not only elevate our Group's production and logistics cost, our production schedules and export revenue would be greatly affected.

In compliance with the Listing Rules, the Directors will make the necessary announcements if they become aware of any circumstances which may adversely affect the financial and operational performance of the Group. The Directors will pay close attention to the development of the war and put effort to mitigate the risk and impact by promptly evaluating our business continuity plans.

Liquidity, Financial Resources and Capital Structure

The Group's financial position was in a net assets position as at 31 December 2025 and is able to meet its obligations when they become due in its ordinary and usual course of business.

Capital Structure

The Group's objectives in managing capital are to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and sustain future development of the business.

There were no changes in the Group's approach to capital management during FY2025.

Cash Position

As at 31 December 2025, the Group's cash and cash equivalents were approximately RM11.17 million as compared with approximately RM14.16 million as at 31 December 2024. The decrease of approximately RM2.99 million was mainly due to cash used in operating activities of approximately RM9.62 million and cash used in investing activities of approximately RM0.39 million, the net effect of foreign exchange changes of approximately RM0.90 million which mitigated by the cash generated from financing activities of approximately RM7.92 million.

美伊戰爭對本集團的潛在影響

霍爾木茲海峽為全球主要石油運輸航道之一，自二零二六年二月二十八日起，因美國、以色列與伊朗之間的衝突升級而關閉，相關影響遠超中東地區。地緣政治緊張局勢往往會在全球範圍產生連鎖反應，導致能源成本上漲及擾亂全球供應鏈。

倘有關衝突持續，不僅將增加本集團的生產及物流成本，亦可能影響我們的生產進度及出口收入。

根據上市規則，若董事會知悉任何可能對本集團財務及經營表現造成不利影響的情況，將會作出必要公告。董事會將密切關注戰事發展，並透過及時評估本集團的業務應變計劃，致力緩解相關風險及影響。

流動資金、財務資源及資本架構

本集團於二零二五年十二月三十一日的財政狀況並處於淨資產狀況，能夠於一般及日常業務過程中在債務到期時履行其責任。

資本架構

本集團於管理資本時的目標是維持雄厚的資本基礎及保障本集團持續經營業務的能力，以維持投資者、債權人及市場信心，以及保持業務的未來持續發展。

於二零二五年財政年度，本集團的資本管理方法並無變動。

現金狀況

於二零二五年十二月三十一日，本集團的現金及現金等價物約為11.17百萬馬來西亞令吉，而於二零二四年十二月三十一日則約為14.16百萬馬來西亞令吉。減少約2.99百萬馬來西亞令吉，乃主要由於經營活動所用現金約9.62百萬馬來西亞令吉及投資活動所用現金約0.39百萬馬來西亞令吉，以及匯兌變動淨影響約0.90百萬馬來西亞令吉，降幅已因融資活動產生的現金約7.92百萬馬來西亞令吉而有所減緩。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

Loans and Borrowings

As at 31 December 2025, the loans and borrowings amounted to approximately RM31.84 million, representing an increase of approximately RM9.73 million as compared to approximately RM22.11 million as at 31 December 2024, attributable primarily to trade financing from the banks during FY2025.

Gearing Ratio

Gearing ratio equals to total liabilities divided by total assets. As at 31 December 2025, the gearing ratio was approximately 0.33 (2024: 0.26).

PLEDGE OF ASSETS

As at the end of the reporting period, the carrying amount of assets (property, plant and equipment and right-of-use assets) pledged to licensed banks for banking facilities granted to the Group were as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Freehold	永久業權	4,947,829	4,947,829
Factory buildings and other buildings	工廠樓宇及其他樓宇	38,533,288	39,809,103
Plants and machinery	廠房及機器	—	20,722,867
		43,481,117	65,479,799

CAPITAL EXPENDITURES

During FY2025, the Group had incurred capital expenditure of approximately RM6.41 million due to acquisition of property, plant and equipment as compared to approximately RM1.74 million in FY 2024.

In addition, the property, plant and equipment disposed of by the Group during FY2025 was approximately RM4.18 million.

SIGNIFICANT INVESTMENTS

The Group did not hold any significant investments as at 31 December 2025 and 31 December 2024.

貸款及借款

於二零二五年十二月三十一日，貸款及借款約為31.84百萬馬來西亞令吉，較二零二四年十二月三十一日的約22.11百萬馬來西亞令吉增加約9.73百萬馬來西亞令吉，主要歸因於二零二五年財政年度銀行提供的貿易融資。

負債比率

負債比率等於負債總額除以資產總額。於二零二五年十二月三十一日，負債比率約為0.33(二零二四年：0.26)。

資產質押

於報告期末，就本集團獲授的銀行融資而抵押予持牌銀行的資產(物業、廠房及設備以及使用權資產)賬面值如下：

資本開支

於二零二五年財政年度，本集團因購置物業、廠房及設備而產生資本開支約6.41百萬馬來西亞令吉，而二零二四年財政年度則約為1.74百萬馬來西亞令吉。

此外，本集團於二零二五年財政年度出售的物業、廠房及設備約為4.18百萬馬來西亞令吉。

重大投資

本集團於二零二五年十二月三十一日及二零二四年十二月三十一日並無持有任何重大投資。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

MATERIAL ACQUISITION AND DISPOSAL OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

The Group did not have any material acquisition or disposal of subsidiaries, associates and joint ventures during FY2025.

FOREIGN EXCHANGE EXPOSURE

The Group undertakes certain transactions denominated in foreign currencies, mainly in USD and HK\$, and hence, exposure to exchange rate fluctuations arises. The Group currently does not have a foreign currency hedging policy. However, management monitors foreign exchange exposure closely and performs foreign currency transactions for the Group's cashflow needs in keeping the net exposure to an acceptable level.

FINAL DIVIDEND

At the meeting of the Board held on 30 March 2026, the Board has resolved not to recommend the payment of any dividend to the Shareholders for FY2025 (2024: Nil).

ANNUAL GENERAL MEETING

The annual general meeting of the Company (the "AGM") will be held at 10:00 a.m. on Friday, 29 May 2026 at 27-1, Jalan PJU 5/13, Dataran Sunway, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia and the notice of the AGM will be published and despatched in accordance with the requirements under the Company's articles of association and the Listing Rules in due course.

CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining the Shareholders' rights to attend and vote at the forthcoming AGM, the register of members of the Company will be closed from Tuesday, 26 May 2026 to Friday, 29 May 2026, both days inclusive, during which period no transfer of Shares will be registered. In order to be eligible for attending and voting at the forthcoming AGM, non-registered Shareholders must lodge their duly completed and stamped transfer forms accompanied by the relevant share certificates with the Company's branch share registrar in Hong Kong, Boardroom Share Registrars (HK) Limited, Room 2103B, 21/F, 148 Electric Road, North Point, Hong Kong, for registration no later than 4:30 p.m. on Friday, 22 May 2026. The record date for determining the eligibility of the Shareholders for attending and voting at the forthcoming AGM is Friday, 29 May 2026.

重大收購及出售附屬公司、聯營公司及合營企業

於二零二五年財政年度，本集團並無重大收購或出售附屬公司、聯營公司及合營企業。

外匯風險

本集團進行的若干交易以外幣(主要為美元及港元)計值，進而產生匯率波動風險。本集團目前並無外匯對沖政策。然而，管理層密切監控外匯風險及為本集團現金流量需求進行外幣交易以將淨風險保持至可接受水平。

末期股息

於二零二六年三月三十日舉行的董事會會議中，董事會已決議不建議就二零二五年財政年度向股東派付任何股息(二零二四年：無)。

股東週年大會

本公司將於二零二六年五月二十九日(星期五)上午十時正假座27-1, Jalan PJU 5/13, Dataran Sunway, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia舉行股東週年大會(「股東週年大會」)，召開股東週年大會的通告將適時根據本公司的組織章程細則及上市規則的規定刊發及寄發。

暫停辦理股份過戶登記手續

為釐定股東出席應屆股東週年大會並於會上投票的權利，本公司將於二零二六年五月二十六日(星期二)至二零二六年五月二十九日(星期五)(包括首尾兩日)期間暫停辦理股份過戶登記手續，期間將不會辦理股份過戶登記。為符合出席應屆股東週年大會並於會上投票的資格，未登記股東須於二零二六年五月二十二日(星期五)下午四時三十分前將其填妥及經簽署的過戶表格連同有關股票送交本公司於香港的股份過戶登記分處寶德隆證券登記有限公司(地址為香港北角電氣道148號21樓2103B室)，以辦理登記手續。釐定股東出席應屆股東週年大會並於會上投票資格的記錄日期為二零二六年五月二十九日(星期五)。

管理層討論及分析(續)

MANAGEMENT DISCUSSION AND ANALYSIS (Continued)

EMPLOYEES AND REMUNERATION POLICIES

The Group had 419 and 375 employees as at 31 December 2025 and 31 December 2024, respectively. Remuneration is determined by reference to the prevailing market terms and in accordance with the performance, qualification and experience of each individual employee and the Group's financial results. Periodic in-house training is provided to the employees to enhance the knowledge of the workforce. Meanwhile, training programs conducted by qualified personnel are also attended by our employees to enhance their skills and working experience.

The Company has adopted a share option scheme (the "Share Option Scheme") with effect from 11 July 2017 to enable the Board to grant share options to eligible participants with an opportunity to have a personal stake in the Company with a view to achieving the following objectives: (i) motivate the eligible participants to optimise their performance efficiency for the benefit of the Group and (ii) attract and retain or otherwise maintain an ongoing business relationship with the eligible participants whose contributions are or will be beneficial to the long-term growth of the Group.

As at 31 December 2025 and the date of this annual report, there was no outstanding share option granted under the Share Option Scheme and no share option lapsed or was granted, exercised or cancelled during FY2025.

As at 1 January 2025 and 31 December 2025, the number of options available for grant under the Share Option Scheme was 108,000,000, respectively.

The remuneration committee of the Company has at its meeting held on 26 March 2026 reviewed the Share Option Scheme.

CONTINGENT LIABILITIES

The Group did not have any material contingent liabilities as at 31 December 2025 and 31 December 2024.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

The Company did not redeem any of its Shares listed on the Stock Exchange nor did the Company or any of its subsidiaries purchase or sell any of such Shares during FY2025.

EVENTS AFTER REPORTING PERIOD

The Board is not aware of any important event requiring disclosure that has taken place subsequent to 31 December 2025 and up to the date of this annual report.

僱員及薪酬政策

於二零二五年十二月三十一日及二零二四年十二月三十一日，本集團分別擁有419名僱員及375名僱員。薪酬乃經參考現行市場條款並根據各僱員的個人表現、資歷及經驗以及本集團的財務業績釐定。我們定期向僱員提供內部培訓，以提高僱員的知識水平。同時，我們的僱員亦參加由合資格人員開展的培訓項目，以提升彼等的技能及工作經驗。

本公司已採納購股權計劃（「購股權計劃」），自二零一七年七月十一日生效，以讓董事會向合資格參與者授出購股權，令彼等有機會於本公司擁有個人股權，以達致下列目標：(i) 激勵合資格參與者為本集團利益盡量提升彼等的表現效率；及(ii) 吸引及挽留合資格參與者或以其他方式與合資格參與者保持持續的業務關係，而該等合資格參與者的貢獻對或將對本集團的長遠發展有利。

於二零二五年十二月三十一日及本年報日期，概無根據購股權計劃授出的任何尚未行使購股權，而於二零二五年財政年度，概無購股權失效或獲授出、行使或註銷。

截至二零二五年一月一日及二零二五年十二月三十一日，根據購股權計劃可供授出的購股權數目分別為108,000,000份。

本公司的薪酬委員會已在其於二零二六年三月二十六日舉行的會議上審閱購股權計劃。

或然負債

於二零二五年十二月三十一日及二零二四年十二月三十一日，本集團並無任何重大或然負債。

購買、出售或贖回上市證券

本公司於二零二五年財政年度並無贖回其任何於聯交所上市的股份，本公司或其任何附屬公司亦無購買或出售任何相關股份。

報告期後事項

董事會並不知悉任何於二零二五年十二月三十一日後及直至本年報日期發生的須予披露的重大事項。

CORPORATE GOVERNANCE REPORT

S&P International Holding Limited (the “**Company**”) is committed to fulfilling its responsibilities to shareholders (the “**Shareholders**”) and protecting as well as enhancing Shareholders’ value through good corporate governance.

The directors of the Company (the “**Directors**”) recognise the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of the Company and its subsidiaries (the “**Group**”) so as to achieve effective accountability.

CORPORATE GOVERNANCE PRACTICES

The Company’s ordinary shares (the “**Shares**”) in issue were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 11 July 2017 (the “**Listing Date**”).

The Company has adopted the Corporate Governance Code (the “**CG Code**”) in Appendix C1 of the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”) as its own code of corporate governance and the Company had complied with all applicable code provisions as set out in the section headed “Part 2 – Principles of good corporate governance, code provisions and recommended best practices” of the CG Code during the financial year ended 31 December 2025 (“**FY2025**”) and up to the date of this annual report.

SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as contained in Appendix C3 to the Listing Rules as its own code of conduct governing the securities transactions by the Directors. Following a specific enquiry made by the Company on each of the Directors, all Directors have confirmed that they had complied with the Model Code during FY2025 and up to the date of this annual report.

椰豐集團有限公司(「**本公司**」)一直秉承向股東(「**股東**」)負責的原則，並將通過良好的企業管治保障及提高股東價值。

本公司董事(「**董事**」)深明在本公司及其附屬公司(「**本集團**」)管理架構、內部監控及風險管理程序中融入良好企業管治要素以建立有效問責之重要性。

企業管治常規

本公司已發行普通股(「**股份**」)於二零一七年七月十一日(「**上市日期**」)始在香港聯合交易所有限公司(「**聯交所**」)主板上市。

本公司已採納聯交所證券上市規則(「**上市規則**」)附錄C1企業管治守則(「**企業管治守則**」)作為本公司之企業管治守則，且本公司於截至二零二五年十二月三十一日止財政年度(「**二零二五年財政年度**」)至本年報日期已遵守企業管治守則「第二部份 – 良好企業管治的原則、守則條文及建議最佳常規」一節所載的所有適用守則條文。

董事進行證券交易

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易的標準守則(「**標準守則**」)作為其本身有關董事進行證券交易的行為守則。經本公司向每位董事作出具體查詢後，全體董事已確認彼等於二零二五年財政年度及直至本年報日期已遵守標準守則。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

BOARD OF DIRECTORS

Responsibilities

The board of Directors (the “**Board**”) is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of the Group. The Board sets the Group’s values and standards and ensures that the requisite financial and human resources support is in place for the Group to achieve its objectives. The functions performed by the Board include but are not limited to formulating the Group’s business plans and strategies, deciding all significant financial (including major capital expenditure) and operational issues, developing, monitoring and reviewing the Group’s corporate governance practices and all other functions reserved to the Board under the Company’s articles of association (the “**Articles of Association**”). The Board has established Board committees as described in the section headed “Board Committees” below and has delegated to these Board committees various responsibilities as set out in their respective terms of reference. The responsibilities of these Board committees include monitoring the Group’s operational and financial performance, and ensuring that appropriate internal control and risk management are in place. The Board may from time to time delegate certain functions to management of the Group if and when considered appropriate. The management is mainly responsible for the execution of the business plans, strategies and policies adopted by the Board and assigned to it from time to time.

The Directors have full access to information of the Group and management has an obligation to supply the Directors with adequate information in a timely manner to enable the Directors to perform their responsibilities. The Directors are entitled to seek independent professional advice in appropriate circumstances at the Company’s expense.

Composition

The Company is committed to holding and implementing the view that the Board should include a balanced composition of Executive Directors (the “**Executive Directors**”) and Independent Non-Executive Directors (the “**INEDs**”) so that there is a strong independent element on the Board which can effectively exercise independent judgment.

As at the date of this annual report, the Board comprises the following seven Directors, of which the INEDs in aggregate represent more than one-third of the Board members:

董事會

職責

董事會(「**董事會**」)主要負責監管及監督本集團的業務事宜及整體表現管理。董事會設定本集團的價值及標準，並確保具備必需的財務及人力資源，以便本集團實現其宗旨目標。董事會履行的職能包括但不限於制定本集團業務計劃及策略、決定所有重大財務(包括主要資本支出)及營運事項決策、發展、監察及審閱本集團的企業管治常規以及所有其他根據本公司組織章程細則(「**組織章程細則**」)須留待董事會處理的職能。董事會轄下已設立下文「**董事委員會**」一節所載的多個董事委員會，並向該等董事委員會轉授其各自職權範圍載列的各項責任。該等董事委員會的職責包括監察本集團的經營及財務表現，並確保制定適當的內部監控及風險管理。董事會可於其認為適當時不時授予本集團管理層若干職能。管理層主要負責執行董事會採用及不時獲指派的業務計劃、策略及政策。

董事可隨時取閱本集團的資料，且管理層有責任及時向董事提供充足資料，以便董事履行職責。董事有權在適當情況下尋求獨立專業意見，費用由本公司承擔。

組成

本公司致力秉持宗旨並予以執行，認為董事會應包括適當比例的執行董事(「**執行董事**」)及獨立非執行董事(「**獨立非執行董事**」)，致使董事會高度獨立，從而有效作出獨立判斷。

於本年報日期，董事會包括以下七名董事，其中獨立非執行董事合共佔董事會成員人數三分之一以上：

CORPORATE GOVERNANCE REPORT (Continued)

Executive Directors

Mr. Tang Koon Fook (*Managing Director*)
 Mr. Lee Sieng Poon
 Mr. Yap Boon Teong
 Ms. Wong Yuen Lee

INEDs

Dato' Mohd Ibrahim Bin Mohd Nor (*Chairman*)
 Mr. Lee King Fui
 Mr. Eng Hup Tat

The biographical details of each of the Directors are set out in the section headed "Profile of Directors and Senior Management" of this annual report. An updated list of the Directors, including the Executive Directors and the INEDs, identifying their roles and functions is also maintained on the respective websites of the Stock Exchange and the Company.

There was no financial, business, family or other material relationship among the Directors.

The INEDs have brought in a wide range of business and financial expertise, experience and independent judgement to the Board. Through active participation in the Board meetings and serving on various Board committees, all INEDs will continue to make various contributions to the Company.

Throughout the FY2025, the Company had three INEDs, which was in compliance with the requirement of the Listing Rules that the number of INEDs must represent at least one-third of the Board members, and that at least one of the INEDs has appropriate professional qualifications or accounting or related financial management expertise.

The Company has received an annual confirmation of independence in writing from each of the INEDs pursuant to Rule 3.13 of the Listing Rules. Based on such confirmation and not aware of the occurrence of any event that would impair the independence of the INEDs, the Company considers that all the INEDs are independent and have met the independence guidelines as set out in Rule 3.13 of the Listing Rules.

Proper insurance coverage in respect of legal actions against the Directors' liability has been arranged by the Company.

執行董事

Tang Koon Fook 先生 (*董事總經理*)
 Lee Sieng Poon 先生
 Yap Boon Teong 先生
 Wong Yuen Lee 女士

獨立非執行董事

Mohd Ibrahim Bin Mohd Nor 拿督 (*主席*)
 李勤輝 先生
 Eng Hup Tat 先生

各董事的履歷詳情載於本年報「董事及高級管理層簡介」一節。本公司亦在聯交所及本公司各自的網站上存置一份最新的董事(包括執行董事及獨立非執行董事)名單，列明彼等的職責及職能。

董事之間並無財務、商業、家族或其他重要關係。

獨立非執行董事為董事會帶來淵博的業務及財務專業知識、經驗及獨立判斷。通過積極參與董事會會議，在各董事委員會供職，全體獨立非執行董事將繼續為本公司作出多方面貢獻。

本公司於二零二五年財政年度有三名獨立非執行董事，符合上市規則規定獨立非執行董事的人數須佔董事會成員人數的至少三分之一，且至少有一名獨立非執行董事具備適當專業資格或會計或相關財務管理專業知識。

本公司已收取各獨立非執行董事根據上市規則第3.13條規定以書面形式提交的年度獨立身份確認書。基於該等確認書及在不知悉發生任何將損害獨立非執行董事的獨立性事件的情況下，本公司認為全體獨立非執行董事均屬獨立且已符合上市規則第3.13條所載的獨立指引。

本公司已就董事可能面對的法律訴訟作適當投保。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

Directors' Induction, Time Commitment and Continuing Professional Development

Each of the Directors has received a formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure that he/she has a proper understanding of the Company's operations and business and is fully aware of the director's responsibilities under statute and common law, the Listing Rules, legal and other regulatory requirements and the Company's business and governance policies. He/She has given the assurance to give sufficient time and attention to the Company's affair and have disclosed to the Company other significant commitments and the estimated time involved.

During FY2025, each of the Directors had attended the training conducted by a Hong Kong legal advisor on recap on the responsibilities of directors of a listed company and the updates on corporate governance code.

In compliance with code provision C.1.1 of the CG Code, the Company will from time to time fund and arrange suitable training to all the Directors to partake in the continuous professional development (the "CPD") in order to develop and refresh their knowledge and skills in relation to their duties and responsibilities, such that their contribution to the Board remains informed and relevant. All Directors are also encouraged to attend relevant training courses at the Company's expense and they have been requested to provide the Company with their training records. According to the training records maintained by the Company, the CPD programmes received by each of the Directors during the FY2025 is summarised as follows:

董事就任須知、時間投入及持續專業發展

各董事於首次接受委任時均已獲提供正式、全面及特為其而設的就任須知，以確保其恰當理解本公司營運及業務情況，及完全清楚董事根據法規及普通法、上市規則、法律及其他監管規定須承擔的責任以及本公司業務及管治政策。他／她已保證會為本公司事務投入足夠的時間及精力，並已向本公司披露其他重要承諾及預計所需時間。

於二零二五財政年度，各董事已參加由香港法律顧問所安排有關複習上市公司董事職責以及企業管治守則的最新修訂培訓。

為遵守企業管治守則守則條文第C.1.1條，本公司將不時為全體董事斥資安排合適培訓參與持續專業發展(「持續專業發展」)，以發展及更新彼等有關職務及職責的知識及技能，從而在知情情況下為董事會作出切合需要的貢獻。本公司亦鼓勵全體董事參加相關培訓課程，費用由本公司承擔，且全體董事已被要求向本公司提供其培訓記錄。根據本公司保存的培訓記錄，各董事於二零二五年財政年度接受的持續專業發展課程概述如下：

Name of Directors 董事姓名	Type of training 培訓類型
Mr. Tang Koon Fook Tang Koon Fook先生	A and B A及B
Mr. Lee Sieng Poon Lee Sieng Poon先生	A and B A及B
Mr. Yap Boon Teong Yap Boon Teong先生	A and B A及B
Ms. Wong Yuen Lee Wong Yuen Lee女士	A and B A及B
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor拿督	A and B A及B
Mr. Lee King Fui 李勤輝先生	A and B A及B
Mr. Eng Hup Tat Eng Hup Tat先生	A and B A及B

A: attending training sessions, including but not limited to, seminars/webinars, briefings, conferences, forums and workshops

A: 參加培訓課程，包括但不限於座談會／網絡研討會、簡報會、會議、論壇及研討會

B: reading newspapers, journals and updates relating to the economy, general business, corporate governance and directors' duties and responsibilities

B: 閱讀有關經濟、一般商務、企業管治以及董事職務及職責的報刊、雜誌及最新消息

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

During the reporting period, the Directors were being provided with the monthly updates on the Company's performance giving a balanced and understandable assessment of the Company's performance for them to discharge their duties under the Listing Rules.

於報告期間，董事會每月均獲提供有關本公司表現的最新資料，該等資料對本公司表現作出平衡且易於理解的評估，以協助董事履行上市規則所規定的職責。

Board Performance Review

The Company did not conduct a board performance review during the reporting period as the next board performance review will be conducted in year 2026.

董事會表現評核

本公司於報告期間並未進行董事會表現評核，因下次董事會表現評核將於二零二六年進行。

Board Skills Matrix

The current skill matrix of the seven Directors in the Board are listed as follows:

董事會技能表

董事會七位董事的現行技能表如下：

Core Competencies 核心能力	No of Directors 董事人數
Leadership experience 領導經驗	3/7
Operational experience 營運經驗	2/7
Finance experience 財務經驗	3/7
Human resources experience 人力資源經驗	1/7
Industry experience 產業經驗	4/7

Gender Diversity 性別多元性	No of Directors 董事人數
Male 男性	6
Female 女性	1

Age Diversity 年齡多元性	No of Directors 董事人數
40 to 49 40至49歲	1
50 to 59 50至59歲	2
60 to 69 60至69歲	4

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

Meetings of the Board and the Shareholders and Directors' Attendance Records

During FY2025, regular meetings of the Board were scheduled four times a year at approximately quarterly intervals with notice given to the Directors at least 14 days in advance. For all other Board meetings, notice have been given in a reasonable time in advance. The Directors are allowed to include any matter in the agenda that is required for discussion and resolution at the meeting. To enable the Directors to be properly briefed on issues arising at each of the Board meetings and to make informed decisions, an agenda and the accompanying Board papers are sent to all Directors at least three days before the intended date of the Board meeting, or such other period as agreed. The company secretary of the Company (the “**Company Secretary**”) is responsible for preparing and circulating the abovementioned draft agenda and Board papers. All Board meetings' minutes recorded in sufficient detail the matters considered and decisions reached will be kept by a duly appointed secretary of the meeting. Draft and final versions of the minutes are circulated to the Directors for comments and record respectively within a reasonable time after each meeting and the final version is open for the Directors' inspection.

During the FY2025, the Board held four regular meetings at approximately quarterly intervals on 28 March 2025, 22 May 2025, 28 August 2025 and 28 November 2025 and amongst other matters, approved the audited consolidated financial statements of the Group for the year ended 31 December 2024 and the unaudited consolidated financial statements of the Group for the six months ended 30 June 2025.

董事會及股東會議以及董事出席記錄

於二零二五年財政年度，董事會預定每年定期舉行四次會議，大約每季舉行一次，並最少於會議14日前向董事發出通知。有關所有其他董事會會議，已事先於合理時間發出通知。董事獲准將任何須於會上討論及議決的事宜納入議程。為了讓董事獲恰當簡報各董事會會議上提出的事宜及作出知情決定，議程及隨附董事會文件於董事會會議的擬定日期前最少三日或所協定的其他期間送交全體董事。本公司的公司秘書(「**公司秘書**」)負責編製及分發上述起草議程及董事會文件。充分詳列考量事宜及達成決策的所有董事會會議記錄將由會議正式委任的秘書保管。會議記錄草案及定稿於每次會議之後的合理時間內向董事傳閱以供其發表意見及記錄，定稿可供董事查閱。

於二零二五年財政年度，董事會已於二零二五年三月二十八日、二零二五年五月二十二日、二零二五年八月二十八日及二零二五年十一月二十八日按約每季度一次舉行四次定期會議，(其中包括)批准本集團截至二零二四年十二月三十一日止年度的經審核綜合財務報表及截至二零二五年六月三十日止六個月的未經審核綜合財務報表。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

The attendance records of each Director at the Board meetings during FY2025 is as follows:

於二零二五年財政年度，各董事的董事會會議出席記錄如下：

Name of Directors 董事姓名	No. of Attendance/ No. of Meetings 出席次數/ 會議次數
Mr. Tang Koon Fook Tang Koon Fook先生	4/4
Mr. Lee Sieng Poon Lee Sieng Poon先生	4/4
Mr. Yap Boon Teong Yap Boon Teong先生	4/4
Ms. Wong Yuen Lee Wong Yuen Lee女士	4/4
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor拿督	4/4
Mr. Lee King Fui 李勤輝先生	3/4
Mr. Eng Hup Tat Eng Hup Tat先生	4/4

During FY2025, the Company held its annual general meeting (the "AGM") on 26 May 2025 and the attendance record of each Director is as follows:

於二零二五年財政年度，本公司已於二零二五年五月二十六日舉行股東週年大會(「股東週年大會」)，各董事的出席記錄如下：

Name of Directors 董事姓名	No. of Attendance/ No. of Meetings 出席次數/ 會議次數
Mr. Tang Koon Fook Tang Koon Fook先生	1/1
Mr. Lee Sieng Poon Lee Sieng Poon先生	1/1
Mr. Yap Boon Teong Yap Boon Teong先生	1/1
Ms. Wong Yuen Lee Wong Yuen Lee女士	1/1
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor拿督	1/1
Mr. Lee King Fui 李勤輝先生	1/1
Mr. Eng Hup Tat Eng Hup Tat先生	1/1

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

The Board held a meeting on 30 March 2026 and, amongst other matters, considered and approved the audited consolidated financial statements of the Group for FY2025.

CORPORATE GOVERNANCE POLICIES AND MECHANISM

The Group recognize that a comprehensive corporate governance management structure is crucial in helping the Company to implement its strategies and policies effectively and consistently throughout the Group, and safeguard the long-term interests of its shareholders. Accordingly, the Company has established the following policies and mechanism and has continuously reviewed them to ensure that the Group meets the requirements of the applicable laws and regulations:

- Board Diversity Policy
- Mechanisms Ensuring Independent Views Available to the Board
- Anti-bribery and corruption Policy
- Whistle-blowing Policy

Board Diversity Policy

The Company has adopted a Board Diversity Policy whereby it recognises and embraces the importance and benefits of a diversity of Board members. It endeavours to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. All Board nominations, appointments and reappointments will continue to be made on a merit basis with due regard for the benefits of diversity of the Board members and the nomination policy of the Company. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills and knowledge.

The Board will strive to maintain gender diversity when recruiting and selecting the workforce across the Group's operation. As at 31 December 2025, the Board members include one female member which achieved gender diversity in respect of the Board.

The Nomination Committee will review the Board Diversity Policy at least annually to ensure that its continued effectiveness, and where necessary, will make revisions that may be required and recommend any such revision to the Board for consideration and approval.

董事會已於二零二六年三月三十日舉行一次會議，以(其中包括)審議及批准本集團於二零二五年財政年度的經審核綜合財務報表。

企業管治政策及機制

本集團亦深明，一套全面的企業管治管理架構，對協助本公司有效地在本集團內貫徹執行所定策略和政策並保障股東的長遠利益而言至為關鍵。因此，本公司已制訂以下政策及機制，並持續予以審閱，以確保本集團符合適用法律及法規的要求：

- 董事會多元化政策
- 確保董事會取得獨立觀點的機制
- 反賄賂及貪污政策
- 舉報政策

董事會多元化政策

本公司已採納董事會多元化政策，藉此明白並深信董事會成員多元化的重要性及裨益，並致力確保董事會具備適用於本公司業務要求的技巧、經驗及多元化思維的平衡配套。董事會所有提名、委任及續聘將繼續以用人唯才為原則，兼顧董事會成員多元化的利益及本公司的提名政策，並將根據一系列多元化思維(包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、技能及知識)挑選候選人。

董事會在招聘及甄選本集團業務員工時努力保持性別多元化。於二零二五年十二月三十一日，董事會成員包括一名女性成員，實現了董事會的性別多元化。

提名委員會將至少每年審視董事會多元化政策，以確保其持續有效，且如有必要，將作出所需的修訂及向董事會建議任何有關修訂供其考慮及批准。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

At the meeting held on 26 March 2026, the Nomination Committee has reviewed the Board Diversity Policy and was satisfied with its implementation and effectiveness during FY2025.

Workforce Diversity

As at 31 December 2025, the ratio of male and female in the workforce by gender and age of the Group (including executive directors and senior management) is 76% and 24% respectively as set out in the section “our people” of the Environmental, Social and Governance Report on pages from 15 to 85 of this annual report. The Company considers that current gender ratio is appropriate and will thrive to maintain the current balance.

Independent Views of the Board

In compliance with Code B.1.3 of the CG Code, the Company has established mechanisms to ensure that a strong independent element on, and independent views and input are available to the Board (the “**Mechanisms**”).

The Mechanisms cover adequate time is allocated for discussion of issues tabled to the Board for deliberation; the minutes of the Board and Board committee meetings accurately reflect the deliberations and decisions made, including any dissenting views and if any Director had abstained from voting or deliberating on a particular matter and that Board committee meetings are conducted separately from the Board meeting to enable independent discussion during the respective meetings particularly the Audit Committee of which the members comprise all independent non-executive Directors.

The Board will review the implementation and effectiveness of the Mechanisms annually. At the meeting held on 30 March 2026, the Board has reviewed the implementation and effectiveness of the Mechanisms during FY2025 and considered that the Mechanisms remain effective.

Anti-bribery and corruption Policy

To outline the Company’s expectations and requirements on prevention, detection, reporting and investigation of any suspected fraud, corruption and other similar irregularities; and to provide information and guidance on recognizing and dealing with bribery and corruption. The Company has established its group-wise anti-bribery and corruption policy that complies with Code D.2.4 of the CG Code.

於二零二六年三月二十六日舉行的會議上，提名委員會已審閱董事會多元化政策，並對其於二零二五年財政年度的實施情況及成效感到滿意。

僱員多元化

於二零二五年十二月三十一日，本集團按性別及年齡劃分的僱員(包括執行董事及高級管理層)中男性及女性的比例分別為76%及24%，如本年報第15至85頁環境、社會及管治報告「我們的人才」一節所載。本公司認為目前的性別比例適當，並將致力維持目前的平衡。

董事會獨立觀點

根據企業管治守則的守則B.1.3，本公司已制定機制，以確保董事會有強大的獨立元素並且可獲得獨立的觀點和意見(「**機制**」)。

機制包括分配足夠時間討論提交予董事會審議的事宜；董事會及董事委員會的會議記錄準確反映所作審議和決定，包括任何反對意見，以及是否有任何董事放棄投票或審議特定事項，董事委員會會議與董事會會議分開舉行，以便在各自會議期間進行獨立討論，特別是由全體獨立非執行董事組成的審計委員會。

董事會將每年審查機制的實施情況及成效。於二零二六年三月三十日舉行的會議上，董事會已審閱二零二五年財政年度各項機制的實施情況及成效，並認為機制仍然有效。

反賄賂及貪污政策

概述本公司對預防、發現、報告和調查任何涉嫌欺詐、貪污及其他類似違規行為的期望及要求；提供有關識別和處理賄賂及貪污的資訊及指引。本公司已制定符合企業管治守則的守則D.2.4的集團反賄賂及貪污政策。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

Under the anti-bribery and corruption policy, guidance on common forms of bribery and corruption is listed for compliance of all individuals working for the Group and any third parties associated with the Group. Any individual who knows of, or suspects a violation of the anti-bribery and corruption policy is encouraged to whistle blow or report the concern through the mechanism set out under the Group's whistle-blowing policy.

During FY2025, no case of corruption or non-compliance with any rules and regulations as regards as anti-bribery and corruption policy was reported.

The anti-bribery and corruption policy is reviewed and updated periodically to align with the applicable laws and regulations as well as the industry's best practices.

Whistle-blowing Policy

The Group is committed to achieving and maintaining the highest standards of openness, probity and accountability, the Company has established a whistle-blowing policy that complies with D.2.3 of the CG Code which forms an important part of its effective risk management and internal control systems.

The whistle-blowing policy is intended to encourage any employee to disclose information under confidential basis on activity that is suspected to be malpractice or impropriety as guided by the reporting channels.

During FY2025, no suspected whistle-blowing activity was reported.

The whistle-blowing policy is reviewed and updated periodically to align with the applicable laws and regulations as well as the industry's best practices.

CHAIRMAN AND CHIEF EXECUTIVE

During FY2025 and up to the date of this annual report, Dato' Mohd Ibrahim Bin Mohd Nor was the Chairman whilst Mr. Tang Koon Fook was the Managing Director and they will continue to act in such capacities subsequent to the financial year end date of FY2025. Therefore, the Company has complied with code provision C.2.1 of the CG Code, which stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual.

The Chairman has been responsible to oversee the functioning of the Board and ensuring effective governance practices and working closely with the Managing Director to develop and implement strategic objectives while maintaining the independence necessary for objective decision making.

反賄賂及貪污政策列出了常見形式的賄賂及貪污的指引，以供為本集團工作的所有人士及與本集團有關聯的任何第三方遵守。本集團鼓勵任何知悉或懷疑出現違反反賄賂及貪污政策情況的人士通過本集團舉報政策所載的機制舉報或報告有關事宜。

於二零二五年財政年度，概無接獲任何有關貪污或違反反賄賂及貪污政策的任何規章制度的報告。

反賄賂及貪污政策定期予以審閱及更新，以符合適用的法律及法規和行業最佳實踐。

舉報政策

本集團致力在公開、廉潔及問責性方面達致及維持最高標準，本公司已制定符合企業管治守則第D.2.3條規定的舉報政策，構成其有效風險管理及內部監控系統的重要部分。

舉報政策旨在鼓勵僱員按照舉報渠道的指引，以保密方式披露涉嫌疏忽職守或不當行為的資料。

於二零二五年財政年度，概無接獲任何有關可疑情況的舉報。

舉報政策定期予以審閱及更新，以符合適用的法律及法規和行業最佳實踐。

主席及行政總裁

於二零二五年財政年度及直至本年報日期，Mohd Ibrahim Bin Mohd Nor拿督為主席，而Tang Koon Fook先生為董事總經理，且彼等將於二零二五年財政年度之財政年結日後繼續以該等身份行事。因此，本公司已遵守企業管治守則的守則條文第C.2.1條，其規定主席與行政總裁之角色應有區分，並不應由同一人兼任。

主席負責監督董事會運作，並確保有效的管治實務，與董事總經理緊密合作，制定並實施策略目標，同時維持客觀決策所需的獨立性。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

The Managing Director has been responsible for the overall management, strategic planning, sales and marketing, research and development, the day-to-day business operations and financial management of the Group.

董事總經理負責本集團的整體管理、策略規劃、銷售及營銷、研究及開發、日常業務營運及財務管理。

BOARD COMMITTEES

The Board has established certain Board committees, including the Audit Committee, the Remuneration Committee and the Nomination Committee, to oversee particular aspects of the Company's affairs. All Board committees are provided with sufficient resources to discharge their duties and upon reasonable request, members of the Board committees are able to seek independent professional advice in appropriate circumstances at the Company's expenses.

董事委員會

董事會已設立若干董事委員會，包括審計委員會、薪酬委員會及提名委員會，以監督本公司特定方面的事務。所有董事委員會均獲充分資源以履行其職責，且於合理要求時，董事委員會成員均可在適當情況下尋求獨立專業意見，費用由本公司承擔。

Audit Committee

The Audit Committee was established on 8 June 2017 with written terms of reference in compliance with the code provisions of the CG Code. Such written terms of reference were revised on 1 January 2019 to conform with the requirements under the CG Code and the Listing Rules. The written terms of reference of the Audit Committee are published on the respective websites of the Stock Exchange and the Company. The existing Audit Committee comprises all the three INEDs, namely Mr. Lee King Fui who is the chairman of the Audit Committee, Dato' Mohd Ibrahim Bin Mohd Nor, the Chairman and Mr. Eng Hup Tat.

審計委員會

審計委員會於二零一七年六月八日成立，其書面職權範圍符合企業管治守則守則條文。該等書面職權範圍已於二零一九年一月一日修訂，以符合企業管治守則及上市規則的規定。審計委員會的書面職權範圍已分別刊載於聯交所及本公司網站。現有審計委員會由全體三名獨立非執行董事組成，即李勤輝先生(審計委員會主席)、Mohd Ibrahim Bin Mohd Nor 拿督(主席)及 Eng Hup Tat 先生。

The principal roles and functions of the Audit Committee include but are not limited to:

審計委員會的主要職責及職能包括但不限於：

- making recommendations to the Board on the appointment, re-appointment and removal of the external auditors, and approving their remuneration and terms of engagement, and handling any questions regarding their resignation or dismissal;
- reviewing and monitoring the external auditors' independence and objectivity and the effectiveness of the audit process in accordance with applicable standards and discussing with the external auditors on the nature and scope of the audit and reporting obligations before the audit commences;
- developing and implementing a policy on engaging external auditors to supply non-audit services and reporting to the Board, identifying and making recommendations on any matters where action or improvement is needed;
- monitoring the integrity of the Company's financial statements and accounts as well as annual report and half-year report, and reviewing significant financial reporting judgments contained in them;
- 就外聘核數師的委任、重新委任及罷免向董事會提供建議、批准其薪酬及聘用條款，及處理任何有關其辭任或辭退的問題；
- 按適用標準檢討及監察外聘核數師是否獨立客觀及核數程序是否有效，並於核數工作開始前與外聘核數師討論核數性質及範疇及有關申報責任；
- 就委聘外聘核數師提供非核數服務制定政策，並予以執行，以及就任何須採取行動或改善的事項向董事會報告，並提出建議；
- 監察本公司的財務報表及賬目以及年度報告及半年度報告的完整性，並審閱其中所載的重大財務申報判斷；

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

- reviewing the Company's financial reporting system, and risk management and internal control systems;
- discussing the risk management and internal control systems with management to ensure that management has performed its duty to have such effective systems;
- considering major investigation findings on risk management and internal control matters as delegated by the Board or on its own initiative and management's response to these findings;
- where an internal audit function exists, ensuring co-ordination between the internal and external auditors, ensuring that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring its effectiveness;
- reviewing the Group's financial and accounting policies and practices;
- reviewing the external auditors' management letter, any material queries raised by the auditors to management about the accounting records, financial accounts or systems of control and management's response;
- ensuring that the Board will provide a timely response to the issues raised in the external auditors' management letters; and
- considering other topics as defined by the Board.
- 審閱本公司的財務申報制度、風險管理及內部監控系統；
- 與管理層討論風險管理及內部監控系統，確保管理層已履行職責建立有效的系統；
- 主動或應董事會的委派，就有關風險管理及內部監控事宜的重要調查結果及管理層對調查結果的回應進行研究；
- 如有內部審核功能，確保內部和外聘核數師的工作得到協調，並確保內部審核功能在本公司內部有足夠資源運作，並且有適當的地位，以及檢討及監察其成效；
- 檢討本集團的財務及會計政策及實務；
- 檢查外聘核數師給予管理層的《審核情況說明函件》、外聘核數師就會計紀錄、財務賬目或監控制度向管理層提出的任何重大疑問及管理層作出的回應；
- 確保董事會及時回應於外聘核數師給予管理層的《審核情況說明函件》中提出的事宜；及
- 研究其他由董事會界定的課題。

During FY2025, two Audit Committee meetings were held on 26 March 2025 and 27 August 2025 respectively; and the Audit Committee, amongst other matters, considered and approved the draft audited consolidated financial statements of the Group for FY2024 and the unaudited consolidated financial statements of the Group for the six months ended 30 June 2025 for presentation to the Board for consideration and approval and audit-related matters.

於二零二五年財政年度，審計委員會分別於二零二五年三月二十六日及二零二五年八月二十七日舉行兩次會議，並(其中包括)審議及批准向董事會提呈供審議及批准本集團二零二四年財政年度的經審核綜合財務報表及本集團截至二零二五年六月三十日止六個月的未經審核綜合財務報表草案及審核相關事宜。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

The attendance records of each INED at the Audit Committee meetings during FY2025 is as follows:

各獨立非執行董事於二零二五年財政年度的審計委員會會議出席記錄如下：

Name of Directors 董事姓名	No. of Attendance/ No. of Meetings 出席次數/ 會議次數
Mr. Lee King Fui 李勤輝先生	2/2
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor 拿督	2/2
Mr. Eng Hup Tat Eng Hup Tat 先生	2/2

The Audit Committee held a meeting on 26 March 2026 and, amongst other matters, considered and approved for presentation to the Board for consideration and approval the draft audited consolidated financial statements of the Group for FY2025. The chairman and the other members of the Audit Committee attended such meeting.

審計委員會於二零二六年三月二十六日舉行一次會議，並(其中包括)審議及批准向董事會提呈相關決議案，以審議及批准本集團於二零二五年財政年度的經審核綜合財務報表草案。審計委員會主席及其他成員均出席了該會議。

Remuneration Committee

The Remuneration Committee was established on 8 June 2017 with written terms of reference in compliance with the code provisions of CG Code. Such written terms of reference were revised on 10 March 2023 to conform with the requirements under the CG Code and the Listing Rules. The written terms of reference of the Remuneration Committee are published on the respective websites of the Stock Exchange and the Company. The existing Remuneration Committee comprises two INEDs, namely Dato' Mohd Ibrahim Bin Mohd Nor, the Chairman and Mr. Eng Hup Tat and Mr. Tang Koon Fook, an Executive Director and the Managing Director. Mr. Eng Hup Tat is the chairman of the Remuneration Committee.

薪酬委員會

薪酬委員會於二零一七年六月八日成立，其書面職權範圍符合企業管治守則守則條文。該等書面職權範圍已於二零二三年三月十日修訂，以符合企業管治守則及上市規則的規定。薪酬委員會的書面職權範圍已分別刊載於聯交所及本公司網站。現有薪酬委員會由兩名獨立非執行董事(即 Mohd Ibrahim Bin Mohd Nor 拿督(主席)及 Eng Hup Tat 先生)及執行董事兼董事總經理 Tang Koon Fook 先生組成。Eng Hup Tat 先生為薪酬委員會主席。

The principal roles and functions of the Remuneration Committee include but are not limited to:

薪酬委員會的主要職責及職能包括但不限於：

- making recommendations to the Board on the Company's policy and structure for the remuneration of all Directors and senior management and on the establishment of a formal and transparent procedure for developing the remuneration policy;
- reviewing and approving the management's remuneration proposals by reference to the Board's corporate goals and objectives;
- 就本公司的董事及高級管理人員的全體薪酬政策及架構，及就設立正規而具透明度的程序制訂薪酬政策，向董事會提出建議；
- 因應董事會所制訂的企業方針及目標，檢討及批准管理層的薪酬方案；

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

- either: (i) to determine, with delegated responsibility, the remuneration packages of individual Executive Directors and senior management; or (ii) to make recommendations to the Board on the remuneration packages of individual Executive Directors and senior management. This should include benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;
- making recommendations to the Board on the remuneration of the non-executive Directors;
- considering the salaries paid by comparable companies, time commitment, responsibilities and employment conditions elsewhere in the Group;
- reviewing and approving the compensation payable to the Executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with the contractual terms and is otherwise fair and not excessive;
- reviewing and approving the compensation arrangements relating to the dismissal or removal of the Directors for misconduct to ensure that they are consistent with the contractual terms and are otherwise reasonable and appropriate;
- ensuring that no Director or any of his associates (as defined in the Listing Rules) is involved in deciding his own remuneration; and
- reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules.
- 以下兩者之一：(i)獲董事會轉授責任釐定個別執行董事及高級管理人員的薪酬待遇；或(ii)向董事會建議個別執行董事及高級管理人員的薪酬待遇。此應包括非金錢利益、退休金權利及賠償金額(包括喪失或終止職務或委任的賠償)；
- 就非執行董事的薪酬向董事會提出建議；
- 考慮同類公司支付的薪酬、須付出的時間及職責以及本集團內其他職位的僱用條件等；
- 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，則賠償亦須公平合理，不致過多；
- 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；倘未能與合約條款一致，則有關賠償亦須合理適當；
- 確保任何董事或其任何聯繫人士(定義見上市規則)不得參與釐定他自己的薪酬；及
- 根據上市規則第17章審查和/或批准有關股份計劃的事宜。

During FY2025, one Remuneration Committee meeting was held on 26 March 2025 and the attendance record of each member of the Remuneration Committee is as follows:

於二零二五年財政年度，薪酬委員會於二零二五年三月二十六日舉行一次會議，薪酬委員會各成員的出席記錄如下：

Name of Directors 董事姓名	No. of Attendance/ No. of Meetings 出席次數/ 會議次數
Mr. Eng Hup Tat Eng Hup Tat先生	1/1
Mr. Tang Koon Fook Tang Koon Fook先生	1/1
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor拿督	1/1

CORPORATE GOVERNANCE REPORT (Continued)

The Remuneration Committee held a meeting on 26 March 2026, and among other things, (i) reviewed and recommended to the Board for consideration certain remuneration-related matters of the Directors and senior management; and (ii) reviewed the share option scheme of the Company. The chairman and the other members of the Remuneration attended such meeting.

Nomination Committee

The Nomination Committee was established on 8 June 2017 with written terms of reference in compliance with the code provisions of the CG Code. Such written terms of reference were revised on 1 January 2019 to conform with the requirements under the CG Code and the Listing Rules. The written terms of reference of the Nomination Committee are published on the respective websites of the Stock Exchange and the Company. The existing Nomination Committee comprises two INEDs, namely Dato' Mohd Ibrahim Bin Mohd Nor, the Chairman and Mr. Eng Hup Tat, and Ms. Wong Yuen Lee, an Executive Director. Dato' Mohd Ibrahim Bin Mohd Nor is the chairman of the Nomination Committee.

The principal roles and functions of the Nomination Committee include but are not limited to:

- reviewing the structure, size and composition (including the skills, knowledge, experience and diversity of perspectives) of the Board at least annually and making recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- identifying individuals suitably qualified to become members of the Board and selecting or making recommendations to the Board on the selection of individuals nominated for directorships;
- assessing the independence of the INEDs;
- making recommendations to the Board on the appointment or re-appointment of Directors and the succession planning for the Directors, in particular, the Chairman and the chief executive; and
- reviewing the Board Diversity Policy and any measurable objectives for implementing such Board Diversity Policy as may be adopted by the Board from time to time and to review the progress on achieving the objectives.

薪酬委員會於二零二六年三月二十六日舉行一次會議，並(其中包括)(i)審閱及向董事會建議審議若干與董事及高級管理層薪酬有關的事項；及(ii)審查本公司的購股權計劃。薪酬委員會主席及其他成員均出席了該會議。

提名委員會

提名委員會於二零一七年六月八日成立，其書面職權範圍符合企業管治守則守則條文。該等書面職權範圍已於二零一九年一月一日修訂，以符合企業管治守則及上市規則的規定。提名委員會的書面職權範圍已分別刊載於聯交所及本公司網站。現有提名委員會由兩名獨立非執行董事(即Mohd Ibrahim Bin Mohd Nor拿督(主席)及Eng Hup Tat先生)及執行董事Wong Yuen Lee女士組成。Mohd Ibrahim Bin Mohd Nor拿督為提名委員會主席。

提名委員會的主要職責及職能包括但不限於：

- 至少每年檢討董事會的架構、人數及組成(包括技能、知識、經驗及觀點多元化)並就任何為配合本公司的策略而擬對董事會作出的變動提出建議；
- 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供意見；
- 評核獨立非執行董事的獨立性；
- 就董事委任或重新委任以及董事(尤其是主席及行政總裁)繼任計劃向董事會提出建議；及
- 檢討董事會多元化政策及董事會不時採納以執行該董事會多元化政策的任何可計量目標，以及檢討目標達成進度。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

During FY2025, one Nomination Committee meeting was held on 26 March 2025 and the attendance record of each member of the Remuneration Committee is as follows:

於二零二五年財政年度，提名委員會於二零二五年三月二十六日舉行一次會議，提名委員會各成員的出席記錄如下：

Name of Directors 董事姓名	No. of Attendance/ No. of Meetings 出席次數/ 會議次數
Dato' Mohd Ibrahim Bin Mohd Nor Mohd Ibrahim Bin Mohd Nor 拿督	1/1
Mr. Tang Koon Fook Tang Koon Fook 先生	1/1
Mr. Eng Hup Tat Eng Hup Tat 先生	1/1

The Nomination Committee held a meeting on 26 March 2026 and among other things, reviewed the structure, size and composition of the Board, assessed the independence of the INEDs and recommended to the Board for consideration the re-appointment of the retiring Directors at the forthcoming AGM. The chairman and the other members of the Nomination Committee attended such meeting.

提名委員會於二零二六年三月二十六日舉行一次會議，並(其中包括)審查董事會的架構、人數及組成，評估獨立非執行董事的獨立性及於應屆股東週年大會上向董事會建議考慮重新委任退任董事。提名委員會主席及其他成員均出席了該會議。

The Board is satisfied with the implementation and effectiveness of the Board's Diversity Policy for the financial year under review.

董事會對回顧財政年度內董事會多元化政策的實施情況及成效感到滿意。

Corporate Governance Functions

The Audit Committee is responsible for performing the corporate governance functions as set out in code provision A.2.1 of the CG Code, which include but are not limited to:

- developing and reviewing the Company's policies and practices on corporate governance and making recommendations to the Board;
- reviewing and monitoring the training and CPD of the Directors and senior management;
- reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and the Directors; and
- reviewing the Company's compliance with the CG Code and disclosure in this report.

企業管治職能

審計委員會負責履行企業管治守則守則條文第A.2.1條所載的企業管治職能，其中包括但不限於：

- 制訂及檢討本公司企業管治政策及常規，向董事會提出建議；
- 檢討及監察董事及高級管理人員的培訓及持續專業發展；
- 檢討及監察本公司就遵守法律及監管要求的政策及常規；
- 制定、檢討及監察僱員及董事的操守準則及合規手冊(如有)；及
- 檢討本公司遵守企業管治守則的情況及在本報告內的披露。

CORPORATE GOVERNANCE REPORT (Continued)

NOMINATION POLICY

The Board has delegated its responsibilities and authority for selection and appointment of the Directors to the Nomination Committee of the Company. Without prejudice to the authority and duties of the Nomination Committee as set out in its terms of reference, the ultimate responsibility for selection and appointment of the Directors rests with the entire Board.

The Nomination Committee will recommend to the Board for the selection, appointment and re-appointment of a Director including an INED in accordance with the following procedures and process:

A. The Nomination Committee

- i will, giving due consideration to the current composition and size of the Board, develop a list of desirable skills, perspectives and experience at the outset to focus the search effort;
- ii may consult any source it considers appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, advertising, recommendations from a third party agency firm and proposals from the Shareholders with due consideration given to the criteria which include but are not limited to:
 - (a) Diversity in the aspects of, amongst others, gender, age, cultural and educational background, professional experience, skills, knowledge and length of service;
 - (b) Commitment for responsibilities of the Board in respect of available time and relevant interest (details of the Board Diversity Policy is set out on pages 100 to 101 of this annual report);
 - (c) Qualifications, both academic and professional, including accomplishment and experience in the relevant industries in which the Group's business is involved;
 - (d) Independence (for INEDs);
 - (e) Reputation for integrity;
 - (f) Potential contributions that the individual can bring to the Board; and
 - (g) Plan(s) in place for the orderly succession of the Board.

提名政策

董事會已將其甄選及委任董事的責任及權限轉授予本公司提名委員會。在不觸及提名委員會書面職權範圍所載的權限及職責的情況下，甄選及委任董事的最終責任歸屬於全體董事會。

提名委員會將根據下列程序及流程就董事(包括獨立非執行董事)的選舉、委任及續聘向董事會提出建議：

A. 提名委員會

- i 將於適當考慮董事會當前的組成及規模後，首先制定一份所需技能、觀點及經驗清單，以集中物色工作；
- ii 於物色或甄選合適候選人時可諮詢其認為適當的任何來源，例如現有董事的推薦、廣告、第三方代理公司的推薦及股東的建議，並適當考慮(包括但不限於)下列因素：
 - (a) 各方面的多樣性，其中包括性別、年齡、文化及教育背景、專業經驗、技能、知識及服務年限；
 - (b) 其能投放於董事會職責的可付出的時間及相關利益(董事會多元化政策的詳情載於本年報第100至101頁)；
 - (c) 學術及專業資格，包括涉及本集團業務的相關行業的成就和經驗；
 - (d) 獨立性(就獨立非執行董事而言)；
 - (e) 誠信聲譽；
 - (f) 個人可以為董事會帶來的潛在貢獻；及
 - (g) 為董事會有序繼任而制定的計劃。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

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| <p>iii may adopt any process it considers appropriate in evaluating the suitability of the candidates, such as interviews, background checks, presentations and third party reference checks;</p> <p>iv will consider a broad range of candidates who are in and outside of the Board's circle of contacts;</p> <p>v upon considering a candidate's suitability for the directorship, will hold a meeting and/or by way of written resolutions to, if thought fit, approve the recommendation to the Board for appointment;</p> <p>vi will provide the relevant information of the selected candidate to the Remuneration Committee for consideration of the remuneration package of such selected candidate; and</p> <p>vii will thereafter make the recommendation to the Board in relation to the proposed appointment.</p> | <p>iii 可採用其認為適當的任何程序評估候選人的合適性，例如面試、背景調查、演講及第三方背景調查；</p> <p>iv 將考慮在董事會聯絡圈內外的各類候選人；</p> <p>v 在考慮適合擔任董事職位的候選人後，將舉行會議及／或以書面決議案方式向董事會提交委任建議以供酌情批准；</p> <p>vi 將向薪酬委員會提供所選候選人的相關資料，以供考慮該選定的候選人的薪酬待遇；及</p> <p>vii 其後，將就建議委任向董事會提出建議。</p> |
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B. Where a Non-Executive Director is considered, the Remuneration Committee will make the recommendation to the Board on the policy and structure for the remuneration;

B. 倘考慮非執行董事，薪酬委員會將就薪酬政策及架構向董事會提出建議；

C. The Board may arrange for the selected candidate to be interviewed by the members of the Board, who are not members of the Nomination Committee and the Board will thereafter deliberate and decide the appointment as the case may be;

C. 董事會可安排選定的候選人由不屬提名委員會成員的董事會成員進行面試，此後，董事會將審議並決定任命(視情況而定)；

D. All appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be) to be filed with the relevant regulatory authorities, if required; and

D. 所有董事的任命，將通過提交相關董事表示同意擔任董事的文件(或要求相關董事確認或接受任命為董事的任何其他類似文件(視情況而定)予相關法定機構(如有需要)作存檔予以確認；及

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

E. 倘董事會於下屆股東大會上提呈決議案選舉或重選董事候選人，有關候選人資料將根據上市規則及／或適用法律及法規於致股東通函及／或有關股東大會通告隨附說明函件內披露。

CORPORATE GOVERNANCE REPORT (Continued)

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the Executive Directors has entered into a service agreement with the Company for a term of three years commencing on the Listing Date, which may be terminated by not less than three months' notice served by either party on the other. Such agreements had been renewed for a further three-year term upon its expiry.

Each of Mr. Lee King Fui and Dato' Mohd Ibrahim Bin Mohd Nor, both INED, has entered into a letter of appointment with the Company for a period of three years commencing 1 January 2022 and 24 May 2022 respectively, which had been renewed for a further three-year term upon its expiry. Mr. Eng Hup Tat, an INED, has entered into a letter of appointment with the Company for a period of three years commencing 29 May 2023. All of the letters of appointment may be terminated by not less than three months' notice served by either party on the other.

None of the Directors has a service agreement or letter of appointment with the Company or any of its subsidiaries other than the agreements/letters of appointment expiring or determinable by the Company within one year without the payment of compensation (other than statutory compensation).

Any Director appointed by the Board to fill a casual vacancy shall hold office until the first general meeting of Shareholders after his appointment and shall be subject to re-election at such meeting and any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following AGM and shall then be eligible for re-election.

All the Directors, including INEDs, are subject to retirement by rotation and are eligible for re-election in accordance with the Articles of Association. At each AGM, one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at the AGM at least once every three years. A retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he retires. The Directors to retire by rotation shall include (so far as necessary to ascertain the number of Directors to retire by rotation) any Director who wishes to retire and does not offer himself for re-election.

Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment and so that as between the persons who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

委任及重選董事

各執行董事已與本公司訂立服務協議，自上市日期起計為期三年，可由一方向另一方送達不少於三個月通知予以終止。有關協議於屆滿時已再續期三年。

獨立非執行董事李勤輝先生及Mohd Ibrahim Bin Mohd Nor拿督各自已與本公司訂立委任函，任期分別自二零二二年一月一日及二零二二年五月二十四日起為期三年，並已於屆滿後續期三年。獨立非執行董事Eng Hup Tat先生已與本公司訂立委任函，自二零二三年五月二十九日起為期三年。所有委任函均可由一方向另一方送達不少於三個月通知予以終止。

概無董事已與本公司或其任何附屬公司訂立任何服務協議或委任函(不包括於一年內屆滿或由本公司於一年內終止而毋須支付賠償(法定賠償除外)的協議/委任函)。

任何獲董事會委任以填補臨時空缺的董事任期將直至其獲委任後首屆股東大會為止，並於該大會上重選連任，而任何獲董事會委任以增加現有董事會人數的董事任期僅至下屆股東週年大會為止，屆時將符合資格重選連任。

全體董事(包括獨立非執行董事)須依據組織章程細則輪席退任及符合資格重選連任。於每屆股東週年大會上，當時三分之一董事(如數目非三之倍數，則取最接近之數，但不得少於三分之一)將輪席退任，惟各董事須最少每三年於股東週年大會退任一次。退任董事將符合資格重選連任，並於其退任的整個大會舉行期間仍以董事身份行事。輪席退任的董事包括(就確保輪值退任的董事人數而言)任何擬退任且不願重選連任的董事。

任何其他擬退任的董事指自其上次獲重選或委任以來服務年期最長的董事，故此，於同一日成為或獲重選董事的人士之間，以抽籤決定將退任董事人選，該等董事之間另行作出決定的情況除外。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

EMOLUMENTS OF DIRECTORS AND SENIOR MANAGEMENT

Particulars of the Directors' emoluments for FY2025 are set out in Note 11 to the consolidated financial statements of the Group for FY2025.

Pursuant to code provision E.1.5 of the CG Code, the emoluments of the members of the senior management (other than the Directors) whose particulars are contained in the section headed "Profile of Directors and Senior Management" in this annual report by band is set out below:

董事及高級管理層薪酬

二零二五年財政年度董事的薪酬詳情載於本集團二零二五年財政年度之綜合財務報表附註11。

根據企業管治守則守則條文第E.1.5條，高級管理人員(董事除外)薪酬(其資料按組別載於本年報「董事及高級管理層簡介」一節內)載列如下：

Remuneration band (in HK\$) 薪酬組別(港元)	Number of individuals 人數
Nil to 1,000,000 零至1,000,000	2

INDEPENDENT AUDITORS' REMUNERATION

For the FY2025, Forvis Mazars PLT was engaged as the Group's independent auditors, while JWMG CPA Limited, Corpwerk PAC and Wimonrat Kumluanlom, CPA were engaged as the independent auditors for S&P (Hong Kong) Holding Limited, S&P Food Pte. Ltd. (both wholly-owned indirect subsidiaries of the Company), and M. Ace Thailand Co. Ltd. (90.57%-owned indirect subsidiary of the Company), respectively.

The remuneration paid/payable to all independent auditors and their affiliates in respect of FY2025 is set out below:

獨立核數師酬金

於二零二五年財政年度，Forvis Mazars PLT獲聘為本集團的獨立核數師，而金威萬國會計師事務所有限公司、Corpwerk PAC及Wimonrat Kumluanlom, CPA分別獲聘為本公司間接全資附屬公司S&P (Hong Kong) Holding Limited及S&P Food Pte. Ltd.以及本公司擁有90.57%權益的間接附屬公司M. Ace Thailand Co. Ltd.的獨立核數師。

二零二五年財政年度已付／應付所有獨立核數師及其分公司的薪酬載列如下：

Services 服務	Fee paid/ payable RM 已付／應付費用 馬來西亞令吉
Audit services — Auditors' fee of the Company	核數服務 — 本公司核數師費用 333,000
Audit services — Other Auditors fee	核數服務 — 其他核數師費用 18,847
Non-audit services — Taxation	非核數服務 — 稅項 29,800
Total	總計 381,647

CORPORATE GOVERNANCE REPORT (Continued)

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of the consolidated financial statements of the Group for FY2025.

The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

In addition, Forvis Mazars PLT have stated in its independent auditors' report the responsibilities of the Directors for the consolidated financial statements of the Group for FY2025.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board has the overall responsibility for evaluating and determining the nature and extent of the risks the Company is willing to take in achieving the Company's strategic objectives, and ensuring that the Company establishes and maintains appropriate and effective risk management and internal control systems. The Board oversees management in the design, implementation and monitoring of the risk management and internal control systems including those related to the issues as set out in the Environmental, Social and Governance (the "ESG") Report on pages 15 to 85 of this annual report that are significant to the operation of the Company and/or substantially affecting the Shareholders and other key stakeholders, to ensure compliance with the relevant legal and regulatory requirements of the ESG Reporting Guide and the Listing Rules. The Board acknowledges that such risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material management or loss. The Company had reviewed its need for an internal audit function and engaged an external third-party professional firm to carry out such function under the leadership of the Board and the Audit Committee. The audit findings are monitored to ensure proper implementation, with progress reported to the Audit Committee and the Board.

The risk management and internal control system of the Company is reviewed and assessed on an on-going basis by the senior management and the Audit Committee will receive a confirmation from the senior management on its effectiveness.

董事對財務報表的責任

董事知悉彼等有責任編製本集團二零二五年財政年度的綜合財務報表。

董事並無發現有任何重大不明朗情況而有關可能對本公司持續經營能力產生重大疑問的事件或情況。

此外，Forvis Mazars PLT已於其獨立核數師報告述明董事就本集團二零二五年財政年度綜合財務報表須承擔的責任。

風險管理及內部監控

董事會全面負責評估及釐定本公司達成其策略目標時所願意接受的風險性質及程度，並確保本公司設立及維持合適及有效的風險管理及內部監控系統。董事會監督管理層對風險管理及內部監控系統的設計、實施及監察，包括有關本年報第15至85頁環境、社會及管治(「環境、社會及管治」)報告所載就本公司營運而言屬重大及／或對股東及其他持份者造成重大影響的事宜，以確保符合《環境、社會及管治報告指引》及上市規則的相關法律及監管要求。董事會知悉有關風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，且僅可就重大管理或虧損作出合理而非絕對的保證。在董事會及審計委員會領導下，本公司已審閱是否需要內部審核職能，並已委聘一間外部第三方專業公司來執行有關職能。本公司監控審計結果以確保妥善實施，並向審計委員會和董事會報告進展情況。

高級管理層持續檢討及評估本公司的風險管理及內部監控系統，而審計委員會會收到高級管理層對其有效性的確認。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

During FY2025, the Board, through the Audit Committee, has overseen and reviewed the effectiveness of the internal control system of the Group covering all material controls, including financial, operational and compliance as well as risk management on a half-yearly basis. The Board considers that the Group's risk management and internal control systems are adequate and effective.

DISCLOSURE OF INSIDE INFORMATION

The Group acknowledges its responsibilities under the Securities and Futures Ordinance, Chapter 571 of the laws of Hong Kong and the Listing Rules and the overriding principle that inside information should be announced promptly. The procedures and internal controls for the handling and dissemination of inside information are as follows:

- the Group conducts its affairs with close regard to the disclosure requirement under the Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012;
- the Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and the Company's website;
- the Group has strictly prohibited unauthorised use of confidential or inside information; and
- the Group has established and implemented procedures for responding to external enquiries about the Group's affairs, so that only the Executive Directors, the Company Secretary and the Chief Financial Officer of the Company are authorised to communicate with parties outside the Group.

COMPANY SECRETARY

The Company Secretary supports the Board by ensuring that reliable and relevant flow of information is maintained amongst members of the Board and that all procedures have been adhered to in accordance with applicable laws, rules and regulations.

Mr. Liu Hoi Keung ("Mr. Liu") was nominated by Charterwood Capital Limited ("Charterwood") to be the Company Secretary since 31 December 2023 and Charterwood has been providing certain corporate secretarial services to the Company pursuant to an engagement letter entered into between the Company and Charterwood. The primary person at the Company with whom Mr. Liu has been contacting in respect of company secretarial matters is the Chief Financial Officer, Ms. Celine Liew Tong Fung.

於二零二五年財政年度，董事會透過審計委員會每半年監察及檢討本集團內部監控系統是否有效，範圍包括財務、經營、合規及風險管理等所有重大控制。董事會認為，本集團的風險管理及內部監控系統充分有效。

內幕消息披露

本集團知悉其根據證券及期貨條例(香港法例第571章)及上市規則所應履行的責任，整體原則是內幕消息必須即時公佈。處理及發佈內幕消息的程序及內部控制措施如下：

- 本集團處理事務時會充分考慮上市規則項下的披露規定以及香港證券及期貨事務監察委員會於二零一二年六月頒佈的「內幕消息披露指引」；
- 本集團透過財務報告、公告及本公司網站等途徑向公眾廣泛及非獨家披露資料，以實施及披露其公平披露政策；
- 本集團已嚴格禁止未經授權使用機密或內幕消息；及
- 本集團已就外界查詢本集團事務訂立及執行回應程序，據此，只有執行董事、公司秘書及本公司首席財務官方獲授權與本集團外部人士溝通。

公司秘書

公司秘書透過確保董事會成員之間維持可靠及相關資訊流通以及所有程序均按照適用法律、規則及規例進行而支持董事會。

廖開強先生(「廖先生」)自二零二三年十二月三十一日獲卓德資本有限公司(「卓德」)提名為公司秘書，而卓德已根據本公司與其訂立的委聘函向本公司提供若干公司秘書服務。廖先生就公司秘書事宜進行聯繫的本公司主要負責人為首席財務官Celine Liew Tong Fung女士。

CORPORATE GOVERNANCE REPORT (Continued)

Mr. Liu has undertaken no less than 15 hours of relevant CPD training during FY2025 pursuant to Rule 3.29 of the Listing Rules.

根據上市規則第3.29條，廖先生已於二零二五年財政年度接受不少於15小時的相關持續專業發展培訓。

SHAREHOLDERS' RIGHTS

Procedures for Putting Forward Proposals at Shareholders' Meetings

There are no provisions allowing Shareholders to make proposals or move resolutions at the AGMs under the memorandum of association of the Company and the Articles of Association or the laws of the Cayman Islands. Shareholders who wish to make proposals or move a resolution may, however, convene an extraordinary general meeting (the “**EGM**”) in accordance with the “Procedures for Shareholders to Convene an EGM” set out below.

Procedures for Shareholders to Convene an EGM

According to Article 58 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than 10% of the paid-up capital of the Company carrying the right of voting at general meetings of the Company (the “**Eligible Shareholder(s)**”) shall at all times have the right, by written requisition to require an EGM to be called by the Board or the Company Secretary for the transaction of any business specified in such requisition, including making proposals or moving a resolution at the EGM.

Eligible Shareholder(s) who wishes to convene an EGM for the purpose of making proposals or moving a resolution at the EGM must deposit a written requisition (the “**Requisition**”) signed by the Eligible Shareholder(s) concerned (the “**Requisitionist(s)**”) at the principal place of business of the Company in Hong Kong (presently at Unit 1513, 15/F Austin Tower, 22–26 Austin Avenue, Tsim Sha Tsui, Kowloon, Hong Kong) for the attention of the Company Secretary.

The Requisition must state clearly the name of the Eligible Shareholder(s) concerned, his/her/their shareholding in the Company, the reason(s) to convene an EGM and the proposed agenda.

股東權利

在股東大會上提呈建議的程序

根據本公司組織章程大綱及組織章程細則或開曼群島法例，概無條文允許股東於股東週年大會上提呈建議或作出動議。然而，有意提呈建議或作出動議的股東可按照下文所載「股東召開股東特別大會的程序」召開股東特別大會（「**股東特別大會**」）。

股東召開股東特別大會的程序

根據組織章程細則第58條，於提出要求當日持有本公司附有可於本公司股東大會上投票權利的繳足股本不少於10%的任何一名或多名股東（「**合資格股東**」），將可隨時書面要求董事會或公司秘書召開股東特別大會，以審議要求中所指明的任何事項，包括於股東特別大會上提呈建議或作出動議。

有意召開股東特別大會以於股東特別大會上提呈建議或作出動議的合資格股東必須將經有關合資格股東（「**要求人**」）簽署的書面要求（「**要求書**」）遞交至本公司於香港的主要營業地點（現時為香港九龍尖沙咀柯士甸路22 – 26號好兆年行15樓1513室），收件人為公司秘書。

要求書必須清楚列明有關合資格股東的姓名、其於本公司的股權、召開股東特別大會的原因及建議議程。

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

Following receipt of the Requisition, the identity and shareholding of the Eligible Shareholder(s) will be verified with the Company's branch share registrar in Hong Kong. If the Requisition is found to be proper and in order, the Company Secretary will ask the Board to convene an EGM and/or include the proposal(s) made or the resolution(s) proposed by the Requisitionist(s) at the EGM within 2 months after the deposit of the Requisition. On the contrary, if the Requisition has been verified as not in order, the Eligible Shareholder(s) concerned will be advised of the outcome and accordingly, the Board will not call for an EGM nor include the proposal(s) made or the resolution(s) proposed by the Requisitionist(s) at the EGM.

If within 21 days of the deposit of the Requisition the Board fails to proceed to convene such EGM, the Requisitionist(s) himself/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the Requisitionist(s) as a result of the failure of the Board shall be reimbursed to the Requisitionist(s) by the Company.

Procedures for Shareholders to Send Enquires to the Board

Shareholders may send their enquiries and concerns to the Board by addressing them by post to the principal place of business of the Company in Hong Kong (presently at Unit 1513, 15/F Austin Tower, 22-26 Austin Avenue, Tsim Sha Tsui, Kowloon, Hong Kong) or by email to info@spfood.com, for the attention of the Company Secretary.

Upon receipt of the enquiries, the Company Secretary will forward the communications relating to:

1. the matters within the Board's purview to the Executive Directors;
2. the matters within a Board committee's area of responsibility to the chairman of the appropriate committee; and
3. ordinary business matters, such as suggestions, enquiries and client complaints to the appropriate management of the Company.

COMMUNICATION WITH THE SHAREHOLDERS

The Company has adopted a Shareholders' Communication Policy with the objective of providing the Shareholders with equal and timely access to information about the Company in order to enable the Shareholders to exercise their rights in an informed manner and allow them to engage actively with the Company.

收到要求書後，合資格股東的身份及股權將由本公司的香港股份過戶登記分處核實。若確定要求書為合適及適當，公司秘書將要求董事會於遞交要求書後兩個月內召開股東特別大會及／或包括要求人於股東特別大會提出的建議或提呈的決議案。相反，倘要求書核實為不適當，則有關合資格股東將獲知會此結果，董事會將不會因而召開股東特別大會及包括要求人於股東特別大會提出的建議或提呈的決議案。

倘董事會未能在要求書遞交後21日內召開有關股東特別大會，則要求人可自行召開股東特別大會，而本公司須向要求人償付因董事會未能召開該大會令要求人產生的所有合理費用。

股東向董事會發出查詢的程序

股東可向董事會提出問題及顧慮，透過郵件送達本公司於香港的主要營業地點(現時為香港九龍尖沙咀柯士甸路22 - 26號好兆年行15樓1513室)或透過電郵送達 info@spfood.com，收件人為公司秘書。

收到該等查詢後，公司秘書將轉發以下有關通訊：

1. 有關董事會職權範圍內的事項至執行董事；
2. 有關董事委員會職責領域內的事項至相應委員會主席；及
3. 一般業務事項(例如建議、問題及客戶投訴)至本公司相應管理層。

股東通訊

本公司已採納股東通訊政策，目的為向股東提供可平等及及時取得本公司的信息，使股東在知情情況下行使彼等權利及允許彼等積極參與本公司事務。

CORPORATE GOVERNANCE REPORT (Continued)

Information will be communicated to the Shareholders through the Company's financial reports, circulars, AGMs and EGMs that may be convened as well as all the published disclosures submitted to the Stock Exchange.

The Company has maintained a website at <http://www.spfood.com> that serves as a communication platform which enables the Shareholders to access the information of the Company and a contact page for them to send their enquiries to the Company. In addition, the AGM provides an opportunity for the communication between the Board and Shareholders to communicate in which the Board members are available to answer questions raised by the Shareholders. Representative of the auditors will also be invited to attend the AGM to answer Shareholder's questions about the preparation and content of the auditors' report and any matters in relation to the conduct of the audit. The Company will review its Shareholders' Communication Policy regularly to ensure its continued effectiveness.

The Board has reviewed the Group's shareholders and communication activities conducted during FY2025 and is satisfied with the implementation and effectiveness of the Shareholders' Communication Policy.

DIVIDEND POLICY

On 29 March 2019, the Board approved and adopted a revised dividend policy which sets out the following provisions:

The Company intends to retain all available funds and earnings, if any, to finance the development and expansion of its business. Any future determination for the declaration or recommendation of dividends will be made at the absolute discretion of the Board. It is the policy of the Board, in considering the payment of dividends, to allow the Shareholders to participate in the Company's profits whilst preserving the Company's liquidity to capture future growth opportunities.

In deciding whether to propose a dividend, the Board will take into account, amongst other matters:

- (i) the strategies, business cycle, operations, earnings, financial condition, cash requirements and availability as well as capital expenditure and future development requirements of the Group;
- (ii) the possible effects of the Group's credit-worthiness, the financial covenants to which the Group is subject and any restrictions on the payment of dividends that may be imposed by the Group's lenders;

資料將透過本公司財務報告、通函、股東週年大會及可能召開的股東特別大會與向聯交所提交的所有已刊發披露資料知會股東。

本公司設有網站<http://www.spfood.com>作為通訊平台，讓股東能夠訪問本公司的資料，並作為聯繫頁面，供股東向本公司發送查詢。此外，股東週年大會提供董事會與股東溝通的機會，董事會成員可回答股東的提問，核數師代表亦會受邀出席股東週年大會，回答股東關於核數師報告的編製及內容及核數相關事宜的提問。本公司將定期檢討其股東通訊政策以確保其持續有效。

董事會已檢討本集團在二零二五年財政年度進行的股東及通訊活動，並對股東通訊政策的實施情況及有效性感到滿意。

股息政策

於二零一九年三月二十九日，董事會批准及採納經修訂股息政策，當中載列以下條文：

本公司擬保留所有現有可得的資金及盈利(如有)，以為發展及擴展其業務撥資。日後確定宣派或建議派付任何股息均將由董事會全權酌情決定。於考慮派付股息時，董事會的政策為允許股東參與分享本公司的溢利，同時保留本公司的流動性，以把握未來增長機遇。

於決定是否擬派股息時，董事會將考慮(其中包括)下列各項：

- (i) 本集團的戰略、業務週期、營運、盈利、財務狀況、現金需求及可用現金以及資本開支及未來發展需求；
- (ii) 本集團信譽的可能影響、本集團受規限的財務契諾以及本集團貸款人可能就派付股息施加的任何限制；

企業管治報告(續)

CORPORATE GOVERNANCE REPORT (Continued)

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|--|--|
| <p>(iii) the interests of the Shareholders, the dividend receivable/ received by the Company from its subsidiaries and the taxation consideration;</p> <p>(iv) the general economic and political conditions and other internal and external factors that may have an impact on the business and financial performance of the Group;</p> <p>(v) any restrictions under all applicable laws (including the Companies Law of the Cayman Islands), rules, codes and regulations, the accounting policies and financial reporting standards that the Group has adopted as well as the Articles of Association; and</p> <p>(vi) other factors that the Board may consider relevant.</p> | <p>(iii) 股東的利益、本公司應收／已收其附屬公司的股息及稅務因素；</p> <p>(iv) 一般經濟及政治狀況以及可能對本集團的業務及財務表現造成影響的其他內部及外部因素；</p> <p>(v) 所有適用法律(包括開曼群島公司法)、規則、守則及規例、本集團已採納的會計政策及財務報告準則以及組織章程細則項下的任何限制；及</p> <p>(vi) 董事會可能認為相關的其他因素。</p> |
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The Dividend Policy will be reviewed from time to time. There is no assurance that a dividend will be proposed, recommended and/or declared in any amount or at any time from time to time.

本公司將不時檢討股息政策。無法保證將不時以任何金額或隨時擬派、建議派付及／或宣派股息。

CONSTITUTIONAL DOCUMENTS

There were no changes in the constitutional documents of the Company during FY2025.

A consolidated version of the M&A is available on the respective websites of the Stock Exchange and the Company.

組織章程文件

於二零二五年財政年度，本公司的組織章程文件並無變動。

大綱及細則的綜合版本可分別於聯交所及本公司網站查閱。

REPORT OF THE DIRECTORS

The directors (the “**Directors**”, each a “**Director**”) of S & P International Holding Limited (the “**Company**”) is pleased to present to the shareholders of the Company (the “**Shareholders**”) their report for the year ended 31 December 2025 (the “**Year**” or “**FY2025**”) and the audited consolidated financial statements of the Company and its subsidiaries, (the “**Group**”) for the Year (the “**Financial Statements**”).

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of its major subsidiaries are set out in Note 17 to the Financial Statements.

BUSINESS REVIEW

Discussion and analysis of the business of the Group for the Year are set out in the sections headed “Chairman’s Statement” on pages 8 to 9 and “Management Discussion and Analysis” on pages 86 to 92 of this annual report. The discussion and analysis of the Group’s performance in the above sections form part of this report.

RESULTS AND DIVIDENDS

The results of the Group for the Year and the Group’s financial position as at 31 December 2025 are set out in the Financial Statements on pages 144 to 220 of this annual report.

The board of Directors (the “**Board**”) has resolved not to recommend the payment of any final dividend for the Year.

There is no arrangement that a Shareholder has waived or agreed to waive any dividend.

CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining the Shareholders’ rights to attend and vote at the annual general meeting of the Company to be held at 10:00 a.m. on Friday, 29 May 2026 at 27-1, Jalan PJU 5/13, Dataran Sunway, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia (the “**2026 AGM**”), the register of members of the Company will be closed from Tuesday, 26 May 2026 to Friday, 29 May 2026, both days inclusive, during which period no transfer of shares of the Company (the “**Shares**”) will be registered. In order to be eligible for attending and voting at the 2026 AGM, non-registered Shareholders must lodge all duly completed transfer forms accompanied by the relevant share certificates with the Company’s branch share registrar in Hong Kong, Boardroom Share Registrars (HK) Limited, Room 2103B, 21/F, 148 Electric Road, North Point, Hong Kong, for registration no later than 4:30 p.m. on Friday, 22 May 2026. The record date for determining the eligibility of the Shareholders for attending and voting at the forthcoming AGM is Friday, 29 May 2026.

椰豐集團有限公司(「本公司」)董事(「董事」)欣然向本公司股東(「股東」)提呈其截至二零二五年十二月三十一日止年度(「本年度」或「二零二五年財政年度」)的年報以及本公司及其附屬公司(「本集團」)於本年度的經審核綜合財務報表(「財務報表」)。

主要業務

本公司的主要業務為投資控股。其主要附屬公司的主要業務載於財務報表附註17。

業務回顧

本集團於本年度的業務討論及分析載於本年報第8至9頁的「主席報告」及第86至92頁的「管理層討論及分析」章節。上節有關本集團表現的討論及分析構成本報告的一部分。

業績及股息

本集團於本年度的業績及本集團於二零二五年十二月三十一日的財務狀況載於本年報第144至220頁的財務報表。

董事會(「董事會」)已決議不建議就本年度派付任何末期股息。

概無股東已放棄或同意放棄任何股息的安排。

暫停辦理股份過戶登記手續

為釐定股東出席本公司將於二零二六年五月二十九日(星期五)上午十時正假座馬來西亞雪蘭莪州八打靈再也哥打白沙羅鎮三威廣場PJU 5/13路27號一樓(郵編: 47810)舉行的股東週年大會(「二零二六年股東週年大會」)並於會上投票的權利,本公司將於二零二六年五月二十六日(星期二)至二零二六年五月二十九日(星期五)(包括首尾兩日)期間暫停辦理股份過戶登記手續,期間將不會辦理本公司股份(「股份」)過戶登記。為符合出席二零二六年股東週年大會的資格及能於會上投票,未登記股東須於二零二六年五月二十二日(星期五)下午四時三十分前將所有填妥的過戶表格連同有關股票送交本公司於香港的股份過戶登記分處寶德隆證券登記有限公司(地址為香港北角電氣道148號21樓2103B室),以辦理登記手續。用以釐定股東是否有資格出席即將舉行的股東週年大會並於會上投票的記錄日期為二零二六年五月二十九日(星期五)。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

FIVE-YEAR FINANCIAL SUMMARY

A summary of the published results and the assets and liabilities of the Group in the form of a comparative table for the last five financial years is set out on page 2 of this annual report. The summary does not form part of the Financial Statements.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE POLICIES

Climate change could influence the food security and food supply chain in varying extent. Along the food supply chain, energy, water and other resources are consumed at every step to transport, prepare and package. In light of this, the Group has taken initiatives that facilitate adherence of our operations on the environment to relevant laws and regulations such as Environmental Quality (Industrial Effluent) Regulations 2009 in Malaysia. Additionally, evolving regulatory requirements and escalating stakeholders' expectations on environmental issues serve as the impetus for establishing a systematic and quantitative approach to manage the resources consumed and environmental emissions.

The Group has also dedicated its effort to review and monitor the Group's ESG policies and practices to ensure compliance with the relevant legal and regulatory requirements as described in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**" and the "**Listing Rules**", respectively).

In addition, the Group is also committed to engaging with its key stakeholders and operating its business in a fair, responsible and transparent manner.

Details of the Group's ESG performance for the Year can be found in the "Environmental, Social and Governance Report" as set out on pages 15 to 85 of this annual report.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group has in place compliance and risk management policies and procedures, and members of the senior management are delegated with the continuing obligation to monitor adherence to and compliance with all significant legal and regulatory requirements by the Group. As far as the Company is aware, the Group has complied in all material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group during the Year and up to the date of this annual report.

五年財務概要

本集團於以往五個財政年度的已公佈業績以及資產及負債概要以對照表的形式載於本年報第2頁。概要並不構成財務報表的一部分。

環境、社會及管治政策

氣候變化可對食品安全及食品供應鏈造成不同程度的影響。在整個食品供應鏈中，運輸、籌備及包裝的每個環節都會消耗能源、水及其他資源。有鑑於此，本集團已採取措施促使我們有關環境的操作符合馬來西亞《二零零九年環境質量(工業污水)規例》等相關法律法規。此外，有關環境事宜的監管規定不斷出台及利益相關者預期不斷上升，促使我們制定系統的定量方針以管理能源消耗及環境排放物。

本集團亦已致力於審閱及監控本集團的環境、社會及管治政策及常規以確保符合香港聯合交易所有限公司證券上市規則(分別為「聯交所」及「上市規則」)附錄C2所述的相關法律及監管規定。

此外，本集團亦致力於以公平、負責及透明的方式與其主要利益相關者進行合作及經營其業務。

本集團於本年度的環境、社會及管治表現詳情載於本年報第15至85頁的「環境、社會及管治報告」。

遵守法律法規

本集團訂有合規及風險管理政策及程序，並委派高級管理層成員持續負責監控本集團遵守及符合所有重大法律法規要求的情況。據本公司所知，於本年度內及直至本年報日期，本集團已在所有重大方面遵守對本集團的業務及營運有重大影響的相關法律法規。

REPORT OF THE DIRECTORS (Continued)

PRINCIPAL RISKS AND UNCERTAINTIES

The Directors are aware that the Group's financial condition, results of operation, businesses and prospects may be affected by a number of risks and uncertainties. The key risks and uncertainties identified by the Group are set out as follows:

(i) Price fluctuation in and shortage of raw materials and perishability of coconuts may materially and adversely affect business operations

The coconut-related food manufacturing industry depends on a sufficient supply of major raw materials, namely coconuts and white kernels, at commercially reasonable prices. If our suppliers for any particular raw material are unable or unwilling to meet our requirements, we could suffer shortages or significant cost increases. In addition, any shortage or disruption in our supply of coconuts and other raw materials could affect our performance and our ability to satisfy the purchase orders of our customers, which may adversely affect our profitability, results of operations and financial condition.

Coconut is a perishable raw material which may deteriorate due to delivery delays, or poor handling during transportation by suppliers or logistic partners. This may result in failures to operate production of coconut products, thereby damaging our business and/or reputation. If any raw materials or finished products are alleged or found to be spoiled, contaminated, tampered with, incorrectly labelled, unsafe or otherwise associated with food safety incidents, we could be subject to product liability claims, adverse publicity and regulatory investigation, intervention or penalties or product returns, any of which may result in decreased profitability as well as damage to our brands and reputation.

主要風險及不確定因素

董事認為本集團的財務狀況、經營業績、業務及前景或會受到一系列風險及不確定因素的影響。本集團識別的主要風險及不確定因素載列如下：

(i) 原材料價格波動及短缺以及椰子的易腐性或會對業務營運造成重大不利影響

椰子系列食品製造行業有賴按商業合理價格充足供應主要原材料(即椰子及白椰肉)。倘任何特定原材料供應商無法或不願滿足我們的需求，我們可能會遭受短缺或成本大幅上漲。此外，我們的椰子及其他原材料供應有任何短缺或中斷，可能會影響我們的業績及我們應付客戶採購訂單的能力，或會對我們的盈利能力、經營業績及財務狀況造成不利影響。

椰子屬易腐原材料，或會因交貨延誤或供應商或物流合作夥伴運輸過程中處理不當而變質。這可能導致無法生產椰子產品，從而有損我們的業務及／或聲譽。倘任何原材料或製成品被聲稱或發現變質、受污染、損毀、標籤有誤、有害或其他與食品安全事故有關的方面，我們可能會面臨產品責任申索、負面報導及監管調查、調停或處罰或產品退回，任何一種情況均可能導致盈利能力下跌及我們的品牌和聲譽受損。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

(ii) Our industry is subject to changes in legislative requirements and laws, national health and safety standards in Malaysia and the respective jurisdictions, where our products are sold

The coconut-related food manufacturing industry in Malaysia is subject to the local food safety laws and regulations. Please refer to “Regulatory overview” of the prospectus of the Company dated 29 June 2017 (the “**Prospectus**”) for further details of the relevant food safety laws and regulations. Failure to meet the government requirements or any instance of contamination could occur in our operations or those of distributors or suppliers. This could result in fines, suspension of operations, loss of production permits, and in more extreme cases, criminal proceedings against our Group and our management. Moreover, negative publicity could be generated from false, unfounded or normal liability claims or limited recalls. Any of those failures or occurrences could negatively affect our business and financial performance. The Group is also subject to stringent legislative requirements and relevant laws in the jurisdictions where our products are being sold. Any changes in the foreign government’s policies and measures that are unfavourable to the industry may have an adverse effect on our production process and also our sales and profitability.

(iii) Risks of foreign currency fluctuations

We conduct all our operations in Malaysia and our functional currency is Ringgit Malaysia (“**RM**”). The sales to our customers abroad are mainly billed and settled in United States dollars (“**USD**”), and sales to our customers located in Malaysia are billed and settled in RM. We source most of our packaging and raw materials locally, which are paid in RM, whereas our coconut milk products and some of our packaging and raw materials are sourced overseas and paid in USD (or other foreign currencies). There is no assurance that the exchange rate of RM will remain stable against USD (or any other foreign currencies) in the future. Any significant movement of exchange rates of foreign currencies against RM may significantly affect our financial condition and results of operations. In addition, the foreign exchange rate fluctuations mentioned above may result in foreign exchange losses and hence, may have a material adverse effect on our financial condition and results of operations.

For other risks and uncertainties faced by the Group, please refer to the section headed “Risk Factors” in the Prospectus.

(ii) 我們所處行業受馬來西亞及產品銷售所在相關司法權區的法律規定及法律、國家健康及安全標準的變動所影響

馬來西亞的椰子系列食品製造行業受當地食品安全法律及法規所規限。有關相關食品安全法律及法規的進一步詳情，請參閱本公司日期為二零一七年六月二十九日的招股章程(「招股章程」)「監管概覽」。我們、分銷商或供應商的營運中可能會出現無法滿足政府規定或受污染的情況。這或會導致罰款、暫停營業、失去生產許可證，更嚴重的是對本集團或管理層提出刑事訴訟。此外，虛假、無事實依據或普通的責任申索或有限的召回可能會促成負面報導。出現任何該等情況或事件均可能對我們的業務及財務表現造成負面影響。本集團亦受產品銷售所在司法權區的嚴格法律規定及相關法律所規限。外國政府政策或措施出現任何不利於行業的變動，可能會對我們的生產程序及銷售及盈利能力造成不利影響。

(iii) 外幣波動的風險

我們在馬來西亞進行所有業務及我們的功能貨幣為馬來西亞令吉(「馬來亞令吉」)。本集團向海外客戶作出的銷售乃主要以美元(「美元」)出單及結算，我們向位於馬來西亞的客戶作出的銷售以馬來西亞令吉出單及結算。我們在當地採購大多數的包裝及原材料，並以馬來西亞令吉付款，而我們的椰奶產品及若干包裝以及原材料採購自海外，並以美元付款(或其他外幣)。概無保證馬來西亞令吉兌美元(或任何其他外幣)的未來匯率將保持穩定。外幣兌馬來西亞令吉匯率的任何重大變動或會對我們的財務狀況及經營業績造成重大影響。此外，上文所述外匯匯率波動或會造成匯兌虧損，因而對我們的財務狀況及經營業績造成重大不利影響。

有關本集團所面臨的其他風險及不確定因素，請參閱招股章程「風險因素」一節。

REPORT OF THE DIRECTORS (Continued)

SHARE CAPITAL

There were no movements in the share capital of the Company during the Year. Details of the Company's share capital as at 31 December 2025 are set out in Note 21 to the Financial Statements.

RESERVES

Movements in the reserves of the Group during the Year are set out in the consolidated statement of changes in equity on page 147 of this annual report and movements in the reserves of the Company are set out in Note 21 to the Financial Statements.

DISTRIBUTABILITY OF RESERVES

At 31 December 2025, the aggregate amount of reserves available for distribution to equity shareholders of the Company, as calculated under the Companies Act of the Cayman Islands, was approximately RM68.34 million.

MAJOR SUPPLIERS AND CUSTOMERS

The Group's five largest customers accounted for approximately 43.21% of the total revenue of the Group for the Year whilst the largest customer accounted for approximately 22.15% of the total revenue of the Group for the Year.

The Group's five largest coconut suppliers accounted for approximately 75.71% of the Group's total purchases of coconut during the Year whilst the largest coconut supplier accounted for approximately 40.00% of the total purchases of coconut and white kernel of the Group for the Year.

At all times during the Year, none of the Directors or any of their close associates (as defined in the Listing Rules) or any Shareholder (who, to the best knowledge of the Directors, own more than 5% of the number of issued Shares) had an interest in any of the five largest suppliers or the five largest customers of the Group for the Year.

股本

於本年度內，本公司股本概無變動。本公司股本於二零二五年十二月三十一日的詳情載於財務報表附註21。

儲備

本集團於本年度的儲備變動載於本年報第147頁綜合權益變動表，本公司的儲備變動載於財務報表附註21。

儲備的可分配性

於二零二五年十二月三十一日，按開曼群島公司法計算，本公司權益股東的可供分派儲備總額為約68.34百萬馬來西亞令吉。

主要供應商及客戶

本集團的五大客戶佔本集團於本年度總收益的約43.21%，而最大客戶則佔本集團於本年度總收益的約22.15%。

本集團的五大椰子供應商佔本集團於本年度椰子及白椰肉採購總額的約75.71%，而最大的椰子供應商佔本集團於本年度椰子及白椰肉採購總額的約40.00%。

於本年度內，概無董事或彼等之任何緊密聯繫人(定義見上市規則)或任何股東(彼，據董事所知，擁有已發行股份數目逾5%)於本年度於本集團的任何五大供應商及五大客戶中擁有權益。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

DIRECTORS

The Directors who served for FY2025 and up to the date of this annual report were:

EXECUTIVE DIRECTORS

Mr. Tang Koon Fook (“**Mr. Tang**”)

(*Managing Director*)

Mr. Lee Sieng Poon (“**Mr. Lee**”)

Mr. Yap Boon Teong (“**Mr. Yap**”)

Ms. Wong Yuen Lee (“**Ms. Wong**”)

Independent Non-executive Directors (the “INEDs”)

Dato’ Mohd Ibrahim Bin Mohd Nor

(“**Dato’ Mohd Ibrahim**”)

Mr. Lee King Fui (“**Mr. KF Lee**”)

Mr. Eng Hup Tat (“**Mr. Eng**”)

In accordance with article 83(3) of the articles of association of the Company (the “**Articles**”), any Director appointed by the Board to fill a casual vacancy shall hold office until the first general meeting of Members after his appointment and be subject to re-election at such meeting.

In accordance with Article 84(1), at each AGM, one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an AGM at least once every three years.

In accordance with Article 84(2), the Directors to retire by rotation shall include (so far as necessary to ascertain the number of directors to retire by rotation) any Director who wishes to retire and not to offer himself for re-election.

Accordingly, Mr. Yap, Ms. Wong and Mr. KF Lee will retire from office by rotation as Directors at the 2026 AGM. At the Board meeting held on 30 March 2026, Mr. Yap, Ms. Wong and Mr. KF Lee, being eligible, expressed that they would offer themselves for re-election at the 2026 AGM.

PROFILE OF THE DIRECTORS AND SENIOR MANAGEMENT

The profile of the Directors and the senior management of the Group are set out on pages 10 to 14 of this annual report.

董事

於二零二五年財政年度及直至本年報日期任職的董事為：

執行董事

Tang Koon Fook 先生(「**Tang** 先生」)

(*董事總經理*)

Lee Sieng Poon 先生(「**Lee** 先生」)

Yap Boon Teong 先生(「**Yap** 先生」)

Wong Yuen Lee 女士(「**Wong** 女士」)

獨立非執行董事(「獨立非執行董事」)

Mohd Ibrahim Bin Mohd Nor 拿督

(「**Mohd Ibrahim** 拿督」)

李勤輝先生(「**李勤輝** 先生」)

Eng Hup Tat 先生(「**Eng** 先生」)

根據本公司組織章程細則(「**細則**」)第83(3)條，任何獲董事會委任以填補臨時空缺的董事任期將直至其獲委任後首屆股東大會為止，並於該大會上進行競選連任。

根據細則第84(1)條，在每屆股東週年大會上，當時在任的三分之一董事須輪值告退(或倘董事人數並非三的倍數，則為最接近但不少於三分之一)，惟各董事每隔三年至少須在股東週年大會上輪值退任一次。

根據細則第84(2)條，輪值退任的董事包括(就確保輪值退任的董事人數而言)任何擬退任且不願重選連任的董事。

因此，Yap 先生、Wong 女士及李勤輝先生將於二零二六年股東週年大會上輪值退任董事。於二零二六年三月三十日舉行的董事會會議，Yap 先生、Wong 女士及李勤輝先生符合資格並表示將於二零二六年股東週年大會上膺選連任。

董事及高級管理層簡介

本集團董事及高級管理層簡介載於本年報第10至14頁。

董事會報告(續)**REPORT OF THE DIRECTORS (Continued)****DIRECTORS' SERVICE AGREEMENTS/
LETTERS OF APPOINTMENT**

Each of the executive Directors has entered into a service agreement with the Company for a term of three years commencing on the Listing Date, which may be terminated by not less than three months' notice in writing served by either party on the other.

Each of Mr. KF Lee and Dato' Mohd Ibrahim, both INED, has entered into a letter of appointment with the Company for a period of three years commencing 1 January 2022 and 24 May 2022 respectively, which had been renewed for a further three-year term upon its expiry. Mr. Eng, an INED, has entered into a letter of appointment with the Company for a period of three years commencing 29 May 2023. All of the letters of appointment may be terminated by not less than three months' notice served by either party on the other.

None of the Directors has a service agreement or letter of appointment with the Company or any of its subsidiaries other than the agreements/letters of appointment expiring or determinable by the Company employer within one year without the payment of compensation (other than statutory compensation).

All Directors, including INEDs are subject to retirement by rotation and re-election in accordance with the Articles.

**DIRECTORS' MATERIAL INTERESTS IN
CONTRACTS**

Details of the related party transactions of the Group during the Year are set out in Note 31 to the Financial Statements.

Save as disclosed above, no other transactions, arrangements and contracts of significance in relation to the Group's business to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at any time during the Year or as at the end of the Year.

董事服務協議／委任函

各執行董事已與本公司訂立服務協議，由上市日期起計為期三年，可透過向對方發出不少於三個月提前書面通知而終止。

獨立非執行董事李勤輝先生及 Mohd Ibrahim Bin Mohd Nor 拿督各自已與本公司訂立委任函，任期分別自二零二二年一月一日及二零二二年五月二十四日起為期三年，並已於屆滿後續期三年。獨立非執行董事 Eng 先生已與本公司訂立委任函，自二零二三年五月二十九日起為期三年。所有委任函均可由一方向另一方送達不少於三個月通知予以終止。

概無董事已與本公司或其任何附屬公司訂立任何服務協議或委任函(不包括於一年內屆滿或由本公司於一年內終止而毋須支付賠償(法定賠償除外)的協議／委任函)。

所有董事(包括獨立非執行董事)須遵照細則輪值退任及膺選連任。

董事於合約的重大權益

於本年度內，本集團的關聯方交易詳情載於財務報表附註31。

除上文所披露者外，概無本公司或其任何附屬公司就本集團業務所訂立而董事或與董事有關的實體直接或間接享有重大權益的其他交易、安排及重要合約於本年度內任何時間或本年度末仍然有效。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

CONTROLLING SHAREHOLDER'S INTEREST

Save as disclosed in this annual report, no contracts of significance between the Company or any of its subsidiaries and a controlling shareholder (as defined in the Listing Rules) of the Company or any of its subsidiaries or any contracts of any significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder of the Company or any of its subsidiaries subsisted at any time during the Year or as at the end of the Year.

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

As at 31 December 2025, the interests or short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company and its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong (the "SFO")), which were required: (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); (b) pursuant to section 352 of the SFO, to be entered in the register of the Company referred to therein; or (c) to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules (the "Model Code"), were as follows:

(i) Long position in the Shares

Name of Directors	Note	Capacity/Nature of interest	Number of Shares interested	Percentage of shareholding interest in the Company
董事姓名	附註	身份/權益性質	擁有權益的股份數目	所佔本公司股權百分比
Mr. Tang Tang先生	1	Interest in a controlled corporation 受控法團權益	560,364,000	51.89%
Mr. Lee Lee先生	2	Interest in a controlled corporation 受控法團權益	225,746,640	20.90%
Mr. Yap Yap先生	3	Beneficial owner/Personal 實益擁有人/個人	20,089,360	1.86%
Ms. Wong Wong女士	4	Beneficial owner/Personal 實益擁有人/個人	3,800,000	0.35%

控股股東的權益

除本年報所披露者外，概無本公司或其任何附屬公司與本公司的一名控股股東(定義見上市規則)或其任何附屬公司之間訂立的重重大合約，亦無由本公司控股股東或其任何附屬公司向本公司或其任何附屬公司提供服務的任何重要合約於本年度內任何時間或本年度末仍然有效。

董事及主要行政人員於本公司及其相聯法團之股份、相關股份及債權證的權益及淡倉

於二零二五年十二月三十一日，董事及本公司主要行政人員於本公司及其相聯法團(定義見香港法例第571章證券及期貨條例(「證券及期貨條例」)第XV部)的股份、相關股份及債權證中擁有：(a)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉(包括根據證券及期貨條例有關條文被當作或視為擁有的權益及淡倉)；(b)根據證券及期貨條例第352條須記錄在該條所述本公司登記冊的權益或淡倉；或(c)根據上市規則附錄C3所載上市發行人董事進行證券交易的標準守則(「標準守則」)規定須知會本公司及聯交所的權益或淡倉如下：

(i) 於股份之好倉

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

Notes:

1. Mr. Tang, the managing Director and an executive Director, beneficially owned 100% of the issued share capital of TYJ Holding Limited ("TYJ") and he was deemed to be interested in 560,364,000 Shares held by TYJ by virtue of the SFO.
2. Mr. Lee, an executive Director, beneficially owned 100% of the issued share capital of Trinity Holding Limited ("Trinity") and he was deemed to be interested in 225,746,640 Shares held by Trinity.
3. Mr. Yap, an executive Director, held 20,089,360 Shares.
4. Ms. Wong, an executive Director, held 3,800,000 Shares.
5. The percentages of shareholding interest in the Company shown in the table above are calculated on the basis of 1,080,000,000 Shares in issue as at 31 December 2025.

附註:

1. Tang先生(董事總經理兼執行董事)實益擁有TYJ Holding Limited (「TYJ」)全部已發行股本。根據證券及期貨條例，彼被視為於TYJ所持560,364,000股股份中擁有權益。
2. Lee先生(執行董事)實益擁有Trinity Holding Limited (「Trinity」)全部已發行股本。彼被視為於Trinity所持225,746,640股股份中擁有權益。
3. Yap先生(執行董事)持有20,089,360股股份。
4. Wong女士(執行董事)持有3,800,000股股份。
5. 上表顯示的本公司股權百分比乃按二零二五年十二月三十一日的已發行1,080,000,000股股份之基準計算。

(ii) Long position in the shares of associated corporation

(ii) 於相聯法團股份之好倉

Name of Director	Name of associated corporation	Capacity/Nature of interest	Number and class of share interested	Percentage of shareholding interest
董事姓名	相聯法團名稱	身份／權益性質	擁有權益的股份數目及類別	股權百分比
Mr. Tang Tang 先生	TYJ	Beneficial owner 實益擁有人	1 ordinary share 1股普通股	100%

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

除上文所披露者外，於二零二五年十二月三十一日，概無董事或本公司主要行政人員於本公司或其任何相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中擁有：(a)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉(包括根據證券及期貨條例有關條文被當作或視為擁有的權益及淡倉)；(b)根據證券及期貨條例第352條須記錄在該條所述本公司登記冊的權益或淡倉；或(c)根據標準守則須知會本公司及聯交所的權益或淡倉。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

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

As at 31 December 2025, so far as is known to the Directors, the following persons (other than a Director or the chief executive of the Company) and entities had interests or short positions in the Shares and underlying Shares as recorded in the register required to be kept by the Company under section 336 of the SFO:

主要股東於股份及相關股份中的權益及淡倉

於二零二五年十二月三十一日，就董事目前所知，下列人士(不包括本公司董事或主要行政人員)及實體於股份及相關股份中擁有根據證券及期貨條例第336條須記錄在本公司所存置登記冊的權益或淡倉：

Name of Shareholders	Note	Capacity/Nature of interest	Number of Shares interested	Percentage of shareholding interest in the Company
股東名稱	附註	身份/權益性質	擁有權益的股份數目	所佔本公司股權百分比
TYJ	1	Beneficial owner	560,364,000	51.89%
TYJ		實益擁有人		
Ms. Yeow Geok Tiang ("Ms. Yeow")	1	Interest of spouse	560,364,000	51.89%
Yeow Geok Tiang女士 ("Yeow女士")		配偶權益		
Trinity	2	Beneficial owner	225,746,640	20.90%
Trinity		實益擁有人		
Ms. Goh Soo Cheng ("Ms. Goh")	2	Interest of spouse	225,746,640	20.90%
Goh Soo Cheng女士 ("Goh女士")		配偶權益		

Notes:

- TYJ was beneficially and wholly owned by Mr. Tang, the husband of Ms. Yeow. By virtue of the SFO, Ms. Yeow was deemed to be interested in the Shares held and deemed to be held by Mr. Tang.
- Trinity was beneficially and wholly owned by Mr. Lee, the husband of Ms. Goh. By virtue of the SFO, Ms. Goh was deemed to be interested in the Shares held and deemed to be held by Mr. Lee.
- The percentages of shareholding interest in the Company shown in the table above are calculated on the basis of 1,080,000,000 Shares in issue as at 31 December 2025.

Save as disclosed above, as at 31 December 2025, so far as the Directors or chief executive of the Company are aware of, no other persons (other than a Director or the chief executive of the Company) or entities had any interests or short positions in the Shares or underlying Shares, which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were required, pursuant to section 336 of the SFO, to be recorded in the register referred to therein.

附註:

- TYJ由Yeow女士的丈夫Tang先生實益全資擁有。根據證券及期貨條例，Yeow女士被視為於Tang先生所持或被視為持有的股份中擁有權益。
- Trinity由Goh女士的丈夫Lee先生實益全資擁有。根據證券及期貨條例，Goh女士被視為於Lee先生所持或被視為持有的股份中擁有權益。
- 上表顯示的本公司股權百分比乃按二零二五年十二月三十一日的已發行1,080,000,000股股份之基準計算。

除上文所披露者外，於二零二五年十二月三十一日，就董事或本公司主要行政人員所知，概無其他人士(董事或本公司主要行政人員除外)或實體於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部條文須予披露的權益或淡倉或根據證券及期貨條例第336條須於本報告提述有關記錄於登記冊的權益或淡倉。

REPORT OF THE DIRECTORS (Continued)

EQUITY-LINKED AGREEMENTS

No equity-linked agreements were entered into by the Company during the Year or subsisted at the end of the Year.

SHARE OPTION SCHEME

On 23 June 2017 (the “**Adoption Date**”), the Shareholders approved and conditionally adopted a share option scheme (the “**Share Option Scheme**”) to enable the Company to grant options to eligible participants as incentives and rewards for their contribution to the Group. The Share Option Scheme became effective on the Listing Date and no options have been granted since then. As at 31 December 2025, there were no outstanding options and no options were exercised or cancelled or lapsed during the Year.

As at 1 January 2025 and 31 December 2025, the number of options available for grant under the Share Option Scheme was 108,000,000, respectively.

The following is a summary of the principal terms of the Share Option Scheme:

1. Purpose:

The Share Option Scheme is a share incentive scheme prepared in accordance with Chapter 17 of the Listing Rules and is established to recognise and acknowledge the contributions that the Eligible Participants (as defined in paragraph 2 below) had or may have made to the Group. The Share Option Scheme will provide the Eligible Participants with an opportunity to have a personal stake in the Company with the view to achieving the following objectives:

- (i) motivate the Eligible Participants to optimise their performance efficiency for the benefit of the Group; and
- (ii) attract and retain or otherwise maintain an on-going business relationship with the Eligible Participants whose contributions are or will be beneficial to the long-term growth of the Group.

2. Participants:

The Board may, at its discretion, offer to grant an option to the following persons (collectively the “**Eligible Participants**”) to subscribe for such number of new Shares as the Board may determine at an exercise price as the Board may determine in accordance with the rules of the Share Option Scheme:

- (i) any full-time or part-time employees, executives or officers of the Company or any of its subsidiaries;
- (ii) any directors (including INEDs) of the Company or any of its subsidiaries; and

股票掛鈎協議

本公司於本年度內並無訂立或於本年度末仍然存續股票掛鈎協議。

購股權計劃

於二零一七年六月二十三日(「**採納日期**」), 股東批准及有條件採納購股權計劃(「**購股權計劃**」), 以讓本公司向合資格參與者授出購股權, 作為彼等對本集團作出貢獻之激勵及獎勵。購股權計劃於上市日期生效及此後並無授出購股權。於二零二五年十二月三十一日, 概無尚未行使的購股權且於本年度內並無購股權已獲行使、註銷或失效。

於二零二五年一月一日及二零二五年十二月三十一日, 根據購股權計劃可供授出的購股權數目均為108,000,000份。

以下為購股權計劃的主要條款概要:

1. 目的:

購股權計劃為根據上市規則第17章設立的一項股份獎勵計劃, 其設立目的為認可及表彰合資格參與者(定義見下文第2段)對本集團所作出或可能已作出的貢獻。購股權計劃將讓合資格參與者有機會於本公司擁有個人權益, 以達致下列目標:

- (i) 激勵合資格參與者為本集團利益盡量提升彼等的表現效率; 及
- (ii) 吸引及挽留合資格參與者或以其他方式與合資格參與者保持持續的業務關係, 而該等合資格參與者的貢獻對或將對本集團的長遠發展有利。

2. 參與者:

董事會可酌情決定向下列人士(統稱「**合資格參與者**」)授出購股權, 以根據購股權計劃規則按董事會可能釐定的行使價認購董事會可能釐定的相關數目新股份:

- (i) 本公司或其任何附屬公司的任何全職或兼職僱員、行政人員或高級職員;
- (ii) 本公司或其任何附屬公司的任何董事(包括獨立非執行董事); 及

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

- (iii) any advisers, consultants, suppliers, customers, distributors and such other persons who in the sole opinion of the Board will contribute or have contributed to the Company or any of its subsidiaries.

3. Total number of Shares available for issue:

The maximum number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme shall not in aggregate exceed 108,000,000 Shares, representing 10% of the total number of issued Shares as at the Listing Date.

No option has been granted under the Share Option Scheme since the Listing Date and up to 31 December 2025. Accordingly, the number of Shares available for issue upon exercise of options that may be granted under the Share Option Scheme is 108,000,000, representing 10% of the total number of issued Shares as at the date of this annual report.

4. Maximum entitlement of each participant:

- (i) Subject to paragraph (ii) below, the total number of Shares issued and which may fall to be issued upon exercise of the options granted under the Share Option Scheme and any other share option schemes of the Company (including both exercised and outstanding options) to each Eligible Participant in any 12-month period up to the date of grant shall not exceed 1% of the Shares in issue as at the date of grant. Any further grant of options in excess of this 1% limit shall be subject to:
- (a) the issue of a circular by the Company containing the identity of the Eligible Participant, the numbers of and terms of the options to be granted (and the options previously granted to such Eligible Participant), the information as required under Rules 17.02(2)(d) and the disclaimer required under 17.02(4) of the Listing Rules; and
- (b) the approval of the Shareholders in general meeting and/or other requirements prescribed under the Listing Rules from time to time with such Eligible Participant and his/her close associates (as defined in the Listing Rules) (or his/her associates if the Eligible Participant is a connected person (as defined in the Listing Rules)) of the Company abstaining from voting.

- (iii) 任何顧問、諮詢人士、供應商、客戶、分銷商，以及董事會全權認為將會或曾經對於本公司或其任何附屬公司有貢獻的其他人士。

3. 可供發行的股份總數：

於行使根據購股權計劃已授出但尚未行使之所有尚未行使購股權後，可予發行的股份數目上限合共不得超過108,000,000股股份，佔於上市日期的已發行股份總數的10%。

自上市日期起及直至二零二五年十二月三十一日，概無根據購股權計劃授出任何購股權。因此，於行使購股權計劃項下可能授出的購股權後，可予發行的股份數目為108,000,000股，佔於本年報日期已發行股份總數的10%。

4. 向各參與者授出的最大權利：

- (i) 受限於下文(ii)段，在截至授出日期止任何十二個月期間，根據購股權計劃及本公司任何其他購股權計劃向每名合資格參與者授出的購股權(包括已行使及尚未行使的購股權)獲行使後，已發行及可能須予發行的股份總數不得超過於授出日期已發行股份的1%。倘進一步授出購股權會導致超過上述1%限額，則須：
- (a) 由本公司發出通函，當中載有合資格參與者的身份、將授出購股權(及過往授予該合資格參與者的購股權)的數目及條款及上市規則第17.02(2)(d)條規定的資料及第17.02(4)條規定的免責聲明；及
- (b) 經股東在股東大會上批准及／或符合上市規則不時訂明的其他規定，而本公司的該名合資格參與者及其緊密聯繫人(定義見上市規則)(或倘合資格參與者為關連人士(定義見上市規則)，則為其聯繫人)須放棄投票。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

(ii) The maximum entitlement of each INED or substantial shareholder (as defined in the Listing Rules) of the Company, or any of their respective associates (as defined in the Listing Rules) in the 12-month period up to and including such date of grant shall not exceed:

- in aggregate over 0.1% (or such other percentage as may from time to time provided under the Listing Rules) of the number of the Shares in issue; and
- an aggregate value in excess of HK\$5 million (or such other sum as may from time to time provided under the Listing Rules), where the value shall be based on the official closing price of the Shares on the date of each grant.

If the Board proposes to grant options to any of the persons or entities above-mentioned, which will result in the number of Shares issued and to be issued upon exercise of options granted and to be granted (including options exercised, cancelled and outstanding) to such person or entity in excess of the above limit(s), such further grant of options shall be subject to the issue of a circular by the Company and the approval of Shareholders in general meeting on a poll, at which all core connected persons (as defined in the Listing Rules) of the Company shall abstain from voting in favour, and/or such other requirements as prescribed under the Listing Rules from time to time.

5. Period during which the options must be exercised to subscribe for Shares:

An option may be exercised in accordance with the terms of the Share Option Scheme at any time after the date on which the option is deemed to be granted and accepted and prior to the expiry of 10 years from that date or such shorter exercise period as the Board may in its absolute discretion determine in relation to the grant of such options. No option may be exercised more than 10 years after it has been granted.

6. Minimum period for which an option must be held before it can be exercised:

There is no minimum period for which an option granted must be held before it can be exercised except otherwise imposed by the Board.

(ii) 在截至及包括有關授出日期止12個月期間，本公司各獨立非執行董事或主要股東(定義見上市規則)或彼等各自之任何聯繫人(定義見上市規則)的最大權利不超過以下各項：

- 合計超過已發行股份數目的0.1% (或上市規則可能不時規定的有關其他百分比)；及
- 根據股份於各授出日期的正式收市價計算之價值，總值超過五百萬港元(或上市規則可能不時規定的有關其他數額)。

倘董事會建議向上述任何人士或實體授出購股權，該名人士或實體所獲授及將獲授的購股權(包括已行使、已註銷及尚未行使的購股權)獲行使後將導致已發行及將予發行股份的數目超過上述限制，有關進一步授出的購股權須待本公司發出通函並經股東在股東大會上以投票表決方式批准，而本公司所有核心關連人士(定義見上市規則)均須放棄投贊成票，及／或須遵守上市規則不時指定的該等其他規定，方可進行。

5. 須行使購股權以認購股份的期間：

購股權可根據購股權計劃的條款於購股權視為已授出並獲接納的日期起至該日或董事會就授出有關購股權可能全權酌情釐定的有關較短行使期起計10年屆滿前期間隨時行使。購股權的行使期不得超過其授出當日起計10年。

6. 於可行使購股權前必須持有購股權的最短期限：

除董事會另行規定者外，並無規定已授出之購股權於可獲行使前須持有之最短期限。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

7. Amount payable on application or acceptance of the option and the period within which payments or calls must or may be made:

Options granted must be taken up within 21 days of the date of offer, upon payment of HK\$1 per grant.

8. Basis of determining the exercise price:

The exercise price for the options that may be granted under the Share Option Scheme shall be determined by the Board in its absolute discretion, save that such price must be at least the highest of:

- (i) the official closing price of the Shares as stated in the Stock Exchange's daily quotation sheets on the date of grant, which must be a day on which the Stock Exchange is open for the business of dealing in securities;
- (ii) the average of the official closing prices of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the date of grant; and
- (iii) the nominal value of a Share.

9. Remaining life of the Share Option Scheme:

The Share Option Scheme shall be valid and effective for a period commencing on 11 July 2017 and ending on the tenth anniversary of the Adoption Date (both days inclusive), subject to earlier termination by the Company in general meeting or by the Board.

The Remuneration Committee has at its meeting held on 26 March 2026 reviewed the Share Option Scheme.

DIRECTORS' RIGHTS TO ACQUIRE SHARES AND DEBENTURES

At no time during the Year were rights to acquire benefits by means of the acquisition of Shares in or debentures of the Company granted to any Director or their respective associates nor was the Company and any of its subsidiaries a party to any arrangement.

7. 申請或接納購股權時應付的款項及須或可能須繳付款項或催繳款項的期間：

就每次授出支付1港元後，已授出之購股權須於授出日期起計21日內認購。

8. 釐定行使價的基準：

董事會可全權酌情釐定根據購股權計劃可能授出的購股權之行使價，惟該價格必須至少為以下最高者：

- (i) 股份於授出日期(須為聯交所開放進行證券買賣業務的日子)於聯交所每日報價表所報的正式收市價；
- (ii) 股份於緊接授出日期前五個營業日於聯交所每日報價表所報的正式收市價平均數；及
- (iii) 股份的面值。

9. 購股權計劃的剩餘期限：

購股權計劃由二零一七年七月十一日起至採納日期之第十週年止期間(包括首尾兩日)生效及有效，惟可由本公司於股東大會上或由董事會提早終止。

薪酬委員會已在其於二零二六年三月二十六日舉行的會議上審閱購股權計劃。

董事購買股份及債券的權利

本公司及其任何附屬公司於本年度內任何時間概無向任何董事或彼等各自的聯繫人授出可透過收購本公司股份或債券而取得利益的權利，而本公司或其任何附屬公司亦無訂立任何安排。

董事會報告(續)**REPORT OF THE DIRECTORS (Continued)****CONNECTED TRANSACTIONS**

During the Year, to the best of the Directors' knowledge, the Group did not enter into any related party transaction that falls under the definition of one-off connected transaction or continuing connected transaction as defined in Chapter 14A of the Listing Rules.

REMUNERATION POLICY AND DIRECTORS' EMOLUMENTS

The Group believes that the remuneration package to its employees is in line with local industries. It offers its employees group hospitalisation and personal accident insurance. The Group also offers its employees an incentive bonus scheme which encourages their individual performance and then to contribute to their departmental performance as well.

The emoluments of the Directors are reviewed and approved by the Remuneration Committee, having regard to factors, including emoluments paid by comparable companies, time commitment, job duties and responsibilities in respect of the relevant positions. The Company has adopted the Share Option Scheme, details of which are set out under the section headed "Share Option Scheme" in this report above.

Details of the Directors' emoluments and the five highest paid individuals in the Group during the Year are set out in Notes 11 and 12 to the Financial Statements.

During the Year, there was no arrangement under which any Director had waived or agreed to waive any emoluments.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

The Company did not redeem its Shares listed on the Stock Exchange nor did the Company or any of its subsidiaries purchase or sell any of such Shares during the Year.

CHARITABLE DONATIONS

During the Year, the Group has not made any charitable donations in excess of nil (2024: HK\$10,000).

PRE-EMPTIVE RIGHTS

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

關連交易

於本年度，據董事所知，本集團並無訂立屬上市規則第14A章所界定的一次性關連交易或持續關連交易的任何關聯方交易。

薪酬政策及董事酬金

本集團認為其僱員的薪酬待遇與地方行業相一致。其為僱員提供團體住院及個人意外保險。本集團亦為僱員提供一項獎勵花紅計劃，鼓勵彼等的個人表現以及為部門業績作貢獻。

董事酬金由薪酬委員會經考慮可資比公司支付的酬金、就有關職位所投入的時間及所肩負的工作職責及責任等因素後審閱及批准。本公司已採納購股權計劃，其詳情載於本報告上文「購股權計劃」一節。

本集團於本年度的董事酬金及五名最高薪酬人士的詳情載於財務報表附註11及12。

於本年度內，並無任何董事已放棄或同意放棄任何酬金的安排。

購買、出售或贖回上市證券

於本年度，本公司並無贖回其於聯交所上市的股份，本公司或其任何附屬公司亦無購買或出售任何有關股份。

慈善捐款

於本年度內，本集團並無作出任何超過零港元的慈善捐款(二零二四年：10,000港元)。

優先購買權

細則或開曼群島法律並無關於優先購買權的條文，該條文規定本公司須按比例向現有股東發售新股份。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

CORPORATE GOVERNANCE

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of the Company so as to achieve effective accountability. The Company is committed to the view that the Board should include a balanced composition of executive Directors and INEDs so that there is a strong independent element on the Board which can effectively exercise independent judgement.

The Company has adopted the code provisions as set out in the Corporate Governance Code as contained in Appendix C1 to the Listing Rules (the “CG Code”) as its own code of corporate governance.

During the Year, the Company had complied with all of the applicable code provisions of the CG Code. For details, please refer to the “Corporate Governance Report” which is set out on pages 93 to 118 of this annual report.

The Audit committee, consisting of all three INEDs, namely Mr. KF Lee (chairman of the Audit Committee), Dato’ Mohd Ibrahim (Chairman) and Mr. Eng, is responsible for reviewing the Company’s corporate governance policies and the Company’s compliance with the CG Code and will make relevant recommendations to the Board as and when required.

SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code as its code of conduct governing the Directors’ transactions of listed securities of the Company. All of the Directors has confirmed, upon a specific enquiry made by the Company, that he/she had complied with the Model Code during the FY2025.

INDEPENDENCE OF INEDS

The Company has received from each of its INEDs a written annual confirmation of independence, and the Company considers that each of them is independent and has met the independence guidelines as set out in Rule 3.13 of the Listing Rules.

INTEREST OF DIRECTORS IN A COMPETING BUSINESS

For the Year and up to the date of this annual report, none of the Directors or their respective close associates had interests in businesses which compete or are likely to compete, either directly or indirectly, with the business of the Group.

企業管治

董事深明在本公司管理架構及內部監控程序中融入良好企業管治要素以建立有效問責之重要性。本公司致力秉持董事會應包括適當比例的執行董事及獨立非執行董事，以使董事會具備高度獨立性，能有效作出獨立判斷。

本公司已採納上市規則附錄C1所載企業管治守則(「企業管治守則」)的守則條文作為其本身的企業管治守則。

於本年度內，本公司已遵守企業管治守則的所有適用守則條文。詳情請參閱本年報第93至118頁所載的「企業管治報告」。

審計委員會(由全體三名獨立非執行董事組成，即李勤輝先生(審計委員會主席)、Mohd Ibrahim拿督(主席)及Eng先生)負責審閱本公司的企業管治政策及本公司遵守企業管治守則的情況，並據此於需要時向董事會提出相關推薦建議。

董事進行證券交易

本公司已採納標準守則作為其有關董事進行本公司上市證券交易的行為守則。經本公司作出具體查詢後，全體董事已確認彼等等於二零二五年財政年度已遵守標準守則。

獨立非執行董事的獨立性

本公司已接獲其各獨立非執行董事的年度獨立身份確認函，及本公司認為彼等均為獨立人士且符合上市規則第3.13條所載之獨立指引。

董事於競爭業務的權益

於本年度內及直至本年報日期，董事或彼等各自緊密聯繫人概無於直接或間接與本集團業務構成競爭或可能構成競爭的業務擁有權益。

REPORT OF THE DIRECTORS (Continued)

DEED OF NON-COMPETITION

Pursuant to a deed of non-competition dated 23 June 2017 and executed by TYJ and Mr. Tang (the “**Deed of Non-competition**”), each of TYJ and Mr. Tang has undertaken to the Company that it/he will not engage in, and shall procure its/his close associates (other than members of the Group) not to engage in, any business which competes or is likely to compete, either directly or indirectly, with the businesses of the Group. Details of the Deed of Non-competition have been disclosed in the section headed “Relationship with Controlling Shareholders – Deed of Non-competition” of the Prospectus.

The Company has received from TYJ and Mr. Tang an annual confirmation that it/he has fully complied with its/his obligations under the Deed of Non-competition. The independent non-executive Directors have reviewed the confirmation and not being aware of the occurrence of any event which led to the non-compliance of the Deed of Non-competition, they were satisfied that each of TYJ and Mr. Tang had complied with and enforced the provisions of the Deed of Non-competition during the Year.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that the Company has maintained a sufficient public float of the issued Shares (i.e. at least 25% of the issued Shares being held by the public) as required under the Listing Rules, throughout the Year and thereafter up to the date of this annual report.

RELATIONSHIP WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group recognises that its employees are the valuable assets for the Group’s continuous development. Thus, it provides medical insurance coverage to employees who are retained after the probation period. In order to enhance overall efficiency, employee loyalty and retention, employees of the Group are required to attend orientation sessions when they first join the Group and may attend other training courses held onsite or externally.

The Company has adopted the Share Option Scheme to recognise and motivate contributions of its employees. Further details regarding the Share Option Scheme are set out in the paragraphs headed “Share Option Scheme” above.

不競爭契據

根據日期為二零一七年六月二十三日並由TYJ與Tang先生簽立的不競爭契據(「**不競爭契據**」)，TYJ與Tang先生均已向本公司承諾，其將不會並將促使其緊密聯繫人(不包括本集團成員公司)不會從事直接或間接與本集團業務構成競爭或可能構成競爭的任何業務。不競爭契據詳情披露於招股章程「與控股股東的關係 – 不競爭契據」一節。

本公司已接獲TYJ及Tang先生的年度確認書，其已完全遵守其於不競爭契據項下的責任。獨立非執行董事已審閱確認書，且未發現任何導致違反不競爭契據的事項，彼等已信納TYJ及Tang先生於本年度均已遵守並執行不競爭契據的規定。

充足的公眾持股量

根據本公司公開可得的資料及據董事所知，董事確認，於本年度至本年報日期，本公司已根據上市規則規定維持充足的已發行股份公眾持股量(即公眾人士至少持有已發行股份的25%)。

與僱員、客戶及供應商的關係

本集團認為僱員乃本集團持續發展的寶貴資產。因此，其向其通過試用期的僱員提供醫療保險保障。為提升整體效率、僱員忠誠度及留職率，本集團僱員須於首次加入本集團時參加入職會議，並可能參與內部或外部舉辦的其他培訓課程。

本公司已採納購股權計劃以表彰及鼓勵僱員作出貢獻。有關購股權計劃的進一步詳情載於上文「購股權計劃」各段。

董事會報告(續)

REPORT OF THE DIRECTORS (Continued)

The Group provides high quality coconut related products to its customers from both private sector and public sector to fulfil their immediate and long-term needs. The Group also communicates with its customers regularly to maintain close relationship with them.

During the Year, there was no material or significant dispute between the Group and its suppliers as the Group has been maintaining fair and cooperative relationships with them.

RETIREMENT BENEFIT PLAN

As required by the Malaysian law, the Group makes contributions to the state pension scheme, the Employees Provident Fund (the “EPF”), a social security institution formed according to the Employees Provident Fund Act 1991 which provides for the retirement benefits for all local employees. Both the employer and employee are required to make contributions into the employee’s individual account in the EPF at a specified percentage of the employee’s monthly income. As at the date of this annual report, the Group is in compliance with this requirement.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Articles and subject to the applicable laws and regulations, every Director, the independent auditor, the Company Secretary or other officers of the Company shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them may sustain or incur by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices.

The Company has taken appropriate insurance coverage in respect of Directors’ and officers’ liability for the Year.

RELIEF OF TAXATION

The Company is not aware of any relief from taxation available to the Shareholders by reason of their holding of the Shares. If the Shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in or exercising of any rights in relation to the Shares, they are advised to consult their professional advisers.

MANAGEMENT CONTRACT

No contract (except for the service contracts of the Executive Directors) concerning the management or administration of the whole or any substantial part of the business of the Company was entered into or existed during the Year.

本集團為其私營界別及公營界別的客戶提供優質的椰子相關產品以滿足彼等的即時及長期需求。本集團亦與其客戶定期溝通以維持與彼等的緊密關係。

於本年度，由於本集團與其供應商維持公平的合作關係，本集團與其供應商之間並無任何重大或重要糾紛。

退休福利計劃

應馬來西亞法律的要求，本集團向國家退休金計劃作出供款，僱員公積金局(「僱員公積金局」)為一社會保障機構，根據《一九九一年僱員公積金法》而成立，為所有本地僱員提供退休福利。僱主及僱員均須按僱員月收入的指定百分比向僱員於僱員公積金局的個人賬戶供款。於本年報日期，本集團符合該要求。

獲准許彌償條文

根據細則及受適用法律及法規所規限，各董事、本公司的獨立核數師、公司秘書或其他行政人員應就彼等各自的職務執行其職責或假定職責時因所作出、發生的任何作為或不作為而可能招致或蒙受的全部訴訟、費用、收費、損失、損害或開支而獲本公司自其資產及溢利中撥付彌償及確保免受損失。

於本年度，本公司已就董事及行政人員的責任進行適當投保。

稅務寬免

本公司並不知悉股東可由於持有股份而享有任何稅務寬免。如股東不確定於購買、持有、出售、買賣或行使與股份有關的任何權利時所涉及的稅項影響，務請諮詢其專業顧問。

管理合約

於本年度並無訂立或存續有關本公司全部或任何重大部分業務管理或行政管理的合約(執行董事的服務合約除外)。

REPORT OF THE DIRECTORS (Continued)

IMPORTANT EVENT AFTER THE END OF THE YEAR

The Board is not aware of any important event requiring disclosure that has taken place subsequent to 31 December 2025 and up to the date of this annual report.

CHANGES IN INFORMATION OF DIRECTORS

Pursuant to Rule 13.51B(1) of the Listing Rules, the change of information of the Directors since the date of the interim report for the six months ended 30 June 2025 is set out below:

- Dato' Mohd Ibrahim Bin Mohd Nor has resigned as the Independent non-executive Director of Kim Teck Cheong Consolidated Berhad on 20 February 2026

REVIEW OF THE ANNUAL RESULTS

The Audit Committee had reviewed this annual report (including the Financial Statements) and the annual results announcement of the Company for the Year and had submitted the same to the Board for approval. Members of the Audit Committee are of the opinion that the Financial Statements, the results announcement and this annual report have been prepared in compliance with the applicable accounting standards, the Listing Rules and the relevant statutory provisions and that adequate disclosure has been made.

INDEPENDENT AUDITORS

The Financial Statements have been audited by Forvis Mazars PLT, the independent auditors of the Company (the “**Independent Auditors**”). Forvis Mazars PLT will retire at the forthcoming 2026 AGM and, being eligible, offer themselves for re-appointment.

A resolution will be proposed at the forthcoming 2026 AGM to re-appoint Forvis Mazars PLT as the Independent Auditors until the conclusion of the next AGM and to authorise the Board to fix their remuneration.

On behalf of the Board

Dato' Mohd Ibrahim Bin Mohd Nor
Chairman and Independent Non-Executive Director

Hong Kong, 30 March 2026

年結日後重要事項

董事會並不知悉任何於二零二五年十二月三十一日後及直至本年報日期發生的須予披露的重大事項。

董事資料變更

根據上市規則第13.51B(1)條，自截至二零二五年六月三十日止六個月的中期報告日期以來的董事資料變更載列如下：

- Mohd Ibrahim Bin Mohd Nor 拿督已於二零二六年二月二十日辭任 Kim Teck Cheong Consolidated Berhad 的獨立非執行董事。

審閱全年業績

審計委員會已審閱本年報(包括財務報表)及本公司於本年度的全年業績公告，並已向董事會提呈以供批准。審計委員會的成員認為財務報表、業績公告及本年報的編製已符合適用的會計準則、上市規則及相關法律規定並已作出充分披露。

獨立核數師

本公司獨立核數師 Forvis Mazars PLT (「獨立核數師」)已對財務報表進行審核。Forvis Mazars PLT 將於二零二六年股東週年大會上退任，且符合資格並願意應聘連任。

將於二零二六年股東週年大會上提呈決議案以重新委聘 Forvis Mazars PLT 為獨立核數師，直至下屆股東週年大會結束，並授權董事會釐定彼等酬金。

代表董事會

Mohd Ibrahim Bin Mohd Nor 拿督
主席兼獨立非執行董事

香港，二零二六年三月三十日

獨立核數師報告

INDEPENDENT AUDITORS' REPORT

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF S&P INTERNATIONAL HOLDING LIMITED

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of S&P International Holding Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the financial year then ended, and notes to the consolidated financial statements, including material accounting policy information, as set out on pages 144 to 220.

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

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENCE AND OTHER ETHICAL RESPONSIBILITIES

We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (“**IESBA Code**”), as applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

致椰豐集團有限公司全體股東

(於開曼群島註冊成立之有限公司)

意見

吾等已審核刊於第144至220頁有關椰豐集團有限公司(「**貴公司**」)及其附屬公司(統稱「**貴集團**」)之綜合財務報表，此綜合財務報表包括於二零二五年十二月三十一日之綜合財務狀況表，及截至該日止財政年度之綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，其包括重大會計政策資料。

吾等認為，隨附之綜合財務報表已根據國際財務報告準則會計準則真實公允地反映了貴集團於二零二五年十二月三十一日之綜合財務狀況及截至該日止財政年度之綜合財務表現及綜合現金流量，且已根據香港公司條例之披露規定妥為編製。

意見之基礎

吾等已根據國際核數準則進行審核。吾等就該等準則承擔的責任在吾等之核數師報告核數師就審核綜合財務報表承擔之責任中進一步闡述。吾等相信，吾等所獲得的審核憑證屬充分及恰當，可為吾等的意見提供基礎。

獨立性及其他道德責任

根據國際會計師職業道德準則理事會之適用於公眾利益實體財務報表審計之國際職業會計師道德守則(包括國際獨立性準則)(「**IESBA守則**」)，吾等獨立於貴集團，並已履行吾等根據守則的其他道德責任。

INDEPENDENT AUDITORS' REPORT (Continued)

KEY AUDIT MATTERS

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

Impairment of Property, Plant and Equipment

Refer to *Significant Accounting Judgements and Estimates* in note 4 and Property, Plant and Equipment in note 15 to the consolidated financial statements.

The risk

The Group's property, plant and equipment as at 31 December 2025 amounted to RM96 million.

Management reviews, at the end of each reporting period, the carrying amounts of property, plant and equipment to assess whether there are any indicators of impairment. Where such indicators exist, the recoverable amounts of the relevant assets are estimated.

During the financial year ended 31 December 2025, the actual production volume of the liquid production plant increased compared with the previous financial year and contributed positively to the Group's gross profit. However, given the liquid production plant's historically low utilisation, together with the inherent uncertainties in its market and prevailing domestic and global economic conditions, management identified market uncertainty and the sustainability of the improved utilisation rate as indicators of impairment. Accordingly, management estimated the recoverable amount of the liquid production plant and compared it with its carrying amount to determine whether an impairment loss was required.

Estimating the recoverable amount of the asset, based on value in use, requires management to make significant assumptions in preparing cash flow projections. These assumptions include forecast revenue, expenses, growth rates, discount rate, and the overall market and economic conditions relating to the Group's products. Given the significance of the liquid production plant subject to impairment testing, together with the level of judgement exercised by management and the estimation uncertainty involved, we considered the impairment assessment of the liquid production plant to be a key audit matter.

關鍵審核事項

關鍵審核事項乃根據吾等之職業判斷，對本財政年度綜合財務報表之審核最為重要之事項。該等事項乃於吾等審核整體綜合財務報表及就此出具意見時進行處理，及吾等不會就該等事項提供單獨意見。

物業、廠房及設備減值

請參閱綜合財務報表附註4重大會計判斷及估計以及附註15物業、廠房及設備。

風險：

貴集團於二零二五年十二月三十一日的物業、廠房及設備為96百萬馬來西亞令吉。

管理層於各報告期末檢討物業、廠房及設備之賬面值，以評估是否有任何減值跡象。倘出現任何該等跡象，則估計相關資產的可收回金額。

於截至二零二五年十二月三十一日止財政年度，液體生產工廠的實際產量較上一個財政年度有所增加，並對貴集團的毛利作出正面貢獻。然而，鑑於該液體生產工廠過往使用率偏低，加上其市場存在固有不明朗因素以及當前國內及全球經濟狀況，管理層將市場不明朗因素及使用率改善能否持續視為減值跡象。因此，管理層已估計液體生產工廠的可收回金額，並與其賬面值進行比較，以釐定是否需要確認減值虧損。

估計資產的可收回金額(按使用價值計算)需要管理層在編製現金流量預測時作出重大假設。該等假設包括預測收益、開支、增長率、折現率，以及與貴集團產品有關的整體市場及經濟狀況。鑒於須進行減值測試的液體生產工廠的重要性，加上管理層所作出的判斷及所涉及的估計不確定性，吾等將液體生產工廠的減值評估列為關鍵審核事項。

獨立核數師報告(續)

INDEPENDENT AUDITORS' REPORT (Continued)

Our response

Our audit procedures included, among others, obtaining an understanding of the Group's process for assessing impairment of the liquid production plant. We evaluated the methodology adopted by management in estimating the recoverable amount. We tested and challenged the key assumptions and data used by management in calculating the recoverable amount of the liquid production plant. We assessed the basis for, and the reasonableness of, the cash flow projections, including by performing a retrospective review of prior years' cash flow projections. With the assistance of our internal specialist, we assessed the appropriateness of the discount rate used by management in determining the recoverable amount. We also performed sensitivity analysis on key inputs used in the impairment model to evaluate the effect of reasonably possible changes in key assumptions on the recoverable amount.

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

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

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

吾等之回應：

吾等的審核程序包括(其中包括)了解貴集團評估液體生產工廠減值的程序。吾等評估管理層在估計可收回金額時所採用的方法。吾等測試及質疑管理層在計算液體生產工廠可收回金額時使用的關鍵假設及數據。吾等評估現金流量預測的基礎及合理性，包括對過往年度的現金流量預測進行回顧性審查。在吾等內部專家的支持下，吾等評估了管理層在釐定可收回金額時所使用的折現率是否恰當。吾等亦對減值模型中所用的關鍵輸入數據進行敏感度分析，以評價關鍵假設合理可能發生的變化對可收回金額造成的影響。

綜合財務報表及核數師報告以外之資料

貴公司董事須對其他資料負責。其他資料包括年報所載資料，但不包括綜合財務報表及吾等就此發出之核數師報告。

吾等有關綜合財務報表之意見並無涵蓋其他資料，吾等亦不就此發表任何形式的核證結論。

就審核綜合財務報表而言，吾等之責任是閱讀其他資料，從而考慮其他資料是否與綜合財務報表或吾等在審核過程中獲悉之資料存在重大不符，或似乎存在重大錯誤陳述。

倘基於吾等已完成之工作，吾等認為其他資料出現重大錯誤陳述。吾等須報告該事實。吾等就此並無任何事項須報告。

INDEPENDENT AUDITORS' REPORT (Continued)

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

The directors of the Company, as assisted by the audit committee, are responsible for overseeing the Group's financial reporting process.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. This report is made solely to the members of the Company, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

董事對綜合財務報表須承擔之責任

貴公司董事須負責根據國際財務報告準則會計準則及香港公司條例的披露規定編製真實公允之綜合財務報表，並落實董事認為必要的內部控制，以使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述。

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

審計委員會協助貴公司董事履行監督貴集團的財務報告過程的責任。

核數師就審核綜合財務報表承擔之責任

吾等的目標為合理確定整體綜合財務報表是否不存在由於欺詐或錯誤而導致的重大錯誤陳述，並發出載有吾等意見的核數師報告。本報告乃根據吾等協定的委聘條款僅向貴公司整體股東作出，除此以外，不可用作其他用途。吾等概不就本報告的內容對任何其他人士負責或承擔法律責任。

合理保證屬高水平保證，但不能擔保根據國際審核準則進行的審核工作總能發現存在的重大錯誤陳述。錯誤陳述可源於欺詐或錯誤，倘個別或整體於合理預期情況下可影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

獨立核數師報告(續)

INDEPENDENT AUDITORS' REPORT (Continued)

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors of the Company.
 - Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements of the Group represent the underlying transactions and events in a manner that achieves fair presentation.
 - Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.
- 在根據國際審計準則進行審核之過程中，吾等運用了職業判斷，保持了職業懷疑態度。吾等亦：
- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述之風險，設計及執行審核程序以應對該等風險，以及取得充足及適當之審核憑證，作為吾等意見之基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致重大錯誤陳述之風險較因錯誤而導致重大錯誤陳述之風險為高。
 - 了解與審核相關之內部控制，以設計適當之審核程序，但非旨在對貴集團內部控制之有效性發表意見。
 - 評價貴公司董事所採用會計政策之恰當性以及作出會計估計及相關披露資料之合理性。
 - 對董事採用持續經營會計基礎之恰當性作出結論。根據所得之審核憑證，決定是否存在與可能對貴集團持續經營之能力構成重大疑慮之事件或情況有關之重大不確定性。倘吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者對綜合財務報表中相關披露資料之關注。假若有關披露資料不足，則吾等須出具非無保留意見之核數師報告。吾等之結論乃基於截至核數師報告日期止所取得之審核憑證。然而，未來事件或情況可能導致貴集團不能繼續持續經營。
 - 評價貴集團綜合財務報表之整體列報方式、結構及內容，包括披露資料，以及綜合財務報表是否公允反映相關交易及事實。
 - 計劃及進行集團審計，就集團內實體或業務單位的財務信息獲取充足、適當的審計憑證，以對貴集團財務報表發表意見提供基礎。吾等負責指導、監督及檢討就集團審計而進行的審計工作。吾等對審核意見承擔全部責任。

獨立核數師報告(續)

INDEPENDENT AUDITORS' REPORT (Continued)

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

We also provide the audit committee of the Company with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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

The engagement partner on the audit resulting in this independent auditors' report is Lee Soo Eng.

吾等就(其中包括)審核之計劃範圍、時間安排及重大審核結果,包括吾等於審核期間所識別內部控制之任何重大缺陷,與 貴公司的審計委員會進行了溝通。

吾等亦向 貴公司的審計委員會提交聲明,說明吾等已符合有關獨立性之相關職業道德要求,並與彼等溝通所有合理認為會影響吾等獨立性之關係及其他事項,以及為消除威脅採取的行動及防範措施(如適用)。

從與 貴公司董事溝通之事項中,吾等決定何種事項對本財政期間綜合財務報表之審核最為重要,因而構成關鍵審核事項。吾等會在核數師報告中描述該等事項,除非法律法規不允許對某件事項作出公開披露,或在極端罕見之情況下,若有合理預期在吾等之報告中溝通某事項而造成之負面後果將會超過其產生之公眾利益,吾等將不會於此等情況下於報告中溝通該事項。

出具本獨立核數師報告之審核項目合夥人為Lee Soo Eng。

Forvis Mazars PLT
Chartered Accountants

Kuala Lumpur, Malaysia

30 March 2026

Forvis Mazars PLT
特許會計師

馬來西亞吉隆坡

二零二六年三月三十日

綜合損益及其他全面收益表

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

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

		Note 附註	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Revenue	收益	5	133,494,690	114,497,661
Cost of sales	銷售成本		(104,940,649)	(85,290,327)
Gross profit	毛利		28,554,041	29,207,334
Other income	其他收入	6	7,937,629	2,829,660
Selling and distribution expenses	銷售及分銷開支		(6,553,018)	(4,970,964)
Administrative expenses	行政開支		(13,667,636)	(10,448,031)
Other expenses	其他開支		(872,290)	(1,947,164)
Impairment loss on receivables	應收款項減值虧損		(104,263)	—
Profit from operations	經營溢利		15,294,463	14,670,835
Finance income	財務收入	7	109,847	129,869
Finance costs	財務成本	8	(1,260,862)	(1,506,360)
Net finance costs	財務成本淨額		(1,151,015)	(1,376,491)
Profit before taxation	除稅前溢利		14,143,448	13,294,344
Income tax expense	所得稅開支	9	(2,499,002)	(3,925,836)
Profit for the year	年內溢利	10	11,644,446	9,368,508
Other comprehensive loss for the year, net of tax	年內其他全面虧損(扣除稅項)			
<i>Item that may be reclassified subsequently to profit or loss:</i>	<i>其後可能會重新分類至損益之項目:</i>			
Foreign currency translation differences for foreign operations	海外業務的外幣換算差額		(7,114,249)	(1,454,179)
Total comprehensive income for the year	年內全面收益總額		4,530,197	7,914,329
Profit attributable to:	以下人士應佔溢利:			
Equity shareholders of the Company	本公司權益股東		11,644,002	9,367,974
Non-controlling interest	非控股權益		444	534
Profit for the year	年內溢利		11,644,446	9,368,508
Total comprehensive income attributable to:	以下人士應佔全面收益總額:			
Equity shareholders of the Company	本公司權益股東		4,529,834	7,913,899
Non-controlling interest	非控股權益		363	430
Total comprehensive income for the year	年內全面收益總額		4,530,197	7,914,329
Basic and diluted earnings per ordinary share (expressed in Sen):	每股普通股基本及攤薄盈利(以仙表示):	13	1.08	0.87

The accompanying notes form an integral part of the financial statements. 隨附附註乃該等財務報表之組成部分。

綜合財務狀況表

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

二零二五年十二月三十一日 31 December 2025

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
		Note 附註	
ASSETS	資產		
NON-CURRENT ASSETS	非流動資產		
Property, plant and equipment	物業、廠房及設備	15	96,417,664
Right-of-use assets	使用權資產	16	100,850,657
Deferred tax assets	遞延稅項資產	25	4,257,198
			372,190
			101,510,153
CURRENT ASSETS	流動資產		
Inventories	存貨	18	28,969,531
Current tax asset	即期稅項資產		122,825
Trade and other receivables	貿易及其他應收款項	19	21,613,738
Cash and cash equivalents	現金及現金等價物	20	14,164,790
			93,636,830
TOTAL ASSETS	資產總值		195,146,983
EQUITY AND LIABILITIES	權益及負債		
EQUITY	權益		
Share capital	股本	21	5,941,706
Share premium	股份溢價	21	58,707,916
Reserves	儲備	21	62,073,859
			66,603,693
Total equity attributable to equity shareholders of the Company	本公司權益股東應佔權益總額		131,253,315
Non-controlling interest	非控股權益		66,708
TOTAL EQUITY	權益總額		131,320,023

綜合財務狀況表(續)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Continued)

二零二五年十二月三十一日 31 December 2025

		Note 附註	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
LIABILITIES	負債			
NON-CURRENT LIABILITIES	非流動負債			
Loans and borrowings	貸款及借款	22	12,639,873	15,781,674
Lease liabilities	租賃負債	23	197,001	15,668
Deferred tax liabilities	遞延稅項負債	24	7,363,114	5,194,773
			20,199,988	20,992,115
CURRENT LIABILITIES	流動負債			
Loans and borrowings	貸款及借款	22	19,201,649	6,329,038
Lease liabilities	租賃負債	23	589,000	102,885
Trade and other payables	貿易及其他應付款項	25	17,280,699	14,260,923
Contract liabilities	合約負債	26	6,555,624	3,643,882
			43,626,972	24,336,728
TOTAL LIABILITIES	負債總額		63,826,960	45,328,843
TOTAL EQUITY AND LIABILITIES	權益及負債總額		195,146,983	172,118,669
TOTAL ASSETS LESS CURRENT LIABILITIES	資產總值減流動負債		151,520,011	147,781,941

Approved and authorised for issue by the Board of Directors on 30 March 2026.

董事會於二零二六年三月三十日批准及授權刊發。

Tang Koon Fook
Director
Tang Koon Fook
董事

Lee Sieng Poon
Director
Lee Sieng Poon
董事

The accompanying notes form an integral part of the financial statements.

隨附附註乃該等財務報表之組成部分。

綜合權益變動表

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

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

		Attributable to equity shareholders of the Company 本公司權益股東應佔							Non-	Total
		Share capital	Share premium	Other reserve	Translation reserve	Retained earnings	Total	controlling interest	equity	
		股本	股份溢價	其他儲備	換算儲備	保留盈利	總計	非控股權益	總權益	
		RM	RM	RM	RM	RM	RM	RM	RM	
		馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	
At 1 January 2024	於二零二四年一月一日	5,941,706	58,707,916	150,200	5,261,530	48,748,230	118,809,582	65,915	118,875,497	
Foreign currency translation differences for foreign operations	海外業務的外幣換算差額	—	—	—	(1,454,075)	—	(1,454,075)	(104)	(1,454,179)	
Other comprehensive loss for the year	年內其他全面虧損	—	—	—	(1,454,075)	—	(1,454,075)	(104)	(1,454,179)	
Profit for the year	年內溢利	—	—	—	—	9,367,974	9,367,974	534	9,368,508	
Total comprehensive income for the year	年內全面收益總額	—	—	—	(1,454,075)	9,367,974	7,913,899	430	7,914,329	
At 31 December 2024	於二零二四年十二月三十一日	5,941,706	58,707,916	150,200	3,807,455	58,116,204	126,723,481	66,345	126,789,826	
Foreign currency translation differences for foreign operations	海外業務的外幣換算差額	—	—	—	(7,114,168)	—	(7,114,168)	(81)	(7,114,249)	
Other comprehensive loss for the year	年內其他全面虧損	—	—	—	(7,114,168)	—	(7,114,168)	(81)	(7,114,249)	
Profit for the year	年內溢利	—	—	—	—	11,644,002	11,644,002	444	11,644,446	
Total comprehensive income for the year	年內全面收益總額	—	—	—	(7,114,168)	11,644,002	4,529,834	363	4,530,197	
At 31 December 2025	於二零二五年十二月三十一日	5,941,706	58,707,916	150,200	(3,306,713)	69,760,206	131,253,315	66,708	131,320,023	

The accompanying notes form an integral part of the financial statements.

隨附附註乃該等財務報表之組成部分。

綜合現金流量表

CONSOLIDATED STATEMENT OF CASH FLOWS

二零二五年十二月三十一日 31 December 2025

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
		Note 附註	
CASH FLOWS FROM OPERATING ACTIVITIES	經營活動所得現金流量		
Profit before tax	除稅前溢利	14,143,448	13,294,344
<i>Adjustments for:</i>	<i>就以下各項作出調整：</i>		
Depreciation of property, plant and equipment	物業、廠房及設備折舊	6,680,414	6,846,885
Depreciation of right-of-use assets	使用權資產折舊	867,929	642,640
Write-down inventories to net realisable value	撇減存貨至已變現淨值	—	642,255
Finance costs	財務成本	1,260,862	1,506,360
Finance income	財務收入	(109,847)	(129,869)
Net gain on unrealised foreign exchange differences	未變現外匯差額收益淨額	(6,057,944)	(2,017,759)
Gain on disposal of plant and equipment	出售廠房及設備的收益	(695,713)	(7,198)
Property, plant and equipment written off	物業、廠房及設備撇銷	23,502	69,669
Impairment loss on receivables	應收款項減值虧損	104,263	—
Operating profit before changes in working capital	營運資金變動前的經營溢利	16,216,914	20,847,327
Change in inventories	存貨變動	(28,971,440)	(6,319,560)
Change in trade and other receivables	貿易及其他應收款項變動	(3,067,589)	(4,665,727)
Change in trade and other payables	貿易及其他應付款項變動	1,966,142	4,125,280
Change in contract liabilities	合約負債變動	2,911,742	265,367
Cash (used in)/generated from operations	經營活動(所用)/所得現金	(10,944,231)	14,252,687
Income tax refund	已退回所得稅	1,637,291	—
Income tax paid	已付所得稅	(310,830)	(211,105)
Net cash (used in)/generated from operating activities	經營活動(所用)/所得現金淨額	(9,617,770)	14,041,582
CASH FLOWS FROM INVESTING ACTIVITIES	投資活動所得現金流量		
Acquisition of property, plant and equipment	收購物業、廠房及設備	(5,337,997)	(2,304,628)
Interest received	已收利息	109,847	129,869
Decrease in pledged time deposits	已抵押定期存款減少	—	2,208,017
Proceeds for disposal of plant and equipment	出售廠房及設備的所得款項	4,833,733	7,200
Net cash (used in)/generated from investing activities	投資活動(所用)/所得現金淨額	(394,417)	4,458

綜合現金流量表(續)

CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

二零二五年十二月三十一日 31 December 2025

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
		Note 附註	
CASH FLOWS FROM FINANCING ACTIVITIES	融資活動所用現金淨額		
Capital element of lease liabilities paid	已付租賃負債的資本部分	(ii)	(552,964)
Drawdown from borrowings	提取借款	(iii)	42,162,680
Interest and other borrowing costs paid	已付利息及其他借款成本	(iii)	(1,241,360)
Interest element of lease liabilities paid	已付租賃負債的利息部分	(ii)	(36,026)
Repayments of loans and borrowings	貸款及借款還款	(iii)	(32,415,346)
Net cash generated from/(used in) financing activities	融資活動所得/(所用)現金淨額		7,916,984
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	現金及現金等價物(減少)/增加淨額		(2,095,203)
CASH AND CASH EQUIVALENTS AT 1 JANUARY	於一月一日的現金及現金等價物		14,164,790
EFFECT OF FOREIGN EXCHANGE RATE CHANGES	匯率變動的影響		(895,949)
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	於十二月三十一日的現金及現金等價物	20	11,173,638

(i) Acquisition of property, plant and equipment

(i) 收購物業、廠房及設備

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Additions during the year	年內添置	6,408,943	1,738,631
Payment for prior year acquisition	過往年度收購的付款	93,257	560,988
Deposit paid during the year	年內支付的按金	158,593	169,842
Deposit paid in prior year	過往年度支付的按金	(169,842)	(35,576)
Amount unpaid included in other payables	計入其他應付款項的未付款項	(1,152,954)	(93,257)
		5,337,997	2,340,628

綜合現金流量表(續)

CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

二零二五年十二月三十一日 31 December 2025

(ii) Cash outflows for leases as a lessee

(ii) 作為承租人的租賃現金流出

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Included in net cash from operating activities	計入經營活動所得現金淨額		
Payment relating to short-term leases	短期租賃相關付款	54,994	9,744
Included in net cash from financing activities	計入融資活動所得現金淨額		
Interest paid in relation to lease liabilities	已付租賃負債相關利息	36,026	12,985
Payment of lease liabilities	租賃負債付款	552,964	344,061
Total cash outflows for leases	有關租賃的現金流出總額	643,984	366,790

(iii) Reconciliation of movement of liabilities to cash flows arising from financing activities:

(iii) 負債變動與融資活動所得現金流量對賬：

Loans and borrowings

貸款及借款

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
At 1 January	於一月一日	22,110,712	28,761,070
<i>Cash flows:</i>	<i>現金流量:</i>		
Drawdown from borrowings	提取借款	42,162,680	51,549,164
Repayment of loans and borrowings	貸款及借款還款	(32,415,346)	(57,212,811)
Interest paid	已付利息	(1,241,360)	(1,406,514)
<i>Non-cash:</i>	<i>非現金:</i>		
Interest expense	利息開支	1,224,836	1,493,375
Foreign exchange movement	外匯變動	—	(1,073,572)
At 31 December	於十二月三十一日	31,841,522	22,110,712
Lease liabilities	租賃負債		
At 1 January	於一月一日	118,553	396,708
<i>Cash flows:</i>	<i>現金流量:</i>		
Capital element of lease liabilities paid	已付租賃負債的資本部分	(552,964)	(344,061)
Interest paid	已付利息	(36,026)	(12,985)
<i>Non-cash:</i>	<i>非現金:</i>		
Interest expense	利息開支	36,026	12,985
Acquisition of new lease	收購新租賃	1,233,831	65,906
Termination	終止	(13,419)	—
At 31 December	於十二月三十一日	786,001	118,553

The accompanying notes form an integral part of the financial statements.

隨附附註乃該等財務報表之組成部分。

NOTES TO THE FINANCIAL STATEMENTS

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

1. GENERAL INFORMATION

S&P International Holding Limited (the “**Company**”) was incorporated in the Cayman Islands under the Companies Act, Cap. 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands as an exempted company with limited liability on 10 November 2016. The address of its registered office is 89, Nexus Way, Camana Bay, Grand Cayman, KY1-9009, Cayman Islands and its principal place of business in Hong Kong is located at Unit 1513, 15/F., Austin Tower, 22–26 Austin Avenue, Tsim Sha Tsui, Kowloon, Hong Kong. The principal place of business in Malaysia is located at 27–3, Jalan PJU 5/13, Dataran Sunway, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The Company is an investment holding company. The Company and its subsidiaries (together, the “**Group**”) are principally engaged in manufacturing and distribution of coconut based food and beverage products such as coconut cream/milk powder, low fat desiccated coconut, coconut milk, coconut milk beverage, coconut water and other related products. The Company’s shares were listed on the Main Board of the Stock Exchange of Hong Kong Limited (“**Stock Exchange**”) on 11 July 2017.

2. BASIS OF PREPARATION

(a) Statement of compliance

These financial statements have been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board (“**IASB**”). These financial statements also comply with the disclosure requirements of the Hong Kong Companies Ordinance and the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”). Material accounting policies adopted by the Group are set out in Note 3.

Application of new or amended standards

In the current year, the Group has applied a number of amendments that become effective mandatorily for the financial periods beginning on or after 1 January 2025. The adoption of the amendments does not have significant impact on the disclosures or on the amounts reported in these financial statements.

1. 一般資料

椰豐集團有限公司(「**本公司**」)於二零一六年十一月十日在開曼群島根據開曼群島一九六一年第3號法例(經綜合及修訂)第22章公司法註冊成立為獲豁免有限公司。其註冊辦公室地址為89, Nexus Way, Camana Bay, Grand Cayman, KY1-9009, Cayman Islands，而香港主要經營地點位於香港九龍尖沙咀柯士甸路22 – 26號好兆年行15樓1513室。馬來西亞主要經營地點位於馬來西亞雪蘭莪州八打靈再也哥打白沙羅鎮三威廣場PJU 5/13路27號三樓(郵編：47810)。

本公司為一間投資控股公司。本公司及其附屬公司(統稱「**本集團**」)主要從事生產及分銷椰類食品及飲料，例如椰漿／奶粉、低脂椰蓉、椰奶、椰奶飲料、椰汁及其他相關產品。本公司股份於二零一七年七月十一日於香港聯合交易所有限公司(「**聯交所**」)主板上市。

2. 編製基準

(a) 合規聲明

該等財務報表乃根據國際會計準則理事會(「**國際會計準則理事會**」)頒佈的國際財務報告準則會計準則編製。該等財務報表亦符合香港公司條例的披露規定以及聯交所主板證券上市規則(「**上市規則**」)的適用披露條文。本集團所採納的重大會計政策載於下文附註3。

應用新訂或經修訂準則

於本年度，本集團已應用多項於二零二五年一月一日或之後開始之財政期間強制生效之修訂。採納該等修訂不會對該等財務報表的披露或報告金額造成重大影響。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

2. BASIS OF PREPARATION (Continued)

(a) Statement of compliance (Continued)

Amended standards issued that are not yet effective

The Group has not applied the following new amendments that have been issued by the IASB but are not yet effective:

		Effective Date 生效日期
Amendments to IFRS 9 and IFRS 7 國際財務報告準則第9號及國際財務報告準則第7號的修訂	Amendments to the Classification and Measurement of Financial Instruments 金融工具分類及計量的修訂	1 January 2026 二零二六年一月一日
Amendments to IFRS1, IFRS 7, IFRS 9, IFRS 10, and IAS 7 國際財務報告準則第1號、國際財務報告準則第7號、國際財務報告準則第9號、國際財務報告準則第10號及國際會計準則第7號的修訂	Annual Improvements to IFRS Accounting Standards — Volume 11 國際財務報告準則會計準則之年度改進 — 第11卷	1 January 2026 二零二六年一月一日
Amendments to IFRS 9 and IFRS 7 國際財務報告準則第9號及國際財務報告準則第7號的修訂	Contracts Referencing Nature-dependent Electricity 涉及依賴自然能源生產電力的合約	1 January 2026 二零二六年一月一日
IFRS 18 國際財務報告準則第18號	Presentation and Disclosure in Financial Statements 財務報表中的呈列及披露	1 January 2027 二零二七年一月一日
IFRS 19 國際財務報告準則第19號	Subsidiaries without Public Accountability: Disclosures 非公共受託責任附屬公司：披露	1 January 2027 二零二七年一月一日
Amendment to IFRS 19 國際財務報告準則第19號的修訂	Subsidiaries without Public Accountability: Disclosure 非公共受託責任附屬公司：披露	1 January 2027 二零二七年一月一日
Amendment to IAS 21 國際會計準則第21號的修訂	Translation to a Hyperinflationary Presentation Currency 換算為惡性通脹呈列貨幣	1 January 2027 二零二七年一月一日
Amendments to IFRS 10 and IAS 28 國際財務報告準則第10號及國際會計準則第28號的修訂	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture 投資者與其聯營公司或合營企業之間的資產出售或注資	Deferred 延期

The adoption of the above new amendments are not expected to have significant impact on the financial statements of the Group when they become effective, except for IFRS 18. Upon the adoption of IFRS 18, certain financial statements presentation will be changed. However, it has no impact on the recognition and measurement of assets, liabilities, income and expenses of the Group.

2. 編製基準(續)

(a) 合規聲明(續)

已頒佈但尚未生效的經修訂準則

本集團尚未應用以下國際會計準則理事會已頒佈但尚未生效的新修訂：

Effective Date
生效日期

1 January 2026
二零二六年一月一日

1 January 2026
二零二六年一月一日

1 January 2026
二零二六年一月一日

1 January 2027
二零二七年一月一日

1 January 2027
二零二七年一月一日

1 January 2027
二零二七年一月一日

1 January 2027
二零二七年一月一日

Deferred

延期

除國際財務報告準則第18號外，預期於以上新修訂生效時採納不會對本集團的財務報表造成重大影響。採納國際財務報告準則第18號後，若干財務報表呈列將會變更。然而，其對本集團資產、負債、收入及開支的確認及計量並無影響。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

2. BASIS OF PREPARATION (Continued)

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis.

(c) Functional and presentation currency

The Company and other investment holding subsidiaries incorporated in the Cayman Islands, the British Virgin Islands and Hong Kong have their functional currencies in Hong Kong Dollar (“**HK\$**”) and other subsidiaries established in Malaysia, Singapore and Thailand have their functional currencies in Ringgit Malaysia (“**RM**”), Singapore Dollar (“**SGD**”) and Thai Baht (“**THB**”) respectively. As the Group mainly operates in Malaysia, RM is used as the presentation currency of the consolidated financial statements.

2. 編製基準(續)

(b) 計量基準

財務報表按歷史成本基準編製。

(c) 功能及呈列貨幣

本公司及於開曼群島、英屬處女群島及香港註冊成立的投資控股附屬公司以港元(「港元」)作為其功能貨幣，而於馬來西亞、新加坡及泰國成立的其他附屬公司分別以馬來西亞令吉(「馬來西亞令吉」)、新加坡元(「新加坡元」)及泰銖(「泰銖」)作為彼等的功能貨幣。由於本集團主要在馬來西亞經營業務，故馬來西亞令吉被用作綜合財務報表的呈列貨幣。

3. MATERIAL ACCOUNTING POLICIES

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities, including structured entities, controlled by the Company. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. Merger accounting is adopted for common control combinations (see below) in which all of the combining entities are ultimately controlled by the same controlling shareholders both before and after the business combination and that control is not transitory.

The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing control only when such rights are substantive. The Group also considers it has de facto power over an investee when, despite not having the majority of voting rights, it has the current ability to direct the activities of the investee that significantly affect the investee's return.

Investments in subsidiaries are measured in the Company's separate statement of financial position at cost less any impairment losses. The cost of investment includes transaction costs.

3. 重大會計政策

(a) 綜合入賬基準

(i) 附屬公司

附屬公司是指本公司控制的實體(包括結構性實體)。附屬公司的財務報表自取得控制權之日起計入綜合財務報表，直至控制權終止之日止。就共同控制合併(請參閱下文)採用合併會計法，據此，所有合併實體於業務合併前後均受相同控股股東最終控制，且控制並非屬短暫性質。

當本集團從參與某實體的業務獲得或有權獲得可變回報，及有能力對實體行使其權力而影響其回報，則本集團控制該實體。潛在表決權僅於實質存在時，方於分析控制權時予以考慮。雖然無多數表決權，當本集團目前有能力操縱對被投資公司回報有重大影響的被投資公司活動，本集團亦視為對該被投資公司有實際權力。

於附屬公司的投資於本公司的單獨財務狀況表中按成本減任何減值虧損計量。投資成本包括交易成本。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(a) Basis of consolidation (Continued)

(ii) Business combinations

Business combinations arising from transfers of interests in entities that are under the control of the shareholders that control the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if later, at the date that common control was established; for this purpose comparatives are restated. The assets and liabilities acquired are recognised at the carrying amounts recognised from the controlling shareholders' perspective. All differences between the cost of acquisition (fair value of consideration paid) and the amounts at which the assets and liabilities are recorded have been recognised directly in equity as part of the other reserve.

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

For new acquisitions, the Group measures the cost of goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interest in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

3. 重大會計政策(續)

(a) 綜合入賬基準(續)

(ii) 業務合併

因轉讓由控制本集團的股東控制的實體的權益而產生的業務合併的會計處理，猶如該項收購於所呈列最早可比較期間起或共同控制建立日期(倘為較後者)就已發生；就此重列比較數字。所收購的資產及負債按自控股股東角度確認的賬面值進行確認。收購成本(已付代價的公允價值)與資產及負債入賬金額之間的所有差額已直接於權益確認為其他儲備的一部分。

業務合併自收購日期(即控制權轉移予本集團之日)起採用收購法入賬。

就新收購而言，本集團按下列基準計量於收購日期的商譽成本：

- 已轉讓代價的公允價值；加
- 被收購方任何非控股權益的已確認金額；加
- 倘業務合併分階段完成，則為被收購方現有股權的公允價值；減
- 所收購的可識別資產及所承擔負債的已確認金額淨額(通常為公允價值)。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(a) Basis of consolidation (Continued)

(ii) Business combinations (Continued)

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

(iii) Non-controlling interest

Non-controlling interest at the end of the reporting period, being the equity in a subsidiary not attributable directly or indirectly to the equity holders of the Company, are presented in the consolidated statement of financial position and statement of changes in equity within equity, separately from equity attributable to the owners of the Company. Non-controlling interest in the results of the Group is presented in the consolidated statement of profit or loss and other comprehensive income as an allocation of the profit or loss and the comprehensive income for the year between non-controlling interest and owners of the Company.

Losses applicable to the non-controlling interest in a subsidiary are allocated to the non-controlling interest even if doing so causes the non-controlling interest to have a deficit balance.

(iv) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

3. 重大會計政策(續)

(a) 綜合入賬基準(續)

(ii) 業務合併(續)

當差額為負數時，則即時於損益確認議價購買收益。

就各業務合併而言，本集團選擇是否以公允價值或於收購日期分佔被收購方可識別資產淨值的比例，計量於被收購方的非控股權益。

本集團就業務合併產生的交易成本(與發行債券或股本證券有關的交易成本除外)於產生時列為開支。

(iii) 非控股權益

於報告期末，非控股權益(即並非由本公司權益持有人直接或間接應佔的附屬公司權益)於綜合財務狀況表及權益變動表中呈列為權益，並與本公司擁有人應佔權益分開列示。本集團業績中的非控股權益乃於綜合損益及其他全面收益表中呈列，作為年內損益及全面收益於非控股權益及本公司擁有人之間的分配。

附屬公司中非控股權益應佔的虧損分配至非控股權益，即便如此處理會導致非控股權益出現虧絀結餘。

(iv) 綜合入賬時抵銷的交易

集團內公司間結餘及交易以及集團內公司間交易產生的任何未變現收益及開支均於編製綜合財務報表時予以抵銷。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(b) Foreign currency

Transactions in foreign currencies are translated to the respective functional currencies of the entities comprising the Group at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting date, except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss.

The results of foreign operations are translated into RM at the exchange rates which approximate the foreign exchange rates ruling at the dates of transactions. Statement of financial position items, including goodwill arising on consolidations of foreign operations acquired, are translated into RM at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the translation reserve.

However, if the operation is a non-wholly owned subsidiary, then the relevant proportionate share of the exchange differences is allocated to the non-controlling interest.

On disposal of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

3. 重大會計政策(續)

(b) 外幣

外幣交易按交易當日的匯率換算為本集團旗下實體各自的功能貨幣。

於報告期末以外幣計值的貨幣資產及負債按該日的匯率重新換算為功能貨幣。

以外幣計值的非貨幣資產及負債於報告日期末不予換算，除非按公允價值計量的非貨幣資產及負債按釐定公允價值之日的匯率重新換算為功能貨幣則作別論。

因重新換算而產生的外幣差額於損益確認。

海外業務的業績按與交易當日通行的外匯匯率相若的匯率換算為馬來西亞令吉。財務狀況表項目(包括所收購的海外業務綜合入賬時產生的商譽)於報告期末按收市外匯匯率換算為馬來西亞令吉。所產生的匯兌差額於其他全面收益內確認及分別累積於權益中的換算儲備內。

然而，倘業務屬非全資附屬公司，則應佔換算差額的相關比例則分配至非控股權益。

於出售海外業務時，有關該海外業務的匯兌差額的累計金額於出售溢利或虧損予以確認時從權益重新分類至損益。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(b) Foreign currency (Continued)

In the consolidated financial statements, when settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and are presented in the translation reserve within equity.

(c) Financial instruments

(i) Recognition and initial measurement

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument.

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

(ii) Financial instrument categories and subsequent measurement

Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

3. 重大會計政策(續)

(b) 外幣(續)

於綜合財務報表中，倘目前並無計劃且可預見將來亦不大可能清償應收或應付海外業務的貨幣項目，則該貨幣項目產生的外匯收益及虧損被視作於海外業務的淨投資部分，並於其他全面收益內確認及於權益的換算儲備內呈列。

(c) 金融工具

(i) 確認及初步計量

金融資產或金融負債乃當及僅當本集團成為工具合約條文的訂約方時於財務狀況表中確認。

金融資產(並無重大融資成分的貿易應收款項除外)或金融負債初步按公允價值加上或扣除(就並非按公允價值計入損益的項目而言)因其收購或發行直接應佔的交易成本計量。並無重大融資成分的貿易應收款項初步按交易價格計量。

(ii) 金融工具分類及其後計量

金融資產

金融資產的分類於初步確認時釐定並於初步確認後不得重新分類，除非本集團改變管理金融資產的業務模式，在此情形下，所有受影響的金融資產在業務模式發生改變後的首個報告期間的首日重新分類。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(c) Financial instruments (Continued)

(ii) Financial instrument categories and subsequent measurement (Continued)

Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised cost.

Fair value through profit or loss

All financial assets not measured at amortised cost as described above are measured at fair value through profit or loss. This includes derivative financial assets (except for a derivative that is a designated and effective hedging instrument). On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

3. 重大會計政策(續)

(c) 金融工具(續)

(ii) 金融工具分類及其後計量(續)

攤銷成本

已攤銷成本類別包括其業務模式是以持有資產收取合約現金流量為目的且其合約條款規定於特定日期產生的現金流量僅為支付本金及未償還本金金額利息的金融資產。金融資產並非指定為按公允價值計入損益。初步確認後，該等金融資產採用實際利率法按攤銷成本計量。攤銷成本會扣減減值虧損。利息收入、外匯收益及虧損以及減值於損益內確認。終止確認產生的任何收益或虧損於損益內確認。

利息收入採用實際利率法計算總賬面值確認，惟存在信貸減值的金融資產除外，因實際利率法用於計算攤銷成本。

按公允價值計入損益

所有並非按上述攤銷成本計量的金融資產按公允價值計入損益計量，包括衍生金融資產(屬指定有效對沖工具的衍生工具除外)。於初步確認時，本集團可不可撤回地指定金融資產(於其他方面符合按攤銷成本計量或按公允價值計入其他全面收益之規定)為按公允價值計入損益，前提是有關指定可消除或大幅減少會計錯配發生。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(c) Financial instruments (Continued)

(ii) Financial instrument categories and subsequent measurement (Continued)

Fair value through profit or loss (Continued)

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the profit or loss.

All financial assets, except for those measured at fair value through profit or loss are subject to impairment assessment.

Financial liabilities

Amortised cost

Financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

(iii) Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

3. 重大會計政策(續)

(c) 金融工具(續)

(ii) 金融工具分類及其後計量(續)

按公允價值計入損益(續)

分類為按公允價值計入損益的金融資產其後按其公允價值計量。盈虧淨額(包括任何利息或股息收入)於損益確認。

所有金融資產(按公允價值計入損益計量者除外)均須進行減值評估。

金融負債

攤銷成本

並非分類為按公允價值計入損益的金融負債其後以實際利率法按攤銷成本計量。

利息開支及外匯收益及虧損於損益內確認。終止確認產生的任何收益或虧損亦於損益內確認。

(iii) 終止確認

金融資產或其一部分當且僅當金融資產產生的現金流量的合約權利屆滿或被轉讓，或金融資產轉移至另一方而無保留該資產的控制權或絕大部分風險及回報時終止確認。於終止確認金融資產時，金融資產的賬面值與已收代價總額(包括取得的任何新資產減承擔的任何新負債)的差額於損益中確認。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(c) Financial instruments (Continued)

(iii) Derecognition (Continued)

A financial liability or a part of it is derecognised when and only when, the obligation specified in the contract is discharged, cancelled or expires. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(d) Property, plant and equipment

(i) Recognition and measurement

Freehold land and property under construction are measured at cost less any accumulated impairment losses. Other items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes the cost of materials and direct labour. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

3. 重大會計政策(續)

(c) 金融工具(續)

(iii) 終止確認(續)

金融負債或其一部分當且僅當合約列明的責任獲解除、註銷或屆滿時終止確認。倘金融負債的條款被修訂，而經修訂負債的現金流量大幅不同，則亦終止確認金融負債。在此情況下，經修訂條款下的新金融負債按公允價值確認。於終止確認金融負債時，已失效或轉移至另一方的金融負債的賬面值與已付代價的差額(包括已轉讓的任何非現金資產或所承擔的負債)於損益中確認。

(d) 物業、廠房及設備

(i) 確認與計量

永久業權土地及在建物業按成本減任何累計減值虧損計量。其他物業、廠房及設備項目按成本減任何累計折舊及任何累計減值虧損計量。

成本包括收購資產直接應佔的支出及令資產符合工作條件作其擬定用途而直接應佔的任何其他成本以及拆卸和搬遷項目及恢復項目所在地原貌的成本。自建資產的成本亦包括物料成本和直接勞工成本。就合資格資產而言，借款成本根據借款成本的會計政策資本化。

所購軟件(屬相關設備的功能所必需)會資本化為該設備的一部分。

倘物業、廠房及設備項目主要部分的可使用年期不同，則有關部分以物業、廠房及設備的獨立項目(主要部分)入賬。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(d) Property, plant and equipment (Continued)

(i) Recognition and measurement

(Continued)

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and is recognised in profit or loss.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group or the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed, and if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Depreciation does not cease when the asset becomes idle or is retired from active use unless the asset is fully depreciated.

Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use.

Buildings are depreciated over their useful lives or over the remaining land lease period, whichever is shorter.

3. 重大會計政策(續)

(d) 物業、廠房及設備(續)

(i) 確認與計量(續)

出售物業、廠房及設備項目的收益或虧損乃通過比較出售所得款項與物業、廠房及設備的賬面值釐定，並於損益中確認。

(ii) 後續成本

倘物業、廠房及設備項目被替換部分所具有的未來經濟利益將可能流入本集團或本公司且其成本能夠可靠地計量，則該替換成本按該項目的賬面值確認。被替換部分的賬面值不再於損益確認。物業、廠房及設備的日常服務成本於產生時在損益確認。

(iii) 折舊

折舊乃按資產的成本減其殘值計算。個別資產的重要部分均會予以評估，且倘某部分的可使用年期與該資產其餘部分不同，則該部分會單獨計算折舊。

物業、廠房及設備項目各部分的折舊自其可供使用之日起於其估計可使用年期按直線法於損益中確認。資產於閒置或不再經常使用時繼續計提折舊，除非資產已悉數折舊。

永久業權土地不予折舊。在建物業、廠房及設備於該等資產可作擬定用途前不予折舊。

樓宇於其可使用年期或剩餘土地租賃期間(以較短者為準)折舊。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(d) Property, plant and equipment (Continued)

(iii) Depreciation (Continued)

The principal annual rates of depreciation are as follows:

Factory buildings and other buildings	3%
Plant and machinery	5%–10%
Motor vehicles	20%
Furniture, fittings and equipment	10%–20%

Depreciation methods and useful lives are reviewed at end of the reporting period, and adjusted as appropriate.

(e) Leases

(i) Definition of a lease

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

- the contract involves the use of an identified asset — this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and

3. 重大會計政策(續)

(d) 物業、廠房及設備(續)

(iii) 折舊(續)

主要折舊年率如下：

工廠樓宇及其他樓宇	3%
廠房及機器	5%–10%
汽車	20%
傢具、裝置及設備	10%–20%

折舊方法及可使用年期於報告期末予以檢討及調整(倘適當)。

(e) 租賃

(i) 租賃的定義

倘合約獲給予權利在一段時間內使用已識別資產以換取代價，則合約為或包括租賃。為評估合約是否獲給予已識別資產之使用權利，本集團會評估：

- 合約是否涉及已識別資產的使用，其可明示和暗示，且實質上有所不同或代表實質不同資產的絕大部分能力。倘供應商具有實質替代權，則該資產不作識別；
- 客戶有權於整個使用期間，自資產的使用中獲得絕大部分經濟利益；及

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Leases (Continued)

(i) Definition of a lease (Continued)

- the customer has the right to direct the use of the asset. The customer has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the customer has the right to direct the use of the asset if either the customer has the right to operate the asset; or the customer designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

(ii) Recognition and initial measurement

(a) As a lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

3. 重大會計政策(續)

(e) 租賃(續)

(i) 租賃的定義(續)

- 客戶有權指示該資產的使用。當客戶擁有與改變資產使用方式和目的最為相關的決策權時，則享有此權利。於少數情況下，倘所有關於資產使用方式和目的的決策均為預先釐定，且客戶有權經營該資產或客戶按預先釐定使用方式和目的設計該資產，則客戶有權指導該資產的使用。

於包含租賃部分之合約開始或獲重新評估時，本集團根據其獨立價格基準將合約中之代價分配予各租賃及非租賃部分。然而，就本集團為承租人的物業租賃而言，其已選擇不區分非租賃部分及就租賃及相關非租賃部分作為單一租賃部分入賬。

(ii) 確認及初步計量

(a) 作為承租人

本集團於租賃開始日期確認使用權資產及租賃負債。使用權資產初步按成本計量，包括租賃負債初始金額(就於開始日期或之前的任何租賃付款作出調整)，加已產生的任何初始直接成本及拆卸和移除相關資產或復原相關資產或其處場地的估計成本，減任何已收租賃獎金。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Leases (Continued)

(ii) Recognition and initial measurement

(Continued)

(a) As a lessee (Continued)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the respective Group entities' incremental borrowing rate. Generally, the Group entities use their incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments less any incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The Group excludes variable lease payments that linked to future performance or usage of the underlying asset from the lease liability. Instead, these payments are recognised in profit or loss in the period in which the performance or use occurs.

3. 重大會計政策(續)

(e) 租賃(續)

(ii) 確認及初步計量(續)

(a) 作為承租人(續)

租賃負債初步按於開始日期尚未支付的租賃付款現值計量，使用租賃隱含利率或(倘無法獲取該利率)本集團旗下各實體的增量借款利率折現。本集團旗下各實體一般使用其增量借款利率作為折現率。

計入租賃負債計量的租賃付款包括以下各項：

- 固定付款，包括實質固定付款減任何應收獎勵；
- 視乎指標或利率釐定的可變租賃付款，初步使用開始日期的指標或利率；
- 預期殘值保證項下的應付款項；
- 本集團合理確定行使的購買選擇權的行使價；及
- 提早終止租賃的違約金，除非本集團合理確定不會提早終止。

本集團排除與租賃負債相關資產的未來表現或用途掛鈎的可變租賃付款。該等付款於表現或使用的期間於損益確認。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Leases (Continued)

(ii) Recognition and initial measurement

(Continued)

(a) As a lessee (Continued)

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(b) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

If an arrangement contains lease and non-lease components, the Group applies IFRS 15 to allocate the consideration in the contract based on the stand-alone selling prices.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

3. 重大會計政策(續)

(e) 租賃(續)

(ii) 確認及初步計量(續)

(a) 作為承租人(續)

本集團選擇不確認使用權資產及租期為12個月或以下的短期租賃或低價值資產租賃的租賃負債。本集團將與該等租賃有關的租賃付款按直線法於租期內確認為開支。

(b) 作為出租人

倘本集團為出租人，其於租賃開始時釐定各租賃是否為融資租賃或經營租賃。

為對各租賃進行分類，本集團整體評估租賃是否轉讓相關資產擁有權附帶的絕大部分風險及回報。如是，則租賃為融資租賃，否則為經營租賃。

倘一項安排包括租賃及非租賃部分，則本集團應用國際財務報告準則第15號根據獨立售價分配合約代價。

倘本集團為中介出租人，其分開處理其於頭租及轉租的權益。其參考頭租產生的使用權資產評估轉租的租賃分類，而非參考相關資產。倘頭租為本集團應用上述豁免的短期租賃，則將轉租分類為經營租賃。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Leases (Continued)

(iii) Subsequent measurement

(a) As a lessee

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a revision of in-substance fixed lease payments, or if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(b) As a lessor

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of "other income".

3. 重大會計政策(續)

(e) 租賃(續)

(iii) 其後計量

(a) 作為承租人

使用權資產隨後於開始日期至使用權資產可使用年期結束或租賃期結束(以較早者為準)之期間內,採用直線法計提折舊。使用權資產的估計可使用年期按物業、廠房及設備之相同基準釐定。此外,使用權資產定期扣除減值虧損(如有)並就租賃負債的若干重新計量予以調整。

租賃負債使用實際利率法按攤銷成本計量。倘指標或利率變動導致未來租賃付款有變,倘修訂實質固定租賃付款,倘本集團估計預期應付殘值保證項下的款項有變,或倘本集團更改有關是否行使購買、續租或終止選擇權的評估,則重新計量租賃負債。

於重新計量租賃負債時,使用權資產賬面值亦作出相應調整,或倘使用權資產賬面值減少至零,於損益記錄有關調整。

(b) 作為出租人

本集團將根據經營租賃收取的租賃付款按直線法於租期內確認為收入,列作「其他收入」的一部分。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(f) Inventories

Inventories are measured at the lower of cost and net realisable value.

The cost of inventories is calculated using the weighted average and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of work-in-progress and finished goods, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(g) Contract assets and contract liabilities

A contract asset is recognised when the Group's right to consideration is conditional on something other than the passage of time. A contract asset is subject to impairment assessment.

A contract liability is stated at cost and represents the obligation of the Group to transfer goods or services to a customer for which consideration has been received (or the amount is due) from the customers.

(h) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three months or less, and are used by the Group in the management of their short term commitments.

3. 重大會計政策(續)

(f) 存貨

存貨按成本與可變現淨值兩者之間的較低者計量。

存貨成本使用加權平均計算，包括購入存貨產生的開支、生產或轉換成本以及將其運至現址及達致現狀所產生的其他成本。就在製品及製成品而言，成本包括根據日常營運能力而適當分佔的間接生產成本。

可變現淨值指於日常業務過程中的估計售價減去估計完成成本及進行出售所必需的估計成本。

(g) 合約資產及合約負債

當本集團收取代價的權利須待時間推移以外的條件方可作實，則確認合約資產。合約資產須進行減值評估。

合約負債按成本列賬及指本集團因已自客戶收取代價(或到期收取的代價)，而須向客戶轉讓貨品或服務的責任。

(h) 現金及現金等價物

現金及現金等價物包括手頭現金、結餘及銀行存款以及原到期日為三個月或以下的高流動性投資(其公允價值變動的風險並不重大及被本集團用於管理其短期承擔)。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(i) Impairment

(i) Financial assets

The Group recognises loss allowances for expected credit losses on financial assets measured at amortised cost. Expected credit losses are a probability-weighted estimate of credit losses.

The Group measures loss allowances at an amount equal to lifetime expected credit loss, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balance and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured at 12-month expected credit loss. Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit loss.

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

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk.

3. 重大會計政策(續)

(i) 減值

(i) 金融資產

本集團就按攤銷成本計量之金融資產確認預期信用損失之虧損撥備。預期信用損失為信用損失之機會率加權估算。

本集團以相等於全期預期信用損失金額計量虧損撥備，惟於報告日期被釐定具低信貸風險之債務證券、現金及銀行結餘以及自初步確認以來信貸風險並無顯著增加之其他債務證券除外，上述各項按12個月預期信用損失計量。貿易應收款項之虧損撥備一直按相等於全期預期信用損失金額計量。

在釐定金融資產之信貸風險自初步確認後有否大幅增加及於估計預期信用損失時，本集團會考慮相關及無須付出過多成本或努力即可獲得之合理及可靠資料。此包括根據本集團之過往經驗及已知信貸評估得出之定量及定性資料及分析，並包括前瞻性資料(倘適用)。

全期預期信用損失乃因資產之預計年期內出現之所有潛在違約事件引致之預期信用損失，而12個月預期信用損失乃報告日期後12個月內出現之潛在違約事件引致之預期信用損失之部分。估計預期信用損失時考慮之最大期限為本集團面臨信貸風險之最大合約期限。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(i) Impairment (Continued)

(i) Financial assets (Continued)

The Group estimates the expected credit losses on trade receivables using a provision matrix with reference to historical credit loss experience.

An impairment loss in respect of financial assets measured at amortised cost is recognised in profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery amounts due.

(ii) Other assets

The carrying amounts of other assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is estimated each period at the same time.

3. 重大會計政策(續)

(i) 減值(續)

(i) 金融資產(續)

本集團經參考過往信用損失經驗採用撥備矩陣估計貿易應收款項之預期信用損失。

按攤銷成本計量之金融資產之減值虧損於損益中確認，而該資產之賬面值透過使用撥備賬扣減。

於各報告日期，本集團評估按攤銷成本列賬之金融資產是否已發生信貸減值。當對金融資產的估計未來現金流量具有不利影響的一項或多項事件發生時，該金融資產存在信貸減值。

若日後實際上不可收回款項，金融資產的總賬面值則會(部分或全部)撇銷，此類情況通常是當本集團確定債務人並無資產或收益來源可產生足夠現金流量償還須撇銷的金額時發生。然而，已撇銷的金融資產仍可能受到強制執行活動的影響，以遵守本集團收回逾期款項的程序。

(ii) 其他資產

其他資產(存貨及遞延稅項資產除外)的賬面值於各報告期末進行檢討，以釐定是否有任何減值跡象。倘出現任何該類跡象，便會估計該資產的可收回金額。就商譽而言，可收回金額於各期間相同時間估計。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(i) Impairment (Continued)

(ii) Other assets (Continued)

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a cash-generating unit or a group of cash-generating units that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (groups of cash-generating units) on a pro rata basis.

3. 重大會計政策(續)

(i) 減值(續)

(ii) 其他資產(續)

為進行減值測試，資產被集合為最小資產組合，該資產組合從持續使用中產生現金流入，且大致上獨立於其他資產或現金產生單位的現金流入。為進行減值測試，業務合併所取得的商譽分配至預期於合併協同效應中獲益的現金產生單位或現金產生單位組別。

資產或現金產生單位的可收回金額是以其使用價值與公允價值減出售成本兩者中的較高者釐定。在評估使用價值時，會採用反映當時市場評估的貨幣時間值及該資產或現金產生單位的獨有風險的稅前貼現率，將估計未來現金流量貼現至現值。

減值虧損於一項資產或其現金產生單位的賬面值超出其估計可收回金額時確認。

減值虧損於損益中確認。就現金產生單位確認的減值虧損首先會予以分配，以扣減獲分配現金產生單位(現金產生單位組別)的任何商譽的賬面值，及其後按比例扣減現金產生單位(現金產生單位組別)的其他資產的賬面值。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(i) Impairment (Continued)

(ii) Other assets (Continued)

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial year in which the reversals are recognised.

(j) Equity instruments

Instruments classified as equity are measured at cost on initial recognition and are not remeasured subsequently.

(i) Issue expenses

Costs directly attributable to the issue of instruments classified as equity are recognised as a deduction from equity.

(ii) Ordinary shares

Ordinary shares are classified as equity.

(k) Employee benefits

(i) Short term employee benefits

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and other benefits are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

3. 重大會計政策(續)

(i) 減值(續)

(ii) 其他資產(續)

商譽的減值虧損不會被撥回。就其他資產而言，於以往期間確認的減值虧損會於各報告期末進行評估，以確定是否有任何跡象顯示虧損已減少或不再存在。倘自上一次確認減值虧損以來，用以釐定可收回金額的估計出現變動，則減值虧損會被撥回。僅當資產的賬面值不會超過假設並無確認減值虧損時原應釐定的賬面值(經扣除折舊或攤銷)時，方會撥回減值虧損。減值虧損撥回乃於確認該等撥回的財政年度計入損益。

(j) 權益工具

分類為權益的工具於初步確認時按成本計量，其後不會重新計量。

(i) 發行開支

發行分類為權益的工具直接應佔的成本確認為自權益扣減。

(ii) 普通股

普通股分類為權益。

(k) 僱員福利

(i) 短期僱員福利

薪金、年度獎金、有薪年假及其他福利等短期僱員福利義務以不貼現基準計算，並於提供有關服務時列為開支。

倘本集團因僱員過往提供的服務而產生現有法律或推定責任須支付此金額，及責任可以可靠計量，則會就根據預期支付的金額確認負債。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Employee benefits (Continued)

(ii) Contributions to defined contribution retirement plans

The Group's contributions to statutory pension funds, which are defined contribution retirement plans, are charged to profit or loss in the financial year to which they relate. Contributions are made based on a percentage of the employees' basic salaries. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available. The assets of the pension funds are held separately from those of the Group in independently administered funds.

(iii) Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when it recognises restructuring costs involving the payment of termination benefits.

(l) Provisions and contingent liabilities

Provisions are recognised when the Group has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

3. 重大會計政策(續)

(k) 僱員福利(續)

(ii) 界定供款退休計劃供款

本集團的法定公積金供款(此乃界定供款退休計劃)於與法定公積金相關的財政年度於損益中扣除。供款乃根據僱員基本薪金的百分比作出。倘未來出現現金退款或扣減，預付供款確認為資產。退休金基金的資產與本集團的資產分開，並由獨立管理的基金持有。

(iii) 合約終止補償

合約終止補償會在本集團不能撤回提供該等補償與其確認涉及支付合約終止補償的重組成本(以較早者為準)時確認。

(l) 撥備及或然負債

倘若本集團須就已發生的事件承擔法律或推定責任，而履行該責任預期會導致含有經濟效益的資源外流，並可作出可靠的估計，便會計提撥備。如果貨幣時間價值重大，則按預計履行責任所需開支的現值計提撥備。

倘若並不需要產生含有經濟效益的資源外流，或是無法對有關數額作出可靠的估計，便會將該責任披露為或然負債；除非經濟效益外流的可能性極低則除外。須視乎某個或多個未來事件是否發生才能確定存在與否的潛在義務，亦會披露為或然負債；但如這類經濟效益外流的可能性極低則除外。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(m) Revenue and other income

(i) Revenue

Revenue is measured based on the consideration specified in a contract with a customer in exchange for transferring goods or services to a customer, excluding amounts collected on behalf of third parties. The Group recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of the asset.

The Group transfers control of a good or service at a point in time unless one of the following overtime criteria is met:

- (a) the customer simultaneously receives and consumes the benefits provided as the Group performs;
- (b) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- (c) the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

(ii) Rental income from subleasing of right-of-use assets

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Rental income from sub-leased property is recognised as other income.

3. 重大會計政策(續)

(m) 收益及其他收入

(i) 收益

收益按與客戶就交換向客戶轉讓貨品或服務訂立的合約中訂明的代價計量，不包括代表第三方收取的款項。本集團當(或於)貨品或服務的控制權轉移予客戶時確認收益。當(或於)客戶取得資產的控制權時，則予以轉讓資產。

本集團於某一時間點轉移貨品或服務的控制權，除非符合下列其中一項一段時間標準：

- (a) 客戶於本集團履約時同時取得及消耗所提供的利益；
- (b) 本集團的履約創造或增強客戶於資產被創造或增強時控制的資產；或
- (c) 本集團的履約並未創造一項作替代用途的資產，且本集團擁有就迄今為止已完成的履約獲得付款的可強制執行權利。

(ii) 來自轉租使用權資產的租金收入

來自投資物業的租金收入按直線法在租期內於損益中確認。所授予的租賃獎勵在租期內確認為租金收入總額的組成部分。來自轉租物業的租金收入確認為其他收入。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(m) Revenue and other income (Continued)

(iii) Interest income

Interest income is recognised as it accrues using the effective interest method in profit or loss except for interest income arising from temporary investment of borrowings taken specifically for the purpose of obtaining a qualifying asset which is accounted for in accordance with the accounting policy on borrowing costs.

(n) Borrowing costs

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

(o) Income tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

3. 重大會計政策(續)

(m) 收益及其他收入(續)

(iii) 利息收入

利息收入於其產生時按實際利率法於損益內確認，惟特定為取得合資格資產的借款的臨時投資所產生的利息收入，則根據借款成本的會計政策入賬。

(n) 借款成本

並非直接屬於收購、建造或生產一項合資格資產的借款成本採用實際利率法於損益中確認。

因收購、建造或生產必須耗用一段頗長時間方可作擬定用途或銷售的資產而直接應佔的借款成本均撥作該等資產的部分成本。

屬於合資格資產成本一部分的借款成本，在資產產生開支、借款成本產生及使資產投入擬定用途或銷售所必須的準備工作進行期間開始資本化。在使合資格資產投入擬定用途或銷售所必須的絕大部分準備工作終止或完成時，借款成本便會暫停或停止資本化。

特定借款尚未支付合資格資產支出而用作臨時投資所賺取的投資收入會從合資格資本化的借款成本中扣除。

(o) 所得稅

所得稅開支包括即期及遞延稅項。即期稅項及遞延稅項於損益中確認，惟與業務合併或直接於權益或其他全面收益確認項目相關則除外。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(o) Income tax (Continued)

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in these consolidated statements of financial position and their tax bases. Deferred tax is not recognised for the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax assets and liabilities on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

3. 重大會計政策(續)

(o) 所得稅(續)

即期稅項乃就年內應課稅收入或虧損根據於報告期末已實施或實質上已實施的稅率計算的預期應付或應收稅項，加上以往財政年度應付稅項的任何調整。

遞延稅項採用負債法確認，按資產及負債在該等綜合財務狀況表的賬面值與稅基兩者的暫時差額作出撥備。並非業務合併且並不影響會計及應課稅溢利或虧損的交易中的資產或負債的初步確認時，遞延稅項不會確認。遞延稅項根據於報告期末已實施或已實質上實施的法律，按預期當暫時差額撥回時對其應用的稅率計算。

已確認的遞延稅項金額按預期變現或清償資產及負債賬面值的方式，以報告日期已頒佈或實質已頒佈的稅率計算。遞延稅項資產及負債均不作貼現。

倘有抵銷流動稅項負債及資產的法定可強制執行的權利，而彼等乃關於相同稅務當局對同一應課稅實體所徵收的所得稅，或對不同稅務實體所徵收但該等實體擬按淨額清償即期稅項資產及負債，或彼等的稅項資產及負債將同時變現，則抵銷遞延稅項資產及負債。

遞延稅項資產僅於日後可能出現應課稅溢利可用以抵銷暫時差額時方予確認。遞延稅項資產於各報告期末審閱，若日後不再可能實現相關稅項利益，則扣減遞延稅項資產。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(p) Earnings per ordinary share

The Group presents basic and diluted earnings per share data for its ordinary shares (“EPS”).

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year, adjusted for own shares held.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held and for the effects of all dilutive potential ordinary shares.

(q) Operating segment

An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses, including revenue and expenses that relate to transactions with any of the Group’s other components. Operating segments’ results are reviewed regularly by the chief operating decision maker to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

(r) Fair value measurements

Fair value of an asset or a liability, except for lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

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

3. 重大會計政策(續)

(p) 每股普通股盈利

本集團呈列其普通股的每股基本及攤薄盈利數據(「每股盈利」)。

每股基本盈利乃以本公司普通股股東應佔盈虧除以年內發行在外的普通股加權平均數計算，並就自身持有的股份進行調整。

每股攤薄盈利乃透過調整普通股股東應佔盈虧及發行在外普通股加權平均數目釐定，並就自身持有的股份及所有具潛在攤薄效應的普通股產生的影響進行調整。

(q) 經營分部

經營分部是本集團可賺取收益及產生開支(包括與本集團任何其他部分的交易有關的收益及開支)的商業活動的組成部分。經營分部的業績由主要經營決策者定期審閱以對分部作資源分配及評估其表現作出決定，並可獲提供個別財務資料。

(r) 公允價值計量

資產或負債的公允價值(租賃交易除外)釐定為市場參與者於計量日期在有序交易中出售資產所收取或轉移負債所支付的價格。計量假定出售資產或者轉移負債的交易在主要市場進行；不存在主要市場的，假定該交易在最有利市場進行。

以公允價值計量非金融資產，考慮市場參與者將該資產用於最佳用途產生經濟利益的能力，或者將該資產出售給能夠用於最佳用途的其他市場參與者產生經濟利益的能力。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

3. MATERIAL ACCOUNTING POLICIES

(Continued)

(r) Fair value measurements (Continued)

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair value are categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- | | |
|----------|--|
| Level 1: | quoted prices (unadjusted) in active markets for identical assets or liabilities. |
| Level 2: | inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. |
| Level 3: | unobservable inputs for the asset or liability. |

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the financial statements in conformity with IFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than as disclosed below:

3. 重大會計政策(續)

(r) 公允價值計量(續)

計量資產或負債的公允價值時，本集團盡可能使用可觀察市場數據。公允價值根據估值技術所用輸入數據分為以下不同公允價值層級：

- | | |
|-------|-------------------------------------|
| 第一層級： | 是相同資產或負債在活躍市場上的報價(未經調整)。 |
| 第二層級： | 是相關資產或負債直接或間接可觀察的輸入數據(第一層級包括的報價除外)。 |
| 第三層級： | 是相關資產或負債的不可觀察輸入數據。 |

於促使轉移的事件或情況變動日期，本集團於各公允價值層級水平之間確認轉移。

4. 重大會計判斷及估計

按照國際財務報告準則會計準則編製財務報表需要管理層作出判斷、估計及假設，該等判斷、估計及假設會影響會計政策應用以及所呈報的資產、負債、收入及開支金額。實際結果或有別於該等估計。

估計及相關假設會持續予以檢討。會計估計的修訂於修訂估計的期間及未來受影響期間確認。

除下文所披露者外，採用會計政策時的估計不明朗因素及關鍵判斷並無任何重大方面會對財務報表中確認的金額造成重大影響：

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

4. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

(Continued)

Impairment of property, plant and equipment

Annually, the Group carries out a review of impairment indication on property, plant and equipment. Where there is indicator of impairment, the Group estimates the recoverable amount of the property, plant and equipment. The recoverable amount of the property, plant and equipment is estimated based on value-in-use calculations and/or fair value less costs to sell. The value-in-use is determined by discounting the future cash flows generated from the continuing use of the property, plant and equipment and the projected cash flows were prepared based on the financial projections approved by the Directors. The values assigned to the key assumptions used in the calculations represent management's estimate of the future income and expenditure which involve significant management's estimations based on various factors at the reporting date.

In financial year 2023, impairment test was conducted due to lower than expected utilisation rate of the liquid production plant. The recoverable amount of the assets has been determined on the basis of value in use, where cash flow projection attributable to the assets was discounted at 10.8% per annum. As recoverable amount was lower than the carrying amount, impairment losses recognised in respect of the liquid production plant and related assets amounted to RM1,750,000.

In financial year 2024 and financial year 2025, management has performed impairment test on the liquid production plant in view of impairment indicators identified. The management has made key assumptions and estimates on the appropriate discount rate, estimated income and expenses. The discount rate adopted in the impairment test model of the Group are 12.0% per annum in financial year 2025 and 10.8% per annum in financial year 2024. Based on the estimated recoverable amount, no impairment loss is identified.

4. 重大會計判斷及估計(續)

物業、廠房及設備減值

本集團每年均會檢討物業、廠房及設備的減值跡象。當出現減值跡象時，本集團估計物業、廠房及設備的可收回金額。物業、廠房及設備的可收回金額乃根據使用價值及／或公允價值減出售成本計算。使用價值乃透過貼現持續使用物業、廠房及設備所產生之未來現金流量釐定，而預期現金流量乃根據董事批准之財務預測編製。計算中使用的主要假設所獲分配的價值代表管理層對未來收入或支出的估計，當中涉及管理層根據報告日期的各種因素作出的重大估計。

於二零二三財政年度，由於液體生產工廠的使用率低於預期，因此進行減值測試。資產的可收回金額已按使用價值釐定，其中資產的現金流量預測以每年10.8%貼現。由於可收回金額低於賬面值，就液體生產工廠及相關資產確認減值虧損1,750,000馬來西亞令吉。

於二零二五財政年度及二零二四財政年度，鑑於已識別的減值跡象，管理層已對液體生產廠房進行減值測試。管理層已就適當的貼現率、估計收入及開支作出主要假設及估計。於二零二五財政年度及二零二四財政年度，本集團減值測試模型所採用的貼現率為每年12.0%及10.8%。根據估計可收回金額，並無發現減值虧損。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

5 REVENUE AND SEGMENT INFORMATION

The principal activities of the Group are manufacturing and distribution of coconut cream/milk powder, low fat desiccated coconut, coconut milk, coconut milk beverage, coconut water and other related products.

Revenue represented the sales value of coconut cream/milk powder, low fat desiccated coconut, coconut milk, coconut milk beverage, coconut water and other related products to customers net of trade discounts, rebate and returns.

5. 收益及分部資料

本集團的主要業務為製造及分銷椰漿／奶粉、低脂椰蓉、椰奶、椰奶飲料、椰汁及其他相關產品。

收益指向客戶銷售椰漿／奶粉、低脂椰蓉、椰奶、椰奶飲料、椰汁及其他產品的銷售價值(扣除交易折扣、退款及退貨)。

	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Revenue from contracts with customers 來自客戶合約的收益		
— Coconut related products 椰子相關產品	123,304,771	105,487,055
— Others 其他	10,189,919	9,010,606
	133,494,690	114,497,661

The chief operating decision maker of the Group assesses the performance and allocates the resources of the Group as a whole, as all of the Group's activities are considered to be primarily dependent on the manufacturing and distribution of coconut cream/milk powder, low fat desiccated coconut, coconut milk, coconut water, coconut milk beverage and other related products. Therefore, management considers there is only one operating segment under the requirements of IFRS 8, Operating Segments. In this regard, no segment information is presented.

由於本集團的全部業務被視為主要依賴製造及分銷椰漿／奶粉、低脂椰蓉、椰奶、椰汁、椰奶飲料及其他相關產品，本集團主要經營決策者評估本集團的整體表現及資源分配。因此，根據國際財務報告準則第8號經營分部規定，管理層認為僅有一個經營分部。就此而言，毋須呈列分部資料。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

5. REVENUE AND SEGMENT INFORMATION (Continued)

Geographical information

The following table sets out information on the geographical locations of the Group's revenue from external customers. The geographical location of customers is based on the location at which the goods are delivered.

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
West Indies	西印度群島	22,910,999	26,149,631
South East Asia	東南亞	66,914,268	39,338,107
Middle East	中東	19,279,618	20,013,103
North America	北美	8,545,921	8,793,501
East Asia	東亞	6,306,329	7,458,312
Other regions	其他地區	9,537,555	12,745,007
		133,494,690	114,497,661

The Group's non-current assets are all located in Malaysia with an aggregate amount of RM101,510,153 (2024: RM105,480,045).

Major customers

Company A is the customer (including all common control companies) with revenue equal or more than 10% (2024: 10%) of the Group's total revenue:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Company A	公司A	29,567,730	34,400,525

5. 收益及分部資料(續)

地域資料

下表載列按地域分佈本集團來自外部客戶收益的資料。客戶的地域分佈乃根據收貨地點而定。

本集團的非流動資產全部位於馬來西亞，總額為101,510,153馬來西亞令吉(二零二四年：105,480,045馬來西亞令吉)。

主要客戶

公司A為收益等於或超過本集團總收益10%(二零二四年：10%)的客戶(包括全部共同控制公司)：

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

5. REVENUE AND SEGMENT INFORMATION (Continued)

Nature of goods

The following information reflects the typical transactions of the Group:

Nature of goods or services 商品或服務性質	Timing of recognition or method used to recognise revenue 收益確認的時間或方法	Significant payment terms 重要支付條款	Variable element in consideration 可變代價成分	Obligation for returns or refunds 退貨或退款責任
Coconut related products 椰子相關產品	Revenue is recognised at point in time when the customer obtains control of goods 收益於客戶獲得商品控制權的時間點確認	Credit period of 7 to 120 days from invoice date 信貸期自發票日期起計7至120日	Sales incentive are given to customers when specific criteria are met 於特定標準獲達成後向客戶支付銷售獎勵	Sales return and refunds are given to customers when specific criteria are met 於特定標準獲達成後向客戶辦理退貨及退款
Others – Freight and shipping charges 其他 – 貨運及運輸費	Revenue for freight and shipping charges is recognised over time 貨運及運輸費的收益隨時間確認	Credit period of 7 to 120 days from invoice date 信貸期自發票日期起計7至120日	Not applicable 不適用	Not applicable 不適用

5. 收益及分部資料(續)

商品性質

以下資料反映本集團之典型交易：

6. OTHER INCOME

6. 其他收入

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Income from subleasing of right-of-use assets 轉租使用權資產的收入		353,000	202,516
Net gains on foreign exchange differences 外匯差額收益淨額			
– Unrealised – 未變現		6,057,944	2,017,759
Gain on disposal of property, plant and equipment 出售物業、廠房及設備之收益		695,713	7,198
Others 其他		830,972	602,187
		7,937,629	2,829,660

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

7. FINANCE INCOME

7. 財務收入

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Interest income of financial assets calculated using the effective interest method at amortised cost	採用實際利率法計算並按攤銷成本計量的金融資產利息收入	109,847	60,229
Interest income from pledged time deposits	已抵押定期存款的利息收入	—	69,640
		109,847	129,869

8. FINANCE COSTS

8. 財務成本

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Interest expense of financial liabilities that are not at fair value through profit or loss	並非按公允價值計入損益的金融負債的利息開支	1,224,836	1,493,375
Interest expense on lease liabilities	租賃負債的利息開支	36,026	12,985
		1,260,862	1,506,360

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

9. INCOME TAX EXPENSE

- (a) Income tax expense in the consolidated statement of profit or loss and other comprehensive income represents:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Current tax – Malaysian income tax	即期稅項 – 馬來西亞所得稅		
Current year	本年度	309,990	41,583
Under provision in prior years	過往年度撥備不足	131,289	85,526
		441,279	127,109
Deferred tax	遞延稅項		
Origination and reversal of temporary differences	產生及撥回暫時差額	2,959,856	3,598,885
(Over)/Under provision in prior years	過往年度(超額撥備)/撥備不足	(902,133)	199,842
		2,057,723	3,798,727
		2,499,002	3,925,836

The Group is not subject to any income tax in the Cayman Islands and the British Virgin Islands.

本集團毋須繳納開曼群島及英屬處女群島任何所得稅。

The Group is not subject to Hong Kong Profits Tax as it had no assessable income arising in and derived from Hong Kong for the years ended 31 December 2025 and 2024.

截至二零二五年及二零二四年十二月三十一日止年度，由於並無來自及源自香港的任何應課稅收入，故本集團毋須繳納香港利得稅。

Malaysian income tax has been provided at the statutory tax rate of 24% (2024: 24%) on the estimated chargeable income arising in Malaysia.

在馬來西亞產生的估計應課稅收入按24% (二零二四年：24%) 的法定稅率計算馬來西亞所得稅。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

9. INCOME TAX EXPENSE (Continued)

(b) Reconciliation between income tax expense and accounting profit at an applicable tax rate:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Profit before tax	除稅前溢利	14,143,448	13,294,344
Taxation at applicable tax rate of 24% (2024: 24%)	按適用稅率24% (二零二四年：24%)計算的稅項	3,394,429	3,190,642
Effect of non-deductible expenses	不可扣除開支的影響	59,699	424,461
Effect of non-taxable income	毋須課稅收入的影響	(184,282)	(4,539)
Deferred tax not recognised (Over)/Under provision in prior years	未確認遞延稅項 過往年度(超額撥備)/撥備不足	—	29,904
		(770,844)	285,368
		2,499,002	3,925,836

9. 所得稅開支(續)

(b) 按適用稅率計算的所得稅開支與會計溢利之間的對賬：

10. PROFIT FOR THE YEAR

Profit before taxation is determined after recognising the following expense/(income):

10. 年內溢利

除稅前溢利乃於確認以下開支/(收入)後釐定：

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Auditors' remunerations:	核數師酬金：		
— Auditors of the Company	— 本公司核數師	333,000	318,000
— Other auditors	— 其他核數師	18,847	19,276
Material expenses/(income)	重大開支/(收入)		
Depreciation of property, plant and equipment	物業、廠房及設備折舊	6,680,414	6,846,885
Net losses/(gains) on foreign exchange Differences	外匯差額虧損/(收益)淨額：		
— Realised	— 已變現	872,290	1,926,872
— Unrealised	— 未變現	(6,057,944)	(2,017,759)
Personnel expenses (including Directors' emoluments):	人事費用(包括董事薪酬)：		
— Wages, salaries and other benefits	— 工資、薪金及其他福利	19,557,536	14,014,553
— Contributions to defined contribution plans	— 界定供款計劃供款	1,567,276	1,104,007
Write-down inventories to net realisable value	撇減存貨至已變現淨值	—	642,255
Property, plant and equipment written off	物業、廠房及設備撇銷	23,502	69,669
Expenses/(Income) arising from leases	租賃產生的開支/(收入)		
Depreciation of right-of-use assets	使用權資產折舊	867,929	642,640
Expenses relating to short-term leases	短期租賃相關開支	54,994	9,744
Income from subleasing of right-of-use assets	轉租使用權資產收入	(353,000)	(202,516)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

11. DIRECTORS' EMOLUMENTS

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follow:

11. 董事薪酬

根據《香港公司條例》第383(1)條及《公司(披露董事利益資料)規例》第2部披露的董事薪酬如下：

		Year Ended 31 December 2025 截至二零二五年十二月三十一日止年度				
		Salaries, allowances and benefits in kind	Discretionary bonuses	Contributions to defined contribution plans	Total	
		薪金、津貼及 實物利益	酌情花紅	界定供款 計劃供款	總計	
		RM	RM	RM	RM	
		馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	
Chairman and Independent Non-executive Director	主席兼獨立非執行董事					
Mohd Ibrahim Bin Mohd Nor	Mohd Ibrahim Bin Mohd Nor	52,714	—	—	52,714	
Executive Directors	執行董事					
Tang Koon Fook	Tang Koon Fook	413,198	383,393	100,000	915,891	
Lee Sieng Poon	Lee Sieng Poon	56,832	39,487	—	97,891	
Yap Boon Teong	Yap Boon Teong	26,357	278,593	50,000	394,118	
Wong Yuen Lee	Wong Yuen Lee	26,357	229,793	35,000	322,758	
Independent Non-executive Directors	獨立非執行董事					
Lee King Fui	李勤輝	46,124	—	—	46,124	
Eng Hup Tat	Eng Hup Tat	32,945	—	—	32,945	
		654,527	931,266	185,000	1,862,441	

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

11. DIRECTORS' EMOLUMENTS (Continued)

11. 董事薪酬(續)

		Year Ended 31 December 2024 截至二零二四年十二月三十一日止年度					
		Salaries, allowances and benefits in kind 薪金、津貼及 實物利益	Discretionary bonuses 酌情花紅	Contributions to defined contribution plans 界定供款 計劃供款		Total 總計	
		Directors' fees 董事袍金 RM 馬來西亞令吉	RM RM 馬來西亞令吉	RM RM 馬來西亞令吉	RM RM 馬來西亞令吉	RM RM 馬來西亞令吉	
Chairman and Independent Non-executive Director							
Mohd Ibrahim Bin Mohd Nor	Mohd Ibrahim Bin Mohd Nor	56,237	—	—	—	56,237	
Executive Directors 執行董事							
Tang Koon Fook	Tang Koon Fook	59,752	300,780	—	12,000	372,532	
Lee Sieng Poon	Lee Sieng Poon	21,089	39,487	—	1,572	62,148	
Yap Boon Teong	Yap Boon Teong	28,118	255,617	—	30,528	314,263	
Wong Yuen Lee	Wong Yuen Lee	28,118	207,617	—	24,768	260,503	
Independent Non-executive Directors 獨立非執行董事							
Lee King Fui	李勤輝	49,207	—	—	—	49,207	
Eng Hup Tat	Eng Hup Tat	35,148	—	—	—	35,148	
		277,669	803,501	—	68,868	1,150,038	

During the years ended 31 December 2025 and 2024, no emoluments have been paid to the Directors as inducement upon joining the Group or as compensation for loss of office. No Directors waived or had agreed to waive any emoluments.

截至二零二五年及二零二四年十二月三十一日止年度，本集團並無向董事支付任何薪酬，作為其加入本集團時的獎勵或作為離職補償。概無董事放棄或已同意放棄任何薪酬。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

12. INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, three (2024: three) are Directors whose emoluments are as disclosed in Note 11. The aggregate of the emoluments in respect of the other two (2024: two) senior management is as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Salaries and other benefits	薪金及其他福利	466,694	476,401
Discretionary bonuses	酌情花紅	77,000	—
Contributions to defined contribution plans	界定供款計劃供款	66,504	56,904
		610,198	533,305

The emoluments of the above two (2024: two) senior management with the highest emoluments are within the following band:

		2025 二零二五年 Number of individuals 人數	2024 二零二四年 Number of individuals 人數
Nil to HK\$1,000,000	零至1,000,000港元	2	2

During the years ended 31 December 2025 and 2024, no emoluments have been paid to these highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

12. 最高薪酬人士

在五名最高薪酬人士中，三名(二零二四年：三名)人士為董事，彼等的薪酬披露於附註11。另外兩名(二零二四年：兩名)高級管理層的薪酬總額如下：

上述兩名(二零二四年：兩名)最高薪酬高級管理層的薪酬屬於以下範圍：

截至二零二五年及二零二四年十二月三十一日止年度，本集團並無向最高薪酬人士支付任何薪酬，作為其加入本集團或於加入本集團時的獎勵或作為離職補償。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

13. EARNINGS PER ORDINARY SHARE

The calculation of basic earnings per ordinary share was based on the profit attributable to ordinary shareholders of RM11,644,002 (2024: (RM9,367,974)) and the weighted average number of ordinary shares outstanding of 1,080,000,000 (2024: 1,080,000,000) ordinary shares.

		2025 二零二五年 Sen 仙	2024 二零二四年 Sen 仙
Basic earnings per ordinary share	每股普通股基本盈利	1.08	0.87

The diluted earnings per ordinary share is similar to the basic earnings per ordinary share as the Group does not have any potential dilutive ordinary shares in issuance.

14. DIVIDEND

The Board has resolved not to recommend the payment of any final dividend for the current financial year.

13. 每股普通股盈利

每股普通股基本盈利乃根據普通股股東應佔溢利11,644,002馬來西亞令吉(二零二四年：(9,367,974馬來西亞令吉))及發行在外普通股加權平均數1,080,000,000股(二零二四年：1,080,000,000股)普通股計算。

由於本集團並無任何具潛在攤薄效應的已發行普通股，故每股普通股攤薄盈利與每股普通股基本盈利相若。

14. 股息

董事會已決議不建議就本財政年度派發任何末期股息。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

15. PROPERTY, PLANT AND EQUIPMENT

15. 物業、廠房及設備

		Freehold land 永久業權土地 RM 馬來西亞令吉	Factory buildings and other buildings 工廠樓宇及其他樓宇 RM 馬來西亞令吉	Plant and machinery 廠房及機器 RM 馬來西亞令吉	Motor vehicles 汽車 RM 馬來西亞令吉	Furniture, fittings and equipment 傢具、裝置及設備 RM 馬來西亞令吉	Construction in progress 在建工程 RM 馬來西亞令吉	Total 總計 RM 馬來西亞令吉
2025	二零二五年							
Cost	成本							
At 1 January	於一月一日	9,880,438	61,219,922	79,171,647	793,527	5,155,402	870,478	157,091,414
Additions	添置	—	918,919	1,222,963	142,424	237,076	3,887,561	6,408,943
Disposals	出售	(4,050,000)	—	—	(122,514)	(4,700)	—	(4,177,214)
Written-offs	撇銷	—	—	(260,151)	—	(38,496)	—	(298,647)
Reclassifications	重新分類及撥回	—	1,028,978	—	—	—	(1,028,978)	—
At 31 December	於十二月三十一日	5,830,438	63,167,819	80,134,459	813,437	5,349,282	3,729,061	159,024,496
Accumulated depreciation and impairment	累計折舊及減值							
At 1 January	於一月一日	—	10,514,867	40,471,126	609,283	4,645,481	—	56,240,757
Depreciation charge for the year	年內折舊支出	—	1,873,956	4,547,614	49,539	209,305	—	6,680,414
Disposals	出售	—	—	—	(34,494)	(4,700)	—	(39,194)
Written-offs	撇銷	—	—	(236,853)	—	(38,292)	—	(275,145)
At 31 December	於十二月三十一日	—	12,388,823	44,781,887	624,328	4,811,794	—	62,606,832
Carrying amounts	賬面值							
At 31 December	於十二月三十一日	5,830,438	50,778,996	35,352,572	189,109	537,488	3,729,061	96,417,664

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

15. PROPERTY, PLANT AND EQUIPMENT

(Continued)

15. 物業、廠房及設備(續)

		Freehold land 永久業權土地 RM 馬來西亞令吉	Factory buildings and other buildings 工廠樓宇及其他樓宇 RM 馬來西亞令吉	Plant and machinery 廠房及機器 RM 馬來西亞令吉	Motor vehicles 汽車 RM 馬來西亞令吉	Furniture, fittings and equipment 傢俱、裝置及設備 RM 馬來西亞令吉	Construction in progress 在建工程 RM 馬來西亞令吉	Total 總計 RM 馬來西亞令吉
2024	二零二四年							
Cost	成本							
At 1 January	於一月一日	9,880,438	61,103,801	79,426,682	728,217	5,012,033	185,261	156,336,432
Additions	添置	—	74,040	377,757	194,854	221,502	870,478	1,738,631
Disposals	出售	—	—	—	(129,544)	(3,200)	—	(132,744)
Written-offs	撇銷	—	—	(643,452)	—	(74,933)	—	(718,385)
Reclassifications and reversal	重新分類	—	42,081	10,660	—	—	(185,261)	(132,520)
At 31 December	於十二月三十一日	9,880,438	61,219,922	79,171,647	793,527	5,155,402	870,478	157,091,414
Accumulated depreciation impairment	累計折舊及減值							
At 1 January	於一月一日	—	8,672,422	36,330,498	697,668	4,474,742	—	50,175,330
Depreciation charge for the year	年內折舊支出	—	1,842,445	4,717,620	41,158	245,662	—	6,846,885
Disposals	出售	—	—	—	(129,543)	(3,199)	—	(132,742)
Written-offs	撇銷	—	—	(576,992)	—	(71,724)	—	(648,716)
At 31 December	於十二月三十一日	—	10,514,867	40,471,126	609,283	4,645,481	—	56,240,757
Carrying amounts	賬面值							
At 31 December	於十二月三十一日	9,880,438	50,705,055	38,700,521	184,244	509,921	870,478	100,850,657

Impairment loss

In financial year 2023, impairment test was conducted due to lower than expected utilisation rate of the liquid production plant. The recoverable amount of the assets has been determined on the basis of value in use, where the cash flow projection attributable to the assets was discounted at 10.8% per annum. As recoverable amount was lower than carrying amount, impairment losses recognised in respect of the liquid production plant and related assets amounted to RM1,750,000.

In financial year 2024 and financial year 2025, management has performed impairment test on the liquid production plant in view of impairment indicators identified, and the inherent uncertainties in the Group's market and prevailing domestic and global economic conditions. The management has made key assumptions and estimates on the appropriate discount rate, and estimated income and expenses. The discount rate adopted in the impairment test model of the Group are 12.0% per annum in financial year 2025 and 10.8% per annum in financial year 2024. Based on the estimated recoverable amount (i.e. value in use), no impairment loss is identified.

減值虧損

於二零二三財政年度，由於液體生產工廠的使用率低於預期，因此進行減值測試。資產的可收回金額已按使用價值釐定，其中資產的現金流量預測以每年10.8%貼現。由於可收回金額低於賬面值，就液體生產工廠及相關資產確認減值虧損1,750,000馬來西亞令吉。

於二零二四財政年度及二零二五財政年度，鑑於已識別的減值跡象、本集團市場以及當前國內及全球經濟狀況的固有不明朗因素，管理層已對液態生產廠房進行減值測試。管理層就適當的貼現率以及預估收入與支出，作出了關鍵假設與估計。本集團於減值測試模型所採用的貼現率，二零二五財政年度為每年12.0%，於二零二四財政年度為每年10.8%。根據估計可收回金額(即使用價值)，並未發現任何減值虧損。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

15. PROPERTY, PLANT AND EQUIPMENT

(Continued)

Security

As of the end of the reporting period, the carrying amounts of assets pledged to licensed banks for banking facilities granted to the Group (see Note 22) are as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Freehold land	永久業權土地	4,947,829	4,947,829
Factory buildings and other buildings	工廠樓宇及其他樓宇	37,056,288	38,248,103
Plant and machinery	廠房及機器	—	20,722,867
		42,004,117	63,918,799

15. 物業、廠房及設備(續)

抵押品

於報告期末，就本集團獲授的銀行融資(請參閱附註22)而抵押予持牌銀行的資產賬面值如下：

16. RIGHT-OF-USE ASSETS

16. 使用權資產

		Land 土地 RM 馬來西亞令吉	Buildings 樓宇 RM 馬來西亞令吉	Others 其他 RM 馬來西亞令吉	Total 總計 RM 馬來西亞令吉
2025	二零二五年				
At 1 January	於一月一日	196,516	3,962,875	97,807	4,257,198
Additions	添置	—	923,569	310,262	1,233,831
Depreciation	折舊	(8,303)	(682,886)	(176,740)	(867,929)
Termination	終止	—	—	(13,419)	(13,419)
At 31 December	於十二月三十一日	188,213	4,203,558	217,910	4,609,681
2024	二零二四年				
At 1 January	於一月一日	204,822	4,421,508	207,602	4,833,932
Additions	添置	—	—	65,906	65,906
Depreciation	折舊	(8,306)	(458,633)	(175,701)	(642,640)
Termination	終止	—	—	—	—
At 31 December	於十二月三十一日	196,516	3,962,875	97,807	4,257,198

The Group leases a number of warehouses, land and premises that run between 1 year and 3 years.

本集團租賃多處倉庫、土地及處所，為期1年至3年。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

16. RIGHT-OF-USE ASSETS (Continued)

(a) Extension options

Some leases of buildings and premises contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

(b) Ownership interests in leasehold land and buildings held for own use

The Group holds several industrial buildings for its business, where its manufacturing facilities are primarily located. The Group is the registered owner of these property interests, including the whole or part of undivided share in the underlying land. Lump sum payments were made upfront to acquire these property interests from their previous registered owners, and there are no ongoing payments to be made under the terms of the land lease, other than payments based on rateable values set by the relevant government authorities. These payments vary from time to time and are payable to the relevant government authorities.

(c) Property subjects to operating leases

The Group subleases a portion of its right-of-use assets for a building under an operating lease. The lease typically runs for an initial period of three years, with an option to renew the lease for one year. Lease payments are agreed at a fixed monthly amount. The lease does not include any residual value guarantee.

16. 使用權資產(續)

(a) 延期選擇權

若干樓宇及處所之租約包括本集團可在直至不可撤銷合約期間結束前一年行使延期選擇權。在可行的情況下，本集團力求於新租賃中包括延期選擇權，以增加運營靈活性。所持有延期選擇權僅可由本集團而非出租人行使。本集團於租賃開始時評估是否合理確定會行使延期選擇權。倘控制範圍內發生重大事件或情況發生重大變化，則本集團會重新評估是否合理確定會行使延期選擇權。

(b) 於持作自用的租賃土地及樓宇的所有權權益

本集團就其業務持有若干工業樓宇，生產設施主要位於此處。本集團乃該等物業權益之註冊擁有人，包括有關土地之全部或部分不可分割份額。本集團已提前作出一次性付款以自先前註冊擁有人收購該等物業權益，除根據有關政府機構設立之應課差餉租值所作出之付款外，並無按照土地租賃之條款作出持續付款。該等付款不時發生變動，及應付予有關政府機構。

(c) 屬經營租賃之物業

本集團根據一份經營租約轉租樓宇部分使用權資產。該租約一般為期三年，可選擇續租一年。租金已協定為每月固定款項。該租約並不包括任何餘值擔保。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

16. RIGHT-OF-USE ASSETS (Continued)

(c) Property subjects to operating leases

(Continued)

The operating lease payment to be received is as follows:

	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 year 1年內	345,000	360,000
Later than 1 year but not later than 5 years 遲於1年但不遲於5年	270,000	360,000
	615,000	720,000

(d) Security

As of the end of the reporting period, the carrying amounts of a building pledged to a licensed bank for banking facilities granted to the Group (see Note 22(b)) are RM1,477,000 (2024: RM1,561,000).

16. 使用權資產(續)

(c) 屬經營租賃之物業(續)

將予收取的經營租賃付款：

	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 year 1年內	345,000	360,000
Later than 1 year but not later than 5 years 遲於1年但不遲於5年	270,000	360,000
	615,000	720,000

(d) 抵押品

於報告期末，就本集團獲授的銀行融資(請參閱附註22(b))而抵押予持牌銀行的樓宇賬面值為1,477,000馬來西亞令吉(二零二四年：1,561,000馬來西亞令吉)

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

17. INVESTMENTS IN SUBSIDIARIES

Details of the subsidiaries as at 31 December 2025 are as follows:

17. 於附屬公司的投資

於二零二五年十二月三十一日附屬公司的詳情如下：

Name of entity 實體名稱	Place and date of incorporation/ establishment 註冊成立/ 成立地點及日期	Place of operation 經營地點	Issued and fully paid share capital 已發行及繳足股本	Proportion of ownership interest 所有權比例		Principal activities 主要業務
				2025 二零二五年	2024 二零二四年	
Directly held 直接持有						
SP Coco Limited	The British Virgin Islands 11 November 2016 英屬處女群島 二零一六年 十一月十一日	The British Virgin Islands 英屬處女群島	United States Dollar ("USD") 1 1美元(「美元」)	100%	100%	Investment holding 投資控股
Indirectly held 間接持有						
S&P (Hong Kong) Holding Limited	Hong Kong 25 November 2017 香港 二零一七年 十一月二十五日	Hong Kong 香港	HK\$1 1港元	100%	100%	Investment holding 投資控股
Edaran Bermutu Sdn. Bhd. ("Edaran")	Malaysia 29 November 2001 馬來西亞 二零零一年 十一月二十九日	Malaysia 馬來西亞	RM100 100馬來西亞令吉	100%	100%	Investment holding 投資控股
Radiant Span Sdn. Bhd. ("Radiant")	Malaysia 11 July 1998 馬來西亞 一九九八年 七月十一日	Malaysia 馬來西亞	RM100 100馬來西亞令吉	100%	100%	Investment holding 投資控股
S & P Industries Sdn. Bhd.	Malaysia 20 December 2004 馬來西亞 二零零四年 十二月二十日	Malaysia 馬來西亞	RM5,000,000 5,000,000 馬來西亞令吉	100%	100%	Manufacturing and distribution of coconut cream/milk powder, low fat desiccated coconut, coconut milk, coconut milk beverage, coconut water and related products 製造及分銷椰漿/奶粉、低脂椰蓉、椰奶、椰奶飲料、椰汁及相關產品

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

17. INVESTMENTS IN SUBSIDIARIES

17. 於附屬公司的投資(續)

(Continued)

Name of entity 實體名稱	Place and date of incorporation/ establishment 註冊成立/ 成立地點及日期	Place of operation 經營地點	Issued and fully paid share capital 已發行及繳足股本	Proportion of ownership interest 所有權比例		Principal activities 主要業務
				2025 二零二五年	2024 二零二四年	
Rasa Mulia Sdn. Bhd. ("Rasa Mulia")	Malaysia 20 October 1999 馬來西亞 一九九九年 十月二十日	Malaysia 馬來西亞	RM50,000 50,000 馬來西亞令吉	100%	100%	Trading of coconut cream/ milk powder, low fat desiccated coconut, coconut milk, ketupat, kerisik and related products 買賣椰漿/奶粉、低脂 椰蓉、椰奶、ketupat、 kerisik及相關產品
Stancodex Sdn. Bhd.	Malaysia 4 March 1998 馬來西亞 一九九八年 三月四日	Malaysia 馬來西亞	RM2,400,004 2,400,004 馬來西亞令吉	100%	100%	Trading of coconut cream/ milk powder, low fat desiccated coconut and related products 買賣椰漿/奶粉、低脂椰蓉 及相關產品
Shifu Ingredients Sdn. Bhd. ("Shifu")	Malaysia 4 July 1996 馬來西亞 一九九六年 七月四日	Malaysia 馬來西亞	RM100,000 100,000 馬來西亞令吉	100%	100%	Inactive 暫無業務
Meridian Ace Sdn. Bhd.	Malaysia 13 November 1996 馬來西亞 一九九六年 十一月十三日	Malaysia 馬來西亞	RM100,000 100,000 馬來西亞令吉	100%	100%	Inactive 暫無業務
S&P Food Pte. Ltd.	Singapore 16 November 2015 新加坡 二零一五年 十一月十六日	Singapore 新加坡	SGD50,000 50,000新加坡元	100%	100%	Inactive 暫無業務
M. Ace (Thailand) Co., Ltd.	Thailand 28 June 2011 泰國 二零一一年 六月二十八日	Thailand 泰國	THB625,000 625,000泰銖	90.57%	90.57%	Inactive 暫無業務

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

18. INVENTORIES

18. 存貨

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Raw and packaging materials	原材及包裝料	13,928,676	9,882,930
Semi-finished goods	半成品	18,477,009	9,490,282
Finished goods	製成品	25,535,286	9,596,319
		57,940,971	28,969,531
The amount of inventories recognised as an expense is as follows:			
Carrying amount of inventories sold	已售存貨的賬面值	104,940,649	84,648,072

19. TRADE AND OTHER RECEIVABLES

19. 貿易及其他應收款項

		Note 附註	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Trade receivables	貿易應收款項	19(a)	22,231,603	19,656,191
Impairment loss on receivables	應收款項減值虧損		(104,263)	—
			22,127,340	19,656,191
Deposits, prepayments, advance payment and other receivables	按金、預付款項及其他應收款項	19(b)	2,272,056	1,957,547
			24,399,396	21,613,738

(a) Trade receivables

As of the end of the reporting period, the ageing analysis of trade receivables based on the invoice date is as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 month	1個月內	8,037,902	7,764,355
1 to 2 months	1至2個月	9,156,855	8,949,703
2 to 3 months	2至3個月	4,662,517	1,961,078
Over 3 months	3個月以上	374,329	981,055
		22,231,603	19,656,191

(a) 貿易應收款項

截至報告期末，基於發票日期的貿易應收款項賬齡分析如下：

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

19. TRADE AND OTHER RECEIVABLES

(Continued)

(a) Trade receivables (Continued)

The following table provides information about the exposure to credit risk and expected credit losses (“ECLs”) for trade receivables as at the end of the reporting period which are grouped together as they are expected to have similar risk nature.

		Gross carrying amount	Loss allowances	Net balance
		總賬面值	虧損撥備	結餘淨額
		RM	RM	RM
		馬來西亞令吉	馬來西亞令吉	馬來西亞令吉
2025	二零二五年			
Current (not past due)	流動(未逾期)	11,558,983	—	11,558,983
1–30 days past due	逾期1至30日	6,681,270	—	6,681,270
31–60 days past due	逾期31至60日	1,985,429	—	1,985,429
61–90 days past due	逾期61至90日	1,737,873	—	1,737,873
More than 90 days	90日以上	268,048	(104,263)	163,785
		22,231,603	(104,263)	22,127,340
2024	二零二四年			
Current (not past due)	流動(未逾期)	13,717,163	—	13,717,163
1–30 days past due	逾期1至30日	4,588,514	—	4,588,514
31–60 days past due	逾期31至60日	1,063,176	—	1,063,176
61–90 days past due	逾期61至90日	1,871	—	1,871
More than 90 days	90日以上	285,467	—	285,467
		19,656,191	—	19,656,191

(b) Include in prepayments was an amount of RM158,593 (2024: RM169,842) represents the advance paid in relation to acquisition of machinery.

19. 貿易及其他應收款項(續)

(a) 貿易應收款項(續)

下表載列有關截至報告期末，貿易應收款項(因預期具備類似風險性質而組合在一起)面臨的信貸風險及預期信用損失(「預期信用損失」)資料。

(b) 預付款項包括就收購機器預先支付的款項158,593馬來西亞令吉(二零二四年：169,842馬來西亞令吉)。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

20. CASH AND CASH EQUIVALENTS

20. 現金及現金等價物

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Cash on hand	手頭現金	62,153	96,163
Bank balances in licensed banks	於持牌銀行的銀行結餘	11,111,485	14,068,627
Cash and cash consolidated equivalents in the statement of cash flows	於綜合現金流量表的現金及現金等價物	11,173,638	14,164,790

21. SHARE CAPITAL AND RESERVES

21. 股本及儲備

(a) Share capital

(a) 股本

Details of the Company's share capital for the year are set out below:

本公司年內股本詳情載列如下：

		2025 二零二五年 No. of shares 股份數目		2024 二零二四年 No. of shares 股份數目	
		HK\$ 港元		HK\$ 港元	
Authorised: Ordinary shares of HK\$0.01 each	法定： 每股面值0.01港元的 普通股	5,000,000,000	50,000,000	5,000,000,000	50,000,000

		2025 二零二五年 No. of shares 股份數目		2024 二零二四年 No. of shares 股份數目	
		RM 馬來西亞令吉		RM 馬來西亞令吉	
Ordinary shares, issued and fully paid off: At 1 January/ 31 December	普通股，已發行及 繳足： 於一月一日/ 十二月三十一日	1,080,000,000	5,941,706	1,080,000,000	5,941,706

Holders of ordinary shares are entitled to dividends as declared from time to time and have one vote per share at general meetings of the Company. All ordinary shares rank equally with respect of the Group's residual assets.

普通股股東有權享有不時宣派之股息，並於本公司股東大會上每股擁有一票投票權。就本集團之剩餘資產而言，所有普通股享有同等地位。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

21. SHARE CAPITAL AND RESERVES

(Continued)

(b) Nature and purposes of reserves**(i) Share premium**

The share premium represents the difference between the nominal value of the shares of the Company and proceeds received from the issuance of shares of the Company. Under the Cayman Companies Law, the share premium account of the Company is distributable to the shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company would be in a position to pay off its debts as they fall due in the ordinary course of the business.

(ii) Other reserve

Other reserve of the Group represents the difference between the par value of the Company's shares issued and the aggregate amount of paid-up capital of Edaran, Radiant, Rasa Mulia and Shifu acquired from the controlling shareholders on 29 December 2016 pursuant to the share swap as if the current group structure and share swap had been occurred on 1 January 2016.

Other reserve of the Company represents the difference between the par value of the Company's shares issued and the equity in Edaran, Radiant, Rasa Mulia and Shifu acquired from the controlling shareholders on 29 December 2016.

(iii) Translation reserve

The reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operations. The reserve is dealt with in accordance with the accounting policies set out in Note 3(b).

21. 股本及儲備(續)**(b) 儲備性質及用途****(i) 股份溢價**

股份溢價指本公司股份賬面值與本公司發行股份收取所得款項之間的差額。根據開曼公司法，本公司股份溢價賬可供分派予本公司股東，惟緊隨建議分派股息之日後，本公司須有能力支付於日常業務過程中到期繳付之債項。

(ii) 其他儲備

本集團其他儲備指根據股份互換發行的本公司股份面值與於二零一六年十二月二十九日向控股股東收購的Edaran、Radiant、RasaMulia及Shifu繳足股本總額之間的差額，猶如現行集團架構及股份互換已於二零一六年一月一日發生。

本公司其他儲備指本公司已發行股份面值與於二零一六年十二月二十九日向控股股東收購的Edaran、Radiant、RasaMulia及Shifu股權之間的差額。

(iii) 換算儲備

該儲備包括換算海外業務財務報表產生的全部匯兌差額。該儲備按照附註3(b)所載的會計政策處理。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

21. SHARE CAPITAL AND RESERVES

(Continued)

(c) Movement in the Company's equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity at the end of the year are set out below:

21. 股本及儲備(續)

(c) 本公司權益變動

本集團年初及年末各項目的綜合權益的對賬載列於綜合權益變動表。本公司獨立權益項目於年末的變動詳情載列如下：

		Share capital	Share premium	Other reserves	Translation reserve	Retained earnings	Total
		股本	股份溢價	其他儲備	換算儲備	保留盈利	總計
		RM	RM	RM	RM	RM	RM
		馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉
At 1 January 2024	於二零二四年一月一日	5,941,706	58,707,916	49,144,626	5,424,694	6,186,935	125,405,877
Profit for the year	年內溢利	—	—	—	—	2,028,388	2,028,388
Other comprehensive loss for the year	年內其他全面虧損	—	—	—	(1,482,974)	—	(1,482,974)
Total comprehensive income for the year	年內全面收益總額	—	—	—	(1,482,974)	2,028,388	545,414
At 31 December 2024	於二零二四年十二月三十一日	5,941,706	58,707,916	49,144,626	3,941,720	8,215,323	125,951,291
Profit for the year	年內溢利	—	—	—	—	1,416,673	1,416,673
Other comprehensive loss for the year	年內其他全面虧損	—	—	—	(7,360,427)	—	(7,360,427)
Total comprehensive loss for the year	年內全面虧損總額	—	—	—	(7,360,427)	1,416,673	(5,943,754)
At 31 December 2025	於二零二五年十二月三十一日	5,941,706	58,707,916	49,144,626	(3,418,707)	9,631,996	120,007,537

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

22. LOANS AND BORROWINGS

22. 貸款及借款

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Non-current	非即期		
Term loans	定期貸款	12,639,873	15,781,674
Current	即期		
Term loans	定期貸款	3,104,345	2,941,038
Flexible trade financing-i	彈性貿易融資	883,186	—
Trust receipts	信託收據	9,134,118	—
Banker acceptance	銀行承兌匯票	3,458,000	3,388,000
Invoice financing	發票融資	2,622,000	—
		19,201,649	6,329,038
		31,841,522	22,110,712

(a) Repayment

As of the end of the reporting period, the credit facilities were repayable as follows:

(a) 還款

截至報告期末，應償還信貸融資如下：

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 year	1年內	19,201,649	6,329,038
After 1 year but within 2 years	1年後2年內	2,706,185	3,101,697
After 2 years but within 5 years	2年後5年內	8,335,020	11,036,932
After 5 years	5年後	1,598,668	1,643,045
		12,639,873	15,781,674
		31,841,522	22,110,712

(b) Security

The term loans and flexible trade financing-i are secured by freehold land, factory buildings and other buildings (see Note 15), right-of-use assets for a building (see Note 16) and the corporate guarantees given by the Company (see Note 31(b)).

(b) 抵押品

該等定期貸款及彈性貿易融資乃以永久業權土地、工廠樓宇及其他樓宇(見附註15)、樓宇使用權資產及租賃土地(見附註16)及本公司提供的企業擔保(見附註31(b))作抵押。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

22. LOANS AND BORROWINGS (Continued)

(b) Security (Continued)

The trust receipts, banker acceptance and invoice financing are secured by corporate guarantees given by the Company (see Note 31(b)).

23. 貸款及借款(續)

(b) 抵押品(續)

信託收據、銀行承兌匯票及發票融資乃以本公司提供的企業擔保(見附註31(b))作抵押。

23. LEASE LIABILITIES

23. 租賃負債

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 year	1年內	589,000	102,885
After 1 year but within 2 years	1年後2年內	155,233	11,849
After 2 years but within 5 years	2年後5年內	41,768	3,819
		197,001	15,668
		786,001	118,553

24. DEFERRED TAX

Deferred tax (liabilities)/assets are attributable to the following:

24. 遞延稅項

遞延稅項(負債)/資產歸屬於以下方面：

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Property, plant and equipment	物業、廠房及設備	(7,526,331)	(6,660,611)
Unrealised foreign exchange differences	未變現外匯差額	(55,208)	1,363,532
Tax loss carry-forwards	稅項虧損結轉	477,644	371,506
Leases	租賃	(227,836)	4,979
Unabsorbed capital allowances	未吸納資本免稅額	276,263	97,327
Provision	撥備	168,933	—
Others	其他	6,229	684
		(6,880,306)	(4,822,583)
Representing:	以下應佔：		
— Deferred tax assets	— 遞延稅項資產	482,808	372,190
— Deferred tax liabilities	— 遞延稅項負債	(7,363,114)	(5,194,773)
		(6,880,306)	(4,822,583)

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

24. DEFERRED TAX (Continued)

Movements in temporary differences during the year:

	At 1 January 2024 於二零二四年 一月一日 RM 馬來西亞令吉	Recognised in profit or loss 於損益確認 RM 馬來西亞令吉	At 31 December 2024 於二零二四年 十二月三十一日 RM 馬來西亞令吉	Recognised in profit or loss 於損益確認 RM 馬來西亞令吉	At 31 December 2025 於二零二五年 十二月三十一日 RM 馬來西亞令吉
Property, plant and equipment	(5,856,338)	(804,273)	(6,660,611)	(865,720)	(7,526,331)
Unrealised foreign exchange differences	1,860,856	(497,324)	1,363,532	(1,418,740)	(55,208)
Tax loss carry-forwards	225,812	145,694	371,506	106,138	477,644
Leases	(234,384)	239,363	4,979	(232,815)	(227,836)
Unabsorbed capital allowances	2,980,176	(2,882,849)	97,327	178,936	276,263
Provision	—	—	—	168,933	168,933
Others	22	662	684	5,545	6,229
	(1,023,856)	(3,798,727)	(4,822,583)	(2,057,723)	(6,880,306)

24. 遞延稅項(續)

年內暫時差額變動：

No deferred tax asset is recognised in respect of the following item:

概無就以下項目確認遞延稅項資產：

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Property, plant and equipment	物業、廠房及設備	—	6,148
Leases	租賃	—	(992,210)
Unutilised tax losses	未動用稅項虧損	203,713	380,623
Unabsorbed capital allowance	未吸收資本撥備	—	865,238
Unrealised foreign exchange differences	未變現匯兌差額	—	(135,200)
Unutilised reinvestment allowance	未動用再投資撥備	36,257,450	36,257,450
		36,461,163	36,382,049

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

24. DEFERRED TAX (Continued)

Pursuant to the applicable tax legislation unutilised tax loss will expire as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Expire in 2031	於二零三一年屆滿	203,713	320,136
Expire in 2034	於二零三四年屆滿	—	60,487
		203,713	380,623

24. 遞延稅項(續)

根據適用的稅務法例，未動用稅項虧損將於以下時間屆滿：

Pursuant to the applicable tax legislation unutilised reinvestment allowance will expire as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Expire in 2026	於二零二六年屆滿	7,945,333	7,945,333
Expire in 2027	於二零二七年屆滿	28,312,117	28,312,117
		36,257,450	36,257,450

根據適用的稅務法例，未動用再投資撥備將於以下時間屆滿：

25. TRADE AND OTHER PAYABLES

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Trade payables	貿易應付款項	11,648,320	9,528,304
Other payables and accruals	其他應付款項及應計費用	5,632,379	4,732,619
		17,280,699	14,260,923

25. 貿易及其他應付款項

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

25. TRADE AND OTHER PAYABLES (Continued)

- (a) As of the end of the reporting period, the ageing analysis of trade payables based on the invoice date or goods receipt date, where applicable, is as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Within 1 month	1個月內	7,743,292	9,421,665
1 to 3 months	1至3個月	3,903,950	105,975
3 to 6 months	3至6個月	1,078	664
		11,648,320	9,528,304

- (b) Include in other payables was an amount of RM1,152,954 (2024: RM93,257) owing to supplier in relation to acquisition of machinery.

25. 貿易及其他應付款項(續)

- (a) 截至報告期末，基於發票日期或收貨日期(如適用)的貿易應付款項賬齡分析如下：

- (b) 其他應付款項包括就收購機器結欠供應商的款項1,152,954馬來西亞令吉(二零二四年：93,257馬來西亞令吉)。

26. CONTRACT LIABILITIES

			2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Contract liabilities	合約負債	26(a)		
Consideration received in advance	預收代價		1,693,438	2,856,964
Other contract related liabilities	其他合約相關負債	26(b)		
Sales rebates	銷售回扣		4,862,186	786,918
			6,555,624	3,643,882

- (a) The contract liabilities represent the consideration received in advance from customers as at the end of the reporting period are expected to be recognised as revenue within a year.

- (b) At the point of sale, a sales rebate and a corresponding adjustment to revenue are recognised for those sales rebate expected to be incurred. Management uses historical experience to estimate the number of sales rebate on a portfolio level using the expected value method.

26. 合約負債

- (a) 合約負債指於報告期末預先向客戶收取的代價，預期將於一年內確認為收益。

- (b) 於銷售時點，就預期產生的銷售回扣確認銷售回扣及收入的相應調整。管理層利用過往經驗，以預期價值法估計組合的銷售回扣數目。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments
At amortised costs

		Note 附註	2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Financial assets	金融資產			
Trade and other receivables*	貿易及其他應收款項*	19	23,079,556	20,186,359
Cash and cash equivalents	現金及現金等價物	20	11,173,638	14,164,790
			34,253,194	34,351,149
Financial liabilities	金融負債			
Loans and borrowings	貸款及借款	22	31,841,522	22,110,712
Trade and other payables**	貿易及其他應付款項**	25	16,500,410	13,889,871
			48,341,932	36,000,583

* excluding prepayments.

** excluding sales and service tax payable.

* 不包括預付款項。

** 不包括銷售和服務應付稅項。

(b) Net losses and gains arising from
financial instruments

			2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Net (losses)/gains on:	以下項目的(虧損)/收益淨額:			
Financial assets at amortised cost	按攤銷成本計量的金融資產			
— Foreign exchange differences	— 外匯差額		(1,552,186)	(3,790,782)
— Finance income	— 財務收入		109,847	129,869
			(1,442,339)	(3,660,913)
Financial liabilities at amortised cost	按攤銷成本計量的金融負債			
— Foreign exchange differences	— 外匯差額		6,737,840	3,881,669
— Finance costs	— 財務成本		(1,224,836)	(1,493,375)
			5,513,004	2,388,294
			4,070,665	(1,272,619)

27. 金融工具

(a) 金融工具類別
按攤銷成本列賬(b) 金融工具產生的虧損及收
益淨額

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(c) Financial risk management

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

(d) Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from the individual characteristics of each customers. There are no significant changes as compared to prior periods.

Trade receivables

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on all customers requiring credit facilities.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

27. 金融工具(續)

(c) 金融風險管理

本集團因使用金融工具而面對以下風險：

- 信貸風險
- 流動資金風險
- 市場風險

(d) 信貸風險

信貸風險是客戶或金融工具對手方未能履行其合約義務導致財務損失的風險。本集團的信貸風險主要來自各客戶的個人特徵。與過往期間比較並無重大變動。

貿易應收款項

風險管理目標、政策及管理風險的程序

管理層已實施信貸政策並持續監察信貸風險。信貸評估於所有客戶要求信貸融資時進行。

於各報告日期，本集團評估任何貿易應收款項是否出現信貸減值。

倘日後實際上不可收回款項，本集團則會撇銷(部分或全部)信貸減值貿易應收款項的總賬面值。該情況通常出現在本集團確定債務人並無資產或收入來源可產生足夠現金流量以償還應撇銷的金額。然而，已撇銷的貿易應收款項仍可能實施強制執行。

與上一年度比較並無重大變動。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(d) Credit risk (Continued)

Trade receivables (Continued)

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables are represented by the carrying amounts in the consolidated statement of financial position.

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer rather than the industry or country in which the customers operate and therefore significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. As at 31 December 2025 and 2024, 9% and 46% of the total trade receivables was due from the Group's major customers (as defined in note 5); and 41% and 66% of the total trade receivables was due from the five largest receivables of the Group respectively.

Concentration of credit risk

The exposure of credit risk for trade receivables as at the end of the reporting period by geographic region was:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
West Indies	西印度群島	882,171	6,589,161
South East Asia	東南亞	18,044,293	7,801,011
Middle East	中東	1,114,500	1,126,851
North America	北美	1,461,049	2,380,927
East Asia	東亞	288,847	44,052
Other regions	其他地區	440,743	1,714,189
		22,231,603	19,656,191

27. 金融工具(續)

(d) 信貸風險(續)

貿易應收款項(續)

信貸風險、信貸質素及抵押物

信貸風險、信貸質素及抵押物於報告期末，來自貿易應收款項的最大信貸風險指綜合財務狀況表的賬面值。

本集團面對的信貸風險主要受每名客戶的個別特徵而非客戶經營所屬行業或國家的影響，因此重大信貸集中風險主要由於本集團與個別客戶往來時須承受重大風險所致。於二零二五年及二零二四年十二月三十一日，貿易應收款項總額的9%及46%為應收本集團主要客戶(定義見附註5)款項；而貿易應收款項總額的41%及66%分別為本集團五大應收款項。

信貸集中風險

於報告期末，貿易應收款項的信貸風險按地區劃分為：

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(d) Credit risk (Continued)

Trade receivables (Continued)

Recognition and measurement of impairment losses

In managing credit risk of trade receivables, the Company manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within 60 days. The Company's debt recovery process is as follows:

- a) Above 90 days past due after credit term, the Company will start to initiate a structured debt recovery process which is monitored by the sales management team; and
- b) Above 120 days past due, the Company will commence a legal proceeding against the customer.

The Group uses an allowance matrix to measure expected credit losses ("ECLs") of all trade receivables. Consistent with the debt recovery process, invoices which are past due 90 days will be considered as credit impaired.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency to 90 days past due.

Loss rates are based on actual credit loss experience over the past two years. The Company also considers differences between (a) economic conditions during the period over which the historic data has been collected, (b) current conditions and (c) the Company's view of economic conditions over the expected lives of the receivables. Nevertheless, the Company believes that these factors are immaterial for the purpose of impairment calculation for the year.

The Group has recognised a loss allowance of RM104,263 (2024: nil) for the financial year.

The Group does not provide any guarantees which would expose the Group to credit risk.

27. 金融工具(續)

(d) 信貸風險(續)

貿易應收款項(續)

減值虧損的確認及計量

在管理貿易應收款項的信貸風險時，本公司管理其債務人並採取適當行動(包括但不限於法律訴訟)以收回逾期未付餘額。一般而言，貿易應收款項將於60天內支付。本公司的債務收回程序如下：

- a) 信貸期後逾期90天以上，本公司將開始啟動結構性債務收回程序，由銷售管理團隊監控；及
- b) 逾期120天以上，本公司將對客戶展開法律訴訟。

易應收款項的預期信用損失(「預期信用損失」)。與債務收回程序一致，逾期90天的發票將被視為信貸減值。

損失率使用「滾轉率」方法根據應收款項通過連續拖欠階段進展至逾期90天的概率計算。

損失率基於過去兩年的實際信用損失經驗而定。本公司亦考慮(a)收集歷史數據期間的經濟狀況；(b)現時狀況；及(c)本公司對應收款項預期年期的經濟狀況的觀點之間的差異。然而，本公司認為該等因素對本年度的減值計算並不重大。

本集團於財政年度確認虧損撥備104,263馬來西亞令吉(二零二四年：零)。

本集團並無提供將使其面對信貸風險的任何擔保。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(d) Credit risk (Continued)

Cash and cash equivalents

The cash and cash equivalents are held with banks. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the consolidated statement of financial position.

These banks have low credit risks. The Group is of the view that the loss allowance is not material and hence, it is not provided for.

Other receivables

Credit risks on other receivables are mainly arising from deposits paid for office buildings and fixtures rented. These deposits will be received at the end of each lease terms. The Group manages the credit risk together with the leasing arrangement.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the consolidated statement of financial position.

As at the end of the reporting period, the Group did not recognise any allowance for impairment losses.

Inter-company loans and advances

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured loans and advances to subsidiaries. The Company monitors the ability of the subsidiaries to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the Company's separate statement of financial position.

Loans and advances provided are not secured by any collateral or supported by any other credit enhancements.

27. 金融工具(續)

(d) 信貸風險(續)

現金及現金等價物

現金及現金等價物於銀行持有。於報告期末，最大信貸風險指其於綜合財務狀況表的賬面值。

該等銀行的信貸風險較低。本集團認為虧損準備並不重大，因此並未作出撥備。

其他應收款項

其他應收款項的信貸風險主要來自就租用辦公樓宇及固定裝置支付的按金。該等按金將於各租賃期結束時收取。本集團與租賃安排一併管理信貸風險。

於報告期末，最大信貸風險指其於綜合財務狀況表的賬面值。

於報告期末，本集團並無就減值虧損確認任何撥備。

公司間貸款及墊款

風險管理目標、政策及管理風險的程序

本公司向附屬公司提供無抵押貸款及墊款。本公司監控附屬公司個別償還貸款及墊款的能力。

信貸風險、信貸質素及抵押物

於報告期末，最大信貸風險指其於本公司的單獨財務狀況表的賬面值。

所提供的貸款及墊款不以任何抵押物作抵押或由任何其他信貸提升措施支持。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(d) Credit risk (Continued)

Inter-company loans and advances
(Continued)*Recognition and measurement of impairment loss*

Generally, the Company considers loans and advances to subsidiaries have low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers a subsidiary's loan or advance to be credit impaired when:

- The subsidiary is unlikely to repay its loan or advance to the Company in full;
- The subsidiary's loan or advance is overdue for more than 365 days; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default for these loans and advances individually using internal information available.

As at the end of the reporting period, the Company did not recognise any allowance for impairment losses.

(e) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its trade and other payables, loans and borrowings and lease liabilities.

The Group maintains a level of cash and cash equivalents and adequate banking facilities by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities as and when they fall due. As at the reporting date, the Group has unused credit facilities amounted to RM10.09 million (2024: RM23.11 million).

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

27. 金融工具(續)

(d) 信貸風險(續)

公司間貸款及墊款(續)

減值虧損的確認及計量

一般而言，本公司認為對附屬公司的貸款及墊款的信貸風險較低。本公司假設信貸風險於附屬公司的財務狀況顯著惡化時顯著增加。由於本公司能夠在應付時確定附屬公司貸款及墊款的支付時間，因此在附屬公司無法按要求支付時，本公司認為貸款及墊款違約。在下列情況下，本公司認為附屬公司的貸款或墊款出現信貸減值：

- 該附屬公司不大可能向本公司全數償還其貸款或墊款；
- 該附屬公司的貸款或墊款逾期超過365天；或
- 該附屬公司持續虧損，並錄得股東資金虧絀。

本公司使用可獲得的內部資料個別釐定該等貸款及墊款的違約概率。

於報告期末，本公司並無就減值虧損確認任何撥備。

(e) 流動資金風險

流動資金風險指本集團未能償還到期金融負債的風險。本集團面對的流動資金風險主要由其貿易及其他應付款項、貸款及借款以及租賃負債引起。

本集團所維持的現金及現金等價物及足夠的銀行融資，被管理層視為足以盡可能確保其將擁有足夠的流動資金以償還其到期負債。於報告日期，本集團未動用信貸融資為10.09百萬馬來西亞令吉(二零二四年：23.11百萬馬來西亞令吉)。

預期到期日分析中的現金流量不會大幅提早亦不會按截然不同的金額發生。

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(e) Liquidity risk (Continued)

Maturity analysis

The table below summarises the maturity profile of the Group's financial liabilities as at the end of reporting period based on undiscounted contractual payments:

		Contractual		Contractual cash flows	Under 1 year	1-2 years	2-5 years	More than 5 years
		Carrying amount	interest rate per annum					
		賬面值	合約年利率	合約現金流量	1年以內	1至2年	2至5年	多於五年
		RM	%	RM	RM	RM	RM	RM
		馬來西亞令吉	%	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉	馬來西亞令吉
2025	二零二五年							
Loans and borrowings	貸款及借款							
– Term loans	– 定期貸款	15,744,218	4.25-5.60	18,208,940	3,899,116	3,341,427	9,342,720	1,625,677
– Flexible trade financing-i	– 彈性貿易融資	883,186	3.94-5.14	893,455	893,455	–	–	–
– Trust receipts	信託收據	9,134,118	3.91-3.95	9,209,641	9,209,641	–	–	–
– Banker acceptance	銀行承兌匯票	3,458,000	3.94-4.04	3,494,045	3,494,045	–	–	–
– Invoice financing	發票融資	2,622,000	5.79	2,664,822	2,664,822	–	–	–
Trade and other payables	貿易及其他應付款項	16,500,410		16,500,410	16,500,410	–	–	–
		48,341,932		50,971,313	36,661,489	3,341,427	9,342,720	1,625,677
Lease liabilities	租賃負債	786,001	4.52	813,680	611,940	159,140	42,600	–
		49,127,933		51,784,993	37,273,429	3,500,567	9,385,320	1,625,677
2024	二零二四年							
Loans and borrowings	貸款及借款							
– Term loans	– 定期貸款	18,722,712	4.52-5.60	22,159,461	3,899,571	3,899,571	12,689,009	1,671,310
– Banker acceptance	– 銀行承兌匯票	3,388,000	4.25-4.61	3,419,150	3,419,150	–	–	–
Trade and other payables	貿易及其他應付款項	13,889,871		13,889,871	13,889,871	–	–	–
		36,000,583		39,468,482	21,208,592	3,899,571	12,689,009	1,671,310
Lease liabilities	租賃負債	118,553	4.52	121,380	105,390	12,140	3,850	–
		36,119,136		39,589,862	21,313,982	3,911,711	12,692,859	1,671,310

27. 金融工具(續)

(e) 流動資金風險(續)

到期日分析

下表概述於報告期末本集團金融負債的到期日情況(基於未貼現合約付款):

(f) Market risk

Market risk is the risk that changes in market prices, such as interest rates, foreign exchange rates and commodity prices that will affect the Group's financial position or cash flows.

(f) 市場風險

市場風險指市場價格出現變動的風險，市場價格包括將會影響本集團財務狀況或現金流量的利率、外幣匯率及商品價格。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(f) Market risk (Continued)

(i) Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in fair value due to changes in interest rates. The Group's floating rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

Risk management objectives, policies and processes for managing the risk

The Group utilises long and short term borrowings for funding its capital expenditure and working capital purposes. The Group manages its interest rate exposure by maintaining a mix of fixed and floating rates borrowings.

Exposure to interest rate risk

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period are as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Fixed rate instruments	固定利率工具		
Flexible trade-financing-i	靈活多變的貿易融資-i	883,186	—
Trust receipts	信託收據	9,134,118	—
Banker acceptance	銀行承兌匯票	3,458,000	3,388,000
Invoice financing	發票融資	2,622,000	—
Lease liabilities	租賃負債	786,001	118,553
		16,883,305	3,506,553
Floating rate instruments	浮動利率工具		
Term loans	定期貸款	15,744,218	18,722,712

27. 金融工具(續)

(f) 市場風險(續)

(i) 利率風險

本集團的固定利率借款面對因利率變動導致公允價值變動的風險。本集團的浮動利率借款面對因利率變動導致現金流量變動的風險。短期應收款項及應付款項並無面對重大利率風險。

風險管理目標、政策及管理風險的程序

本集團就為資本開支提供資金及營運資金用途用長期及短期借款。本集團通過維持固定利率及浮動利率借款組合管理其利率風險。

面對利率風險

於報告期末本集團重要計息金融工具的利率情況(基於賬面值)如下:

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(f) Market risk (Continued)

(i) Interest rate risk (Continued)

*Interest rate risk sensitivity analysis**Fair value sensitivity analysis for fixed rate instruments*

The Group does not account for its fixed rate financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the respective reporting dates would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change of 100 basis points (“bp”) in interest rates at the end of the reporting period would have (decreased)/increased post-tax profit by the amounts shown below. This analysis assumes that all other variables remain constant.

27. 金融工具(續)

(f) 市場風險(續)

(i) 利率風險(續)

*利率風險敏感度分析**固定利率工具的公允價值敏感度分析*

本集團並無入賬按公允價值計入損益的固定利率金融負債。因此，各報告日期的利率變動不會影響損益。

浮動利率工具的現金流量敏感度分析

於報告期末，利率變動100個基點(「基點」)，除稅後溢利將按以下所示金額(減少)/增加。此分析假定所有其他變量保持不變。

		(Decreased)/Increased post-tax profit (減少)/增加除稅後溢利	
		100 bp increase 增加100個基點 RM 馬來西亞令吉	100 bp decrease 減少100個基點 RM 馬來西亞令吉
2025	二零二五年		
Floating rate instruments	浮動利率工具		
Financial liabilities	金融負債	(120,000)	120,000
2024	二零二四年		
Floating rate instruments	浮動利率工具		
Financial liabilities	金融負債	(142,000)	142,000

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(f) Market risk (Continued)

(ii) Currency risk

The Group is exposed to foreign currency risk on sales and purchases that are denominated in a currency other than the respective functional currencies of Group entities. The currency giving rise to this risk is primarily USD.

Exposure to currency risk

The following table details the Group's exposure to foreign currency (a currency which is other than the functional currency of the Group entities) risk, based on carrying amounts as at the end of the reporting period. For presentation purpose, the amounts of the exposure are expressed in RM, translating using the spot rate at end of the reporting period.

27. 金融工具(續)

(f) 市場風險(續)

(ii) 貨幣風險

本集團就以本集團實體相關功能貨幣以外的貨幣計值的買賣面對外幣風險。引致此風險的貨幣主要為美元。

面對貨幣風險

下表詳列本集團基於報告期末的賬面值面對外幣(本集團實體功能貨幣以外的貨幣)的風險。就呈報目的而言，風險金額乃按報告期末的即期匯率兌換為馬來西亞令吉列示。

		Denominated in USD 以美元計值	
		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Trade and other receivables	貿易及其他應收款項	4,793,148	12,634,564
Cash and cash equivalents	現金及現金等價物	3,433,247	10,356,084
Trade and other payables	貿易及其他應付款項	(1,133,495)	(373,053)
Net exposure	淨風險	7,092,900	22,617,595

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

27. FINANCIAL INSTRUMENTS (Continued)

(f) Market risk (Continued)

(ii) Currency risk (Continued)

Currency risk sensitivity analysis

A 10% strengthening of RM against USD at the end of each reporting period would have decreased post-tax profit by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Group considered to be reasonably possible at the end of each reporting period. This analysis assumes that all other variables, in particular interest rates, remained constant.

		Decreased post-tax profit 除稅後溢利減少	
		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
USD	美元	(539,000)	(1,718,000)

A 10% weakening of RM against USD at the end of each reporting period would have had equal but opposite effect on USD to the amounts shown above, on the basis that all other variables remained constant.

(iii) Commodity price risk

Raw materials such as coconuts are major components of cost of inventories. Exposure to fluctuations in the commodity prices of such raw materials is closely monitored by management and managed through adjusting the selling prices.

27. 金融工具(續)

(f) 市場風險(續)

(ii) 貨幣風險(續)

面對貨幣風險(續)

貨幣風險敏感度分析於各報告期末馬來西亞令吉兌美元升值10%，除稅後溢利將按以下所示金額減少。此分析乃基於本集團認為於各報告期末屬合理可能的外幣匯率變動而作出。此分析假定所有其他變量(尤其是利率)保持不變。

在所有其他變量保持不變的情況下，於各報告期末馬來西亞令吉兌美元下降10%會對美元產生與上表所示金額相等但與之相反的影響。

(iii) 商品價格風險

椰子等原材料乃存貨成本的主要組成部分。有關原材料的商品價格波動風險由管理層密切監督，並透過調整售價管理。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

28. FAIR VALUE INFORMATION

The table below analyses financial instrument not carried at fair value.

		Level 1 第一層級 RM 馬來西亞令吉	Level 2 第二層級 RM 馬來西亞令吉	Level 3 第三層級 RM 馬來西亞令吉	Total 總計 RM 馬來西亞令吉	Carrying amount 賬面值 RM 馬來西亞令吉
2025	二零二五年					
Financial liability	金融負債					
Loans and borrowings	貸款及借款	—	—	(30,588,133)	(30,588,133)	(31,841,522)
2024	二零二四年					
Financial liability	金融負債					
Loans and borrowings	貸款及借款	—	—	(21,570,722)	(21,570,722)	(22,110,712)

The carrying amounts of other financial assets and financial liabilities reasonably approximate their fair values due to the relatively short term nature of these financial instruments.

下表分析並無按公允價值列賬的金融工具。

由於其他金融資產及金融負債的短期性質使然，其賬面值合理地接近其公允價值。

29. CAPITAL STRUCTURE

The Group's objectives in managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and sustain future development of the business.

There were no changes in the Group's approach to capital management during the financial year.

29. 資本結構

本集團管理資本的目標是維持雄厚的資本基礎及保障本集團持續經營業務的能力，以維持投資者、債權人及市場信心，以及保持業務的未來持續發展。

於財政年度內，本集團的資本管理方法並無變動。

30. COMMITMENTS

Capital commitments

Capital commitments outstanding at the end of the reporting period not provided for in the consolidated financial statements are as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Property, plant and equipment	物業、廠房及設備		
Authorised but not contracted for	已授權但未訂約	280,516	7,105,090
Contracted but not provided for	已訂約但未計提撥備	1,898,779	715,509

30. 承擔

資本承擔

於報告期末於綜合財務報表尚未計提撥備的未償還資本承擔如下：

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

31. RELATED PARTIES TRANSACTIONS

a. Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's Directors and certain of the highest paid employees, is as follows:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Salaries and other benefits	薪金及其他福利	1,804,618	1,441,926
Director fee	董事袍金	654,527	277,669
Contributions to defined contribution plans	界定供款計劃供款	163,904	145,492
		2,623,049	1,865,087

b. Corporate guarantee by the Company

The Company entered into corporate guarantees in favour of the banks, in respect of the banking facilities of RM37,195,200 (2024: RM38,521,600) granted to a subsidiary, S & P Industries Sdn. Bhd.

c. Applicability of the Listing Rules relating to connected transactions

During the current and previous financial year, the Group did not enter into any related party transaction that falls under the definition of connected transaction or continuing connected transaction as defined in Chapter 14A of the Listing Rules.

32. EVENTS AFTER REPORTING PERIOD

The Group is not aware of any important event requiring disclosure that has taken place subsequent to 31 December 2025 and up to the date of this report, except as disclosed in Note 35.

31. 關聯方交易

a. 主要管理人員薪酬

本集團主要管理人員薪酬(包括支付予本公司董事及若干最高薪酬僱員的金額)如下:

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Salaries and other benefits	薪金及其他福利	1,804,618	1,441,926
Director fee	董事袍金	654,527	277,669
Contributions to defined contribution plans	界定供款計劃供款	163,904	145,492
		2,623,049	1,865,087

b. 本公司的企業擔保

本公司就附屬公司S & P Industries Sdn. Bhd. 獲授的銀行融資37,195,200馬來西亞令吉(二零二四年: 38,521,600馬來西亞令吉)以銀行為受益人訂立企業擔保。

c. 與關連交易相關的上市規則的適用性

於當前及過往財政年度,本集團並無訂立上市規則第14A章所定義的關連交易或持續關連交易的任何關聯方交易。

32. 報告期後事項

除以下事項外,本集團並不知悉任何於二零二五年十二月三十一日後及直至本報告日期發生的須予披露於附註35的重大事項。

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

33. IMMEDIATE HOLDING COMPANY AND ULTIMATE CONTROL PARTY

The Company is a subsidiary of TYJ Holding Limited, which was incorporated in the British Virgin Islands and regarded by the Directors as the Company's immediate holding company as at 31 December 2025 and 2024. The ultimate controlling party of the Group is Mr. Tang Koon Fook. None of these parties produces financial statements available for public use.

33. 直接控股公司及最終控股方

本公司為於英屬處女群島註冊成立的TYJ Holding Limited之附屬公司，於二零二五年及二零二四年十二月三十一日被董事視為本公司的直接控股公司。本集團的最終控股方為Tang Koon Fook先生。該等各方並無編製可供公眾使用的財務報表。

34. COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

34. 公司層面的財務狀況表

		2025 二零二五年 RM 馬來西亞令吉	2024 二零二四年 RM 馬來西亞令吉
Assets	資產		
Non-current assets	非流動資產		
Investment in subsidiaries	於附屬公司的投資	49,144,630	49,144,630
Loan to a subsidiary	給予一間附屬公司的貸款	66,311,710	68,922,700
		115,456,340	118,067,330
Current assets	流動資產		
Other receivables	其他應收款項	141,342	157,671
Amount owing by subsidiaries	附屬公司欠款	—	149,120
Loan to a subsidiary	給予一間附屬公司的貸款	3,132,077	7,723,289
Cash and bank balances	現金及銀行結餘	1,522,497	116,930
		4,795,916	8,147,010
Total assets	資產總值	120,252,256	126,214,340
Equity and liability	權益及負債		
Equity	權益		
Share capital	股本	5,941,706	5,941,706
Share premium	股份溢價	58,707,916	58,707,916
Reserves	儲備	55,357,915	61,301,669
		120,007,537	125,951,291
Current liability	流動負債		
Other payables	其他應付款項	244,719	263,049
Total equity and liability	權益及負債總額	120,252,256	126,214,340

財務報表附註(續)

NOTES TO THE FINANCIAL STATEMENTS (Continued)

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

35. POTENTIAL EFFECTS OF US-IRAN WAR

The Strait of Hormuz, serves as one of the world's critical oil transit corridors has been shut down amid the active conflict of US, Israel and Iran since 28 February 2026 carries consequences that extend far beyond the Middle East. The geopolitical tensions often produce ripple effects worldwide. It has driven up energy costs and disrupted the global supply chains.

If such conflict persists, it would not only elevate Group's production and logistics cost, production schedules and export revenue would be greatly affected.

The Directors will pay close attention to the development of the war and put effort to mitigate the risk and impact by promptly evaluating Group's business continuity plans.

36. AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

These financial statements were authorised for issue on 30 March 2026 by the board of directors.

35. 美伊戰爭的潛在影響

霍爾木茲海峽為全球主要石油運輸航道之一，自二零二六年二月二十八日起，因美國、以色列與伊朗之間的衝突升級而關閉，相關影響遠超中東地區。地緣政治緊張局勢往往會在全球範圍產生連鎖反應，導致能源成本上漲及擾亂全球供應鏈。

倘有關衝突持續，不僅將增加本集團的生產及物流成本，亦可能影響我們的生產進度及出口收入。

董事會將密切關注戰事發展，並透過及時評估本集團的業務應變計劃，致力緩解相關風險及影響。

36. 授權刊發財務報表

董事會已於二零二六年三月三十日授權刊發此等財務報表。



S&P International Holding Limited
椰豐集團有限公司

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