



**中糧**  
**COFCO**  
自然之源 重塑你我



Annual Report  
**2025**

**中糧家佳康食品有限公司**  
**COFCO Joycome Foods Limited**

(Incorporated in the Cayman Islands with limited liability)

Stock Code : 01610

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家佳康

# Corporate Information

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## Legal Name of the Company

COFCO Joycome Foods Limited

## Place of Listing and Stock Code

Main Board of the Stock Exchange

Stock Code: 1610

## Company Website

www.cofcojoycome.com

## Directors

### Chairman of the Board and Executive Director

Dr. Gao Xiang

### Executive Director

Dr. Zhang Nan

### Non-executive Directors

Mr. Wang Guoxin

Mr. Wu Haojun

### Independent Non-executive Directors

Mr. Fu Tingmei

Mr. Li Michael Hankin

Dr. Ju Jiandong

## Joint Company Secretaries

Ms. Wang Xiuling

Ms. Ng Wing Shan

## Audit Committee

Mr. Li Michael Hankin (Chairman)

Mr. Fu Tingmei

Mr. Wang Guoxin

## Nomination Committee

Dr. Gao Xiang (Chairman)

Mr. Fu Tingmei

Dr. Ju Jiandong

Dr. Zhang Nan

Mr. Li Michael Hankin

## Remuneration Committee

Mr. Li Michael Hankin (Chairman)

Dr. Ju Jiandong

Mr. Fu Tingmei

## Food Safety Committee

Dr. Gao Xiang (Chairman)

Dr. Zhang Nan

Mr. Wang Guoxin

## Auditor

Baker Tilly Hong Kong Limited

## Legal Adviser

Clifford Chance (as to Hong Kong law)

## Principal Banks

Agricultural Bank of China Limited

Beijing Branch of Bank of Communications Co., Ltd.

Industrial and Commercial Bank of China Limited

## Authorised Representatives

Dr. Gao Xiang

Ms. Ng Wing Shan

## Share Registrar and Transfer Office

### Principal

Vistra (Cayman) Limited

P.O. Box 31119 Grand Pavilion

Hibiscus Way, 802 West Bay Road

Grand Cayman, KY1-1205

Cayman Islands

### Hong Kong Branch

Tricor Investor Services Limited

17/F, Far East Finance Centre

16 Harcourt Road, Hong Kong

## Registered Office

Vistra (Cayman) Limited

P.O. Box 31119 Grand Pavilion

Hibiscus Way, 802 West Bay Road

Grand Cayman, KY1-1205

Cayman Islands

## Principal Place of Business in Hong Kong

33/F, COFCO Tower

262 Gloucester Road

Causeway Bay

Hong Kong

## Head Office in the PRC

COFCO Fortune Plaza

No. 8, Chao Yang Men South Street

Chao Yang District, Beijing

China

# Major Events in COFCO Joycome in 2025

## January

1. COFCO Feed (Yinchuan) Co., Ltd. was included in the Ministry of Industry and Information Technology's 2025 list of National Green Factories. This is an authoritative honor granted under the national "14th Five-Year Plan" for Industrial Green Development, representing high recognition of the Yinchuan plant's systematic management framework and continuous improvement capabilities.



2. During the traditional Chinese Little New Year, COFCO Joycome joined hands with the National Sports Training Center of the General Administration of Sport of China to host a "National Team Athletes' Little New Year Dinner" at the athletes' dining hall. For the dinner, the meat ingredients were sourced from Joycome's linseed-fed pork certified as antibiotic-free, offering high-quality meat to warmly accompany the athletes in their training during the holiday season. In the same month, Joycome's linseed-fed pork was awarded the 2025 Superior Taste Award by the International Taste Institute (ITI).



家佳康 International Taste Institute

INTERNATIONAL TASTE INSTITUTE 2025 BRUSSELS SUPERIOR TASTE AWARD

家佳康亚麻籽猪肉荣获国际美味奖章 SUPERIOR TASTE AWARD

Granted by the International Taste Institute 国际风味评鉴所(布鲁塞尔)授予

食品界的“奥斯卡”奖\*

家佳康 一口就爱上

\*国际风味评鉴所 (International Taste Institute) 颁发的国际美味奖章 (Superior Taste Award) 是食品界最高级别的荣誉之一，授予品质卓越、风味独特的食品。家佳康亚麻籽猪肉荣获此殊荣，是对其品质、安全及美味的肯定。

## Major Events in COFCO Joycome in 2025

### February

COFCO Joycome convened a Strategy Decoding Workshop and the first Strategic Partners Conference. The workshop centered on building strategic alignment and driving execution, culminating in the formulation of key priorities and an implementation roadmap for 2025. The first Strategic Partners Conference gathered industry experts and value-chain partners to assess global dynamics and market trends, and to explore industrial collaboration, resource integration, and value co-creation. The event marked a pivotal step in the Company's commitment to fostering an open, win-win industrial ecosystem with stronger strategic resolution.



### March

COFCO Joycome supported the successful hosting of the 2025 Wuhan Marathon as an official sponsor and exclusive designated meat supplier. Under the theme "Run Healthy, Finish Safely (健康奔跑 安全完赛)", the Company was fully integrated across the event value chain. Diverse running communities advocated healthy lifestyles, while creative elements such as the "Running Braised Pork (奔跑的紅燒肉)" went viral on social media. From sausage products included in race kits to post-race tasting experiences, participants enjoyed an immersive introduction to the superior quality of Joycome's linseed-fed pork.

In addition, the integrated marketing campaign for sponsoring the 2025 Wuhan Marathon project received the Gold Award at the Golden Distance Awards (金遠獎金獎).



### April

COFCO Joycome established a Feed Professional Management Committee and appointed three academicians – Li Defa, Qiao Shiyao, and Yin Yulong – as academic members, bringing together leading scientific expertise in animal nutrition and feed science in China. The committee will focus on advancing frontier feed technologies and standardization initiatives. Leveraging the Company's integrated industrial chain, we will conduct systematic research in areas such as premium raw material selection and formula optimization. By building a collaborative mechanism of "industry-led problem identification, research-driven solutions, and commercialization of results," we aim to reinforce core competitiveness at the source of its value chain.



## Major Events in COFCO Joycome in 2025

### May

1. Six digital transformation cases of COFCO Joycome were selected as exemplary cases of high-quality development in animal husbandry in Jiangsu Province. These cases cover intelligent control systems for feed processing, a digital breeding pig genetic improvement platform, smart environmental control systems for farming, intelligent manure treatment systems, smart slaughtering and processing workflows, and a fully integrated intelligent cold-chain logistics system. By integrating key data with IoT technologies, the Company has achieved unified management across production processes. In particular, the intelligent feeding system shortened hog finishing time by 15% and reduced feed consumption by 20%. This selection represents high recognition by the provincial agricultural authorities of the Company's digitalization practices in the industry.
2. The North China Region of COFCO Feed, in collaboration with the Ningxia Academy of Agriculture and Forestry Sciences and the National Mutton Sheep Industry Technology System, officially launched a research project titled "Application Study on Achieving Selenium-Enriched Tan Sheep Meat through Feed and Feeding Regulation". Building upon years of foundational research under the national mutton sheep industry system, the project explores scientifically adding selenium sources during feeding to ensure that selenium content in mutton meets industry standards. This initiative demonstrates the Company's practical efforts to empower regional featuring livestock industries through technological innovation and to extend our feed business toward higher value-added segments.
3. COFCO Joycome's linseed-fed pork products were showcased at the 2025 Shanghai Global Food Festival and received the "Global New Food Power (環球新食力)" Award, presented by the Shanghai Commercial Information Center. The award highlights innovation trends in incorporating Western flavors into Chinese cuisine, novel ingredients, and healthy light foods. This honor represents authoritative recognition from both industry and the market of the Company's innovation capability and product quality.



### June

COFCO Feed's Xiaogan plant obtained the Level II Work Safety Standardization Certification of Hubei Province. The Xiaogan plant has continuously strengthened its safety responsibility system, enhanced risk classification management and hazard identification and rectification mechanisms, and improved standardized safety production practices through comprehensive staff training, equipment upgrades, and emergency drills.

### July

COFCO Joycome completed the acquisition of a meat deep-processing facility located in Pinghu, Jiaxing, Zhejiang Province – the former Danish Crown's Pinghu Plant. Covering 36.8 mu, the facility is expected to achieve an annual output of 9,000 tons of processed meat products upon full operation. This acquisition represents a key strategic move in the Company's capacity deployment in East China.

## Major Events in COFCO Joycome in 2025

### August

COFCO Joycome convened a strategic seminar on its “15th Five-Year Plan” and held specialized training on technology and R&D innovation. External institutions including Rabobank and Kantar were invited, alongside experts from Yazhou Bay National Laboratory, China Agricultural University, and the Beijing Academy of Food Sciences. Discussions and lectures focused on industry trend analysis, development opportunities and risks, strategic positioning measures, and frontier topics such as biological breeding, precision nutrition, and meat technology innovation, consolidating strategic consensus and innovation synergy.



### September

1. On September 16, boxed linseed-fed pork products produced by COFCO Joycome Fresh Pork Division’s Huanggang plant successfully arrived in Hong Kong and officially entered the local market with small-pack pork to enter Hong Kong under a clear brand model. This supply initiative continues the Group’s “Three Express Trains” spirit, reinforcing Hong Kong consumers’ perception of COFCO products as safe, nutritious, healthy, and delicious, and providing strong support for the brand’s future expansion into mid-to-high-end markets and enhancement of brand premium capability.



2. The number of cooperative farmers under COFCO Joycome Farming Division’s Wuhan Company exceeded 100 households. In 2025, while expanding contract farming scale, the Company kept on strengthening production management, reducing the feed conversion ratio by 0.16 year-on-year and increasing the market-ready rate by 0.38%. Surpassing 100 cooperative farmers marks an important milestone in the Wuhan Company’s comprehensive transition toward a contract-farming model, signifying entry into a new stage of simultaneous quantitative and qualitative growth.

## Major Events in COFCO Joycome in 2025

### October

Representing COFCO Group, COFCO Joycome participated in the 2025 “China ESG Excellence Practice Case” evaluation and was recognized as a “China ESG Excellence Case” for its submission titled “Building a Closed-Loop Crop-Livestock Cycle to Establish a Green Benchmark for the Breeding Industry — COFCO Joycome’s Exploration of a New ESG Development Model”. We were the only food enterprise selected in this year’s cohort.



### November

COFCO Joycome provided supply support across nine competition zones during the 15th National Games and was awarded the title of “Outstanding Supplier”. During the 15th National Games, COFCO Joycome served as a guaranteed preparation product for competition by national team athletes of National Sports Training Center. Leveraging the integrated whole-industry-chain strengths, we ensured full-process pork supply across nine competition zones in Guangdong, Hong Kong, and Macao, achieving “zero errors and zero risks”. In recognition of this outstanding performance, the organizing committee awarded us the honorary title of “Outstanding Supplier for 15th National Games”.



### December

The first imported landed-and-processed barley return freight train for COFCO Feed Inner Mongolia successfully arrived, carrying 1,736 tons of barley from Kazakhstan after a journey of over ten days, which will mainly supply the Hohhot plant for feed production. This shipment marks a significant breakthrough for the Company in proactively securing policy support and coordinating customs clearance resources. It has effectively expanded raw material sourcing channels and reduced procurement and logistics costs. At the same time, it has supported the local region in achieving “dual breakthroughs” in both imported grain categories and logistics corridors, facilitating the transformation of cross-border freight trains from a “pass-through economy” to a “local value-added economy”.

# Financial Highlights

## Key Operating Data

	2025	2024	year-on-year
Average selling price of finishing hogs (RMB/kg)	<b>13.39</b>	16.53	-19.0%
Fresh pork sales volume (unit: '000 tons)	<b>341</b>	262	30.3%
Branded small-packed fresh pork sales volume (unit: '000 packs) <sup>(1)</sup>	<b>61,876</b>	42,317	46.2%
Ratio of revenue from branded business of total fresh pork business <sup>(2)</sup>	<b>32.1%</b>	29.4%	increase of 2.7 percentage points
Meat import sales volume (unit: '000 tons)	<b>65</b>	66	-1.7%

## Key Financial Data

	2025		2024	
	Before biological assets fair value adjustments RMB'000	After biological assets fair value adjustments RMB'000	Before biological assets fair value adjustments RMB'000	After biological assets fair value adjustments RMB'000
Revenue <sup>(3)</sup>	<b>18,578,823</b>	<b>18,578,823</b>	16,326,201	16,326,201
Profit/(loss) for the Year <sup>(4)</sup>	<b>(289,800)</b>	<b>(743,759)</b>	275,245	554,262
Profit/(loss) attributable to the owners of the Company <sup>(4)</sup>	<b>(291,920)</b>	<b>(745,879)</b>	259,199	538,216
Basic earnings/(loss) per share <sup>(5)</sup>	<b>RMB(0.0637)</b>	<b>RMB(0.1628)</b>	RMB0.0566	RMB0.1175

### Notes:

1. The Group continued to strengthen brand building and create differentiated competitive advantages. Driven by the core product of linseed-fed pork, the sales volume in boxes of branded small-packed pork increased by 46.2% year-on-year.
2. The Group continued to step up efforts in brand communication and channel expansion, resulting in a year-on-year increase of 2.7 percentage points in the proportion of brand revenue during the Reporting Period.
3. Revenue amounted to RMB18,579 million, representing a year-on-year increase of 13.8%, mainly attributable to the increase in revenue from the hog production business.
4. Loss for the year before biological assets fair value adjustments amounted to RMB290 million, and loss attributable to the owners of the Company before biological assets fair value adjustments amounted to RMB292 million, mainly due to the significant year-on-year decrease in the selling price of hog which continued to operate at a low level during the Reporting Period and thus squeezed the profit margins of the hog production business. Although hog production costs improved and notable breakthroughs were achieved in the fresh pork business during the Reporting Period, with technology-driven initiatives beginning to deliver results, the overall profitability still recorded a year-on-year decrease.
5. The basic (loss)/earnings per share represent the (loss)/profit attributable to the owners of the Company divided by the weighted average number of ordinary shares for the year.

The Board has resolved not to declare any final dividend for the year ended December 31, 2025.

# Chairman's Statement

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Dear Shareholders,

In 2025, the meat market experienced extreme volatility, putting the entire hog industry chain under immense pressure. All company employees consistently maintained strategic focus, fully aligned with the operational guideline of “cost advantage, brand leadership, technology empowerment, and green development”, and spared no effort to stabilize operations, optimize costs for efficiency, and strengthen internal capabilities.

At the farming end, amid severe challenges posed by cyclical fluctuations and profound transformation in the industry, the Company made “comprehensive cost reduction” its top priority. We continuously optimized our feed formulas and leveraged our advantages in centralized procurement to reduce feed costs. We intensified refined management and thoroughly advanced the nine major projects aiming at reducing farming costs. Meanwhile, we conducted accurate internal and external benchmarking to narrow regional gaps, with key production indicators such as average pigs weaned per litter being further improved, the proportion of high-quality breeding hogs being increased to over 90%, and the overall cost for 2025 decreased year-on-year.

On the brand side, in 2025, we continued to focus on the core flagship product of “linseed-fed pork”. By deepening cooperation with leading supermarket chains and online platforms, we achieved simultaneous growth in sales volume and profit. In 2025, the sales volume of fresh pork products increased by 30.3% year over year, while the revenue from our fresh pork business accounted for 32.1% of our total revenue, up 2.7 percentage points from the prior year. Both the sales volume and the revenue from linseed-fed pork products maintained strong growth for the second consecutive year. In the processed meat segment, the meat processing capacity of Dongtai phase II plant and the Pinghu plant were both put into operation, adding 29,000 tons of new capacity. At the same time, we continued to step up R&D efforts, significantly enhancing our service capabilities for chain restaurant customers.



## Chairman's Statement

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On the technology front, the newly established Technology and Innovation Management Center began operating systematically, helping us make solid progress in breeding innovation, digital and intelligent applications, and feed nutrition R&D. New quality productive forces are gradually playing a stronger supporting role in the industry. In breeding, we achieved further breakthroughs in hog breeding improvement. Leveraging our integrated genomic breeding platform, in 2025, we conducted gene chip tests for over 100,000 head, significantly improving the accuracy of breeding values. Core indicators such as the feed-to-meat ratio and average born alive per litter continued to improve. In Jilin, the region where genomic breeding was first promoted, PSY exceeded 30 at its peak. In smart farming, intelligent farming equipment was introduced to new projects in Jilin, including Changling and Taonan, to address the pain points in key areas of feeding, environmental control, health management, and inventory estimation. Regarding feed R&D, we established the Professional Committee on Feed and engaged three academicians of the Chinese Academy of Engineering as our academic advisors, achieving breakthroughs in the fields of formula optimization technologies such as raw material preferential selection and low-protein diet formulation, as well as in dynamic formula regulation. Meanwhile, we adhered to a green and end-to-end ecological circular development model. Innovative technologies such as "pollutants disposal before discharging" continued to generate social and ecological benefits, while our energy-saving and carbon-reduction performance remained better than the industry average.

Looking ahead to 2026, we are fully aware that the industry remains at a critical stage of capacity optimization and structural upgrading, with the market still fraught with challenges. The management of the Company has reached a high degree of consensus on this matter and will make comprehensive cost reduction, quality improvement and efficiency enhancement the core and most pressing tasks for the entire year. We will focus on three priorities. First, we will continue to use end-to-end value chain cost management as a key lever, and solidly translate cost optimization into a foundation that supports the Company's long-term value. Second, we will strive for new achievements in the fresh pork business, bring new processed meat capacity up to designed utilization as soon as possible, and continue to expand the scale of the branded business. Third, we will accelerate the commercialization and large-scale application of technological innovation.

A long road lies ahead, but every step leads us forward. The industry will continue to face formidable challenges in 2026, and operating pressure should not be underestimated. Nevertheless, we are encouraged by the continued decline in farming costs, the key breakthroughs achieved in the fresh pork business, and the substantial progress made in our technological innovation. These solid achievements have laid a strong foundation for the Company's long-term and high-quality development. Looking to the future, COFCO Joycome will move forward with the greatest determination, rise to challenges, and reward all shareholders through prudent operations and sustained value creation.

**Gao Xiang**

*Chairman of the Board and Executive Director*

March 23, 2026

# Management Discussion and Analysis

## I. Company Profile

### Company Introduction

The Company is a meat business platform under COFCO Corporation (“COFCO”) and was listed on the main board of The Stock Exchange on November 1, 2016 (stock code: 1610).

The main businesses of the Company include research and development, production, sales and supporting technical services of feed; hog breeding, production, slaughtering and cutting; production, distribution and sale of fresh pork and processed meat products, import and distribution of meat products (including pork, beef, poultry and mutton). We adhere to the operation principle of “leading the safety standards in the industry and assuring meat safety for citizens”, provide customers with a full range of animal nutrition solutions and provide consumers with high-quality meat products. The brand awareness of “FEEDING THE FUTURE (五穀豐登)” complete feed, “RANKING (銳科)” premix, “Joycome (家佳康)” chilled pork and “Maverick (萬威客)” low-temperature meat products continues to rise in popularity.

### Segments Introduction

#### Hog Production

The hog production segment includes businesses such as feed production, hog breeding and hog farming. The Company has established modern hog production bases in provinces and cities including Jilin, Inner Mongolia, Hebei, Henan, Jiangsu and Hubei. In recent years, the Company has vigorously promoted breeding research, intelligent upgrading, accelerated the introduction of high-end scientific research talents, and developed new productive forces.

#### Feed

COFCO Feed is committed to providing customers with comprehensive animal nutrition solutions. Its core business covers research and development, production, sales and supporting technical services of feed products such as pig feed, ruminant feed, poultry feed, aquatic feed and premix. With high-quality products, sound technical services and corporate reputation, the core brands of COFCO Feed, “FEEDING THE FUTURE (五穀豐登)” and “RANKING (銳科)”, have gained increasing brand influence and steadily expanding market scale. COFCO Feed has developed into a national animal nutrition solution provider.

#### Fresh Pork

The fresh pork segment includes hog slaughtering and cutting, distribution and sale of fresh pork, and the main products are chilled pork. The Company owns four modern slaughtering and processing bases in Jiangsu, Hubei, Jilin and Inner Mongolia, and two cutting centers in Guangdong and Beijing. The Company vigorously develops branded business through the “Joycome (家佳康)” brand, which covers the pork consumption market in major provinces, cities and areas such as Beijing, Shanghai, the Yangtze River Delta, Guangdong, Hubei, Jilin and Inner Mongolia.

#### Processed Meat Products

The processed meat products segment includes the production, distribution and sale of various types of processed meat products (mainly western-style low-temperature processed meat products). The Company owns two modern processed meat product processing bases in Jiangsu and Guangdong. In July 2025, the Company acquired a high-quality meat deep-processing plant with an annual production capacity of 9,000 tons in Pinghu City, Jiaying, Zhejiang Province, which will be synergized with the research and development (R&D) center in Shanghai. This will better respond to the market demands in East China and surrounding areas. Meanwhile, our two brands, namely “Maverick (萬威客)” and “Joycome (家佳康)”, cover the processed meat products consumption market in major domestic first-tier cities.

#### Meat Import

The meat import segment includes import of meat products (including pork, beef, poultry and mutton) and by-products and distribution in the PRC. The Company combines imported raw materials with domestic processing capacity and key account service, and provides high value-added products to well-known domestic food processors, large chain catering enterprises, etc.

## II. Market Overview

### Feed production increased steadily, while the industry witnessed a continued acceleration in technological upgrading

In 2025, feed production in China increased year-on-year. According to the China Feed Industry Association, a total of 342 million tons of industrial feed were produced across China in 2025, representing a year-on-year increase of 8.6%, mainly attributable to the recovery in demand from hog farming, the restorative growth in hog feed output, and the stable development of poultry and aquaculture farming.

In terms of feed ingredients, since the beginning of the year, corn spot prices fluctuated upward first, then downward before rebounding, increasing from RMB2,050/ton at the beginning of the year to RMB2,320/ton by the end of December, with the average annual price down by 2.9% year-on-year. Meanwhile, soybean meal prices went upward and then downward, peaking at RMB4,062/ton in April before fluctuating within the range of RMB2,800/ton to RMB3,200/ton, with the average annual price down 2.9% year-on-year.

The industry is undergoing a shift from scale expansion to a multidimensional competitive landscape centered on technology, services and industrial chain collaboration. The pace of technological upgrading has accelerated, evolving from traditional formulations to precision nutrition solutions, with low-protein feed technology being widely applied.

### Hog supply remained ample, while hog prices continued to fluctuate downward

According to the data from the National Bureau of Statistics, the hog production volume in China was 720 million heads in 2025, representing a year-on-year increase of 2.4%, while pork output totaled 59.38 million tons, representing a year-on-year increase of 4.1%. As of the end of 2025, the stock of breeding sows stood at 39.61 million heads, slightly higher than the normal reserves of 39.00 million heads, representing a decrease of 2.9% from the end of the previous year and a cumulative reduction of 9.8% from the peak of 43.90 million heads in 2022. However, the overall breeding efficiency of the industry improved, and the hog market remained in a tight supply-demand balance.

In 2025, hog prices rose to the annual high of RMB16.4/kg at the beginning of the year, and then continued to fluctuate downward, hitting a four-year low of RMB10.81/kg in October. Although prices rebounded slightly at the end of the year due to holiday effects, the annual price center moved down significantly. Mysteel Data shows the average hog price in China in 2025 was RMB13.71/kg, down by 17.9% year-on-year.

### Consumer market recovered steadily. Amid structural changes in pork consumption market, differentiated brand advantages became evident

According to data from the National Bureau of Statistics, total retail sales of consumer goods reached RMB50.1 trillion in 2025, representing a year-on-year increase of 3.7%, of which catering revenue recorded RMB5.8 trillion, representing a year-on-year increase of 3.2%, indicating steady growth in the consumer market.

Traditional supermarkets were gradually replaced by new consumption channels, driving the upgrading of pork consumption demand. Consumers' preferences gradually shifted toward high-quality, standardized, convenient, nutritious and healthy products, which created opportunities for differentiated products represented by branded small-packed linseed-fed pork with antibiotic-free certificate, allowing them to gain more brand recognition and consumer loyalty.

### Domestic supply remained ample, while meat imports contracted significantly

According to the statistics of the General Administration of Customs of the PRC, China's total meat imports in 2025 were 6.09 million tons, down 8.7% year-on-year, marking the lowest level in six years. The import market showed structural changes: pork imports (excluding by-products) totaled 0.98 million tons, down 9.0% year-on-year and accounting for 1.7% of national pork production; beef imports (excluding by-products) reached 2.8 million tons, down 2.5% year-on-year, accounting for 35.0% of national beef production.

### III. Results of Operation

In 2025, the Company continued to consolidate its basic management, improve operational quality and promote the steady development of all business segments in accordance with its guiding principles of “cost leadership, brand-driven, technology empowerment and green development”.

The hog production segment gradually reduced its full farming cost through measures such as accelerating herd rotation, optimizing production structure, upgrading the epidemic prevention system and implementing targeted initiatives to tackle farming costs. At the same time, it accelerated the application and transformation of new quality productive forces, with the effects of digital intelligence and breeding gradually emerging. The feed segment strengthened the synergy with the hog production segment in hog feed and with Mengniu in ruminant feed, steadily increased sales volume, improved the accuracy of market analysis and forecasting, and effectively controlled procurement costs. Meanwhile, relying on the newly established Feed Professional Management Committee, it accelerated R&D innovation and enhanced market competitiveness. The segment reported a profit of RMB158 million. The fresh pork segment focused on the core single product of linseed-fed pork, continuously enriched its product portfolio, advanced both online and offline channels, further strengthened channel layout, consolidated market position and enhanced brand strength. The sales volume in boxes of branded small-packed pork increased by 46.2% year-on-year, and the sales volume of linseed-fed pork increased by 135.4% year-on-year, and the loss of segment was down by RMB51.65 million year-on-year. The processed meat and meat import segments deepened the trade plus processing business model, gave full play to the advantages in market analysis and forecasting and supply chain, further cultivated downstream channels, to enhance its service capabilities for the fast-food system and build an imported beef value chain.

During the Reporting Period, net loss of the Company before biological assets fair value adjustments amounted to RMB290 million.

#### Hog production business

##### *Making every effort to promote cost reduction and efficiency enhancement in the hog production segment*

First, the Company accelerated herd rotation, eliminated inefficient production capacity and increased the proportion of high-quality breeding hogs; second, the Company optimized the farming structure and increased the proportion of finished hogs from cooperative farming operations. Key production indicators for cooperative farming outperformed the average level of self-operated farms, which not only enabled the Company to support farmers, but also reduced farming costs; third, the Company upgraded the epidemic prevention system by vigorously introducing professional veterinary talents and establishing a three-level joint prevention structure covering hog production segment, regions and hog farms, thereby improving the accuracy and response speed of epidemic prevention and control and ensuring production stability; fourthly, the Company implemented targeted initiatives to tackle farming costs by breaking down cost improvement into nine major projects, including health costs, feed costs, feed conversion ratio, precision feeding and labor efficiency enhancement. Through precise internal and external benchmarking, the Company formulated targeted improvement measures and strengthened on-site management and execution, thereby improving the operating quality of underperforming regions and narrowing cost gaps among regions.

##### *Accelerating the application and transformation of new quality productive forces*

Firstly, the Company improved its scientific and technological innovation system by establishing the Joycome Research Institute, under which six centers, including hog breeding, animal nutrition, animal health and advanced intelligent manufacturing, were set up to focus on industrial application and the transformation of scientific research achievements. Secondly, the Company accelerated breeding breakthroughs, deepened the integration of industry, academia and research, sped up the introduction of top scientific research talents, jointly established laboratories with renowned universities, and continuously carried out research on breeding technologies. Thirdly, the Company promoted high quality

## Management Discussion and Analysis

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breeding by upgrading the genomic breeding platform, increasing the number of gene chip tests, and improving the accuracy of breeding values of all major selected traits, and in Jilin, the region where genetic breeding was first applied, the production performance was significantly better than that in other regions. Fourthly, the Company explored intelligent hog farming by upgrading intelligent equipment in farms, establishing a digital and intelligent operation platform, and carrying out intelligent transformation throughout the entire process covering environmental monitoring, precision feeding, epidemic early warning and production management, and, relying on precision feeding models, environmental control models and epidemic prevention models, addressed pain points such as high consumption with low efficiency, high epidemic risks and significant environmental pressure.

### *Building a full-chain ecological recycling green model and upholding the sustainable agricultural development philosophy*

First, the integration of breeding and planting facilitated circular development. Based on local conditions, the Company implemented the integration of breeding and planting, resource utilization of waste and cascaded development of energy. In 2025, the application of biogas slurry to farmland as liquid fertilizer was scaled up, serving a large number of growers and cooperatives, improving large areas of saline-alkali land and desertified land, effectively boosting farmers' yield and income, and achieving a win-win outcome in environmental, social and economic benefits. Second, the Company vigorously promoted energy saving and carbon reduction diagnosis across the industrial chain, covering the full life cycle of feed production, farming, manure treatment and transportation, adopted the internationally recognized LCA methodology, and obtained verification and a carbon footprint evaluation certificate from China Classification Society, with the measurement results outperforming the industry average. Third, through the resource treatment technology of "pollutants disposal before discharging (減負還田)", the Company reduced environmental pressure and has built and continuously improved a unique green full-chain ecological recycling model of "feed production – hog farming – manure treatment – biogas power generation/heating – manure return to the field – circular planting – circular aquaculture – feed raw materials".

### *Feed business*

#### *Deepening internal and external synergies to steadily increase sales volume*

The Company continued to strengthen internal and external collaboration, with the internal synergy volume of hog feed increasing significantly year-on-year, while providing strong support for formula optimization and assisting the hog production segment in reducing feed costs. The Company also further deepened synergy with Mengniu in ruminant feed, creating a new "Feed-Livestock-Dairy" industrial chain and further achieving complementary advantages for both parties.

#### *Optimizing procurement strategies and strictly controlling procurement costs*

The hog production segment and feed segment jointly formulated raw material procurement strategies, giving full play to Joycome's scale advantages and strengthening bargaining efforts. Meanwhile, the Company improved the accuracy of market analysis and forecasting of bulk raw materials, thereby effectively controlling procurement costs.

#### *Building an R&D platform and driving the transformation of achievements*

The Company established a high-level research platform. Focusing on key challenges in cutting-edge technologies in the feed industry, the Company carried out studies and applications in areas such as grain-saving feed, raw material selection, precision nutrition, low-protein diets and antibiotic-free feed, and completed the application of 15 feed raw material substitution solutions during the year, helping reduce costs and improve efficiency. The Company also promoted precision feeding for gestating sows, created benchmark model farms, and improved scientific feeding standards, thereby significantly improving feed conversion ratios and reducing feed waste.

The Company took the lead in establishing the "Industrial Technology Innovation Consortium for Healthy Ruminant Farming", and, together with renowned research institutions and universities, carried out the R&D of selenium-rich Tan sheep meat from feed formula optimization, selenium source selection and biotransformation rate, effectively supporting customer expansion and product sales.

In addition, the Company promoted the transformation of R&D achievements and vigorously developed differentiated feed products such as goose feed and pigeon feed to enhance profitability.

### Fresh pork business

#### *Focusing on the core product of linseed-fed pork and enhancing product competitiveness*

Focusing on convenience and home-cooking scenarios, the fresh pork segment continuously innovated and developed star products, and successfully launched a number of new products during the year, including linseed-fed pork liver slices, marbled pork cubes, lean meatballs and marrow bones. It also actively integrated high-quality external resources and successfully launched high value-added products such as linseed-fed edible lard.

In 2025, the sales volume of fresh pork reached 341 thousand tons, representing a year-on-year increase of 30.3%; the fresh pork business recorded revenue of RMB5.31 billion, representing a year-on-year increase of 9.4%; of which revenue from branded business amounted to RMB1.70 billion, representing a year-on-year increase of 19.7%. The branded business demonstrated outstanding profitability, driving the fresh pork segment to record a year-on-year loss reduction of RMB51.65 million during the Reporting Period.

#### *Consolidating advantageous channels and expanding emerging channels*

The channels for the fresh pork brand continued to be expanded and strengthened, consolidating advantageous markets such as Beijing, Shanghai and Wuhan, while making breakthroughs in the promising South China market. The Company further cultivated offline channels, strengthened cooperation with leading supermarkets, continuously expanded into small and medium-sized neighborhood supermarkets and convenience stores, and successfully entered new regions such as Jinan, Qingdao, Xi'an and Zhengzhou; it also broadened online channels, deepened cooperation with e-commerce and new retail platforms, and revenue from linseed-fed pork products through e-commerce channels increased by more than 200% year-on-year. At the same time, Joycome's small-packed pork products successfully entered the Hong Kong market in September 2025.

#### *Maintaining commitment to brand investment and strengthening the Joycome brand image*

First, the Company continued to expand communication around "sports + aerospace". The Company hosted the "Athletes' New Year Dinner", sponsored the Beijing Cheerleading Championship, continuously sponsored marathon events in Wuhan, and sponsored the Shanghai Youth Artificial Intelligence Innovation Competition, effectively enhancing exposure and influence among parent-child families and the science and technology education community. Second, the Company leveraged targeted media to carry out differentiated communication with clear focus on core cities, core channels and core customer groups, prioritized landmark locations such as Lujiazui and Xujiahui in Shanghai for diversified media campaigns, and combined subway, bus and elevator advertisements to gradually establish in consumers' minds the strong association that "linseed-fed pork = Joycome". In 2025, the Joycome brand was selected as an outstanding achievement of the central State-owned enterprises Brand Leadership Initiative by the State-owned Assets Supervision and Administration Commission.

#### *Processed meat product and meat import business*

##### *Processed meat products business: solidly implementing the "three strengths enhancement" strategy and achieving growth in both sales volume and revenue*

In 2025, the Company successfully acquired a high-quality meat deep-processing plant in Pinghu, Jiaying, Zhejiang Province, with an annual production capacity of 9,000 tons. Located in a core sales market and synergized with the R&D center in Shanghai, it can respond more efficiently to market demand. Together with the newly built phase II plant in Dongtai with an annual production capacity of 20,000 tons, the processed meat business increased its total capacity by 29,000 tons per year. Both the Pinghu plant and the Dongtai phase II plant have already commenced operation.

The Company solidly implemented the "three strengths enhancement" strategy, achieving year-on-year growth in both sales volume and revenue. First, the Company strengthened product strength. It built differentiated competitive advantages by focusing on advantageous categories of pork and beef, giving full play to the advantages of the full industrial chain, upgrading clean-label products and deepening the deployment in the beef category. Second, the Company built channel strength. Focusing on growth channels, the Company consolidated existing customers, expanded new customers, and achieved full coverage of Chinese and Western-style products across all online and offline channels. Third, the Company enhanced brand strength. Through innovative marketing models, including a combination of online live streaming and offline exhibitions, precise advertising placement and thematic scenario marketing activities, the Company attracted new customers, reached target customer groups and effectively drove sales growth.

# Management Discussion and Analysis

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In 2025, the processed meat business recorded revenue of RMB0.79 billion, representing a year-on-year increase of 5.9%; and total sales volume reached 22 thousand tons, representing a year-on-year increase of 4.7%.

### *Meat import business: further cultivating downstream channels and building a beef value chain*

In 2025, global beef prices entered an upward cycle, while beef import volume in China decreased and prices increased. The Company accurately judged market trends, resolutely implemented the strategy of “locking in orders with high turnover”, made early arrangements for upstream procurement, and at the same time further cultivated downstream channels. Centering on the needs of end customers, the Company deepened the integrated model of trading and processing, and replicated it to more value customers to build a beef value chain.

## IV. Financial Review

### Overall Performance

In 2025, the revenue of the Group was RMB18,579 million, representing an increase of RMB2,253 million as compared with RMB16,326 million for the same period in 2024. Prior to biological assets fair value adjustments, the net loss of the Group was RMB290 million, while the net profit for the same period in 2024 was RMB275 million.

### Revenue

In 2025, the revenue of the Group was RMB18,579 million, representing an increase of 13.8% as compared with RMB16,326 million for the same period in 2024, primarily due to the increase in revenue from the hog production business.

### Gross Profit Margin

In 2025, the gross profit margin before biological assets fair value adjustments of the Group was 4.7%, representing a year-on-year decrease of 2.7 percentage points, which was mainly affected by the selling price of hog.

### Selling and Distribution Expenses/Administrative and Other Operating Expenses

In 2025, the total selling and distribution expenses and administrative and other operating expenses of the Group amounted to RMB1,258 million, representing an increase of 12.5% as compared with RMB1,118 million for the same period last year, mainly due to the year-on-year increase in selling expenses and research and development expenses as a result of firm investment in brands, increased efforts in research and development, and continuous promotion of the application of new-quality productivity.

### Finance Costs

In 2025, the Group's finance costs amounted to RMB146 million, representing an increase of RMB22 million as compared with RMB124 million for the same period in 2024, mainly due to the expansion of financing needs due to the consideration paid for the acquisition of COFCO Jiahua Industrial Limited during the period.

### Other Income, Other Gains and Losses

In 2025, the Group's other income, other gains and losses amounted to a total gain of RMB315 million, representing a decrease of RMB51 million as compared with the same period in 2024, mainly due to the impact of dividend revenue and the fair value of foreign currency forward contracts.

### Profit/Loss for the Year

For the reasons above, the Group recorded a loss of RMB290 million before biological assets fair value adjustments during 2025, as compared with a profit of RMB275 million before biological assets fair value adjustments in the same period in 2024.

### Significant Investments and Material Acquisitions and Disposals of Subsidiaries

Save as disclosed in this report, the Group had neither any other significant investments nor relevant material acquisitions and disposals of the subsidiaries in 2025.

## Major Financial Ratios

The financial ratios of the Group as at December 31, 2025 and December 31, 2024 are set forth below:

	December 31, 2025	December 31, 2024
Return on equity <sup>(1)</sup>	-8.1%	5.5%
Return on assets <sup>(2)</sup>	-3.5%	2.8%
EBIT interest coverage ratio <sup>(3)</sup>	-3.08 times	5.61 times
EBITDA interest coverage ratio <sup>(4)</sup>	1.59 times	11.52 times
Current ratio <sup>(5)</sup>	0.60	0.75
Net debt-to-equity ratio <sup>(6)</sup>	102.9%	52.8%

- (1) Equals profit/loss for the year divided by the average of the beginning and ending total equity for that year and multiplied by 100%.
- (2) Equals profit/loss for the year divided by the average of the beginning and ending total assets for that year and multiplied by 100%.
- (3) Equals profit/loss before finance costs and income tax expense for the year divided by finance costs (with capitalised interest added back) for that year.
- (4) Equals profit/loss before finance costs, income tax expense and depreciation and amortisation for the year divided by finance costs (with capitalised interest added back) for that year.
- (5) Equals current assets divided by current liabilities as at the balance sheet date.
- (6) Equals interest-bearing bank loans and loans from the related parties less cash and bank balances, divided by total equity as at the balance sheet date and multiplied by 100%.

## Analysis on Capital Resources Liquidity and Financial Policy

Adhering to the steady financial policy, externally, the Group was committed to expanding financing channels and strengthening financing capability construction, as well as strengthening the cooperation with banks to obtain adequate credit facilities and ensure the capital liquidity. Internally, the Group implemented intensive management for surplus capital to improve the turnover efficiency for inventories and account receivables as well as the capability of generating cash flow. The finance department of the Group regularly and closely examined the overall condition of cash and liabilities, and flexibly arranged financing plans based on finance costs and maturity profile.

In order to allocate and utilise capitals more effectively, the Group entered into the financial services agreements and entrusted loans framework agreement through COFCO Finance Corporation Limited. At the same time, the Group also used the capital pool in Mainland China, so as to be more effective in utilising cash, reducing average borrowing costs of the Group, and accelerating clearing services among the companies under the Group.

Certain subsidiaries of the Group that are engaged in meat import business or that own foreign currency borrowings may expose us to exchange rate risks mainly related to U.S. dollars and Hong Kong dollars. We paid close attention to exchange rate fluctuations and adopted currency forward contracts in due course to hedge the majority of exchange rate risks.

# Management Discussion and Analysis

As at December 31, 2025, the cash and bank balances owned by the Group amounted to approximately RMB582 million (December 31, 2024: approximately RMB1,064 million) which was mainly used to accelerate capital turnover and reduce its position.

As at December 31, 2025, our current ratio was 0.6 (December 31, 2024: 0.75). As at December 31, 2025, our unused bank credit facilities were RMB16,200 million.

## EBITDA and Cash Flow

Our operation capital mainly came from cash generated from operation activities, bank borrowings and shareholders' capital contributions. Our cash demand was mainly borne on production and operation activities, capital expenditure, repayment of matured liabilities, interest payment and unexpected cash needs as well.

In 2025, the EBITDA of the Group (before biological assets fair value adjustments)<sup>1</sup> was RMB1,018 million (same period in 2024: RMB1,447 million). The EBITDA of the Group (after biological assets fair value adjustments)<sup>2</sup> was RMB279 million (same period in 2024: RMB1,505 million).

*Notes:*

- 1. The EBITDA of the Group (before biological assets fair value adjustments) refers to the aggregate amount of profit/loss for the period (before biological assets fair value adjustments), income tax expenses, finance costs and depreciation and amortisation, among which depreciation and amortization refer to the total amount of depreciation of property, plant and equipment, depreciation of right-of-use assets, amortisation of intangible assets and depreciation provided for productive biological assets before biological assets fair value adjustments.*

- 2. The EBITDA of the Group (after biological assets fair value adjustments) refers to the aggregate amount of profit/loss for the period (after biological assets fair value adjustments), income tax expenses, finance costs and depreciation and amortisation, among which depreciation and amortisation refer to the total amount of depreciation of property, plant and equipment, depreciation of right-of-use assets and amortisation of intangible assets.*

In 2025, cash used from our operating activities was RMB169 million (generated during the same period in 2024: RMB652 million). Cash used in our investment activities was RMB3,641 million (used during the same period in 2024: RMB1,897 million), including RMB2,078 million for the purchase of property, plant, and equipment (same period in 2024: RMB2,472 million). Cash generated from our financing activities was RMB3,337 million (generated during the same period in 2024: RMB744 million). Our time deposits with maturity of over three months decreased by RMB9 million as compared with the beginning of 2025. In summary, in 2025, our net decrease in cash and bank balances was RMB482 million.

## Capital Structure

As at December 31, 2025, the total number of issued shares of the Company remained unchanged at 4,581,998,323 shares.

As at December 31, 2025, the Group had interest-bearing bank loans of approximately RMB8,228 million (December 31, 2024: approximately RMB4,231 million). The annual interest rate on bank loans ranged from 0.55% to 2.79% (December 31, 2024: from 0.62% to 3.45%). Most of the bank loans were based on fixed interest rates.

Details of the maturity of interest-bearing bank loans are as follows:

Unit: RMB in million	December 31, 2025	December 31, 2024
Within 1 year	6,490	2,609
1 to 2 years	629	1,048
2 to 5 years	899	389
Over 5 years	210	185
<b>Total</b>	<b>8,228</b>	<b>4,231</b>

Details of the fixed-rate borrowings and variable-rate borrowings are as follows:

Unit: RMB in million	December 31, 2025	December 31, 2024
Fixed-rate borrowings	5,870	2,494
Variable-rate borrowings	2,358	1,737
<b>Total</b>	<b>8,228</b>	<b>4,231</b>

As at December 31, 2025, the Group had loans from related parties of approximately RMB1,452 million (December 31, 2024: approximately RMB1,899 million).

As at December 31, 2025, the Group had net assets of approximately RMB8,844 million (December 31, 2024: approximately RMB9,593 million). Net debts<sup>note</sup> of the Group amounted to approximately RMB9,099 million (December 31, 2024: approximately RMB5,066 million), while the net debt-to-equity ratio was approximately 102.9% (December 31, 2024: approximately 52.8%).

*Note:*

*Net debts of the Group refer to interest-bearing bank loans and loans from related parties less cash and bank balances.*

### Contingent Liabilities and Pledge of Assets

As at December 31, 2025 and December 31, 2024, the Group had no significant contingent liabilities.

As at December 31, 2025 and December 31, 2024, the Group had no bank loans pledged by buildings, land use rights and time deposits of the Group.

### Capital Expenditure

Capital expenditure of the Group was mainly used for the construction of our hog farms, as well as our other production and ancillary facilities. We funded our capital expenditures primarily with shareholders' capital contributions, borrowings and our internal funds.

In 2025, the Group's capital expenditure was RMB2,132 million (same period in 2024: RMB2,496 million). The following table sets forth our capital expenditure for the years indicated:

## Management Discussion and Analysis

Unit: RMB in million	2025	2024
Payments for property, plant and equipment	2,078	2,472
Payments for right-of-use assets	49	17
Payments for intangible assets	5	7
Total	2,132	2,496

In 2025, our capital expenditure was mainly used for the continued construction and renovation of the hog farms in Jilin Province.

### Capital Commitment

Capital commitment of the Group is mainly related to the construction of hog farms and other production and ancillary facilities. As at December 31, 2025, capital commitment of the Group was RMB1,030 million (December 31, 2024: RMB1,551 million).

### Biological Assets

Biological assets of the Group primarily consist of commodity pigs at different growth stages and breeding hogs used to give birth to animals in the future. The fair value of our biological assets was RMB3,554 million as at December 31, 2025 and RMB3,309 million as at December 31, 2024. Our results have been and are expected to be affected by changes in fair value of biological assets.

Our cost of sales is adjusted for changes in fair value of biological assets, with fair value gains increasing our costs of sales and fair value losses decreasing our cost of sales, although the timing of these adjustments is not necessarily the same as that of the related gains or losses. We have adjusted the cost of sales for each period based on (i) changes in fair value of live hogs for that period less cost of sales; and (ii) changes in fair value less cost of sales of biological assets recognized in the previous periods.

In 2025 and 2024, such adjustments resulted in an increase of RMB530 million and an increase of RMB741 million in cost of sales, respectively. Additionally, gains arising from fair value less cost of sales of agricultural products at the point of harvest amounted to RMB305 million (the same period in 2024: gains of RMB796 million); losses arising from changes in fair value of biological assets less cost of sales amounted to RMB229 million (the same period in 2024: gains of RMB225 million). In general, the net effect of adjustment in value of biological assets on profit was losses of RMB454 million during the Reporting Period and gains of RMB279 million during the same period in 2024.

## V. Human Resources

14,706 employees were hired for the continuing operations of the Group as at December 31, 2025 (2024: 13,006 employees). Remuneration for employees was determined based on their job nature, individual performance and the market trend. As of December 31, 2025, the total remuneration of the Group amounted to about RMB2,128 million (2024: RMB1,818 million).

The Group provides basic social insurance and housing provident fund for its employees as required by the PRC law. Apart from the above, we encouraged all employees to become well-rounded and enhance their knowledge and abilities related to their career through continuous training, seminars and online learning, in order to unearth their own potentials.

As at December 31, 2025, the gender ratio in the workforce (including our senior management) is 72 (male): 28 (female). In general, the gender diversity of the Group is relatively balanced in the industry and the Group will continue to maintain the gender diversity in workforce. For further details of gender ratio and initiatives taken by the Group to improve gender diversity together with the relevant data, please refer to the disclosure in the Company's ESG Report.

## VI. Significant Risks and Uncertainties

The results and business operations of the Group are affected by a number of risks and uncertainties directly or indirectly related to the business of the Group. Primary risk factors known to the Group are outlined as follows:

### Price Risks

Price risks refer to the losses arising from increased costs or reduced profits due to the fluctuation of purchase price and sales price. We operate in a highly fragmented and competitive industry, where the primary raw materials and finished products are commodities, all of which have been subject to significant price fluctuations. In our pork business, we are exposed to the risk of fluctuations of commodity prices, including prices of corn and soybean meals (which are our primary feed ingredients), live hogs and pork in China. In our meat import business, we are exposed to the risk of fluctuations in the price differentials between the Chinese and overseas markets of frozen meat products such as pork, beef, poultry, mutton and lamb. Fluctuations in these commodity prices, especially the prices of live hogs, have had and are expected to continue to have an effect on our profitability. Commodity prices generally fluctuate with market conditions, including supply and demand, diseases, government policies and weather conditions in major agricultural and farming regions.

### Epidemic Risks

The major threat to the development of animal husbandry is epidemic risks. The epidemic spreading in hog production mainly includes African swine fever, blue ear disease, classical swine fever, porcine epidemic diarrhea, porcine pseudorabies, foot-and-mouth disease, and bacterial diseases etc. There are four categories of risks brought about by epidemics. First, the outbreak of epidemic diseases will lead to hog mortalities, which will directly cause a decrease in hog production and result in direct economic losses of the Company. Second, the outbreak of epidemic may cause an impact on consumption, since it may inhibit hogs' growth, reduce the production efficiency, and increase feed and veterinary drug consumption, all of which will result in higher operating costs. Third, the epidemic will bring phased reduction to production in hog farms because the purification process reduces the production efficiency of the farms in stages and increases the operating costs, resulting in reduced effectiveness. Fourth, the large scale outbreak and spread of epidemic diseases may cause a panic among a majority of consumers and thus lower the total demand for related products, which adversely affects the sales of hogs.

To solve epidemic risks, the Group has formulated regulations such as the Procedure for Biosecurity Control (《生物安全控制程序》), the Contingency Plan for Major Animal Disease Prevention and Control (《重大動物疫情應急預案》), the Operation Manual of Farm Swine Diseases Prevention and Control (《養殖場豬病防控操作手冊》), the Prevention and Emergency Response Plan for African Swine Fever (《非洲豬瘟預防及應急處置方案》) and the Disease Prevention, Control and Monitoring and Specimen Collection for Virus Testing Plan (《疾病防控監測及病料採樣檢測計劃》), and constantly improved the level and capacity of biosecurity control, so as to comprehensively prevent and curb major animal diseases such as African swine fever. Meanwhile, in order to improve our professional competence in handling the epidemics, we have enhanced the testing ability of vet labs, optimized the epidemic prevention and control measures, and established a dedicated group for the prevention and control of African swine fever.

### Food Safety Risks

Food safety risks refer to risks of severe customer complaints, large-scale product recall and substantial adverse effects resulted from unqualified product and food safety indicators due to deficient food safety management system and unfulfilled management and control measures. The Group has established a comprehensive food safety management system covering the entire chain of source, process and terminal, and formed a management and control model of whole-chain management plus key point control. To support the foregoing, the Group has stipulated systems and standards such as Provisions for the Food Safety Management (《食品安全管理規定》), Measures for the Administration of Supplier Quality and Safety (《供應商質量安全管理辦法》), Outline on Quality Safety Risk Control over the Industry Chain (《產業鏈質量安全風險控制大綱》), Standards for Assessment of Quality and Safety of the Terminals (《終端質量安全評估標準》), and the Emergency Plan for Food Safety Accidents (《食品安全事故應急預案》). The Group has closely followed the national regulatory developments and industrial trends, identified food safety risks in a timely manner, refined and improved various control measures, and continued to optimize the food safety management system. The headquarters conducted regular supervision over the inspection and sampling inspection of subordinate enterprises, and evaluated and reviewed in time. All subordinate enterprises strictly implement the food safety management requirements and actively prevent food safety risks.

## Management Discussion and Analysis

### Safe Production Risks

Safe production risks refer to risks of corporate property loss, temporary production suspensions or tarnished reputation due to production safety accidents caused by deficient safety management system or inadequate accident preventive measures. The Group has formulated systems such as Measures for Administration of Safety Organization and Accountability System (《安全組織機構和責任制管理辦法》), Measures for Administration of Quality Safety Accidents (《質量安全事故管理辦法》), Outline on Safety Production Risk Control over the Industry Chain (《產業鏈安全生產風險控制大綱》), Measures for Administration of Major Quality Safety Matters (《質量安全重大事項管理辦法》) and Comprehensive Emergency Plans for Production Safety Accidents (《生產安全事故綜合應急預案》) to standardize safety risks management and prevent accidents. The Group has formulated the early warning indicators and bottom line indicators, and organized all subordinate enterprises to conduct all round risk identification, evaluation and classification, and formulated corresponding management and control measures; to formulate special risk prevention and control measures for major risks; to organize all subordinate enterprises to perfect inspection system, organize regular safety inspection and confirm the effectiveness of risk management and control measures; and to conduct regular supervision and inspection to evaluate the operation of management system and risk management and control and promote the improvement and development of subordinate enterprises.

### VII. Outlook

In 2026, the Company will continue to stick to its strategic focus through carrying out the following tasks:

1. We will firmly promote end-to-end value chain cost control. Through targeted initiatives, we will focus on advancing the nine major farming tasks such as health costs, feed costs and labor efficiency enhancement, so as to comprehensively reduce farming costs.
2. We will firmly promote technological innovation. We will advance genomic breeding with high quality, optimize the genomic selection technology system and design and cultivate new breeds of high-quality breeding hogs, while deepening cooperation with universities and research institutes, enriching the talent pool and accelerating the transformation of scientific research achievements; relying on the newly established Feed Professional Management Committee, we will unify feed R&D, build a digital and intelligent formula system, improve the dynamic raw material database, continue to carry out multiple-formula experiments, and continuously update and optimize formulas to support cost reduction; we will also accelerate the upgrading of intelligent hog farming by fully introducing intelligent farming technologies into new farming projects, building a dedicated AI large model for farming, upgrading the operation management platform, and gradually renovating old hog farms to improve intelligent and refined operation levels.
3. We will firmly promote the rapid growth of the branded business. We will establish a systematic and standardized brand management system, clarify the positioning of the two major brands, Joycome and Maverick, stabilize the profitability model of fresh pork, and promote the rapid growth of processed meat products for end consumers. The Joycome brand will remain committed to the linseed-fed pork and continuously enrich its product portfolio; while Maverick will develop a full range of beef products and focus on building differentiated competitive advantages.
4. We will continue to uphold the green development philosophy. We will improve the green and sustainable development model and accelerate efforts around five areas, namely circular agriculture and farmer-support initiatives, energy saving and cost reduction in manure treatment, profit creation through green planting, improvement of the environmental protection compliance system, and scientific research cooperation between universities and enterprises, so as to build a green, conservation-oriented and environmentally friendly system.
5. We will cultivate key talents and improve labor efficiency. We will improve the talent training system, focusing on the introduction of key talents in breeding, R&D, veterinary services and brand marketing, and optimize incentive measures to stimulate team vitality.

# Biographies of Directors and Senior Management

## Board of Directors

The Board currently consists of seven Directors, of whom two are executive Directors, two are non-executive Directors and three are independent non-executive Directors.

### GAO Xiang

*Chairman of the Board and Executive Director*

Dr. GAO Xiang (高翔), aged 54, was appointed as an executive Director and the chairman of the Board on March 7, 2024. He began to work in July 1993, served as a clerk of China National Produce and Animal Byproducts Import and Export Corporation (中國土產畜產進出口總公司) and the Assistant General Manager of its subsidiary, general manager of Human Resources Department of China Agri-Industries (中國糧油), and deputy director and director of Functional Department of COFCO. Dr. Gao has worked in COFCO Group for over three decades and has extensive experience in import and export, agriculture, human resources, corporate management and corporate governance. At present, Dr. Gao also serves as a director of COFCO Meat Investments.

Dr. Gao graduated from Renmin University of China with a doctorate in Corporate Management.

### ZHANG Nan

*Executive Director*

Dr. ZHANG Nan (張楠), aged 45, was appointed as an executive Director and the general manager of the Company on April 15, 2024, mainly responsible for daily operation of the Company, in charge of strategic investment, legal compliance, hog production, and fresh pork business. Dr. Zhang joined COFCO as the food industry analyst of the strategy department in April 2008, and joined the Company in August 2010, successively served as the general manager of the strategy department, and an assistant to general manager of the Company, as well as the deputy general manager of the Company. She has extensive experience in such aspects as strategic investment, legal compliance, and corporate management. At present Dr. Zhang also serves as a director of COFCO Meat Investments.

Dr. Zhang graduated and obtained her bachelor's degree in engineering and doctoral degree in management from Tsinghua University (清華大學).

### WANG Guoxin

*Non-executive Director*

Mr. WANG Guoxin (王國新), aged 46, was appointed as a non-executive Director on December 31, 2024. Mr. Wang joined COFCO in October 2018. He is currently a deputy director of the Legal Compliance Department of COFCO, a director of COFCO Meat Investments and concurrently serves as an executive chairman of the Commercial Law and Practice Committee of the ICC China and a member of the ICC Belt and Road Commission. He has extensive experience in legal practice and overseas work.

Mr. Wang graduated from China University of Political Science and Law with a master's degree in law and holds a PRC legal professional qualification certificate).

### WU Haojun

*Non-executive Director*

Mr. WU Haojun (吳浩軍), aged 57, was appointed as a non-executive Director on December 23, 2025. Mr. Wu commenced his career in July 1990. He has held positions including assistant general manager, deputy general manager and general manager of COFCO Futures Brokerage Co., Ltd. (中糧期貨經紀有限公司, it has been renamed as COFCO Futures Co., Ltd. (中糧期貨有限公司)), deputy general manager of COFCO Capital Holdings Co., Ltd. (中糧資本控股股份有限公司), director and general manager of COFCO Trust Co., Ltd. (中糧信託有限責任公司), and deputy general manager of Kweichow Moutai Group (taking a provisional post). He currently serves as a full-time director of a specialized company delegated by COFCO, a non-independent director of COFCO Sugar Holding Co., Ltd. (中糧糖業控股股份有限公司), and a director of COFCO Meat Investments. With over 30 years of service at COFCO Group, Mr. Wu possesses extensive experience in finance and corporate management and other fields.

Mr. Wu graduated from Fudan University with a master's degree in the Executive Business Administration program.

## Biographies of Directors and Senior Management

### **FU Tingmei**

*Independent Non-executive Director*

Mr. FU Tingmei (傅廷美), aged 59, was appointed as an independent non-executive Director on May 23, 2016. Mr. Fu has extensive experience in investment, finance, law and business management. From 1992 to 2003, he completed numerous corporate finance transactions and held directorships in several investment banking firms based in Hong Kong, including a director of Peregrine Capital Limited (百富勤融資有限公司), and a managing director of BNP Paribas Peregrine Capital Limited (法國巴黎百富勤融資有限公司). From July 2008 to June 2017, Mr. Fu served as an independent non-executive director in Beijing Enterprises Holdings Limited (北京控股有限公司) (a company listed on the Stock Exchange, stock code: 392). He also served as an independent non-executive director in CPMC Holdings Limited (中糧包裝控股有限公司) (a company listed on the Stock Exchange, stock code: 906) from June 2008 to July 2019, and served as an independent non-executive director of Postal Savings Bank of China Co., Ltd. (中國郵政儲蓄銀行股份有限公司) (a company listed on the Stock Exchange, stock code: 1658) from May 2016 to March 2023. Mr. Fu is currently an independent non-executive director of China Resources Medical Holdings Company Limited (華潤醫療控股有限公司) (a company listed on the Stock Exchange, stock code: 1515), Guotai Junan International Holdings Limited (國泰君安國際控股有限公司) (a company listed on the Stock Exchange, stock code: 1788), China Resources Pharmaceutical Group Limited (華潤醫藥集團有限公司) (a company listed on the Stock Exchange, stock code: 3320) and China Zheshang Bank Co., Ltd. (浙商銀行股份有限公司) (a company listed on the Stock Exchange, stock code: 2016; a company listed on the Shanghai Stock Exchange, stock code: 601916).

Mr. Fu graduated from the University of London (英國倫敦大學), the United Kingdom with a master's degree in Law and a PhD in Law in November 1989 and March 1993, respectively.

### **LI Michael Hankin**

*Independent Non-executive Director*

Mr. LI Michael Hankin (李恆健), aged 62, was appointed as an independent non-executive Director on May 23, 2016. He has more than 30 years' experience in financial and accounting matters, fundraising, mergers and acquisitions, restructuring and international business development. Mr. Li served as an independent non-executive director of Huiyin Smart Community Co., Ltd. (匯銀智慧社區有限公司) (a company listed on the Stock Exchange, stock code: 1280) from August 2017 to June 2018, a director of Banro Corporation from April 2017 to May 2018, and an independent non-executive director of Clarity Medical Group Holding Limited (清晰醫療集團控股有限公司) (a company listed on GEM of the Stock Exchange, stock code: 1406) from March 2019 to November 2024. Mr. Li worked at several listed companies as head of corporate finance, general manager of investor relations and mergers and acquisitions including as head of corporate finance of GCL-Poly Energy Holdings Limited (保利協鑫能源控股有限公司) (a company listed on the Stock Exchange, stock code: 3800) from January 2014 to June 2015 and as general manager of investor relations & mergers and acquisitions of Newton Resources Limited (新礦資源有限公司) (a company listed on the Stock Exchange, stock code: 1231) in 2013. Mr. Li also worked at several international banks where he had led numerous fund raising exercises in Hong Kong and the United States. During the period from March 1994 to June 2004, Mr. Li was the executive director (Corporate Finance) at BNP Paribas Capital (Asia Pacific) Limited (法國巴黎資本(亞太)有限公司). During the period from July 2004 to December 2005, Mr. Li was employed at GoldBond Capital (Asia) Limited (金榜融資(亞洲)有限公司) and was a Managing Director (investment banking) of Rothschild (Hong Kong) Limited (洛希爾(香港)有限公司) during the period from March 2007 to May 2011. From November 2017 to August 2019, he was the deputy general manager of Shougang Concord Grand (Group) Limited (首長四方(集團)有限公司) (a company listed on the Stock Exchange, stock code: 730). Mr. Li is currently an independent non-executive director of China Mengniu Dairy Company Limited (中國蒙牛乳業有限公司) (a company listed on the Stock Exchange, stock code: 2319) and an independent non-executive director of Cornerstone Technologies Holdings Limited (基石科技控股有限公司) (a company listed on GEM of the Stock Exchange, stock code: 8391).

## Biographies of Directors and Senior Management

Mr. Li obtained a bachelor's degree in accountancy from California State University, Los Angeles (洛杉磯加州州立大學) in June 1985, and a master's degree in business administration from Columbia University, New York (紐約哥倫比亞大學) in May 1992. Mr. Li is a member of the American Institute of Certified Public Accountants.

### **JU Jiandong**

*Independent Non-executive Director*

Dr. JU Jiandong (鞠建東), aged 62, was appointed as an independent non-executive Director on November 21, 2018. Dr. Ju is a Chair Professor at the PBC School of Finance, Tsinghua University, the director of the Center for International Finance and Economics Research of the PBC School of Finance and a distinguished professor under the Yangtze River Scholars Programme of the Ministry of Education of China. Dr. Ju served as an external supervisor of the board of supervisors of Bank of Communications Co., Ltd. (a company listed on the Shanghai Stock Exchange, stock code: 601328 and a company listed on the Stock Exchange, stock code: 3328) from June 2020 to June 2022. He was the dean and a professor at School of International Business Administration of Shanghai University of Finance and Economics from 2014 to 2017, a professor at School of Economics and Management and the director at the Center for International Economic Research in Tsinghua University from 2009 to 2015; an assistant professor, an associate professor (Tenure Track) and a professor at the Department of Economics of University of Oklahoma (俄克拉荷馬大學) in the U.S.A. from 1995 to 2014, and a resident scholar in the International Monetary Fund and a consultant for World Bank from 2007 to 2009. Dr. Ju focuses his research on international trade, international finance and industrial organisation. He has published various papers in American Economic Review, Journal of International Economics, Journal of Monetary Economics, American Economic Journal and other international leading academic journals, and won the "Pushan Award for Excellent Paper on International Economics" in 2016.

Dr. Ju obtained a bachelor's degree in mathematics from Nanjing University (南京大學) in July 1982, a master's degree in economics from Tsinghua University (清華大學) in July 1987, and a doctorate in economics from University of Pennsylvania (賓夕法尼亞州立大學) in the U.S.A in May 1995.

### **Senior Management**

Our senior management is responsible for the day-to-day management of our business.

### **ZHANG Nan**

Dr. ZHANG Nan (張楠), aged 45, is an executive Director and general manager. For her biographical details, please refer to the subsection headed "Board of Directors" in this section.

### **LI Zhengfang**

Ms. LI Zhengfang (李正芳), aged 51, was appointed as the deputy general manager of the Company on August 27, 2020, and served as the general manager of the processed meat product division on December 4, 2020. Ms. Li is responsible for the general management of meat international trading business and processed meat product business. Ms. Li first joined COFCO in October 1997, has served several managerial positions in several COFCO entities since September 2008, including the general manager of the strategy department, the marketing department, the beef and lamb processing division and the pork import division of COFCO Meat Investments and the deputy general manager of the international business division, and has served as the general manager of the international business division. Ms. Li has extensive experience in meat trade and procurement. Prior to the above, Ms. Li served as a clerk at business division No. 1 of COFCO Meat and Poultry Import and Export Co., Ltd. (中糧畜禽肉食進出口公司) and assistant to general manager at the meat and poultry department and subsequently the international meat department and the deputy general manager (executive) of the international trading division of COFCO Development Co., Ltd. (中糧發展有限公司).

Ms. Li obtained her bachelor's degree in Economics (International Trade) from the University of International Business and Economics (對外經濟貿易大學) in the PRC in July 1997.

## Biographies of Directors and Senior Management

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### LI Lei

Mr. LI Lei (李雷), aged 44, was appointed as the general accountant and chief financial officer of the Company on August 27, 2020, and resigned as the general accountant and chief financial officer of the Company on December 23, 2025. Mr. Li joined our Group in January 2015 and served as the general manager of the finance department of COFCO Meat Investments from January 2015 to July 2023, and was appointed as the chief financial officer of the Company in May 2016, served as assistant to general manager of the Company from May 2017 to August 2020. Mr. Li has extensive experience in financial management and the food and agriculture industries. Mr. Li joined COFCO in 2004 and served as the general manager of the finance department of China Agri's brewing materials division from August 2007 to July 2013 and served as assistant to general manager of the same division and the general manager of finance department from July 2013 to December 2014.

Mr. Li received his bachelor's degree in economics with a taxation major from the Central University of Finance and Economics (中央財經大學) in August 2004 and master's degree in business administration from Tsinghua University (清華大學) in June 2017. He is currently a senior accountant.

### LI Fangfang

Ms. LI Fangfang (李芳芳), aged 51, was appointed as the deputy general manager of the Company on April 22, 2021, in charge of work in relation to centralized procurement of raw materials, futures arbitrage and feed business. Ms. LI Fangfang joined COFCO in 2006 and served as the human resources director of COFCO Food Sales & Distribution Co., Ltd. from April 2006 to May 2007, and the director of the human resources department of the kitchen foods business units of China Foods Limited from May 2007 to January 2011. Ms. LI joined COFCO Meat Investments in January 2011, served as the assistant to general manager and deputy general manager of the human resources department from January 2011 to June 2014, and served as the general manager of the human resources department from June 2014 to November 2019. She served as the assistant to general manager of the Company from May 2017 to April 2021. Ms. LI has been engaged in management and consultation work in the relevant consulting firms and has extensive experience in management consultation and human resources management.

Ms. LI obtained her bachelor's degree in economics (majoring in investment and economic management) and master's degree in economics from Shanghai University of Finance and Economics (上海財經大學) in July 1996 and March 1999, respectively. Ms. LI is a senior economist and a non-practising certified public accountant.

# Corporate Governance Report

The Board is pleased to present the Corporate Governance Report of the Company for the year ended December 31, 2025.

## Corporate Governance

The Board and the management of the Company are committed to achieving and maintaining high standards of corporate governance, which they consider to be essential to safeguard the integrity of the Group's operations and maintain investors' trust in the Company. The Company's management also actively observes the latest corporate governance requirements in the PRC, Hong Kong and abroad. This Corporate Governance Report explains the Company's corporate governance principles and practices, including how the Board manages the business to deliver long-term Shareholder value and to promote the development of the Group.

The Company has adopted the principles and code provisions contained in the Corporate Governance Code. The Company has fully complied with all code provisions set out in the Corporate Governance Code during the Reporting Period. The Board will continue to review and enhance the Company's corporate governance practices to ensure compliance with the Corporate Governance Code.

## Company's Culture

The Board believes that a strong corporate culture can facilitate the sustainable performance in a long run and ensure the fulfillment of the corporate's economic and social responsibilities.

As a meat enterprise with operations covering the integrated industry chain, the Company adheres to the operation principle of "leading the safety standards in the industry and assuring meat safety for citizens", and established over 130 high-standard ecological breeding bases across the nation, complemented by a number of slaughtering and processing plants and processed meat product processing plants. It also directly procures a full spectrum of products from major meat production regions around the world. The Company's "Joycome" brand takes an industry leading position in the high-end chilled pork sector. Exercising stringent management and control from the source of rearing to aspects such as the environment, feed, rearing, breeding and processing under the principle of "five checkpoints for product safety and quality assurance from company owned farms", the brand is dedicated to providing more consumers with safer and healthier chilled pork with high quality that they will "Joycome Brings Love at First Bite". Meanwhile, adhering to the brand positioning of "Good Quality + Right On Trend", our brand "Maverick" is characterized by its open, trendy and daring brand personality. Using carefully selected raw materials with traceable meat sources along the integrated industry chain, the brand captured the western flavors of various popular traditional food worldwide by adopting professional and exquisite techniques, hence accompanying young gourmets who have great passion for food and love to share to explore different delicacy and enjoy life.

The Company believes the commitment to creating a "contributor-oriented" atmosphere in workforce, building a safe and healthy working environment, protecting our employees' legitimate rights and interests, as well as broadening their career development paths is conducive to attracting and selecting outstanding talents, which will in turn promote the high-quality and sustainable development of the Company, thereby enabling us to deliver nutritious, safe and healthy food to our consumers on a continuous basis.

The Company firmly established and practiced the concept of “Lucid waters and lush mountains are invaluable assets”. Leveraging the exploration and development for more than ten years and continuously increasing its investment in green building, the Company has developed a comprehensive bioslurry fermentation and detoxification treatment system. Through the technological roadmap for gradual optimization of technologies such as biogas generation, bioslurry-to-field (沼液返田) and reduce burden and return to farm (減負還田), the Company has realized farming waste resource utilization, facilitated the efficient integration of farming and planting and promoted the development of circular and green agriculture, thus contributing to the advancement of the sustainable and high-quality development of the rural industries.

The Board sets and promotes corporate culture and expects and requires all employees to reinforce. All of our new employees are required to attend orientation and training programs so that they may better understand our corporate culture, structure and policies, learn relevant laws and regulations, and raise their quality awareness. The Board always ensures that the objectives, values and strategies set are consistent with the corporate culture, while all Directors take the lead to act and are committed to promoting the corporate culture. For details of the Company’s achievements during the year ended December 31, 2025, please see the section headed “Management Discussion and Analysis” in this annual report.

The Board believes that the Company’s existing business model is in line with the Company’s objective and long-term strategy and considers that the corporate culture and the purpose, values and strategy of the Group are aligned.

## Directors’ Securities Transactions

The Company has adopted the Model Code as its own code of conduct for securities transactions by the Directors. The Company has made specific enquiries with each Director and each of them confirmed that he/she had complied with all required standards under the Model Code during the year ended December 31, 2025.

## The Board

### 1. Roles and Responsibilities

The Board is responsible for determining and monitoring Group-wide strategies and policies, annual budgets and business plans, evaluating the performance of the Company, and supervising the management of the Company.

The Board, which is accountable to Shareholders for the long-term performance of the Company, is responsible for directing the strategic objectives of the Company and overseeing the management of the business. Directors are charged with the task of promoting the success of the Company and making decisions in the best interests of the Company. The Board meets these obligations by ensuring the maintenance of high standards of governance in all aspects of the Company’s business, setting strategies and plans for the Company and accepting appropriate levels of review, challenge and guidance in its relationship with the Company’s management. The Board is responsible for ensuring that, as a collective body, it has appropriate skills, knowledge and experience to perform its role effectively.

The Board is also collectively responsible for performing corporate governance duties including:

- (a) to develop, review and implement the Company’s policies and practices on corporate governance;
- (b) to review and monitor the training and continuous professional development of Directors and senior management;
- (c) to review and monitor the Company’s policies and practices on compliance with legal and regulatory requirements;
- (d) to develop, review and monitor the Code of Conduct applicable to employees and Directors; and
- (e) to review the Company’s compliance with the Corporate Governance Code which is amended from time to time, and its relevant disclosure in the corporate governance report.

The Board has performed all the above corporate governance duties during the year ended December 31, 2025.

The Board is responsible for making decisions of all material matters, while the management is responsible for executing instructions of the Board and dealing with normal operation and regular matters.

## 2. Board Composition

The Board members during the year ended December 31, 2025 and up to the date of this report are as follows:

### **Chairman of the Board and Executive Director:**

Dr. Gao Xiang

### **Executive Director:**

Dr. Zhang Nan

### **Non-executive Directors:**

Mr. Wang Guoxin

Mr. Wu Haojun *(appointed on December 23, 2025)*

Mr. Chen Zhigang *(resigned on December 23, 2025)*

### **Independent non-executive Directors:**

Mr. Fu Tingmei

Mr. Li Michael Hankin

Dr. Ju Jiandong

The members of the Board have their own strengths and profound experience with appropriate professional qualifications. Please refer to the section headed "Biographies of Directors and Senior Management" for the profiles of the Directors.

The Directors and senior management have no other financial, business, family or other material/relevant relationships with one another.

Mr. Wu Haojun obtained the legal advice pursuant to Rule 3.09D of the Listing Rules on December 23, 2025. Mr. Wu Haojun confirmed he understood his obligations as a director of a listed company.

## 3. Chairman and General Manager

Dr. Gao Xiang is the chairman of the Board. Dr. Zhang Nan is the general manager of the Company.

## 4. Board Independence

The Company recognizes that Board independence is key to good corporate governance. The Company has in place effective mechanisms that underpin an independent Board and that independent views. The current composition of the Board, comprises three independent non-executive Directors, which represents more than one-third of the Board. The remuneration of independent non-executive Directors are subject to a regular review to maintain competitiveness and commensurate with their responsibilities and workload. The independence of each independent non-executive Director is assessed upon his appointment and annually. The Company has received annual confirmations from each of the independent non-executive Directors in respect of their independence pursuant to Rule 3.13 of the Listing Rules. The Company considers that all the independent non-executive Directors are independent parties in accordance with the independence guidelines set out in the Listing Rules and free of any relationship that could materially interfere with the exercise of their independent judgments.

Directors are requested to declare their direct or indirect interests, if any, in proposals or transactions to be considered by the Board at the Board meetings and abstain from voting, where appropriate. External independent professional advice is available to all Directors, including independent non-executive Directors, whenever deemed necessary.

The independent non-executive Directors have consistently demonstrated strong commitment and the ability to devote sufficient time to discharge their responsibilities at the Board. The Company has also established channels through formal and informal means whereby independent non-executive Directors can express their views in an open manner, and in a confidential manner, should circumstances requires.

The Company recognizes that Board independence is pivotal in good corporate governance and board effectiveness, and has set up relevant mechanism to ensure the Board's access to independent views and opinions, including but not limited to reviewing from time to time if the independent non-executive Directors have appropriate qualifications and devoted sufficient time to the Company, as well as establishing channels to evaluate the contributions and opinions of the independent non-executive Directors. The Board has reviewed the relevant mechanism and believes that it is effective.

# Corporate Governance Report

## 5. Appointment, Re-election and Removal of Directors

The Company adopts a formal and transparent procedure for the appointment of new Directors. Recommendations for the appointment of new Directors are received by the Board from the Nomination Committee. The Board then deliberates over such recommendations prior to approval. For the policy for nomination of directors, please refer to the paragraph head "Nomination Committee" in this section.

Each of the executive Directors has entered into an appointment letter with the Company, according to which he/she shall hold office for an initial term of three years commencing from the date of appointment, and then shall be automatically renewed for three years upon expiry and can be terminated by either party giving to the other not less than three months prior notice in writing.

Each of the non-executive Directors has entered into an appointment letter with the Company for a term of three years from the date of appointment. The term shall be automatically renewed for three years upon expiry. Each of the independent non-executive Directors has entered into a letter of appointment with the Company for a term of three years commencing from the date of appointment, and then shall be automatically renewed for three years upon expiry. All the appointments are subject to provisions of retirement and rotation of Directors as stipulated in the Articles of Association.

## 6. Meetings

Pursuant to the code provision C.5.1 of the Corporate Governance Code, the Board should meet regularly and Board meetings should be held at least four times a year at approximately quarterly intervals.

Apart from regular Board meetings, the Chairman of the Board also held a meeting with all independent non-executive Directors, without presence of other Directors.

The attendance of each Director at the Board meetings, Board committees meetings and general meetings during the year ended December 31, 2025 is set out in the following table:

	Number of meetings attend in person or by proxies/eligible to attend											
	Board Meeting		Audit Committee Meeting		Remuneration Committee Meeting		Nomination Committee Meeting		Food Safety Committee Meeting		Annual General Meeting	
	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend	Number of meetings attend in person/eligible to attend	Number of meetings attend by proxy/eligible to attend
Dr. Gao Xiang	3/4	1/4	N/A	N/A	N/A	N/A	2/2	0/2	1/1	0/1	1/1	0/1
Dr. Zhang Nan <sup>(1)</sup>	4/4	0/0	N/A	N/A	N/A	N/A	1/1	0/1	1/1	0/1	1/1	0/1
Mr. Wang Guoxin <sup>(2)</sup>	4/4	0/0	1/4	0/4	N/A	N/A	N/A	N/A	0/0	0/0	1/1	0/1
Mr. Wu Haojun <sup>(3)</sup>	0/0	0/0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0/0	0/0
Mr. Chen Zhigang <sup>(4)</sup>	3/4	1/4	N/A	N/A	N/A	N/A	N/A	N/A	1/1	0/1	1/1	0/1
Mr. Fu Tingmei	4/4	0/0	4/4	0/4	2/2	0/2	2/2	0/2	N/A	N/A	1/1	0/1
Mr. Li Michael Hankin <sup>(5)</sup>	4/4	0/0	4/4	0/4	2/2	0/2	1/1	0/1	N/A	N/A	1/1	0/1
Dr. Ju Jiandong	3/4	1/4	N/A	N/A	2/2	0/2	2/2	0/2	N/A	N/A	1/1	0/1

Notes:

1. Dr. Zhang Nan was appointed as a member of the Nomination Committee on April 30, 2025.
2. Mr. Wang Guoxin was appointed as a member of the Food Safety Committee on December 23, 2025.

3. Mr. Wu Haojun was appointed as a non-executive Director on December 23, 2025.
4. Mr. Chen Zhigang resigned as a non-executive Director and ceased to be a member of the Food Safety Committee on December 23, 2025.
5. Mr. Li Michael Hankin was appointed as a member of the Nomination Committee on April 30, 2025.

## 7. Training for Directors

Upon appointment to the Board, Directors will receive a package of orientation materials on the Group and are provided with a comprehensive induction to the Group's businesses by senior executives.

All newly appointed Directors have received the induction programmes and briefing on Director's duties and obligations on corporate governance and regulating requirements prepared and delivered by our external legal advisor immediately prior to or on their respective date of appointment.

The Company encourages all Directors to participate in programmes of continuous professional development to develop and refresh their knowledge and skills. The Directors are provided with reading materials on corporate governance and the latest developments on the relevant laws, rules and regulations.

The Directors participated in the following trainings for the year ended December 31, 2025:

Name of Director	Continuous Professional Development Attending briefings, seminars, conference and/or reading materials relevant to Director's duties and responsibilities
<b>Chairman of the Board and Executive Director</b>	
Dr. Gao Xiang	✓
<b>Executive Director</b>	
Dr. Zhang Nan	✓
<b>Non-executive Directors</b>	
Mr. Wang Guoxin	✓
Mr. Wu Haojun ( <i>appointed on December 23, 2025</i> )	✓
Mr. Chen Zhigang ( <i>resigned on December 23, 2025</i> )	✓
<b>Independent Non-executive Directors</b>	
Mr. Fu Tingmei	✓
Mr. Li Michael Hankin	✓
Dr. Ju Jiandong	✓

# Corporate Governance Report

## Board Committees

The Company's corporate governance is implemented through a structured hierarchy, which includes the Board of Directors and four committees of the Board, namely the Audit Committee, the Nomination Committee, the Remuneration Committee and the Food Safety Committee. The terms of reference of the Board Committees are available on the HKEXnews' and the Company's websites. The Board Committees are provided with sufficient resources to discharge their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

Further details of the roles and functions of the Board Committees are set out below.

### 1. Audit Committee

The Audit Committee currently comprises one non-executive Director, namely Mr. Wang Guoxin and two independent non-executive Directors, namely Mr. Li Michael Hankin and Mr. Fu Tingmei. Mr. Li Michael Hankin is the chairman of the Audit Committee. He has more than 34 years of experience in financial and accounting matters, fundraising, mergers and acquisitions, restructuring and international business development. The Audit Committee held a total of four meetings during the year ended December 31, 2025. Executive Directors, senior management and the external auditor of the Company were invited to join the discussions at the meetings.

The primary duties of the Audit Committee include the oversight of the Group's financial reporting system, risks management and internal control procedures, monitoring the integrity of the preparation of the Company's financial information including interim and annual results of the Group, reviewing the Group's financial and accounting policies and practices and monitoring the effectiveness of the internal audit function. The Audit Committee also provides oversight for and management of the relationship with the Group's external auditor, including reviewing and monitoring the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards.

During the year ended December 31, 2025, the Audit Committee has performed the following:

- (a) met with the external auditors to discuss the general scope and findings of their audit and review work;
- (b) reviewed the external auditor's management suggestion letter and management's response;
- (c) reviewed and recommended to the Board for approval of the external auditors' remuneration;
- (d) made recommendations to the Board on the re-appointment of the external auditor;
- (e) reviewed the external auditors' independence, objectivity and the effectiveness of the audit process;
- (f) reviewed and monitored the integrity of financial statements, annual report and annual results announcement of the Group for the year ended December 31, 2024 and interim report and interim results announcement for the six months ended June 30, 2025;
- (g) reported to the Board on matters relating to the Audit Committee under the Corporate Governance Code;
- (h) reviewed the Company's financial controls, internal control and risk management systems;
- (i) discussed auditing, internal control, risk management and financial reporting matters before recommending them to the Board for approval;
- (j) reviewed the arrangements that employees of the Company and those who deal with the Company can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal controls or other matters.

As at the date of this report, the Audit Committee reviewed the annual results of the Group for the year ended December 31, 2025.

## 2. Nomination Committee

Dr. Zhang Nan and Mr. Li Michael Hankin were appointed as a member of the Nomination Committee on April 30, 2025. The Nomination Committee currently comprises five members, namely Dr. Gao Xiang, being the Chairman of the Board and an executive Director, Dr. Zhang Nan, being an executive Director and general manager, and three independent non-executive Directors, namely Mr. Fu Tingmei, Dr. Ju Jiandong and Mr. Li Michael Hankin. Dr. Gao Xiang is the chairman of the Nomination Committee. The Nomination Committee held two meetings during the year ended December 31, 2025.

The primary duties of the Nomination Committee are to review and make recommendations to the Board on the structure, composition size and diversity of the Board, to oversee the identification and assessment of potential candidates of Directors, to provide oversight and direction in respect of the succession planning for Directors, to determine the composition of Board Committees and to assess the independence of the independent non-executive Directors. The Nomination Committee has performed all the above duties during the year ended December 31, 2025.

During the year ended December 31, 2025, the Nomination Committee had reviewed and recommended to the Board the appointment of Mr. Wu Haojun as non-executive Director, and the appointments of each of Dr. Zhang Nan and Mr. Li Michael Hankin as a member of the Nomination Committee. The appointment of new Director is subject to the assessment process in accordance with the Company's director nomination policy and board diversity policy, to ensure the Board possesses the necessary skills, experience and knowledge in alignment with the Company's strategy and development. In assessing the appointment, the Nomination Committee and the Board had reviewed the director candidates' respective expertise and professional qualifications and had considered the Board diversity from a number of aspects, including but not limited to gender, age, cultural and educational background, race, professional experience, skills, knowledge, and term of service. All Board appointments will be based on meritocracy, and candidates will be considered against criteria including talents, skills and experience as may be necessary for the operation of the Board as a whole, with a view to maintaining a sound balance of the Board's composition.

### *Diversity Policy*

According to Rule 13.92 of the Listing Rules, the listed company should adopt the policy of diversification of the board members. During the year ended December 31, 2025 and up to the date of this report, the Board has formulated and adopted the Directors and Employees Diversity Policy, and discussed all quantifiable targets established for implementing the policy.

### *Measurable Objectives*

For the purpose of implementation of the Board Diversity Policy, the following measurable objectives were adopted:

- (i) Independence: The Board should include a balanced composition of executive and non-executive Directors (including independent non-executive Directors) so that there is a strong element of independence in the Board. The independent non-executive Directors shall be of sufficient calibre and stature for their views to carry weight.
- (ii) Skills and experience: The Board possesses a balance of skills appropriate for the requirements of the business of the Company. The Directors have a mix of finance, academic and management backgrounds that taken together provide the Company with considerable experience in a range of activities.
- (iii) Gender equality: The Board consists of a female Director.

Apart from the above objectives, the Board Diversity Policy has complied with the following objectives with the Listing Rules:

1. at least one third of the members of the Board shall be independent non-executive Directors;
2. at least three of the members of the Board shall be independent non-executive Directors;
3. at least one of the independent non-executive Directors shall have obtained appropriate professional qualifications or accounting or related financial management expertise; and
4. at least one female Director in the Board.

The Board currently comprises of seven Directors, of which two are executive Directors, two are non-executive Directors and three are independent non-executive Directors and have a strong element of independence in the Board. The Board currently has one female director and meet the requirements of gender equity. The Board has an appropriate mix of skills, experience and diversity that are relevant to the Company's strategy, governance and business, three Directors are expert in corporate management/governance and strategic planning, two Directors are accounting professionals/financial management experts, two Directors are specialized in legal professionals/regulatory compliance/risk management, and they may considerably make valuable contribution to the development of the Company.

### *Workforce diversity*

The gender ratio in the workforce (including senior management) for the year ended December 31, 2025 is 72 (male): 28 (female). The total gender diversity of the Group is relatively balanced in the industry and the Group will continue to maintain the gender diversity in workforce. For further details of gender ratio and initiatives taken to improve gender diversity together with the relevant data, please refer to the disclosure in the ESG report.

In 2026, the Board will continue to discuss and set specific quantifiable targets and disclose the targets in the annual report. The Company understands and believes in the advantages of diversification of the Board members, aiming to ensure a balanced composition of their skills, experience and view appropriate for the requirements of the businesses of the Company. The Company continues to adopt the merit principle to appoint Directors and gives proper consideration to the advantages of diversification of the Board members. The selection criteria of candidates are based on diversified factors, including but not limited to gender, age, culture and education background, race, professional experience, skills, knowledge and term of service. The final decision will be made based on merit principle and contributions brought to the Board by the candidate to be appointed.

The Company will ensure that the recruitment and selection of Directors are conducted in accordance with appropriate systematic procedures so as to attract candidates from a variety of backgrounds for the Company's consideration. The Company will also develop and implement relevant schemes to train a larger variety and diversity of employees with relevant working skills and experience and ensure gender diversity to develop a pipeline of female senior management and potential successors to the Board.

The Nomination Committee will discuss and agree on all quantifiable targets annually for implementing diversity of the Board and recommend the targets to the Board for adoption. At any given time, the Board may seek to improve one or more aspects of its diversity and measure progress accordingly. The Nomination Committee has reviewed the Board Diversity Policy to ensure its effectiveness and considered that the Group achieved the measurable objectives of independence, skills and experience under the Board Diversity Policy for the year ended December 31, 2025.

### *Nomination Policy*

Where vacancies on the Board exist, the Nomination Committee evaluates skills, knowledge and experience required by the Board, and identifies if there are any special requirements for the vacancy. The Nomination Committee identifies appropriate candidates and convenes Nomination Committee meetings to discuss and vote in respect of the nominated Directors, and recommends candidates for Directors to the Board.

The Nomination Committee considers candidates with individual skills, experience and professional knowledge that can best assist and facilitate the effectiveness of the Board. The Nomination Committee takes the Board Diversity Policy into consideration when it considers the balance of composition of the Board as a whole.

The Nomination Committee reviews the structure, size and composition (including the skills, knowledge and experience) of the Board at least annually and make recommendations to the Board on any proposed changes to the Board to complement the Company's corporate strategy and on the appointment or reappointment of Directors and succession planning for Directors, in particular the chairman and the general manager.

The Nomination Committee's procedures and criteria for selecting and making recommendations for the appointments of Directors are designed to satisfy high standards of corporate governance. These processes also meet or exceed the Stock Exchange's requirements to ensure that every Director of the Company has the requisite character, experience and integrity and is able to demonstrate a standard of competence, commensurate with his position as a Director of a listed issuer, and that where nominations of independent non-executive Directors are under consideration, the requirements of Rule 3.13 of the Listing Rules shall be satisfied.

### 3. Remuneration Committee

The Remuneration Committee currently comprises three members, all of them are independent non-executive Directors, namely Mr. Li Michael Hankin, Dr. Ju Jiandong and Mr. Fu Tingmei. Mr. Li Michael Hankin is the chairman of the Remuneration Committee. The Remuneration Committee held a total of two meetings during the year ended December 31, 2025.

The Remuneration Committee has adopted the second model described in code provision E.1.2(c) of the Corporate Governance Code (i.e. to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management).

The primary duties of the Remuneration Committee are to make recommendations and proposals to the Board in respect of remuneration policies according to the performance of Directors and the terms of the service contracts and to review and approve the remunerations and benefits which are determined based on the results and performance of the Group by making reference to the Company's objectives as approved from time to time by the Board. Organizing and managing the total remuneration of the Company, reviewing and approving the matters relating to share schemes under Chapter 17 of the Listing Rules. The Remuneration Committee shall consult the chairman of the Board and/or general manager of the Company about their remuneration proposals for the executive Directors and is provided with sufficient resources enabling it to discharge its duties.

During the year ended December 31, 2025, the Remuneration Committee has performed main duties including but not limited to evaluating the performance of the Directors and senior management, reviewing and approving the remuneration of the Directors and senior management, and reviewing the remuneration of director's candidates etc.

The remunerations of Directors are also determined with reference to their experience, qualifications, responsibilities involved in the Company and prevailing market conditions. Apart from benchmarking against the market, the Company looks at individual competence and contributions and the affordability of the Company in determining the exact level of remuneration for each Director. Appropriate benefits schemes are in place for the executive Directors, including the Share Incentive Scheme, same as those offered to other employees of the Group. Details of emoluments of Directors for the year ended December 31, 2025 are set out in Note 12 to the consolidated financial statements. The emoluments paid or payable to the senior management during the year 2025 were within the following bands:

RMB yuan	Number of Senior Management
1,000,001-1,500,000	2
1,500,001-2,000,000	3
Over 2,000,000	0

### 4. Food Safety Committee

Mr. Chen Zhigang ceased to be and Mr. Wang Guoxin was appointed as a member of the Food Safety Committee on December 23, 2025. The Food Safety Committee currently comprises of three members, namely Dr. Gao Xiang, being the chairman of the Board and an executive Director, Dr. Zhang Nan, being an executive Director and Mr. Wang Guoxin, being a non-executive Director. Dr. Gao Xiang is the chairman of the Food Safety Committee. The Food Safety Committee held one meeting relating to the effective control of food quality and safety during the year ended December 31, 2025, including reviewing food safety work of last year and work plan for the next stage.

The primary duties of the Food Safety Committee are to review and assess the Company's food quality and safety policy, management and performance and give advice to ensure compliance with relevant rules and regulations and ensure food safety.

## Joint Company Secretaries

From December 23, 2025, Ms. Jin Qiu and Ms. Chau Hing Ling resigned as the joint company secretaries of the Company and Ms. Wang Xiuling (“Ms. Wang”) and Ms. Ng Wing Shan (“Ms. Ng”) were appointed as the joint company secretaries. As Ms. Wang does not yet possess the relevant qualifications as required under Rule 3.28 of the Listing Rules, the Company applied for and the Hong Kong Stock Exchange has granted the Company a waiver from strict compliance with Rules 3.28 and 8.17 of the Listing Rules for a period of three years commencing from the date of Ms. Wang’s appointment as the Joint Company Secretary, from December 23, 2025 to December 22, 2028 (the “Waiver Period”). During the Waiver Period, Ms. Wang will perform her duties in conjunction with Ms. Ng as joint company secretaries. Ms. Ng’s main contact in the Company is Ms. Wang.

Ms. Wang joined the Company in July 2013 and has served as the manager and deputy director of the strategy department. Ms. Wang was appointed as the assistant to the general manager of the strategy department in October 2024, mainly responsible for strategic planning, investment management and investor relations, etc., with extensive experience in meat industry research, capital operation, information disclosure and investor relations. Ms. Wang graduated from University of International Business and Economics (對外經濟貿易大學) with her master degree in economics.

Ms. Ng is a director of the corporate services department of Vistra Corporate Services (HK) Limited. She has over 20 years of experience in the corporate secretarial and compliance service. Ms. Ng has been providing professional corporate services to Hong Kong listed companies, Hong Kong private and offshore companies. Ms. Ng is a fellow member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

During the year ended December 31, 2025, Ms. Wang and Ms. Ng has taken not less than 15 hours of relevant professional training.

## Accountability and Audit

The Directors acknowledged their responsibility to prepare accounts and present a balanced, clear and understandable assessment in the consolidated financial statements of the annual and interim reports, other inside information announcements and other financial disclosures required under the Listing Rules, and to report to regulators as well as to disclose information required pursuant to statutory requirements. When the Directors were aware of material

uncertainties relating to events or conditions that might cast significant doubt upon the Company’s ability to continue as a going concern, such uncertainties would be clearly and prominently disclosed and discussed in detail in this Corporate Governance Report.

The statement of the independent auditor of the Company about their reporting responsibilities and opinion on the financial statements of the Company for the year ended December 31, 2025 is set out in the Independent Auditor’s Report on pages 52 to 55 of this report.

## Risk Management and Internal Control

### 1. Mission and Goal

The Company attaches great importance to the building and improvement of the risk management and internal control system, and has enhanced its corporate governance and risk control capability through continuous summary and innovation in the years of business development. The Company has established a sound risk management and internal control system in accordance with the PRC Company Law, Accounting Law, Accounting Standards for Business Enterprises, Basic Internal Control Norms for Enterprises, the Listing Rules, code provisions of the Corporate Governance Code, Internal Control Framework of the Committee of Sponsoring Organisations of the Treadway Commission (the “**COSO Framework**”) and other relevant laws and regulations.

The Board acknowledges its responsibilities, which ensures the Company’s establishment and maintenance of the appropriate and effective risk management and internal control system set to manage rather than eliminate risks of failure to achieve the business goals and to provide reasonable rather than absolute guarantee only for losses resulting from significant misstatement.

The Board has reviewed the risk management and internal control system of the Group, and believes that the system is effective and sufficient.

The Board has also reviewed the internal audit function of the Group, and believes that the function is effective and sufficient.

## 2. Management Structure

### (a) The Board

- Ensure and maintain the appropriate and effective risk management and internal control system;
- Establish the management structure based on well-defined responsibilities and powers;
- Determine the level of significant risks that the Company is willing to assume to achieve strategic goals, and formulate the Company's risk management strategies.

### (b) Audit Committee

- Examine the Company's risk management and internal control system;
- Conduct review and discussion with the management every year to ensure the management's performance of its responsibilities to maintain the effectiveness of the risk management and internal control system;
- On its own initiative or as delegated by the Board, research any major findings of investigations on risk management and internal control matters and the management's response thereto;
- Ensure work coordination between internal and external auditors; ensure sufficient resources operations for and appropriate status of the internal audit function in the Company, and review and supervise whether the internal audit function is effective.

### (c) Management

- Properly design, implement and monitor the risk management and internal control system, and ensure the system can be implemented effectively;
- Supervise risks and take measures to reduce risks on daily operations;
- Promptly respond to and follow up the investigation findings on internal supervision matters proposed by internal or external auditors;
- Make acknowledgement to the Board regarding the effectiveness of the risk management and internal control system.

### (d) Audit Department

- Analyse and independently evaluate the adequacy and effectiveness of the risk management and internal control system.

## 3. Risk Management

The risk management process includes risk identification, risk assessment, risk response and risk monitoring and review. The Company sets up an overall risk management system according to the COSO Framework, implements all-staff risk management idea, and conducts risk management in the head office and various subordinate outlets of the Company, which covers all risks occurring in operation and management. Moreover, it focuses the management on key risks.

Every year, the Company takes steps such as holding strategy and budget seminars to define its development goal, determine business operation plan and identify key risks. The senior management discusses and determines major issues through general manager's meetings. The business segments regularly convene operation analysis meetings to analyse the implementation of operation plans and budgets, risk control, supply, production and marketing.

In 2025, in accordance with the work requirements for risk management and internal control of State-owned Assets Supervision and Administration Commission (SASAC) and the COFCO, the Company organised and conducted comprehensive risk management and internal control, and compiled the Internal Control System Work Report to report to the Group. The management of the Company strengthened monitoring and management of key risks. The Audit Department of COFCO Joycome was responsible for organising and conducting comprehensive risk management work at the company level. Various risk gateway departments were responsible for supervising the implementation of risk management work in each business segment. Various business segments were responsible for implementing specific risk management work including risk identification, risk assessment, risk control, risk events response and risk management strategy formulation, and took primary responsibility for risk events in respective business segment.

At the beginning of 2025, the Audit Department of the Company organised all departments to conduct comprehensive risk assessment work, the scope of which covered all business departments and functional departments of COFCO Joycome. Various departments scored 27 level-two risks from two dimensions, which are the possibility of occurrence and the impact extent, respectively. The Audit Department summarised and ranked the score results on the basis of the collected score results of various departments and senior management of the Company. The top five most significant risks were identified as major risks in 2025, and the major risks of the Company in 2025 were eventually determined as epidemic risks, market change and market competition risks, food safety risks, safe production risks, and environmental protection risks. After identifying major risks in 2025, the Audit Department organised all risk-related departments to conduct risk analysis on key risks, identify the relevant gateway departments and the departments responsible for major risks, and determine various risk management strategies based on risk characteristics and risk preferences and formulate risk solutions so that key risks could be effectively controlled.

Various departments of the Company actively carried out risk prevention and control work as well as focused on major risk supervision. In 2025, with collective efforts devoted by all employees of COFCO Joycome, all major risks were under control, and we achieved good results in comprehensive risk management work.

#### 4. Internal Control

The Company established corresponding internal control systems and procedures for various important business activities including procurement, sales, fund management, asset management, human resources, financial report and contract management. Under these systems and procedures, employees were required to carry out their respective duties and strictly follow the work standards. By strengthening the professional skill training of employees, the Company achieved standardised operation as a way to minimise various business risks.

In 2025, the Audit Department of the Company actively conducted risk and problem-oriented internal control according to the work requirements of relevant regulatory institutions, a total of 19 projects of internal audit were carried out throughout the year. Internal audit has generally covered all the main aspects of the Company's operation and management without material omission. For various audit problems and internal control defects found in the internal audit process, the Audit Department regularly followed up and propelled the rectifications made by the audited entity.

In addition, our Company formulated "Insiders Registration System on Inside Information" and "Information Disclosure Management System". The Board reviews such systems regularly, implements an insider registration and management system for the insiders, including but not limited to Directors and senior management, in order to enhance the confidentiality of inside information and supervises the information disclosure to prevent disclosure and leak of inside information. Our Company has implemented necessary internal control to restrict Directors, senior management and related employees to obtain or use the inside information without prior authorisation by the Company.

After deliberating the work results of the Audit Committee, the management and internal and external auditors, the Board considered that the Company had established a proper risk management and internal control system which can continuously define, evaluate and manage the risks faced by the Company.

By conducting internal control, the Company evaluated the operation mode and management status of the business segments and various subordinate outlets and improved the overall management, operating efficiency and internal control of the Company.

The Board reviews and evaluates the effectiveness of the internal control and risk management system of the Company twice a year. For the year ended December 31, 2025, the Board completed the review and evaluation of the effectiveness of the internal control and risk management system of the Company and considered it to be effective and adequate.

## Anti-corruption Policy

The Company does not tolerate any form of bribery, whether direct or indirect, by, or of, its Directors, officers, employees, agents or consultants or any persons or companies acting for it or on its behalf. The Company adopts the anti-corruption policy in assisting the employees in recognising circumstances which may lead to or give the appearance of being involved in corruption or unethical business conduct, so as to avoid such conduct which is clearly prohibited, and to promptly seek guidance if necessary.

## Whistleblowing Policy

The Company expects and encourages employees of the Group and those who deal with the Group (e.g. suppliers, customers, creditors and debtors) to report to the Company, in confidence, any suspected impropriety, misconduct or malpractice concerning the Group. The Company adopts the whistleblowing policy to provide reporting channels and guidance on reporting possible improprieties and reassurance to whistleblowers of the protection that the Group will extend to them in the formal system.

The whistleblowing policy will be reviewed on a regular basis, any suspected cases will be reported to the Audit Committee.

## Independent Auditor

The Group appointed Baker Tilly Hong Kong Limited as the independent auditor for the year ended December 31, 2025. It is responsible for auditing and forming an independent opinion on the Group's annual consolidated financial statements. Baker Tilly Hong Kong Limited was appointed as auditor of the Company at the annual general meeting held on June 30, 2021 to fill the vacancy following the retirement of Deloitte Touche Tohmatsu. There has been no change in auditor thereafter.

The Audit Committee reviews and monitors the external auditor's independence and objectivity and effectiveness of the audit process. It receives each year a report from the external auditor confirming its independence and objectivity, and holds meetings with representatives of the external auditor to consider the scope of its audit, approve its fees, and the scope and appropriateness of non-audit services, if any, provided by it. The Audit Committee also makes recommendations to the Board on the re-appointment of the external auditor.

## Auditors' Remuneration

For the year ended December 31, 2025, the total fees paid/payable in respect of services provided by the Group's external auditors are set out below:

Services rendered	Fees paid/payable (RMB'000)
Audit services	2,062
Non-audit services	558

*Note: The non-audit services are mainly related to services rendered for interim review and continuing connected transactions, etc.*

## Shareholders' Rights and Communication

As one of the measures to safeguard Shareholders' interests and rights, separate resolutions will be proposed at the general meetings on every substantial matter, including the election of individual Directors, for Shareholders' consideration and voting. Furthermore, the Company regards the annual general meeting and extraordinary general meetings as important events, and Directors, Chairmen of each Board Committee, senior management and external auditor make an effort to attend the annual general meeting and extraordinary general meetings of the Company to address Shareholders' queries. All resolutions proposed at the general meetings will be voted on by poll. The poll voting results will be posted on the websites of the "HKEXnews" ([www.hkexnews.hk](http://www.hkexnews.hk)) and the Company ([www.cofcojoycome.com](http://www.cofcojoycome.com)) on the same day as the relevant general meetings.

Extraordinary general meetings may be convened by the Board on the requisitions of Shareholders holding not less than one-tenth of the paid-up capital of the Company pursuant to article 12.3 of the Articles of Association. Such requisition must specify the main discussions of the meeting and signed by the petitioner and deposited to the principal office in Hong Kong of the Company or the Company's registered office. Shareholders should follow the requirements and procedures as set out in such Articles of Association for convening an extraordinary general meeting.

Shareholders have the right to put enquiries to the Board. All enquiries shall be in writing and sent by post to the headquarters of the Company in Beijing for the attention of Ms. Wang Xiuling.

# Corporate Governance Report

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The Company adheres to high standards with respect to the disclosure of its financial statements. The Company is committed to maximising the use of its website as a channel to provide updated information in a timely manner, so as to strengthen the communication with both the Shareholders and the public.

There are no provisions allowing Shareholders to propose new resolutions at general meetings under the Cayman Islands Company Law. However, Shareholders who wish to propose a resolution may request to convene an extraordinary general meeting and propose resolutions in the meeting pursuant to article 12.3 of the Articles of Association. The requirements and procedures of article 12.3 of the Articles of Association are set out above.

## Investors Relations

The Board recognises the importance of maintaining clear, timely and effective communication with the Shareholders and investors of the Company, and acknowledges that effective communication with investors is the key to build the confidence of investors and attract new investors.

The Company adopted the shareholders communication policy, which set out the framework the Company has put in place to promote effective communication with shareholders so as to enable them to engage actively with the Company and exercise their rights as shareholders in an informed manner.

Our Company mainly communicates with Shareholders in the following ways:

- (i) hold general meetings to offer opportunities for Shareholders to communicate directly with the Board;

- (ii) issue announcements, annual reports, interim reports and/or circulars and press release by our Company pursuant to the requirements of the Listing Rules to keep providing the updated information of our Group;
- (iii) periodically update our website and disclose information timely on our website and the website of the Stock Exchange; and
- (iv) investors/analysts briefings and group/one-on-one meetings, roadshows (both domestic and international), media interviews, marketing activities and forums on specific topics, etc. will be available on a regular basis and when necessary so as to facilitate communication between the Company, Shareholders and the investors. Shareholders and investors are welcome to visit the Company's website and raise inquiries via our investor relation department whose contact details are available on the website.

Having considered the multiple channels of communication in place provided shareholders and investment community with information about the latest development of the Group and the establishment of a range of communication channels between the Company and its shareholders, investors and other stakeholders for them to provide feedback, the Board is satisfied that the shareholders communication policy has been properly implemented during 2025 and is effective.

## Constitutional Documents

During the year ended December 31, 2025, there was no change in the Company's memorandum and Articles of Association. A copy of the updated Company's memorandum and Articles of Association is available on the websites of the Company and the "HKEXnews".

The Board is pleased to present its report and the audited financial statements of the Company and of the Group for the year ended December 31, 2025.

During the year ended December 31, 2025 and up to the date of this report, the members of the Board are as follows:

**Chairman of the Board and Executive Director:**

Dr. Gao Xiang

**Executive Director:**

Dr. Zhang Nan

**Non-executive Directors:**

Mr. Wang Guoxin

Mr. Wu Haojun (*appointed on December 23, 2025*)

Mr. Chen Zhigang (*resigned on December 23, 2025*)

**Independent non-executive Directors:**

Mr. Fu Tingmei

Mr. Li Michael Hankin

Dr. Ju Jiandong

## Analysis of Principal Activities and Operations

The main businesses of the Company include research and development, production, sales and supporting technical services of feed; hog breeding, production, slaughtering and cutting; production, distribution and sale of fresh pork and processed meat products, import and distribution of meat products (including pork, beef, poultry and mutton).

## Business Review

A business review of the Group as required under Schedule 5 of Companies Ordinance (Cap. 622 of the Laws of Hong Kong), including a fair review of the Group's business, a discussion of major risks and uncertainties to which the Group is exposed as well as an indication of future developments which the Group's business is likely to carry out, are set out in the sections headed "Chairman's Statement", "Management Discussion and Analysis" and "Notes to the Consolidated Financial Statements" in this annual report. The above-mentioned sections are part of this Directors' report.

## Subsequent Events

The Group has no material subsequent events after December 31, 2025 and up to the date of this report which are required to be disclosed.

## Analysis of Key Financial Indicators

An analysis of the Group's performance during the year using financial key performance indicators is provided in the section headed "Management Discussion and Analysis" of this annual report.

## Major Risk and Outlook

The Group's operation is exposed to certain risks and uncertainties, some of which are beyond our control. Such risks and uncertainties include domestic and overseas economic conditions, credit policies and foreign exchange policies in the PRC, changes in relevant laws and regulations and enforcement policies. There are other unknown and insignificant uncertainty factors which would be proved significant in the future.

## Financial Risk Management Objectives and Policies

The financial risk management objectives and policies of the Group are set out in Note 47 to the consolidated financial statements.

## Results

Results of the Group for the year ended December 31, 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on pages 56 to 57 of this report.

## Dividend

The Board has resolved not to declare any final dividend for the year ended December 31, 2025.

## Dividend Policy

The Company has adopted a dividend policy (the "Dividend Policy"), pursuant to which, the Company will declare and pay dividends to the Shareholders with the dividends expected to be declared and paid in aggregate amounting to 20% to 70% of the net profits before biological assets fair value adjustments of the Company for the year, upon satisfaction of the following conditions:

1. Declaration and payment of dividends of the Company will not affect the normal operation of the Group; and
2. Declaration and payment of dividends of the Company will not affect the significant investments to be made by the Group.

Declaration and payment of dividends of the Company are also subject to restriction of the Articles of Association and the Cayman Islands Company Law. The Company will continue to review its dividend policy from time to time.

# Directors' Report

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## Share Capital

As at December 31, 2025, the total number of issued shares of the Company was 4,581,998,323 shares.

## Share Premium and Reserves

Movements in the share premium and reserves of the Group during the year are set out on page 61 to the consolidated statement of changes in equity.

## Distributable Reserves

The Company's total distributable reserves as at December 31, 2025 amounted to RMB1,545 million.

## Donations

Charitable donations made by the Group during 2025 was RMB22 million.

## Property, Plant and Equipment

Details of the movements in property, plant and equipment of the Group are set out in Note 17 to the consolidated financial statements.

## Borrowings and Capitalisation of Interests

Details of borrowings are set out in Note 34 to the consolidated financial statements. Details of the Group's capitalised interest expenses and other borrowing costs during the year are set out in Note 9 to the consolidated financial statements.

## Financial Summary

A summary of the results and of the assets and liabilities of the Group for the past five financial years is set out in the section headed "Financial Summary" of this annual report.

## Compliance with Relevant Laws and Regulations

The Company was incorporated in the Cayman Islands and has been listed on the Stock Exchange with its business operations mainly in China. The operation of the Group is governed by the laws of Hong Kong, the Cayman Islands and China, including but not limited to the Hong Kong Companies Ordinance, the Listing Rules, the SFO as well as the PRC Company Law, Basic Internal Control Norms for Enterprises and other relevant laws, regulations, rules and ordinances, which include information disclosure, corporate governance and industry-standard operation. The Group is also committed to maintaining a high level of corporate governance practices. As far as the Board is aware, the Group has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. For the year ended December 31, 2025, there was no material breach of or non-compliance with the relevant laws and regulations by the Group.

## Relationship with Employees, Customers and Suppliers

The Group understands the importance of maintaining a good relationship with its employees, customers and suppliers to meet its current and long-term business goals. For the year ended December 31, 2025, there was no material and substantial dispute between the Group and its employees, customers and suppliers.

## Remuneration Policy and Retirement Benefits of the Group

For the remuneration policy of the Group, please refer to the section headed "Human Resources".

Details of the retirement benefit scheme for the year ended December 31, 2025 are set out in Note 42 to the consolidated financial statements.

## Purchase, Sale or Redemption of the Listed Securities

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of its listed securities (including sale of treasury shares) for the year ended December 31, 2025. No treasury shares was held by the Company as at December 31, 2025.

## Permitted Indemnity

During the year ended December 31, 2025, the Company has arranged liability insurance for all Directors and senior management. Pursuant to article 33.1 of the Articles of Association, every Director, auditor or other senior management of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or legal liabilities incurred or sustained by him or her as a Director, auditor or other senior management of the Company in defending any proceedings, whether civil or criminal, in which judgment is given in his or her favour, or in which he or she is acquitted.

## Directors' Service Contracts

None of the Directors had entered into any service contract with any member of the Group which was not terminable by the Group within one year without payment of compensation other than statutory compensation.

## Directors' Interests in Transactions, Arrangements or Contracts of Significance

No transactions, arrangements or contracts of significance in relation to the Group's business to which the Company, any of its subsidiaries or its fellow subsidiaries was a party and in which any Director of the Company had a material interest, whether directly or indirectly, subsisted during or at the end of the year ended December 31, 2025.

## Directors' Rights to Purchase Shares or Debentures

At any time during the year ended December 31, 2025, none of the Company or any of its subsidiaries was a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18, were granted any right to subscribe for the equity or debt securities of the Company or any other body corporate, or had exercised any such right.

## Changes in the Board and Directors' Information

The changes in the Board and Director's information since the date of the Company's 2025 interim report are set out below:

1. Mr. Wang Guoxin was appointed as a member of the Food Safety Committee on December 23, 2025.
2. Mr. Wu Haojun was appointed as a non-executive Director on December 23, 2025.
3. Mr. Chen Zhigang resigned as a non-executive Director and ceased to be a member of the Food Safety Committee on December 23, 2025 due to his other business commitments that require more of his dedication and time.

Save as disclosed above and in the section headed "Biographies of Directors and Senior Management", there has been no change in information required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

## Disclosure of Interests

### 1. Directors

As at December 31, 2025, so far as was known to the Directors, none of the Directors had any interests or short positions in any Shares, underlying Shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which would fall to be disclosed to the Company under the provisions of Divisions 7 and 8 of Part XV of the SFO or as recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

### 2. Substantial Shareholders

As at December 31, 2025, so far as was known to the Directors, Shareholders (other than the Director or chief executive of the Company) who had interests or short positions in the Shares or underlying Shares which shall be disclosed to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO or recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO were as follows:

#### Interests in the Shares of the Company

Substantial Shareholders and other persons	Note	Capacity/Nature of Interests	Number of ordinary Shares of the Company held (long position)	Approximate percentage of aggregate interests in issued shares of the Company <sup>(2)</sup>
Mainfield	(1)	Beneficial owner	1,078,377,782	23.54%
China Foods (Holdings)	(1)	Interest in controlled corporation	1,078,377,782	23.54%
COFCO (HK)	(1)	Interest in controlled corporation	1,078,377,782	23.54%
		Beneficial owner	768,304,000	16.77%
COFCO	(1)	Interest in controlled corporation	1,846,681,782	40.30%
Shanghai Ningquan Asset Management Co., Ltd.		Investment manager	459,642,000	10.03%

## Notes:

- (1) *Mainfield is a wholly-owned subsidiary of China Foods (Holdings). China Foods (Holdings) is wholly-owned by COFCO (HK), which in turn is wholly-owned by COFCO. Accordingly, each of COFCO, COFCO (HK) and China Foods (Holdings) is deemed to be interested in such shares.*
- (2) *As at December 31, 2025, the total issued shares of the Company were 4,581,998,323.*

Save as disclosed herein, as at December 31, 2025, so far as was known to the Directors, no other persons had an interest or short position in the shares and underlying shares of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO or as recorded in the interest register kept by the Company under section 336 of the SFO.

## Share Incentive Scheme

To recognise and reward the contribution of certain employees to the Group, provide incentives to retain them to support the continued growth of the Group, and attract suitable personnel for further development, the Company adopted the Former Share Incentive Scheme on March 27, 2015 and amended the Former Share Incentive Scheme on March 27, 2017, which will expire in 2027 after the discussion between the board of COFCO Meat Investments and the then Shareholders. A total of 4,880,269 Shares granted to the employees on March 27, 2015 but not yet exercised under the aforesaid scheme have lapsed due to the expiry of vesting period on March 27, 2019 and remained outstanding on January 1, 2024. For further details on such options, please refer to the announcement dated December 13, 2025.

As at January 1, 2025, the number of unvested/unexercised options under the Share Incentive Plan was nil. No options under the Share Incentive Plan were granted, vested, exercised cancelled or lapsed during the year from January 1, 2025 to December 31, 2025.

The principal terms of the Share Incentive Scheme of the Company are as follows:

## Number of Incentive Shares

Pursuant to the Former Share Incentive Scheme, the number of Shares was 39,506,375 Shares, and the number of the Shares required to be transferred under the New Share Incentive Scheme is changed to 55,440,613 Shares, and as at the date of this annual report, representing approximately 1.21% of the issued shares (excluding treasury shares) of the Company.

## Participants

All of the scheme participants are employees of the Group.

## Exercise Price

The scheme participants are not required to pay for the grant of the options. The exercise price shall be on the basis of RMB1.37 per Share, and subject to the amount per Share decided by the Board from time to time, however, on the premise that the exercise price shall not be less than the Hong Kong dollar equivalent of RMB1.00 per Share. On March 27, 2017, the Board adjusted the exercise price to the Hong Kong dollar equivalent of RMB1.18 per Share. Such currency conversion shall be subject to the central parity of the benchmark exchange rate of Renminbi to Hong Kong dollar published by the People's Bank of China on the day when the Board determines the effective Exercise Price at that time.

## Exercise of the Option

A scheme participant shall exercise the vested options by sending a written notice to trustee through the Company, specifying the number of the option Shares he/she intends to exercise. The trustee shall arrange to sell the option Shares concerned in an open market and pay the net proceeds, being the proceeds of sale less the Exercise Price and all relevant costs, expenses and taxes, to the relevant scheme participants.

## Time of Vesting

The Options shall be vested consecutively in four years from the date of grant in equal numbers, subject to the following adjustments based on the performance of a Scheme Participant during the relevant period:

1. if the department in which the Scheme Participant is employed achieves less than 80% of the performance target during the relevant period, no Options will be vested;

2. if department in which the Scheme Participant is employed achieves between 80% and 120% of the performance target during the relevant period, the same percentage of Options will be vested; and
3. if department in which the Scheme Participant is employed achieves above 120% of the performance target during the relevant period, 120% of the Options will be vested.

### Maximum Entitlement

There was no maximum entitlement for each participant under the Share Incentive Plan.

### Pre-Emptive Rights

There is no provision for pre-emptive rights under the Articles of Association or the laws of the Cayman Islands, the jurisdiction in which the Company was incorporated, and there is no restriction against such rights which would oblige the Company to offer new Shares on a pro-rata basis to existing Shareholders.

### Tax Relief

The Company is not aware of any relief from taxation available to Shareholders by reason of their holdings in the Shares.

### Competing Interests

For the year ended December 31, 2025, none of the Directors is considered to have an interest in any business which competes or is likely to compete, either directly or indirectly, with the businesses of the Group.

### Corporate Governance Measures in Relation to Non-Competition Undertakings

The Company has received annual confirmations on compliance with the undertaking under the deed of non-competition from COFCO, COFCO (HK), China Foods (Holdings) and Mainfield, respectively, for the year ended December 31, 2025. The independent non-executive Directors have reviewed the same and the enforcement and confirmed that, as far as they can ascertain, there is no breach by any of the covenantors of the non-competition undertakings in the deed of non-competition. For details of the non-competition undertakings, please refer to the Prospectus.

### Management Contracts

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

### Major Suppliers and Customers

Approximately 1.79% and 7.16% of the Group's total sales were attributable to its largest customer and five largest customers for the year ended December 31, 2025, and approximately 2.91% and 9.34% of the Group's total purchases were attributable to its largest supplier and five largest suppliers for the year, respectively.

## Directors' Report

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Except COFCO, our substantial Shareholder, had interests in COFCO Trading Ltd. (中糧貿易有限公司) and COFCO Excel Joy (Tianjin) Co., Ltd. (中糧佳悅(天津)有限公司), both of which are our five largest suppliers, and Modern Feed (Tianjin) Co., Ltd. (現代飼料(天津)有限公司), one of our five largest customers, none of the Directors, their associates, nor the other substantial Shareholders had any beneficial interest in the five largest suppliers or customers of the Group for the year ended December 31, 2025.

### Environmental Policies and Performance

For the discussions on the environmental policies and performance of our Group, please refer to the Company's "Environmental, Social and Governance Report" published on the same date as this annual report which is available on the websites of the Company and the "HKEX news".

### Sufficient Public Float

Based on the information that is publicly available to our Company and to the knowledge of the Directors, during the year ended December 31, 2025 and as at the date of this report, our Company has maintained a sufficient public float of not less than 25% of our Company's issued Shares as required under the Listing Rules.

### Continuing Connected Transactions

The connected persons of our Company for the purpose under Chapter 14A of the Listing Rules include COFCO (being a substantial shareholder). Accordingly, the following transactions entered into with COFCO and their respective subsidiaries and/or associates, will constitute connected transactions of our Company under Chapter 14A of the Listing Rules, and shall be disclosed below under the requirement of Chapter 14A of the Listing Rules. We have applied for, and the Stock Exchange has granted, a waiver from strict compliance with the announcement requirement under Rule 14A.35 of the Listing Rules (in respect of the partially exempt and non-exempt continuing connected transactions) and the independent Shareholders' approval requirement under Rule 14A.36 of the Listing Rules (in respect of the non-exempt continuing connected transactions), subject to the condition that the annual transaction values shall not exceed their respective estimated annual caps. The details of the continuing connected transactions of the Company for the year ended December 31, 2025 are set out below:

### Non-Exempt Continuing Connected Transactions

The following transactions are entered into by the Company in the ordinary and usual course of business and on normal commercial terms or better where the highest applicable percentage ratio calculated for the purpose of Chapter 14A of the Listing Rules will be more than 5% on an annual basis. Therefore, the following transactions will be subject to the reporting, announcement, annual review and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

#### 1. Financial Services Agreement Entered into and Renewed with COFCO Finance

The Group has been obtaining various financial services from COFCO Finance.

As 2022 Supplemental Financial Services Agreement and the 2021 Financial Services Agreement expired on December 31, 2024, the Company and COFCO Meat Investments with COFCO Finance entered into the 2024 Financial Services Agreement on October 21, 2024 (after trading hours) provided the (i) deposit services; (ii) loan services; (iii) Entrustment Loan Services; and (iv) other financial services. The term of the 2024 Financial Services Agreement commencing from January 1, 2025 to December 31, 2027, and took effect upon consideration and approval by the general meeting of the Company on December 16, 2024. Please refer to the Company's announcements dated October 21, 2024 and December 16, 2024 and circular dated November 25, 2024 for details.

Pursuant to the 2024 Financial Services Agreement, COFCO Finance agreed to provide our Group with the following financial services:

**(a) Deposit Services**

COFCO Finance will provide the Deposit Services to the Group pursuant to the 2024 Financial Services Agreement. The Group will open and maintain deposit accounts with COFCO Finance.

The interest rates for the Group's deposits with COFCO Finance will be determined in accordance with the standard RMB deposit rates promulgated by the PBC from time to time. The interest rates on the Deposit Services to be offered by COFCO Finance to the Group will not be lower than the interest rates offered by the Major PRC Commercial Banks for the same level of deposits of the same period.

For the year ended December 31, 2025, the maximum daily deposit amounts placed by the Group with COFCO Finance and the interests on deposits shall not exceed the amounts stated below:

	<b>For the year ended December 31, 2025 (RMB'000)</b>
Maximum daily deposit amounts (including interest accrued thereon)	<b>3,000,000</b>

In the event that the Group suffers any financial loss by reason of the default of COFCO Finance, COFCO Finance shall compensate the Group for such loss suffered by the Group in accordance with the rules and regulations of PBOC.

For the year ended December 31, 2025, the abovementioned maximum daily deposit amounts and the interests on deposits were approximately RMB1,200 million.

**(b) Loan Services**

COFCO Finance will provide RMB Loan Services to the Group pursuant to the 2024 Financial Services Agreement. The interest rates on the Loan Services to be offered by COFCO Finance to the Group will not be higher than the interest rates offered by the Major PRC Commercial Banks for the same level of loans of the same period. Moreover, no security over the assets of the Group will be granted in respect of the financial assistance given by COFCO Finance.

**(c) Entrustment Loan Services**

COFCO Finance will provide the RMB Entrustment Loan Services to the Group pursuant to the 2024 Financial Services Agreement. The handling fees to be charged by COFCO Finance in connection with the RMB Entrustment Loan Services will not be higher than those charged by the Major PRC Commercial Banks for identical or similar type of services. In addition, no security over the assets of the Group will be granted in respect of the Entrustment Loan Services given by COFCO Finance.

(d) The Group may obtain financial services from other financial institutions in addition to those provided by COFCO Finance pursuant to the 2024 Financial Services Agreement.

### 2. Mutual Supply of Products and Services with COFCO Group

As the 2021 Mutual Supply Agreement expired on December 31, 2024, the Company and COFCO entered into the 2024 Mutual Supply Agreement on October 21, 2024 (after trading hours) for a term from January 1, 2025 to December 31, 2027. It was approved by the Shareholders at the extraordinary general meeting on December 16, 2024. Please refer to the Company's announcements dated October 21, 2024 and December 16, 2024 and circular dated November 25, 2024 for details.

Under the 2024 Mutual Supply Agreement:

1. COFCO Group provides the Group with the following products and services, including:

(1) feed ingredients, including but not limited to corn, soybean meal, soybean oil, wheat, grain by-products (such as rice bran meal, ground rice, bran, etc.) and other materials and/or products used for feed production; and

(2) meat products, warehousing and other products and services; specifically, the meat products provided by COFCO Group to the Group represent central reserved meat.

2. The Group provides COFCO Group with the following products and services, including:

meat products, agency service and other products and services; specifically, the meat products provided by the Group to COFCO Group mainly include fresh pork, frozen pork and processed meat products (such as ham, sausage and bacon), imported frozen poultry, imported frozen beef and mutton, and central reserved meat.

For the year ended December 31, 2025, the expected transaction annual cap amounts for provision of products and services by COFCO Group to the Group and the expected transaction annual cap amounts for the provision of products and services by the Group to COFCO Group are as below:

	<b>For the year ended December 31, 2025 (RMB'000)</b>
Provision of products and services by COFCO Group to the Group	<b>4,280,000</b>
Provision of products and services by the Group to COFCO Group	<b>225,000</b>

The aggregate transaction amounts actually paid by COFCO Group to the Group and paid by the Group to COFCO Group for the year ended December 31, 2025 were approximately RMB51.32 million and RMB2,157 million respectively.

### Partially Exempt Continuing Connected Transactions

The following transactions are entered into in the ordinary and usual course of business and on normal commercial terms or better where the highest applicable percentage ratio calculated for the purpose of Chapter 14A of the Listing Rules is more than 0.1% but less than 5% on an annual basis. Therefore, under Rule 14A.76(2)(a) of the Listing Rules, the following transactions are subject to the reporting, announcement and annual review requirements but will be exempted from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules.

### 3. Lease and Management of Premises

As the 2021 Property Leasing and Property Management Contract expired on December 31, 2024, the Company and COFCO entered into the 2024 Property Leasing and Property Management Agreement on October 21, 2024 (after trading hours) for a term from January 1, 2025 to December 31, 2027. Please refer to the Company's announcement dated October 21, 2024 for details.

Pursuant to the 2024 Property Leasing and Property Management Agreement, the Group will lease from COFCO Group and/or its associates certain properties, including but not limited to (a) office premises of COFCO Fortune Plaza in Beijing and several car parking spaces; (b) properties to be used as specialty stores; and (c) assets related to the operation of the feed production business, including land, above-ground buildings, production equipment, office buildings, office equipment, staff dormitories, official reception vehicles, forklifts, testing equipment, etc. COFCO Group and/or its associates will also provide various services to the Group in relation to the maintenance and management of the leased properties.

The rental prices and management fees under the 2024 Property Leasing and Property Management Agreement are determined by the relevant parties with reference to (if applicable):

- (a) the prevailing market prices of other property leasing and property management services in the vicinity;
- (b) comparable rental prices and management fees quotations offered by independent third parties for similar properties in the vicinity;
- (c) rental prices and management fees offered by COFCO Group and/or its associates to other tenants; and
- (d) depreciation and amortization of leased assets, reasonable profits, taxes, etc..

## Directors' Report

The annual cap amounts for the transactions contemplated under the 2024 Property Leasing and Property Management Agreement for the year ended December 31, 2025 was as follows:

	For the year ended December 31, 2025 (RMB'000)
Rental expense and management fee	80,000

The aggregate rental expenses and management fee for the year ended December 31, 2025 were approximately RMB60 million.

#### 4. Administrative Services

As the 2021 Administrative Services Agreement expired on December 31, 2024, the Company and COFCO entered into the 2024 Administrative Services Agreement on October 21, 2024 (after trading hours) for a term from January 1, 2025 to December 31, 2027. Please refer to the Company's announcement dated October 21, 2024 for details.

Pursuant to the 2024 Administrative Services Agreement, COFCO Group and/or its associates shall provide the Group with certain administrative services, including but not limited to telecommunication services, IT services, informatization and systematic construction, catering services, human resources services, legal and company secretarial services, training and other related services, at prevailing market prices.

The fees of administrative services under the 2024 Administrative Services Agreement are determined by the relevant parties with reference to (if applicable):

- the fees collected from the Group by independent third parties for identical or similar types of services; and
- the fees collected from other tenants and services users by COFCO Group and/or its associates.

The annual cap amounts for the transactions contemplated under the 2024 Administrative Services Agreement for the year ended December 31, 2025 was as follows:

	For the year ended December 31, 2025 (RMB'000)
Expenses of administrative services	18,480

The aggregate expenses of administrative services for the year ended December 31, 2025 were approximately RMB13.02 million.

#### Annual Review of Continuing Connected Transactions

For the year ended December 31, 2025, the independent non-executive Directors have reviewed and confirmed that the above continuing connected transactions have been entered into:

- in the ordinary and usual course of our Group's business;
- either on normal commercial terms or on terms no less favourable to our Group than terms available to or from independent third parties; and
- in compliance with fair and reasonable terms regulating various agreements of the above continuing connected transactions and in the interest of the Company and the Shareholders of our Company as a whole.

Pursuant to Rule 14A.56 of the Listing Rules, the Board engaged the auditor of the Company to report on the Group's continuing connected transactions in accordance with the Hong Kong Standard on Assurance Engagements 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" issued by the Hong Kong Institute of Certified Public Accountants and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules". The auditor has issued the unqualified letter containing the findings and conclusions in respect of the continuing connected transactions disclosed by the Group in pages 46 to 51 of this annual report in accordance with Rule 14A.56 of the Listing Rules.

The related party transactions set out in Note 49 to the financial statements include related party transactions disclosed under accounting standards and related party transactions which also constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules. The related party transactions in respect of the remuneration of directors and chief executives of the Company constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, these transactions are exempt from reporting, announcement and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules. The related party transactions in respect of the remuneration of key management personnel (other than Directors and chief executives) of the Company did not fall under the definition of connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. Unless otherwise disclosed in this report, the Directors believe, all other related party transactions set out in Note 49 to the financial statements do not fall within the definition of "connected transactions" or "continuing connected transactions" under Chapter 14A of the Listing Rules (as the case may be); therefore, we are not subject to any reporting, annual review, announcement or independent shareholders' approval requirements under the Listing Rules. The Company confirmed that it was in compliance with the disclosure requirements under Chapter 14A of the Listing Rules for the year or a waiver from such provisions has been obtained from the Stock Exchange.

### **Obligations of On-going Disclosure under the Listing Rules**

The Company has no any other disclosure obligation under Rule 13.20, Rule 13.21 and Rule 13.22 of the Listing Rules.

### **Auditor**

The Company reappointed Baker Tilly Hong Kong Limited as the auditor of the Company for the year ended December 31, 2025 at the annual general meeting held on June 26, 2025. Baker Tilly Hong Kong Limited shall retire in the forthcoming annual general meeting and, being eligible, will offer itself for re-appointment.

On behalf of the Board

**Gao Xiang**

*Chairman of the Board*

Beijing, China, March 23, 2026

# Independent Auditor's Report



To the members of COFCO Joycome Foods Limited  
(Incorporated in the Cayman Islands with limited liability)

## Opinion

We have audited the consolidated financial statements of COFCO Joycome Foods Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 56 to 140, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at December 31, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

## Basis for Opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSA") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Key Audit Matters

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

Valuation of biological assets	
Key audit matter	How our audit addressed the key audit matter
As disclosed in Note 22 to the consolidated financial statements, management estimated the fair value less costs to sell of the Group's biological assets at RMB3,554 million at December 31, 2025. Independent external valuations were obtained for all biological assets to assist management in making estimates of the fair value less costs to sell of biological assets at December 31, 2025. Key assumptions adopted include estimated market prices.	Our procedures in relation to valuation of biological assets included: <ul style="list-style-type: none"><li>evaluating the independent external valuer's competence, objectivity and qualifications;</li><li>evaluating the appropriateness of the methodologies used in valuing the biological assets;</li></ul>
Details of the related estimation uncertainty are disclosed in Note 4 to the consolidated financial statements.	<ul style="list-style-type: none"><li>evaluating the appropriateness of the key assumptions and inputs including comparing estimated market prices with available market data; and</li></ul>
We identified valuation of biological assets as a key audit matter due to the significance of the balance of biological assets, and the significant estimation uncertainty resulting in determining the fair value less costs to sell.	<ul style="list-style-type: none"><li>assessing the adequacy of the disclosures related to biological assets in the context of the applicable financial reporting framework.</li></ul>

Impairment assessment of property, plant and equipment and right-of-use assets	
Key audit matter	How our audit addressed the key audit matter
<p>As disclosed in note 17 to the consolidated financial statements, certain cash-generating-units (“CGUs”) within the Group’s hog production segment incurred operating losses and other conditions that indicated the existence of impairment indicators under HKAS 36 Impairment of Assets. Accordingly, management assessed the impairment of the related property, plant and equipment and right-of-use assets as at December 31, 2025 by determining the recoverable amount of the relevant CGUs based on the higher of the value-in-use calculation and fair value less costs of disposal, with reference to valuation reports prepared by an independent external valuer.</p>	<p>Our procedures in relation to impairment assessment of property, plant and equipment and right-of-use assets included:</p>
<p>We have identified the impairment assessment of the property, plant and equipment and right-of-use assets as a key audit matter because of their significance to the consolidated financial statements as a whole and the involvement of a significant degree of judgements and estimates made by the management when performing the impairment assessment.</p>	<ul style="list-style-type: none"> <li>• evaluating management’s assessment of indicators of impairment, the identification of CGUs and the allocation of the property, plant and equipment and right-of-use assets to each CGU, with reference to our understanding of the Group’s business and the requirements of the prevailing accounting standards;</li> <li>• evaluating the independent external valuer’s competence, objectivity and qualifications;</li> <li>• evaluating the appropriateness of the methodologies used with reference to the requirements of the prevailing accounting standard;</li> <li>• evaluating whether the significant judgements and estimates, such as sales growth rates, selling prices and discount rates used in management’s calculation of value-in-use are reasonable based on our knowledge of the business and industry;</li> <li>• evaluating the reasonableness of the assumptions and judgements used by management and the independent professional valuer appointed by the management;</li> <li>• checking the mathematical accuracy of the valuation model; and</li> <li>• evaluating the adequacy of the relevant disclosures in the consolidated financial statements.</li> </ul>
<p>As at December 31, 2025, impairment assessments were performed on the Group’s property, plant and equipment and right of use assets with carrying amounts of RMB9,738,120,000 and RMB466,650,000, respectively.</p>	
<p>Please refer to Notes 3, 4, 17 and 18 to the consolidated financial statements for the accounting policies, significant accounting judgements and estimates and the relevant disclosures in the consolidated financial statements.</p>	

# Independent Auditor's Report

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## Other Information

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

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

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

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

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

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

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

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement director on the audit resulting in this independent auditor's report is Wan Wing Ping.

**Baker Tilly Hong Kong Limited**

Certified Public Accountants

Hong Kong, March 23, 2026

**Wan Wing Ping**

Practising certificate number P07471

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

for the year ended December 31, 2025

(Expressed in Renminbi)

	Notes	2025			2024		
		Results before biological assets fair value adjustments RMB'000	Biological assets fair value adjustments RMB'000	Total RMB'000	Results before biological assets fair value adjustments RMB'000	Biological assets fair value adjustments RMB'000	Total RMB'000
Revenue	5	18,578,823	–	18,578,823	16,326,201	–	16,326,201
Cost of sales	10	(17,707,160)	(529,717)	(18,236,877)	(15,116,277)	(741,492)	(15,857,769)
Gross profit		871,663	(529,717)	341,946	1,209,924	(741,492)	468,432
Other income	7	340,389	–	340,389	339,886	–	339,886
Other gains and losses	8	(25,813)	–	(25,813)	26,250	–	26,250
Selling and distribution expenses		(566,615)	–	(566,615)	(536,660)	–	(536,660)
Administrative and other operating expenses		(691,192)	–	(691,192)	(581,197)	–	(581,197)
Share of results of associates		(14,373)	–	(14,373)	(3,736)	–	(3,736)
Gain arising from agricultural produce at fair value less costs to sell at the point of harvest		–	305,014	305,014	–	795,805	795,805
(Loss)/gain arising from changes in fair value less costs to sell of biological assets		–	(229,256)	(229,256)	–	224,704	224,704
Finance costs	9	(146,376)	–	(146,376)	(123,727)	–	(123,727)
(Loss)/profit before tax	10	(232,317)	(453,959)	(686,276)	330,740	279,017	609,757
Income tax expense	11	(57,483)	–	(57,483)	(55,495)	–	(55,495)
<b>(Loss)/profit for the year</b>		<b>(289,800)</b>	<b>(453,959)</b>	<b>(743,759)</b>	<b>275,245</b>	<b>279,017</b>	<b>554,262</b>

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

for the year ended December 31, 2025

(Expressed in Renminbi)

	Notes	2025 RMB'000	2024 RMB'000
<b>Other comprehensive (expense)/income, net of income tax:</b>			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Fair value (loss)/gain on equity instrument at fair value through other comprehensive income		(4,491)	23,854
Income tax relating to items that will not be reclassified subsequently to profit or loss		1,123	(5,963)
		<b>(3,368)</b>	17,891
<i>Items that may be reclassified subsequently to profit or loss</i>			
Exchange differences arising on translation of foreign operations (with nil tax effect)		–	(11,179)
Other comprehensive (expense)/income for the year, net of income tax		<b>(3,368)</b>	6,712
<b>Total comprehensive (expense)/income for the year</b>		<b>(747,127)</b>	560,974
(Loss)/profit for the year attributable to:			
Owners of the Company		<b>(745,879)</b>	538,216
Non-controlling interests		<b>2,120</b>	16,046
		<b>(743,759)</b>	554,262
Total comprehensive (expense)/income for the year attributable to:			
Owners of the Company		<b>(749,247)</b>	544,928
Non-controlling interests		<b>2,120</b>	16,046
		<b>(747,127)</b>	560,974
(Loss)/earnings per share:			
Basic	15	<b>RMB(0.1628)</b>	RMB0.1175

# Consolidated Statement of Financial Position

as at December 31, 2025

(Expressed in Renminbi)

	Notes	At December 31,	
		2025 RMB'000	2024 RMB'000
<b>Non-current assets</b>			
Goodwill	16	100,609	100,609
Property, plant and equipment	17	13,538,674	12,033,230
Right-of-use assets	18	786,818	783,880
Intangible assets	19	26,798	29,731
Investments in associates	20	–	14,373
Equity instrument at fair value through other comprehensive income	21	106,199	110,690
Biological assets	22	866,430	919,651
Prepayments for purchase of property, plant and equipment		6,038	44,845
Deferred tax assets	23	7,048	6,785
		<b>15,438,614</b>	<b>14,043,794</b>
<b>Current assets</b>			
Inventories	24	1,610,724	1,433,305
Biological assets	22	2,687,595	2,389,057
Account and bills receivables	25	363,118	282,574
Prepayments, deposits and other receivables	26	375,916	348,303
Other current assets	27	493,689	486,200
Financial assets at fair value through profit or loss	36	28,020	17,550
Amounts due from related companies	28	134,638	292,051
Cash and bank balances	29	581,576	1,063,987
		<b>6,275,276</b>	<b>6,313,027</b>
<b>Current liabilities</b>			
Account payables	30	951,645	893,278
Other payables, accruals and deposits received	31	1,171,816	976,508
Lease liabilities	32	50,892	42,863
Contract liabilities	33	320,058	389,533
Bank borrowings	34	6,489,990	2,609,132
Amounts due to related companies	28	110,688	1,724,789
Loans from related companies	35	1,342,500	1,792,500
Financial liabilities at fair value through profit or loss	36	4,625	247
Current tax liabilities		15,487	12,768
		<b>10,457,701</b>	<b>8,441,618</b>
<b>Net current liabilities</b>		<b>(4,182,425)</b>	<b>(2,128,591)</b>
<b>Total assets less current liabilities</b>		<b>11,256,189</b>	<b>11,915,203</b>

## Consolidated Statement of Financial Position

as at December 31, 2025

(Expressed in Renminbi)

	Notes	At December 31,	
		2025 RMB'000	2024 RMB'000
<b>Non-current liabilities</b>			
Bank borrowings	34	1,737,821	1,621,963
Loans from a related company	35	109,873	106,502
Deferred income	37	109,984	115,985
Deferred tax liabilities	23	50,238	51,687
Long-term payable	38	73,434	76,459
Lease liabilities	32	330,662	349,303
		<b>2,412,012</b>	<b>2,321,899</b>
<b>Net assets</b>		<b>8,844,177</b>	<b>9,593,304</b>
<b>Capital and reserves</b>			
Share capital	39	1,668,983	1,668,983
Reserves		6,965,013	7,714,260
Equity attributable to the owners of the Company		<b>8,633,996</b>	<b>9,383,243</b>
Non-controlling interests		210,181	210,061
<b>Total equity</b>		<b>8,844,177</b>	<b>9,593,304</b>

The consolidated financial statements on pages 56 to 140 were approved and authorised for issue by the board of directors on March 23, 2026 and are signed on its behalf by:

**Gao Xiang**  
Director

**Zhang Nan**  
Director

# Consolidated Statement of Changes in Equity

for the year ended December 31, 2025

(Expressed in Renminbi)

	Attributable to the owners of the Company										
	Share capital	Share premium	Special reserve	Capital reserve	Statutory reserve	FVTOCI reserve	Translation reserve	Retained profits	Total	Non-controlling interests	Total equity
	RMB'000	RMB'000	RMB'000 (Note (a))	RMB'000	RMB'000 (Note (b))	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
<b>At January 1, 2024</b>	1,668,983	1,354,293	858,459	1,312,214	872,378	47,490	(17,789)	4,385,508	10,481,536	182,826	10,664,362
Profit for the year	-	-	-	-	-	-	-	538,216	538,216	16,046	554,262
Other comprehensive income/(expense) for the year	-	-	-	-	-	17,891	(11,179)	-	6,712	-	6,712
Total comprehensive income/(expense) for the year	-	-	-	-	-	17,891	(11,179)	538,216	544,928	16,046	560,974
Business combination under common control	-	-	-	(1,569,071)	-	-	-	-	(1,569,071)	-	(1,569,071)
Statutory reserve appropriation	-	-	-	-	167,185	-	-	(167,185)	-	-	-
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	(8,411)	(8,411)
Dividends paid to a former shareholder of a subsidiary related to business combination under common control	-	-	-	-	-	-	-	(69,017)	(69,017)	-	(69,017)
Deemed distribution to parent company	-	-	-	(5,133)	-	-	-	-	(5,133)	-	(5,133)
Capital contribution from non-controlling interests (Note 44)	-	-	-	-	-	-	-	-	-	19,600	19,600
<b>At December 31, 2024 and January 1, 2025</b>	<b>1,668,983</b>	<b>1,354,293</b>	<b>858,459</b>	<b>(261,990)</b>	<b>1,039,563</b>	<b>65,381</b>	<b>(28,968)</b>	<b>4,687,522</b>	<b>9,383,243</b>	<b>210,061</b>	<b>9,593,304</b>
Loss for the year	-	-	-	-	-	-	-	(745,879)	(745,879)	2,120	(743,759)
Other comprehensive expense for the year	-	-	-	-	-	(3,368)	-	-	(3,368)	-	(3,368)
Total comprehensive expense for the year	-	-	-	-	-	(3,368)	-	(745,879)	(749,247)	2,120	(747,127)
Statutory reserve appropriation	-	-	-	-	29,406	-	-	(29,406)	-	-	-
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	(2,000)	(2,000)
<b>At December 31, 2025</b>	<b>1,668,983</b>	<b>1,354,293</b>	<b>858,459</b>	<b>(261,990)</b>	<b>1,068,969</b>	<b>62,013</b>	<b>(28,968)</b>	<b>3,912,237</b>	<b>8,633,996</b>	<b>210,181</b>	<b>8,844,177</b>

Notes:

(a) The amounts of special reserve include:

- (i) Prior to January 1, 2013, COFCO Meat Products (HK) Limited ("COFCO Meat Products (HK)") acquired the entire interests in Wuhan COFCO Meat Product Co., Ltd, Farasia Corporation, Shandong Furui Poultry Limited and Weifang Poultry Limited (Shandong Furui Poultry Limited and Weifang Poultry Limited subsequently merged as one entity, now known as COFCO Meat (Shandong)) (collectively the "Acquirees") from certain subsidiaries of COFCO Corporation, the ultimate holding company of COFCO Meat Products (HK) and COFCO Joycome Foods Limited (the "Company") before the Listing (as defined in Note 1 to the consolidated financial statements), for an aggregate cash consideration of RMB326,402,584. The difference between the consideration paid by COFCO Meat Products (HK) and the aggregate nominal value of the share capital of the Acquirees of RMB29,217,000 (credit balance) has been recorded in special reserve.
- (ii) Pursuant to a part of a group reorganisation in preparation for the Listing, on April 22, 2014, the Company allocated and issued one ordinary share of US\$1 to acquire two ordinary shares, being 100% equity interest, in the share capital of COFCO Meat Products (HK) from the then immediate holding company of the Company. The difference between the nominal value of the share capital issued by the Company and the aggregate nominal value of the share capital and the share premium of COFCO Meat Products (HK) of RMB829,242,000 (credit balance) has been recorded in special reserve.

(b) The amount mainly represents statutory reserve of the companies registered in The People's Republic of China (the "PRC"). According to the relevant laws in the PRC, companies established in the PRC are required to transfer their net profit after tax, as determined under the PRC accounting regulations, to a non-distributable reserve fund before the distribution of a dividend to equity owners. Such reserve fund can be used to offset the previous years' losses, if any, and is non-distributable other than upon liquidation.

# Consolidated Statement of Cash Flows

for the year ended December 31, 2025

(Expressed in Renminbi)

	Notes	Year ended at December 31,	
		2025 RMB'000	2024 RMB'000
<b>Operating activities</b>			
(Loss)/profit for the year		(743,759)	554,262
Adjustments for:			
Income tax expense		57,483	55,495
Loss/(gain) arising from changes in fair value less costs to sell of biological assets		229,256	(224,704)
Interest income	7	(8,430)	(23,962)
Finance costs	9	146,376	123,727
Dividend income from equity instrument at FVTOCI	7	(37,500)	(75,000)
Depreciation of property, plant and equipment	10	749,726	699,391
Depreciation of right-of-use assets	10	61,566	65,006
Amortisation of intangible assets	10	7,807	7,522
Recognition of deferred income	37	(9,444)	(7,422)
Loss/(gain) on disposal of property, plant and equipment, net	8	3,950	(14,131)
Gain on disposal of right-of-use assets	8	–	(10,698)
Loss/(gain) on lease modification	8	190	(178)
Loss on fair value changes of financial assets at FVTPL	8	6	–
Impairment loss, net of reversal	8		
– property, plant and equipment, net		9,456	–
– account receivables, net		(20,858)	1,198
– other receivables, net		(349)	(759)
– related companies		6,266	1,640
Share of results of associates		14,373	3,736
Write-down of inventories to net realisable value	8	9,675	15,342
Unrealised gain on derivative financial instruments, net		(1,061)	(17,303)
Exchange differences		44	(11,482)
<b>Operating cash flows before movements in working capital</b>		<b>474,773</b>	<b>1,141,680</b>
Increase in account and bills receivables		(82,026)	(9,522)
(Increase)/decrease in prepayments, deposits and other receivables		(27,264)	22,897
Increase in inventories		(187,094)	(145,276)
Increase in biological assets		(474,573)	(881,594)
Decrease in amounts due from related companies		151,147	254,448
Increase in account payables		58,367	72,279
Increase in other payables, accruals and deposits received		74,344	39,629
(Decrease)/increase in amounts due to related companies		(45,030)	9,893
(Decrease)/increase in contract liabilities		(73,948)	42,356
Changes in derivative financial instruments		17,303	164,786
<b>Cash (used in)/generated from operations</b>		<b>(114,001)</b>	<b>711,576</b>
Income tax paid		(55,091)	(59,653)
<b>Net cash (used in)/generated from operating activities</b>		<b>(169,092)</b>	<b>651,923</b>

## Consolidated Statement of Cash Flows

for the year ended December 31, 2025

(Expressed in Renminbi)

	Notes	Year ended at December 31,	
		2025 RMB'000	2024 RMB'000
<b>Investing activities</b>			
Interest received		8,430	23,962
Dividend received from equity instrument at FVTOCI		37,500	75,000
Payments for property, plant and equipment		(2,078,275)	(2,472,145)
Payments for right-of-use assets		(48,853)	(17,154)
Payments for intangible assets		(4,874)	(6,845)
Proceeds from disposal of property, plant and equipment		1,135	328
Acquisition of a subsidiary from business combination under common control		(1,569,071)	–
Decrease in time deposits with original maturity over three months when acquired		9,428	498,302
Deferred government grants received		3,443	1,100
<b>Net cash used in investing activities</b>		<b>(3,641,137)</b>	<b>(1,897,452)</b>
<b>Financing activities</b>			
Dividends paid to non-controlling interests		–	(8,411)
Dividends paid a former shareholder of a subsidiary related to business combination under common control		–	(69,017)
Interest paid		(129,606)	(103,964)
New bank borrowings raised		7,036,485	4,963,086
Repayments of bank borrowings		(3,073,684)	(5,237,425)
Decrease in long-term payable		(3,184)	(9,000)
Repayments of lease liabilities		(42,606)	(101,269)
Loans from a related company		1,339,998	1,970,000
Repayments of loans from a related company		(1,790,000)	(680,000)
Capital contribution from non-controlling interests	44	–	19,600
<b>Net cash generated from financing activities</b>		<b>3,337,403</b>	<b>743,600</b>
Net decrease in cash and cash equivalents		(472,826)	(501,929)
Cash and cash equivalents at beginning of the year		1,054,559	1,556,185
Effect of foreign exchange rate changes		(157)	303
Total cash and cash equivalents at end of the year		581,576	1,054,559
<b>Analysis of the balances of cash and cash equivalents</b>			
Cash and bank balances in the consolidated statement of financial position		581,576	1,063,987
Time deposits with original maturity over three months when acquired		–	(9,428)
Cash and bank balances in the consolidated statement of cash flows	29	581,576	1,054,559

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 1 GENERAL INFORMATION

COFCO Joycome Foods Limited (the “Company”) was incorporated on March 11, 2014 and acts as an investment holding company. As at December 31, 2025, the Company’s parent is COFCO (Hong Kong) Limited (incorporated in Hong Kong) and ultimate parent is COFCO Corporation (a state-owned enterprise registered in The People’s Republic of China (the “PRC”). The address of the Company’s registered office is P.O. Box 31119 Grand Pavilion, Hibiscus Way, 802 West Bay Road, Grand Cayman, KY1-1205, Cayman Islands. Its principal place of business is COFCO Fortune Plaza, No.8, Chao Yang Men South Street, Chao Yang District, Beijing, PRC.

The shares of the Company have been listed on The Stock Exchange of Hong Kong Limited since November 1, 2016 (the “Listing”).

The principal activities of the Company’s subsidiaries (the Company and its subsidiaries are hereinafter collectively referred to as the “Group”) are production and sales of hogs, sales of fresh and frozen meats, manufacture and sales of processed meat products, import and trade of meat products, and manufacture and sales of feed.

The consolidated financial statements are presented in Renminbi (“RMB”), which is also the functional currency of the Company and most of its subsidiaries, and all values are rounded to the nearest thousand except when otherwise indicated.

## 2 APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

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

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

Amendments to HKAS 21	Lack of Exchangeability
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The application of the amendments to an HKFRS Accounting Standard in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

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

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

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments <sup>2</sup>
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity <sup>2</sup>
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture <sup>1</sup>
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11 <sup>2</sup>
Amendments to HKAS 21	Translation to a Hyperinflationary Presentation Currency <sup>3</sup>
HKFRS 18	Presentation and Disclosure in Financial Statements <sup>3</sup>

<sup>1</sup> Effective for annual periods beginning on or after a date to be determined.

<sup>2</sup> Effective for annual periods beginning on or after 1 January 2026.

<sup>3</sup> Effective for annual periods beginning on or after 1 January 2027.

Except for the new and amendments to HKFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

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## 2 APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS (Continued)

### New and amendments to HKFRS Accounting Standards in issue but not yet effective (Continued) *Amendments to HKFRS 9 and HKFRS 7 Amendments to the Classification and Measurement of Financial Instruments*

The amendments to HKFRS 9 clarify the recognition and derecognition for financial asset and financial liability and add an exception which permits an entity to deem a financial liability to be discharged before the settlement date if it is settled in cash using an electronic payment system if, and only if certain conditions are met. An entity that elects to apply the derecognition option would be required to apply it to all settlements made through the same electronic payment system.

The amendments also provide guidance on the assessment of whether the contractual cash flows of a financial asset are consistent with a basic lending arrangement. The amendments specify that an entity should focus on what an entity is being compensated for rather than the compensation amount. Contractual cash flows are inconsistent with a basic lending arrangement if they are indexed to a variable that is not a basic lending risk or cost. The amendments state that, in some cases, a contingent feature may give rise to contractual cash flows that are consistent with a basic lending arrangement both before and after the change in contractual cash flows, but the nature of the contingent event itself does not relate directly to changes in basic lending risks and costs. Furthermore, the description of the term “non-recourse” is enhanced and the characteristics of “contractually linked instruments” are clarified in the amendments.

The disclosure requirements in HKFRS 7 Financial Instruments: Disclosures in respect of investments in equity instruments designated at fair value through other comprehensive income are amended. In particular, entities are required to disclose the fair value gain or loss presented in other comprehensive income during the period, showing separately those related to investments derecognised during the reporting period and those related to investments held at the end of the reporting period. An entity is also required to disclose any transfers of the cumulative gain or loss within equity related to the investments derecognised during the reporting period. In addition, the amendments introduce the requirements of qualitative and quantitative disclosure of contractual terms that could affect the contractual cash flow based on a contingent event not directly relating to basic lending risks and cost.

The amendments are effective for annual reporting periods beginning on or after 1 January 2026, with early application permitted. The amendments are required to be applied retrospectively, with specific exceptions. The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

## 2 APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS (Continued)

### New and amendments to HKFRS Accounting Standards in issue but not yet effective (Continued) *Amendments to HKFRS 10 and HKAS 28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The amendments to HKFRS 10 Consolidated Financial Statements and HKAS 28 Investments in Associates and Joint Ventures deal with situations where there is a sale or contribution of assets between an investor and its associate or joint venture. Specifically, the amendments state that gains or losses resulting from the loss of control of a subsidiary that does not contain a business in a transaction with an associate or a joint venture that is accounted for using the equity method, are recognised in the parent's profit or loss only to the extent of the unrelated investors' interests in that associate or joint venture. Similarly, gains and losses resulting from the remeasurement of investments retained in any former subsidiary (that has become an associate or a joint venture that is accounted for using the equity method) to fair value are recognised in the former parent's profit or loss only to the extent of the unrelated investors' interests in the new associate or joint venture.

The application of the amendments is not expected to have significant impact on the financial position and performance of the Group.

### HKFRS 18 Presentation and Disclosure in Financial Statements

HKFRS 18 Presentation and Disclosure in Financial Statements, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 Presentation of Financial Statements. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors (the title of which will be changed to Basis of Preparation of Financial Statements upon effective of HKFRS 18) and HKFRS 7. Minor amendments to HKAS 7 Statement of Cash Flows and HKAS 33 Earnings per Share are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

### 3.1 Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”) and by the Hong Kong Companies Ordinance.

As at December 31, 2025, the Group’s current liabilities exceeded its current assets by RMB4,182,425,000 (2024: RMB2,128,591,000). Taking into account the banking facilities available to the Group, the directors of the Company have, at the time of approving the consolidated financial statements, a reasonable expectation that the Group has adequate resources to meet its liabilities as and when they fall due and to continue in operational existence for the foreseeable future. Thus the Group continues to adopt the going concern basis of accounting in preparing its consolidated financial statements.

### 3.2 Material accounting policy information

#### *Basis of consolidation*

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of the subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group’s accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are presented separately from the Group’s equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Goodwill*

Goodwill arising on the acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or group of cash-generating units) that is expected to benefit from the synergies of the combination, which represent the lowest level at which the goodwill is monitored for internal management purposes and is not larger than an operating segment.

A cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment annually or more frequently when there is indication that the unit may be impaired. For goodwill arising on an acquisition in an annual period, the cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment before the end of that annual period. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit (or group of cash-generating units).

On disposal of the relevant cash-generating unit or any of the cash-generating unit within the group of cash-generating units, the attributable amount of goodwill is included in the determination of the amount of profit or loss on disposal. When the Group disposes of an operation within the cash-generating unit (or a cash-generating unit within a group of cash-generating units), the amount of goodwill disposed of is measured on the basis of the relative values of the operation (or the cash-generating unit) disposed of and the portion of the cash-generating unit (or the group of cash-generating units) retained.

#### *Investments in associates*

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in the consolidated financial statements using the equity method of accounting. The financial statements of associates used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are provided for, and a liability is recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

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## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Investments in associates (Continued)*

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset within the scope of HKFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant associate.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

#### *Revenue from contracts with customers*

Information about the Group's accounting policies relating to revenue from contracts with customers is provided in Notes 5, 25 and 33.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Leases*

##### *Definition of a lease*

The Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed. As a practical expedient, leases with similar characteristics are accounted on a portfolio basis when the Group reasonably expects that the effects on the consolidated financial statements would not differ materially from individual leases within the portfolio.

##### *The Group as a lessee*

###### *Allocation of consideration to components of a contract*

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Non-lease components are separated from lease component and are accounted for by applying other applicable standards.

##### *Short-term leases*

The Group applies the short-term lease recognition exemption to leases of leasehold lands, offices, warehouses and dormitories that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

##### *Right-of-use assets*

The cost of right-of-use assets include:

- the amounts of the initial measurement of the lease liabilities;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Leases (Continued)*

#### *The Group as a lessee (Continued)*

#### Refundable rental deposits

Refundable rental deposits paid are accounted under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

#### Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including loan prime rate.

The lease payments include:

- fixed payments (including in-substance fixed payments) less any lease incentives receivable; and
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date.

Variable lease payments that reflect changes in market rental rates are initially measured using the market rental rates as at the commencement date. Variable lease payments that do not depend on an index or a rate are not included in the measurement of lease liabilities and right-of-use assets, and are recognised as expense in the period in which the event or condition that triggers the payment occurs.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in an index or a rate used to determine those payments/expected payments under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for “lease modifications”).

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Leases (Continued)*

#### *The Group as a lessee (Continued)*

#### Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use assets.

When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

#### *Foreign currencies*

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise, except for exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur in the foreseeable future (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal or partial disposal of the Group's investment in the foreign operation.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's operations are translated into the presentation currency of the Group (i.e. Renminbi) using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Borrowing costs*

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

#### *Government grants*

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets. Government grants received to compensate the Group for the expenses that will be incurred are recognised as other payable in the consolidated statement of financial position and transferred to profit or loss on a systematic basis in the same periods in which the expenses are incurred.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income".

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

#### *Employee benefits*

##### *Retirement benefit costs*

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

The employees of the Group in the PRC are members of the state-managed retirement benefit schemes operated by the PRC government. The Group's PRC entities are required to contribute certain percentage of their payroll to the retirement benefit schemes to fund the benefits. The only obligation of the Group with respect to the retirement benefit schemes is to make the required contributions under the schemes.

##### *Short-term employee benefits*

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS Accounting Standard requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deducting any amount already paid.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Taxation*

Income tax expense represents the sum of current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit/(loss) before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

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## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Taxation (Continued)*

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

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 Income Taxes requirements to the lease liabilities and the related assets separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised and a deferred tax liability for all taxable temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Property, plant and equipment*

Property, plant and equipment including buildings held for use in the production or supply of goods or services, or for administrative purposes (other than construction in progress, as described below) are stated in the consolidated statement of financial position at cost, less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

Construction in progress, which represents assets in the course of construction for production, supply of goods and services or administrative purposes, is carried at cost, less any recognised impairment loss. Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management and, for qualifying assets, borrowing costs recognised in accordance with the Group's accounting policy. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as "right-of use assets" in the consolidated statement of financial position. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognised so as to write off the cost of assets, other than construction in progress, less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

#### *Intangible assets*

##### *Intangible assets acquired separately*

Intangible assets with finite useful lives that are acquired separately are carried at costs less accumulated amortisation and any accumulated impairment losses. Amortisation for intangible assets with finite useful lives is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains and losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

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## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Internally-generated intangible assets – research and development expenditure*

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development activities (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible asset is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses (if any), on the same basis as intangible assets that are acquired separately.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Impairment on property, plant and equipment, right-of-use assets and intangible assets other than goodwill*

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment, right-of-use assets and intangible assets with finite useful lives to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment, right-of-use assets and intangible assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Biological assets*

Biological assets represent live hogs (which fall into five categories: piglets, nursery hogs, medium and large finishing hogs, replacement studs and gilts, and breeding stock). Biological assets are measured on initial recognition and at the end of each reporting period at their fair value less costs to sell. A gain or loss arising on initial recognition of a biological asset at fair value less costs to sell and from a change in fair value less costs to sell of a biological asset is included in profit or loss for the period in which it arises.

Agricultural produce harvested from biological assets is measured at its fair value less costs to sell at the point of harvest. Such measurement is the cost at that date when applying HKAS 2 Inventories. A gain or loss arising from agricultural produce at the point of harvest at fair value less costs to sell is included in profit or loss for the period in which it arises.

#### *Cash and cash equivalents*

Cash and cash equivalents presented on the consolidated statement of financial position include:

- (a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and
- (b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents exclude time deposits with original maturity over three months when acquired.

#### *Inventories*

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale, including costs to be incurred in selling and distribution.

#### *Provisions*

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Contingent liabilities*

A contingent liability is a present obligation arising from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

Where the Group is jointly and severally liable for an obligation, the part of the obligation that is expected to be met by other parties is treated as a contingent liability and it is not recognised in the consolidated financial statements.

The Group assesses continually to determine whether an outflow of resources embodying economic benefits has become probable. If it becomes probable that an outflow of future economic benefits will be required for an item previously dealt with as a contingent liability, a provision is recognised in the consolidated financial statements in the reporting period in which the change in probability occurs, except in the extremely rare circumstances where no reliable estimate can be made.

#### *Financial instruments*

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for account and bills receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at fair value through profit or loss (“FVTPL”)) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

##### *Financial assets*

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place concerned.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

#### Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL, except that at initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 Business Combinations applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a designated and effective hedging instrument.

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

#### Classification and subsequent measurement of financial assets (Continued)

##### (i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

##### (ii) Equity instruments designated as at FVTOCI

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, and will be transferred to retained profits.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investments. Dividends are included in the "other income" line item in profit or loss.

##### (iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend earned on the financial asset and is included in the "other gains and losses" line item.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

#### Impairment of financial assets and other items subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including account and bills receivables, deposits, other receivables, amounts due from related companies, other current assets and bank balances) which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of past events and current conditions at the reporting date as well as the forecast of future economic conditions.

The Group always recognises lifetime ECL for account and bills receivables. The ECL on these assets are assessed collectively using a provision matrix with appropriate groupings.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

#### (i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group’s debtors operate, obtained from governmental bodies and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group’s core operations.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 (Continued)

#### (i) Significant increase in credit risk (Continued)

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

#### (ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

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## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 (Continued)

#### **(iii) Credit-impaired financial assets**

A financial asset is credit-impaired when one or more events of default that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

#### **(iv) Write-off policy**

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of account and bills receivables, when the amounts are over three years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

#### Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 (Continued)

##### (v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on account and bills receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward looking information, including time value of money where appropriate, that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for account and bills receivables are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of account and bills receivables, other receivables and amounts due from related companies where the corresponding adjustment is recognised through a loss allowance account.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial assets (Continued)*

#### Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

- For financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the “Other gains and losses” line item (Note 8) as part of the foreign exchange gains/(losses), net;
- For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the “Other gains and losses” line item as part of the gain/(loss) from realised and unrealised gain/(loss) on fair value changes in respect of foreign currency forward contracts, net (Note 8);
- For equity instruments measured at FVTOCI, exchange differences are recognised in other comprehensive income/ FVTOCI reserve.

#### Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset measured at amortised cost, the difference between the asset’s carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to retained profits.

#### *Financial liabilities and equity*

#### *Classification as debt or equity*

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

#### Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

#### Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

#### Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is held for trading or it is designated as at FVTPL.

## 3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

### 3.2 Material accounting policy information (Continued)

#### *Financial instruments (Continued)*

#### *Financial liabilities and equity (Continued)*

#### Financial liabilities at FVTPL (Continued)

A financial liability is held for trading if:

- it has been incurred principally for the purpose of repurchasing in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

#### Financial liabilities at amortised cost

Financial liabilities including account payables, other payables, bank borrowings, long-term payable, amounts due to related companies and loans from related companies are subsequently measured at amortised cost, using the effective interest method.

#### Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the “Other gains and losses” line item in profit or loss (Note 8) as part of foreign exchange gains/(losses), net for financial liabilities that are not part of a designated hedging relationship.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in profit or loss for financial liabilities that are not part of a designated hedging relationship.

#### Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group’s obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

#### Derivative financial instruments

Derivatives are initially recognised at fair value at the date when derivative contracts are entered into and are subsequently remeasured to their fair value at the end of the reporting period. The resulting gain or loss is recognised in profit or loss.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 4 KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3, the directors of the Company are required to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

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

### Fair value measurement of biological assets

The Group's biological assets amounting to RMB3,554,025,000 as at December 31, 2025 (2024: RMB3,308,708,000) are measured at fair values less costs to sell which are being determined based on unobserved inputs using valuation techniques. Judgement and estimation are required in establishing the relevant valuation techniques and the relevant inputs thereof. Changes in assumptions relating to these factors could affect the reported fair values of these biological assets. See Note 22 for further disclosures.

### Estimated impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the cash-generating units to which goodwill has been allocated, which is the higher of the value in use or fair value less costs of disposal. The value in use calculation requires the Group to estimate the future cash flows expected to arise from the cash-generating units and a suitable discount rate in order to calculate the present value. Where the actual future cash flows are less than expected, or change in facts and circumstances which results in downward revision of future cash flows or upward revision of discount rate, a material impairment loss or further impairment loss may arise. As at December 31, 2025, the carrying amount of goodwill was RMB100,609,000 (2024: RMB100,609,000). Details of the recoverable amount calculation are disclosed in Note 16.

### Estimated impairment of property, plant and equipment and right-of-use assets

The carrying values of property, plant and equipment and right-of-use assets are reviewed for impairment when events or changes in circumstances indicate the carrying values may not be recoverable or events previously causing the impairment no longer exist in accordance with the accounting policies as disclosed in the relevant parts in Note 3. The recoverable amounts of the property, plant and equipment and right-of-use assets are the higher of the fair value less costs of disposal and value in use.

In determining whether an asset is impaired or the event previously causing the impairment no longer exists, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the fair value less costs of disposal or the value in use, i.e. the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts.

The net carrying amounts of property, plant and equipment and right-of-use assets as at December 31, 2025 where impairment assessments we performed were RMB11,558,974,000 (2024: RMB10,089,760,000) and RMB578,758,000 (2024: RMB592,265,000) respectively, net of impairment losses recognised on property plant and equipment of RMB9,456,000 as disclosed in Note 17.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 5 REVENUE

### Disaggregation of revenue from contracts with customers

Segments	For the year ended December 31, 2025					
	Hog production and sales RMB'000	Sales of feed RMB'000	Sales of fresh pork RMB'000	Sales of processed meat products RMB'000	Sales of imported meat products RMB'000	Total RMB'000
<b>Types of goods or services</b>						
Hogs	5,147,890	-	-	-	-	5,147,890
Feed products	-	5,201,461	-	-	-	5,201,461
Fresh pork	-	-	5,208,353	-	-	5,208,353
Processed meat products	-	-	-	789,224	-	789,224
Imported meat products	-	-	-	-	2,231,895	2,231,895
<b>Total</b>	<b>5,147,890</b>	<b>5,201,461</b>	<b>5,208,353</b>	<b>789,224</b>	<b>2,231,895</b>	<b>18,578,823</b>
<b>Geographical market</b>						
Mainland China	5,147,890	5,201,461	5,208,353	789,224	2,231,895	18,578,823
<b>Timing of revenue recognition</b>						
A point in time	5,147,890	5,201,461	5,208,353	789,224	2,231,895	18,578,823

Set out below is the reconciliation of the revenue from contracts with customers with the amounts disclosed in the segment information.

	For the year ended December 31, 2025		
	Segment revenue RMB'000	Eliminations RMB'000	Consolidated RMB'000
Hog production and sales	8,877,509	(3,729,619)	5,147,890
Sales of feed	6,735,520	(1,534,059)	5,201,461
Sales of fresh pork	5,309,550	(101,197)	5,208,353
Sales of processed meat products	790,989	(1,765)	789,224
Sales of imported meat products	2,558,380	(326,485)	2,231,895
<b>Revenue from contracts with customers</b>	<b>24,271,948</b>	<b>(5,693,125)</b>	<b>18,578,823</b>
<b>Total revenue</b>	<b>24,271,948</b>	<b>(5,693,125)</b>	<b>18,578,823</b>

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 5 REVENUE (Continued)

#### Disaggregation of revenue from contracts with customers (Continued)

Segments	For the year ended December 31, 2024					
	Hog production and sales RMB'000	Sales of feed RMB'000	Sales of fresh pork RMB'000	Sales of processed meat products RMB'000	Sales of imported meat products RMB'000	Total RMB'000
<b>Types of goods or services</b>						
Hogs	3,231,292	–	–	–	–	3,231,292
Feed products	–	5,758,906	–	–	–	5,758,906
Fresh pork	–	–	4,795,181	–	–	4,795,181
Processed meat products	–	–	–	741,100	–	741,100
Imported meat products	–	–	–	–	1,799,722	1,799,722
<b>Total</b>	<b>3,231,292</b>	<b>5,758,906</b>	<b>4,795,181</b>	<b>741,100</b>	<b>1,799,722</b>	<b>16,326,201</b>
<b>Geographical market</b>						
Mainland China	3,231,292	5,758,906	4,795,181	741,100	1,799,722	16,326,201
<b>Timing of revenue recognition</b>						
A point in time	3,231,292	5,758,906	4,795,181	741,100	1,799,722	16,326,201

Set out below is the reconciliation of the revenue from contracts with customers with the amounts disclosed in the segment information.

	For the year ended December 31, 2024		
	Segment revenue RMB'000	Eliminations RMB'000	Consolidated RMB'000
Hog production and sales	6,370,286	(3,138,994)	3,231,292
Sales of feed	6,626,003	(867,097)	5,758,906
Sales of fresh pork	4,851,969	(56,788)	4,795,181
Sales of processed meat products	747,002	(5,902)	741,100
Sales of imported meat products	2,136,209	(336,487)	1,799,722
<b>Revenue from contracts with customers</b>	<b>20,731,469</b>	<b>(4,405,268)</b>	<b>16,326,201</b>
<b>Total revenue</b>	<b>20,731,469</b>	<b>(4,405,268)</b>	<b>16,326,201</b>

#### Performance obligations for contracts with customers and revenue recognition policies

The Group sells hogs, feed, fresh pork, processed meat products and imported meat products and provides meat procurement agency services in Mainland China. Revenue is recognised when control of the goods or services has transferred, being at the point when the goods have been delivered to the customers at the locations agreed between the Group and the customers or the services have been completed.

Except for certain reputable customers, the Group requires full prepayments from customers. For credit sales, the normal credit term is within 180 days upon delivery.

All contracts are for periods of one year or less. As permitted by HKFRS 15, the transaction price allocated to the unsatisfied performance obligations is not disclosed.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 6 SEGMENT INFORMATION

Information reported to the executive directors of the Company, being the chief operating decision makers (“CODM”), for the purposes of resource allocation and assessment of segment performance focuses on types of goods or services delivered or provided.

Specifically, the Group’s reportable segments under HKFRS 8 Operating Segments are as follows:

Hog production segment	represents hog breeding and sales of hogs
Feed segment	represents manufacture and sales of feed products
Fresh pork segment	represents slaughtering, wholesale and retail sales of fresh and frozen meats
Processed meat products segment	represents manufacture, wholesale and retail sales of processed meat products
Meat import segment	represents sales of imported meat products

No operating segments have been aggregated in arriving at the reportable segments of the Group.

### Segment revenues and results

The following is an analysis of the Group’s revenue and results by reportable operating segments.

	Hog production RMB'000	Feed RMB'000	Fresh pork RMB'000	Processed meat products RMB'000	Meat import RMB'000	Segment total RMB'000	Inter- segment elimination RMB'000	Total RMB'000
<i>For the year ended December 31, 2025</i>								
<b>Segment revenue</b>								
External customers	5,147,890	5,201,461	5,208,353	789,224	2,231,895	18,578,823	-	18,578,823
Inter-segment sales	3,729,619	1,534,059	101,197	1,765	326,485	5,693,125	(5,693,125)	-
<b>Segment revenue</b>	<b>8,877,509</b>	<b>6,735,520</b>	<b>5,309,550</b>	<b>790,989</b>	<b>2,558,380</b>	<b>24,271,948</b>	<b>(5,693,125)</b>	<b>18,578,823</b>
<b>Segment results</b>	<b>(159,143)</b>	<b>157,866</b>	<b>(5,580)</b>	<b>6,089</b>	<b>19,896</b>	<b>19,128</b>	<b>-</b>	<b>19,128</b>
Unallocated corporate income								29,397
Unallocated corporate expenses								(134,466)
Fair value adjustments on biological assets and agricultural produce								(453,959)
Finance costs								(146,376)
<b>Loss before tax</b>								<b>(686,276)</b>

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 6 SEGMENT INFORMATION (Continued)

#### Segment revenues and results (Continued)

	Hog production RMB'000	Feed RMB'000	Fresh pork RMB'000	Processed meat products RMB'000	Meat import RMB'000	Segment total RMB'000	Inter- segment elimination RMB'000	Total RMB'000
<i>For the year ended</i>								
<i>December 31, 2024</i>								
<b>Segment revenue</b>								
External customers	3,231,292	5,758,906	4,795,181	741,100	1,799,722	16,326,201	–	16,326,201
Inter-segment sales	3,138,994	867,097	56,788	5,902	336,487	4,405,268	(4,405,268)	–
<b>Segment revenue</b>	<b>6,370,286</b>	<b>6,626,003</b>	<b>4,851,969</b>	<b>747,002</b>	<b>2,136,209</b>	<b>20,731,469</b>	<b>(4,405,268)</b>	<b>16,326,201</b>
<b>Segment results</b>	<b>258,609</b>	<b>202,384</b>	<b>(57,233)</b>	<b>35,538</b>	<b>58,232</b>	<b>497,530</b>	<b>–</b>	<b>497,530</b>
Unallocated corporate income								76,790
Unallocated corporate expenses								(119,853)
Fair value adjustments on biological assets and agricultural produce								279,017
Finance costs								(123,727)
<b>Profit before tax</b>								<b>609,757</b>

The accounting policies of the operating segments are the same as the Group's accounting policies described in Note 3. Segment (loss)/profit represents the (loss from)/profit earned by each segment without allocation of corporate income and expenses including central administration costs and directors' emoluments, fair value adjustments on biological assets and agricultural produce and finance costs. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

Inter-segment sales are charged at prices agreed between group entities.

#### Segment assets and segment liabilities

The CODM makes decisions according to operating results of each segment. No analysis of segment asset and segment liability is presented as the CODM does not regularly review such information for the purposes of resources allocation and performance assessment. Therefore, only segment revenue and segment results are presented.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 6 SEGMENT INFORMATION (Continued)

### Other segment information

	Hog production RMB'000	Feed RMB'000	Fresh pork RMB'000	Processed meat products RMB'000	Meat import RMB'000	Total RMB'000
<b>Year ended December 31, 2025</b>						
Amounts included in the measure of segment results:						
Depreciation and amortisation*	(56,314)	(110,533)	(87,168)	(21,529)	(26)	(275,570)
Reversal of/(provision for) impairment on account receivables, net	–	20,974	(139)	23	–	20,858
Reversal of impairment on other receivables, net	–	349	–	–	–	349
Provision for impairment on amounts due from related companies	–	(6,266)	–	–	–	(6,266)
(Loss)/gain on disposal of property, plant and equipment, net**	(3,339)	400	(375)	(634)	(2)	(3,950)
(Loss)/gain on lease modification	(213)	–	23	–	–	(190)
Write-down of inventories	(2,594)	–	(7,081)	–	–	(9,675)
Provision for impairment on property, plant and equipment	(9,456)	–	–	–	–	(9,456)
<b>Year ended December 31, 2024</b>						
Amounts included in the measure of segment results:						
Depreciation and amortisation*	(61,441)	(107,961)	(88,238)	(19,670)	(90)	(277,400)
(Provision for)/reversal of impairment on account receivables, net	–	(376)	(831)	9	–	(1,198)
Reversal of impairment on other receivables, net	–	759	–	–	–	759
Provision for impairment on amount due from related companies	–	(1,640)	–	–	–	(1,640)
(Loss)/gain on disposal of property, plant and equipment, net**	(2,746)	(1,691)	19,580	(1,004)	–	14,139
(Loss)/gain on disposal of right-of-use assets	(432)	–	11,130	–	–	10,698
Gain on lease modification	144	–	34	–	–	178
Reversal of write-down/(write-down) of inventories	–	247	(14,010)	(1,579)	–	(15,342)

\* Depreciation and amortisation not included in the measure of segment results for the year ended December 31, 2025 amounted to RMB1,906,000 (2024: RMB872,000).

\*\* Loss on disposal of property, plant and equipment not included in the measure of segment results for the year ended December 31, 2025 amounted to RMBnil (2024: RMB8,000).

### Geographical information

All of the revenue of the Group is derived from Mainland China based on location of the operations for both 2025 and 2024.

All the Group's non-current assets (excluding deferred tax assets and equity instrument at FVTOCI) as at December 31, 2025 and 2024 are located in Mainland China based on geographical location of the assets or the operations.

### Information about major customers

No revenue from transactions with any single external customer amounted to 10% or more of the Group's revenue for the years ended December 31, 2025 and 2024.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 7 OTHER INCOME

An analysis of the Group's other income is as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Interest income from banks	2,911	14,057
Interest income from a related company*	5,519	9,905
	8,430	23,962
Dividend income from equity instrument at FVTOCI	37,500	75,000
Government grants**	294,459	240,924
	340,389	339,886

\* The amount represents interest income for deposits placed in a non-banking financial institution, COFCO Finance Corporation Limited ("COFCO Finance"), a subsidiary of COFCO Corporation. Details of the deposits are set out in Note 29 and Note 49.

\*\* Government grants are mainly related to innocuous treatment of died hogs and construction of hog farms. There are no unfulfilled conditions or contingencies relating to these grants as at December 31, 2025 and 2024.

Government grants related to acquisition of lands use rights and acquisition/construction of property, plant and equipment projects are included in deferred income and are credited to profit or loss on a systematic basis over the useful lives of the related assets. Further details are disclosed in Note 37. Included in the above balances are government grants released from deferred income of RMB9,444,000 for the year ended December 31, 2025 (2024: RMB7,422,000).

### 8 OTHER GAINS AND LOSSES

An analysis of the Group's other gains and losses is as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Exchange gain, net	44	11,151
(Loss)/gain on disposal of property, plant and equipment, net	(3,950)	14,131
Gain on disposal of right-of-use assets	–	10,698
(Loss)/gain on lease modification	(190)	178
Write-down of inventories to net realisable value	(9,675)	(15,342)
Reversal of/(provision for) impairment on account receivables, net	20,858	(1,198)
Reversal of impairment on other receivables, net	349	759
Provision for impairment on amounts due from related companies	(6,266)	(1,640)
Provision for impairment on property, plant and equipment	(9,456)	–
Realised and unrealised (loss)/gain on fair value changes in respect of foreign currency forward contracts, net	(11,598)	16,329
Loss on fair value changes of financial assets at FVTPL	(6)	–
Others	(5,923)	(8,816)
	(25,813)	26,250

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 9 FINANCE COSTS

An analysis of the Group's finance costs is as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Interest on:		
Bank borrowings	134,518	65,928
Long-term payable	5,975	6,194
Loans from related companies (Note 35)	18,765	40,625
Lease liabilities from third parties	16,153	17,959
Total borrowing costs	175,411	130,706
Less: Borrowing costs capitalised in the cost of qualifying assets	(29,035)	(6,979)
	146,376	123,727

Borrowing costs capitalised during the year arose on the specific borrowings with an interest rate of 2.02% (2024: 2.84%) per annum.

## 10 (LOSS)/PROFIT BEFORE TAX

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

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Cost of inventories recognised as expenses	17,696,214	15,158,911
Realised and unrealised loss/(gain) on fair value changes in respect of commodity future contracts, net	10,946	(42,634)
Loss on fair value changes in respect of biological assets	529,717	741,492
Total cost of sales	18,236,877	15,857,769
Employee benefits expenses (including the directors' emoluments as disclosed in Note 12):		
Salaries and other allowances	1,946,587	1,655,578
Retirement benefit schemes contributions (Note 42)	181,488	162,215
Less: Capitalised in biological assets and construction in progress	(1,048,490)	(800,039)
	1,079,585	1,017,754
Depreciation of property, plant and equipment	749,726	699,391
Depreciation of right-of-use assets	61,566	65,006
Amortisation of intangible assets	7,807	7,522
Total depreciation and amortisation	819,099	771,919
Less: Capitalised in biological assets	(541,623)	(493,647)
	277,476	278,272
Auditor's remuneration	2,062	2,020
Research and development costs recognised as an expense (included in administrative and other operating expenses)	72,244	44,352

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 11 INCOME TAX EXPENSE

An analysis of the Group's income tax expense is as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Current tax:		
PRC Enterprise Income Tax (the "EIT")	47,004	49,691
PRC withholding tax	6,792	7,199
	53,796	56,890
Under/(over) provision in prior years:		
PRC Enterprise Income Tax	4,276	(1,085)
Deferred tax:		
Current year (Note 23)	(589)	(310)
	57,483	55,495

No provision for Hong Kong Profits Tax has been made in the consolidated financial statements since the Group has the sufficient tax losses brought forward to set off against current year's assessable profit.

For the year ended 31 December 2024, no provision for Hong Kong Profits Tax has been made since the Group had no assessable profit for the year.

Under the Law of the PRC on Enterprise Income Tax (the "EIT Law") and the Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% during the year (2024: 25%).

Certain operations of the Company's certain subsidiaries were exempted from PRC income taxes during both 2025 and 2024. According to the Implementation Regulation of the EIT Law and the EIT exemptions regulation set out in the Circular of the Ministry of Finance and the State Administration of Taxation on Releasing the Primary Processing Ranges of Agricultural Products Entitled to Preferential Policies on Enterprise Income Tax (Trial Implementation) (Cai Shui [2008] No. 149), and the requirements of Article 86 of the Implementation Regulation of the EIT Law, the income from primary processing for agriculture products are exempted from EIT. In addition, pursuant to related regulations in respect of the Implementation Regulation of the EIT Law, the income from projects of animal-husbandry and poultry feeding, is also entitled to exemption from EIT. Accordingly, the income from the above-mentioned operations of certain subsidiaries of the Group were exempted from EIT in the years ended December 31, 2025 and 2024.

Certain subsidiaries were granted lower tax rates by the state tax bureau in accordance with the EIT Law and the corresponding transitional tax concession policy and "The notice of tax policies relating to the implementation of the western China development strategy" during the years ended December 31, 2025 and 2024.

Withholding tax is calculated at 10% of the dividend and interest income received from a subsidiary in the PRC for the years ended December 31, 2025 and 2024.

The Group is operating in certain jurisdictions where the Pillar Two Rules are effective. However, as the Group's estimated effective tax rates of all the jurisdictions in which the Group operates are higher than 15%, after taking into account certain adjustments under the Pillar Two Rules based on management's best estimate, the management of the Group considered the Group is not liable to top-up tax under the Pillar Two Rules.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 11 INCOME TAX EXPENSE (Continued)

Income tax expense for the year can be reconciled to the (loss)/profit before tax per the consolidated statement of profit or loss and other comprehensive income as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
(Loss)/profit before tax	(686,276)	609,757
Tax at the domestic income tax rate of 25% (2024: 25%)*	(171,569)	152,439
Effect of different tax rates for entities of the Group operating in other jurisdictions and concessionary rate	(639)	(6,362)
Effect of tax losses incurred for agricultural business and other non-deductible expenses	94,185	107,458
Tax effect of income not taxable for tax purpose	(30,960)	(21,247)
Tax effect of share of results of associates	3,593	934
Tax effect of the fair value adjustments on biological assets	113,490	(69,754)
Effect of tax exemptions	1,230	(130,603)
Utilisation of tax losses previously not recognised	(2,623)	(8,550)
Tax effect of tax losses not recognised	39,162	27,714
Under/(over) provision in prior years	4,276	(1,085)
Withholding tax on dividend income and interest income from a subsidiary	6,892	7,026
Others	446	(2,475)
Income tax expense for the year	57,483	55,495

\* The domestic tax rate (which is the EIT rate) in the jurisdiction where the operation of the Group is substantially based is used.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 12 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS

Directors' and chief executive's emoluments for the year, disclosed pursuant to the applicable Listing Rules and the Hong Kong Companies Ordinance, are as follows:

	Other emoluments				Total RMB'000
	Directors' fees RMB'000	Salaries and other allowances RMB'000	Retirement benefit scheme contributions RMB'000	Bonus RMB'000	
<i>Year ended December 31, 2025</i>					
<b>Executive directors:</b>					
GAO Xiang (Chief Executive)	–	775	70	1,006	1,851
ZHANG Nan	–	707	70	848	1,625
<b>Non-executive directors:</b>					
CHEN Zhigang (Note (a))	–	60	–	–	60
WANG Guoxin	–	–	–	–	–
WU Haojun (Note (b))	–	–	–	–	–
<b>Independent non-executive directors:</b>					
FU Tingmei	316	–	–	–	316
LI Michael Hankin	316	–	–	–	316
JU Jiandong	316	–	–	–	316
<b>Total</b>	<b>948</b>	<b>1,542</b>	<b>140</b>	<b>1,854</b>	<b>4,484</b>

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 12 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS (Continued)

Directors' and chief executive's emoluments for the year, disclosed pursuant to the applicable Listing Rules and the Hong Kong Companies Ordinance, are as follows: (Continued)

	Directors' fees RMB'000	Other emoluments			Total RMB'000
		Salaries and other allowances RMB'000	Retirement benefit scheme contributions RMB'000	Bonus RMB'000	
<b>Year ended December 31, 2024</b>					
<b>Executive directors:</b>					
GAO Xiang (Chief Executive)	–	594	57	–	651
JIANG Guojin (Chief Executive) (Note (c))	–	128	11	1,048	1,187
ZHANG Nan	–	460	49	816	1,325
<b>Non-executive directors:</b>					
CHEN Zhigang (Note (a))	–	53	–	–	53
WANG Guoxin	–	–	–	–	–
MA Dewei (Note (d))	–	–	–	–	–
ZHAO Wei (Note (e))	–	–	–	–	–
SHI Bo (Note (f))	–	–	–	–	–
<b>Independent non-executive directors:</b>					
FU Tingmei	324	–	–	–	324
LI Michael Hankin	324	–	–	–	324
JU Jiandong	324	–	–	–	324
<b>Total</b>	<b>972</b>	<b>1,235</b>	<b>117</b>	<b>1,864</b>	<b>4,188</b>

The executive directors' emoluments shown above were for their services in connection with the management of the affairs of the Company and the Group. The independent non-executive directors' emoluments shown above were for their services as directors of the Company.

Notes:

- (a) CHEN Zhigang was appointed as a non-executive director of the Company on June 25, 2024 and resigned as a non-executive director of the Company on December 23, 2025.
- (b) WU Haojun was appointed as a non-executive director of the Company on December 23, 2025.
- (c) JIANG Guojin was resigned as an executive director and chairman of the board on March 7, 2024.
- (d) MA Dewei resigned as a non-executive director of the Company on March 7, 2024.
- (e) ZHAO Wei resigned as an executive director of the Company on December 31, 2024.
- (f) SHI Bo was resigned as a non-executive director of the Company on June 25, 2024.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 12 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS (Continued)

Bonus, including annual performance bonus and tenure incentive, is determined by reference to the market, individual performance and directors' respective contribution to the Group.

The non-executive directors are not paid directly by the Company, but receive emoluments from the Company's holding company, in respect of their services to the larger group which includes the Group. No apportionment has been made as the qualifying services provided by these directors to the Group are incidental to their responsibilities to the larger group.

During 2025 and 2024, no directors of the Company waived or agreed to waive any emoluments, and no emoluments were paid to the directors of the Company as an inducement to join or upon joining the Group or as compensation for loss of office.

## 13 FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees of the Group during the year ended December 31, 2025 included one of the directors (2024: nil) of the Company, details of whose emoluments are set out in Note 12 above. Details of the emoluments of the four (2024: five) highest paid employees who are not the directors of the Company are as follows:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Salaries, allowances and benefits in kind	2,664	2,394
Bonus	4,113	5,919
Retirement benefit schemes contributions	281	304
	<b>7,058</b>	8,617

The number of the highest paid employees who are not the directors of the Company whose emoluments fell within the following bands is as follows:

	Year ended December 31,	
	2025	2024
Hong Kong Dollar ("HKD") 1,500,001 to HKD2,000,000	3	4
HKD2,000,001 to HKD2,500,000	1	1
	<b>4</b>	5

## 14 DIVIDENDS

No dividend was paid or proposed for shareholders of the Company during the years ended December 31, 2025 and 2024, nor has any dividend been proposed since the end of the reporting period (2024: nil).

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 15 (LOSS)/EARNINGS PER SHARE

The calculation of the basic (loss)/earnings per share attributable to owners of the Company is based on the following data:

### (Loss)/earnings

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
(Loss)/profit for the year attributable to owners of the Company for the purpose of basic (loss)/earnings per share	(745,879)	538,216

### Number of shares

	Year ended December 31,	
	2025 '000	2024 '000
Weighted average number of ordinary shares for the purpose of basic (loss)/earnings per share	4,581,998	4,581,998

No diluted (loss)/earnings per share is presented as there were no potential ordinary shares in issue for both 2025 and 2024.

## 16 GOODWILL

The amount of goodwill recognised in the consolidated statement of financial position, arising from the acquisition of subsidiaries in prior years, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Cost and carrying amount	100,609	100,609

For the purposes of impairment testing, goodwill has been allocated to the cash generating unit ("CGU") which manufactures and sells processed meat products with brand name "Maverick" in the processed meat products segment.

The recoverable amount of this unit has been determined based on a value in use calculation. That calculation uses cash flow projections based on financial budgets approved by management covering a five-year period (2024: five-year), and discount rate of 8% (2024: 8%). Maverick's cash flows beyond the five-year period (2024: five-year) are extrapolated using a steady 0% growth rate (2024: 0%). This growth rate is based on the relevant industry growth forecasts and does not exceed the average long-term growth rate for the relevant industry. Other key assumptions for the value in use calculations relate to the estimation of cash inflows/outflows which include budgeted sales and gross margin, such estimation is based on the unit's past performance and management's expectations for the market development. During the years ended December 31, 2025 and 2024, management of the Group determines that there is no impairment on the unit. Management believes that any reasonably possible change in any of these assumptions would not cause the aggregate carrying amount of the unit to exceed the aggregate recoverable amount of the unit.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 17 PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Leasehold improvements RMB'000	Equipment RMB'000	Furniture and fixtures RMB'000	Motor vehicles RMB'000	Construction in progress RMB'000	Total RMB'000
<b>Cost:</b>							
At January 1, 2024	8,876,332	60,875	4,003,805	362,795	250,611	134,037	13,688,455
Additions	33,753	14,885	70,717	56,686	23,065	2,183,510	2,382,616
Transfer	352,245	70	142,220	7,174	–	(501,709)	–
Disposals	(47,372)	(10,329)	(23,539)	(13,273)	(4,949)	–	(99,462)
At December 31, 2024 and January 1, 2025	9,214,958	65,501	4,193,203	413,382	268,727	1,815,838	15,971,609
Additions	94,179	25,638	361,650	41,117	76,932	1,678,440	2,277,956
Transfer	1,639,800	43	142,739	785	4,835	(1,788,202)	–
Disposals	(4,176)	(8,457)	(19,102)	(13,422)	(7,475)	–	(52,632)
At December 31, 2025	10,944,761	82,725	4,678,490	441,862	343,019	1,706,076	18,196,933
<b>Depreciation and impairment:</b>							
At January 1, 2024	(1,543,399)	(24,637)	(1,374,250)	(203,235)	(138,995)	(2,909)	(3,287,425)
Charge for the year	(302,634)	(15,501)	(293,389)	(54,907)	(32,960)	–	(699,391)
Eliminated on disposals	7,464	10,363	14,470	11,617	4,523	–	48,437
At December 31, 2024 and January 1, 2025	(1,838,569)	(29,775)	(1,653,169)	(246,525)	(167,432)	(2,909)	(3,938,379)
Charge for the year	(331,354)	(15,975)	(317,872)	(46,136)	(38,389)	–	(749,726)
Impairment loss recognised in profit or loss	–	–	(8,834)	(425)	(197)	–	(9,456)
Eliminated on disposals	2,675	1,263	16,034	12,331	6,999	–	39,302
At December 31, 2025	(2,167,248)	(44,487)	(1,963,841)	(280,755)	(199,019)	(2,909)	(4,658,259)
<b>Carrying values:</b>							
At December 31, 2025	8,777,513	38,238	2,714,649	161,107	144,000	1,703,167	13,538,674
At December 31, 2024	7,376,389	35,726	2,540,034	166,857	101,295	1,812,929	12,033,230

The above items of property, plant and equipment, except for construction in progress, after taking into account any residual value, are depreciated on a straight-line basis at the following rates per annum:

Buildings	2.25% to 4.5%
Leasehold improvements	10% to 25% (over the shorter of the term of the lease and estimated useful life)
Equipment	4.5% to 30%
Furniture and fixtures	18% to 45%
Motor vehicles	9% to 18%

The directors of the Company are of the opinion that the Group is entitled to lawfully and validly occupy and use the above-mentioned buildings, and the aforesaid matter did not have any significant impact on the Group's financial position as at December 31, 2025.

## 17 PROPERTY, PLANT AND EQUIPMENT (Continued)

### Impairment assessment on property, plant and equipment and right-of-use assets

During the year ended 31 December 2025, certain property, plant and equipment and right-of-use assets of the Group relating to the hog production segment incurred operating losses, and certain other plant and equipment and right-of-use assets relating to the hog production segment were temporarily suspended from production. The management of the Group concluded that there was indication for impairment and conducted impairment assessment on the related property, plant and equipment and right-of-use assets with carrying amounts of approximately RMB9,738,120,000 and RMB466,650,000, respectively, as at 31 December 2025.

Based on the impairment assessment performed, the management concluded that those property, plant and equipment and right-of-use assets which continued to operate but incurred operating losses did not require impairment, as their carrying amounts did not exceed their respective recoverable amounts, determined based on value in use.

However, for those property, plant and equipment that were temporarily suspended from production, they were impaired to their recoverable amounts of RMB112,575,000, which are their carrying values at year end and impairment losses of approximately RMB9,456,000 (2024: Nil) have been recognised in profit or loss during the year.

The recoverable amounts of these impaired assets were determined based on their fair value less costs of disposal, estimated using the income approach. Under this approach, market rentals of all lettable units of the properties are assessed and discounted at the market yield of 8.87% per annum, representing the return expected by market participants for assets of this nature. The market rentals were determined with reference to the rentals achieved in the lettable units of the assets as well as rentals of comparable properties in the surrounding area. The discount rate was determined with reference to the yields derived from analysing the sales transactions of similar properties in the PRC and adjusted to reflect market participants' expectations and factors specific to those assets. The fair value measurement was categorised within Level 3 of the fair value hierarchy.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 18 RIGHT-OF-USE ASSETS

	Lands RMB'000	Properties RMB'000	Total RMB'000
<b>As at December 31, 2025</b>			
Carrying amount	574,386	212,432	786,818
<b>As at December 31, 2024</b>			
Carrying amount	569,031	214,849	783,880
<b>For the year ended December 31, 2025</b>			
Depreciation charge	28,755	32,811	61,566
<b>For the year ended December 31, 2024</b>			
Depreciation charge	27,695	37,311	65,006

  

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Expense relating to short-term leases	18,333	30,533
Variable lease payments not included in the measurement of lease liabilities	12,448	24,654
Total cash outflow for leases	122,240	173,610
Additions to right-of-use assets	66,965	128,298

The Group leases lands and buildings for its operations. Lease contracts are entered into for fixed term of 1 to 50 years (2024: 1 to 50 years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

In addition, the Group owns several industrial buildings where its hog production facilities and feed storage facilities are primarily located and office buildings. The Group is the registered owner of these property interests, including the underlying leasehold lands. The leasehold land components of these owned properties are presented separately only if the payments made can be allocated reliably.

The Group regularly entered into short-term leases for buildings. As at December 31, 2025 and 2024, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed above.

Leases of industrial buildings and office buildings contain variable lease payments that are based on production volume. The payment terms are common in industrial buildings and office buildings in the PRC where the Group operates. The overall financial effect of using variable payment terms is that higher rental costs are incurred by feed storage facilities with higher production volume. Variable rent expenses are expected to continue to represent a similar proportion of production volume in future years.

Leases of counters in retail stores contain variable lease payment that are based on 5% to 13% (2024: 5% to 18.5%) of sales amount. The payment terms are common in retail stores in the PRC where the Group operates. The overall financial effect of using variable payment terms is that higher rental costs are incurred by stores with higher sales. Variable rent expenses are expected to continue to represent a similar proportion of store sales in future years.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 19 INTANGIBLE ASSETS

The Group's intangible assets comprise purchased computer software.

	2025 RMB'000	2024 RMB'000
<b>Cost:</b>		
At beginning of the reporting period	81,649	76,081
Additions	4,874	6,845
Disposals	(156)	(1,277)
At end of the reporting period	86,367	81,649
<b>Accumulated amortisation:</b>		
At beginning of the reporting period	51,918	45,673
Amortisation provided during year	7,807	7,522
Eliminated on disposals	(156)	(1,277)
At end of the reporting period	59,569	51,918
<b>Carrying values:</b>		
At end of the reporting period	26,798	29,731

Purchased computer software is stated at cost less any impairment losses and are amortised on the straight-line basis over their estimated useful lives of 3 to 10 years.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 20 INVESTMENTS IN ASSOCIATES

	2025 RMB'000	2024 RMB'000
Cost of investments in associates	17,000	17,000
Share of undistributed post-acquisition reserves	(17,000)	(2,627)
	–	14,373

Details of the Group's associates as at the end of each reporting period are as follows:

Name of entity	Place of incorporation/ establishment and principal country of operations	Attributable Interest held by the Group		Principal activities
		2025	2024	
中糧生物科技(北京)有限公司 (COFCO Biotechnology (Beijing) Co., Ltd.*)	PRC/PRC	–	– (Note)	Technology development of feed products
現代飼料(天津)有限公司 Modern Feed (Tianjin) Co., Ltd.*)	PRC/PRC	34.00%	34.00%	Sales of feed products

Note:

On June 27, 2024, the Group's 37.78% equity interest in COFCO Biotechnology (Beijing) Co., Ltd. was disposed of to a fellow subsidiary through gratuitous transfer.

The above associates were not individually material to the Group.

### Unrecognised share of losses of associate of the Group

	2025 RMB'000	2024 RMB'000
The unrecognised share of loss of associate for the year	(2,181)	–
	2025 RMB'000	2024 RMB'000
Cumulative unrecognised share of loss of associate	(2,181)	–

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 21 EQUITY INSTRUMENT AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	2025 RMB'000	2024 RMB'000
Equity instrument at FVTOCI	106,199	110,690

This represents the Group's equity interest in a private entity established in the PRC. The investment is not held for trading, instead, it is held for long-term strategic purposes. The directors of the Company have elected to designate the investment at FVTOCI as they believe that recognising short-term fluctuations in this investment's fair value in profit or loss would not be consistent with the Group's strategy of holding this investment for long-term purposes and realising their performance potential in the long run.

## 22 BIOLOGICAL ASSETS

### Nature of the Group's agricultural activities

The biological assets of the Group are live hogs at various stages of development, including piglets, nursery hogs, medium and large finishing hogs, replacement studs and gilts, which are classified as current assets. Biological assets also include breeding stock, which are used to produce future live hogs and classified as non-current assets of the Group. The quantity of live hogs and breeding stock owned by the Group at the end of reporting period are as follows:

	At December 31,	
	2025 '000	2024 '000
Piglets	622	440
Nursery hogs	1,087	897
Medium and large finishing hogs	2,015	1,568
Breeding stock, replacement studs and gilts	417	345
	4,141	3,250

In general, once a sow is inseminated it will gestate typically around 114 days. New born hogs are classified as "piglets". The piglets will stay with their mother for 3 to 4 weeks at which time they will be weaned. Once the suckling hogs are weaned, they are transferred to the "nursery hogs".

The nursery facilities are designed to meet the needs of newly weaned hogs. They are fed a series of specially formulated diets to meet their changing nutritional needs. The hogs will stay in the nursery for approximately 6 to 7 weeks and then be transferred to the "medium and large finishing hogs" farm.

Medium and large finishing hogs typically stay in this phase for 15 to 16 weeks. During that time, they will be considered as a live hog with market value. Once the hog reaches the ideal weight, they are loaded onto specially designed trucks for transport to the processing facility.

Replacement studs and gilts are hogs maybe selected to be future breeding stock.

The Group is exposed to a number of risks related to its biological assets. The Group is exposed to the following operating risks:

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 22 BIOLOGICAL ASSETS (Continued)

Nature of the Group's agricultural activities (Continued)

### *Regulatory and environmental risks*

The Group is subject to laws and regulations in the location in which it operates breeding of hogs. The Group has established environmental policies and procedures aimed at compliance with local environmental and other laws. Management performs regular reviews to identify environmental risks and to ensure that the systems in place are adequate to manage these risks.

### *Climate, disease and other natural risks*

The Group's biological assets are exposed to the risk of damage from climatic changes, diseases and other natural forces. The Group has extensive processes in place aimed at monitoring and mitigating these risks, including regular inspections, disease controls, surveys and insurance.

### Carrying value of the Group's biological assets

	<b>Live hogs and breeding stock RMB'000</b>
At January 1, 2024	2,202,410
Additions: purchasing/raising	6,969,551
Gain arising from changes in fair value less costs to sell of biological assets	1,020,509
Transfer to cost of sales at the point of harvest	(6,094,891)
Decrease due to culling	(788,871)
At December 31, 2024 and January 1, 2025	3,308,708
Additions: purchasing/raising	9,752,133
Gain arising from changes in fair value less costs to sell of biological assets	75,758
Transfer to cost of sales at the point of harvest	(8,690,583)
Decrease due to culling	(891,991)
At December 31, 2025	3,554,025

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 22 BIOLOGICAL ASSETS (Continued)

Carrying value of the Group's biological assets (Continued)

*Analysed for reporting purpose*

	At December 31,	
	2025 RMB'000	2024 RMB'000
Live hogs and breeding stock	3,554,025	3,308,708
Less: Current portion	(2,687,595)	(2,389,057)
Non-current portion	866,430	919,651

#### Fair value measurement

The Group's biological assets were valued by Savills Valuation and Professional Services (China) Limited ("Savills"), a firm of independent qualified professional valuers unrelated to the Group. The fair value less costs to sell of biological assets are determined with reference to the market-determined prices of items with similar age, breed and genetic merit or replacement costs where the market-determined prices are not available.

Changes in fair value less costs to sell of biological assets include changes in the fair value of the hogs at the end of each reporting period.

#### Key assumptions and inputs

The major significant unobservable inputs to the valuation of the biological assets include estimated local market price, rearing costs, survival rate, species and growing conditions.

Set forth below are the valuation techniques, key assumptions and inputs adopted in the valuation process to determine the fair values of the Group's biological assets as at December 31, 2025 and 2024.

	At December 31,	
	2025 RMB	2024 RMB
Live hogs and breeding stock		
Piglets (Note (a))		
<i>Per head market price</i>	149 to 202	299 to 375
Nursery hogs (Note (b))		
<i>Per head market price</i>	289 to 437	406 to 474
Medium and large finishing hogs (Note (c))		
<i>Per head market price</i>	521 to 1,282	682 to 1,596
Replacement studs and gilts (Note (d))		
<i>Per head cost</i>	1,717 to 3,787	1,226 to 3,544
Breeding stock (Note (e))		
<i>Per head replacement cost</i>	2,497 to 3,570	2,980 to 4,550

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 22 BIOLOGICAL ASSETS (Continued)

### Key assumptions and inputs (Continued)

Notes:

- (a) *As there were active markets for piglets, the market prices have been adopted.*
- (b) *As there were active markets for the nursery hogs, the market prices of nursery hogs have been adopted.*
- (c) *Market prices have been adopted for large finishing hogs as there were active markets for the large finishing hogs as at respective valuation dates.*

*As there was no active market for the medium finishing hogs, the market price of medium finishing hogs has been estimated based on the market prices of large finishing hogs, less cost to completion, and adjusted with survival rate and risk in price uncertainty upon completion.*

*The unit cost to completion is estimated based on the unit cost of medium finishing hogs to the unit cost of large finishing hogs as at the respective valuation dates, under the assumption that the future cost in completing the remaining rearing cycle can be approximated by the historical cost. It is further adjusted by the number of hogs expected to be dead during this stage as no additional cost is necessary to feed those dead hogs.*

*The survival rate is estimated based on the historical statistics for respective location and category of hogs as at the respective valuation dates.*

- (d) *As replacement studs and gilts are yet to generate income to the Group due to their immature physical condition and in the absence of a market price from an actively traded market for the replacement studs and gilts, cost approach has been adopted. The fair value of the replacement studs and gilts is determined based on the original cost plus the rearing costs (e.g. cost of vaccine, feeding, labour) subsequent to purchase or transfer.*
- (e) *Since there was no active market for breeding stock at specific age, the replacement cost approach has been adopted. Market prices for different species of boar and gilt have been obtained as a basis for the replacement cost, and adjusted for the reduction/consumption of economic useful life by applying the respective metrics to estimate the fair value of breeding stock in different species.*

A significant increase/decrease in the estimated market price in isolation would result in a significant increase/decrease in the fair value of the biological assets.

The fair values of the Group's biological assets at December 31, 2025 and 2024 are grouped into Level 3 of fair value measurement. There were no transfers into or out of Level 3 during both the current and prior years.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 23 DEFERRED TAX ASSETS/(LIABILITIES)

The following is the analysis of the deferred tax balances for financial reporting purposes:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Deferred tax assets	7,048	6,785
Deferred tax liabilities	(50,238)	(51,687)

The following are the major deferred tax liabilities and assets recognised and movements thereon during the current and prior years:

	Impairment for account and other receivables RMB'000	Others RMB'000	Fair value adjustments RMB'000	Fair value adjustments in other comprehensive income RMB'000	Distributable profits of subsidiaries RMB'000	Accelerated tax depreciation RMB'000	Write- down of inventories RMB'000	Right-of- use assets RMB'000	Lease liabilities RMB'000	Total RMB'000
At January 1, 2024	4,131	2,922	(8,079)	(15,830)	(20,000)	(2,487)	318	(6,533)	6,309	(39,249)
Charge to profit or loss	(402)	(870)	-	-	-	-	-	-	(3,301)	(4,573)
Credit to profit or loss	-	-	420	-	-	368	526	3,569	-	4,883
Credit to other comprehensive income	-	-	-	(5,963)	-	-	-	-	-	(5,963)
At December 31, 2024 and January 1, 2025	3,729	2,052	(7,659)	(21,793)	(20,000)	(2,119)	844	(2,964)	3,008	(44,902)
Charge to profit or loss	-	(353)	-	-	-	-	(201)	-	(652)	(1,206)
Credit to profit or loss	626	-	420	-	-	355	-	394	-	1,795
Charge to other comprehensive income	-	-	-	1,123	-	-	-	-	-	1,123
At December 31, 2025	4,355	1,699	(7,239)	(20,670)	(20,000)	(1,764)	643	(2,570)	2,356	(43,190)

As at December 31, 2025, the Group has unrecognised tax losses of RMB78,351,000 (2024: RMB81,937,000) in Hong Kong, which have no expiry dates, and RMB814,587,000 (2024: RMB854,189,000) in the PRC which will expire during the financial years 2025 to 2029 and unrecognised deductible temporary differences in relation to impairment of account receivables, other receivables and write-down of inventories to net realisable values of RMB34,638,000 (2024: RMB37,353,000). As at December 31, 2024 and 2025, no deferred tax assets have been recognised in respect of these tax losses and deductible temporary differences, as they have arisen in subsidiaries that it is not considered probable that taxable profits will be available against which the tax losses can be utilised.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 23 DEFERRED TAX ASSETS/(LIABILITIES) (Continued)

The unrecognised tax losses will expire in the following years:

	At December 31,	
	2025 RMB'000	2024 RMB'000
To be expired on:		
December 31, 2025	–	186,000
December 31, 2026	288,124	298,372
December 31, 2027	114,296	114,296
December 31, 2028	140,623	140,623
December 31, 2029	114,898	114,898
December 31, 2030	156,646	–
Total unused tax losses not recognised as deferred tax assets	814,587	854,189

Under the EIT Law of the PRC, withholding tax is imposed on dividends declared in respect of profits earned by PRC subsidiaries from January 1, 2008 onwards. Deferred taxation has been provided for undistributed profits to the extent that declarations of dividends are anticipated in the foreseeable future. Deferred tax liabilities of RMB20,000,000 (2024: RMB20,000,000) has been provided for in the consolidated financial statements in respect of temporary differences attributable to accumulated undistributable profits of the PRC subsidiaries, and the aggregate amount of temporary differences associated with undistributed earnings of subsidiaries for which deferred tax liabilities have not been recognised was RMB305,972,000 (2024: RMB339,544,000). No further deferred tax liability has been recognised in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

### 24 INVENTORIES

	At December 31,	
	2025 RMB'000	2024 RMB'000
Raw materials and consumables	951,216	888,934
Work in progress	7,367	8,569
Finished goods	652,141	535,802
	1,610,724	1,433,305

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 25 ACCOUNT AND BILLS RECEIVABLES

	At December 31,	
	2025 RMB'000	2024 RMB'000
Account receivables from contracts with customers	368,977	309,990
Less: Allowance for credit losses	(6,559)	(27,416)
	362,418	282,574
Bills receivables	700	–
Total account and bills receivables	363,118	282,574

As at January 1, 2024, account receivables from contracts with customers amounted to RMB274,250,000 (net of allowance for credit losses of RMB26,218,000).

An aged analysis of the account receivables as at the end of the reporting period, based on the delivery dates and net of allowance for credit losses, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Within 90 days	360,843	281,666
90 to 180 days	141	769
180 days to 1 year	1,434	–
Over 1 year	–	139
	362,418	282,574

An aged analysis of the bills receivables as at the end of the reporting period, based on the issue dates, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Within 90 days	300	–
90 to 180 days	400	–
	700	–

All the above bills receivables are guaranteed by banks and their maturity dates are within 12 months.

As at December 31, 2025, included in the Group's account receivables balance are debtors with aggregate carrying amount of RMB1,575,000 (2024: RMB908,000) which are past due as at the reporting date. Out of the past due balances, RMB1,434,000 (2024: RMB139,000) has been past due 90 days or more and is not considered as in default taking into account the historical repayment records from the customer. The Group does not hold any collateral over these balances.

Details of impairment assessment of account and bills receivables are set out in Note 47.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 26 PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

An analysis of the prepayments, deposits and other receivables are as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Value-added tax recoverable	176,967	158,555
Prepayments	70,996	37,258
Deposits (Note)	57,175	99,662
Others	91,494	73,893
	396,632	369,368
Less: Allowance for credit losses	(20,716)	(21,065)
	375,916	348,303

Note: The deposits included the deposits relating to commodity futures contracts of RMB38,741,000 (2024: RMB82,566,000).

## 27 OTHER CURRENT ASSETS

As at December 31, 2025 and 2024, other current assets represented the costs recoverable for meat products the Group purchased pursuant to procurement arrangements where the Group was requested to purchase meat products and sell the meat products to designated buyers. The Group is responsible for the procurement and delivery of the meat products to designated buyers. Under the arrangement, the purchases of meat products are financed by bank loans from a designated bank in the PRC. Details of the bank loans are disclosed in Note 34.

## 28 BALANCES WITH RELATED COMPANIES

Related companies with which the Group had transactions and/or outstanding balances are COFCO Corporation and its subsidiaries.

Included in amounts due from related companies as at December 31, 2025 were receivables in trade nature of RMB44,248,000 (2024: RMB156,907,000). These receivables are unsecured, interest-free and repayable according to the relevant sales contracts. An aged analysis of these receivables as at the end of the reporting period, based on the delivery dates and net of allowance for credit losses, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Within 90 days	27,801	143,195
Over 90 days but less than 1 year	–	10,928
Over 1 year	16,447	2,784
	44,248	156,907

The remaining balances of amounts due from related companies include prepayments in connection with the purchase of inventories and current account balances, which are unsecured, interest-free and repayable on demand.

Details of impairment assessment of amounts due from related companies (excluding prepayments to related companies) for the year ended December 31, 2025 are set out in Note 47.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 28 BALANCES WITH RELATED COMPANIES (Continued)

Included in amounts due to related companies as at December 31, 2025 were payables in trade nature of RMB86,617,000 (2024: RMB99,356,000), which are unsecured, interest-free and payable according to the relevant contracts. An aged analysis of these payables as at the end of the reporting period, based on the invoice dates, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Within 90 days	81,280	87,332
Over 90 days but less than 1 year	5,337	12,015
Over 1 year	–	9
	<b>86,617</b>	<b>99,356</b>

Also included in amounts due to related companies as at December 31, 2024 was the consideration payable of RMB1,569,071,000 in relation to the acquisition of COFCO Jiahua Industrial Limited (中糧嘉華實業有限公司) (“COFCO Jiahua”), which is repayable within three months from the date on which COFCO Jiahua obtains the business license certifying that COFCO Jiahua has been converted into a foreign-invested enterprise. The license was subsequently obtained on January 21, 2025. The consideration was fully settled during the current year.

The remaining balance of amounts due to related companies includes interest payable in respect of loans from a related company and current account balances, which are unsecured, interest-free and repayable on demand.

## 29 CASH AND BANK BALANCES

	At December 31,	
	2025 RMB'000	2024 RMB'000
Cash and bank balances	47,160	86,735
Time deposits with original maturity over three months when acquired	–	9,428
Deposits with a non-banking financial institution*	534,416	967,824
Cash and bank balances in the consolidated statement of financial position	<b>581,576</b>	1,063,987
Less: Time deposits with original maturity over three months when acquired	–	(9,428)
Cash and bank balances in the consolidated statement of cash flows	<b>581,576</b>	1,054,559

\* The amount represents deposits placed with COFCO Finance, and earns interest at market rates.

Cash at banks earns interest at rates based on daily bank deposit rates ranging from 0% to 0.15% (2024: 0% to 1.55%). The bank balances and time deposits are deposited with creditworthy banks with no history of default.

As at 31 December 2024, short-term time deposits are made for varying periods depending on the immediate cash requirements of the Group, and earn interest at a market rate ranging from 2.4% to 3.35%.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 30 ACCOUNT PAYABLES

An analysis of account payables is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Account payables	951,645	893,278

The account payables are non-interest-bearing and are normally with credit periods ranging from 15 to 60 days.

An aged analysis of the account payables as at the end of the reporting period, based on the invoice dates, is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Within 1 year	950,986	892,090
1 to 2 years	659	1,188
	951,645	893,278

### 31 OTHER PAYABLES, ACCRUALS AND DEPOSITS RECEIVED

An analysis of other payables, accruals and deposits received is as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Construction costs payables	222,618	123,392
Deposits received	245,258	256,361
Salaries and wages payables	246,746	212,745
Accruals	275,802	224,190
Tax element of contract liabilities	17,243	21,716
Dividends payable to non-controlling interests	2,000	–
Provision for litigation ( <i>Note 51</i> )	6,910	6,910
Others	155,239	131,194
	1,171,816	976,508

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 32 LEASE LIABILITIES

	At December 31,	
	2025 RMB'000	2024 RMB'000
Lease liabilities payable:		
Within one year	50,892	42,863
Within a period of more than one year but not more than two years	26,392	33,226
Within a period of more than two years but not more than five years	55,844	66,160
Within a period of more than five years	248,426	249,917
	<b>381,554</b>	392,166
Less: Amount due for settlement within 12 months shown under current liabilities	(50,892)	(42,863)
Amount due for settlement after 12 months shown under non-current liabilities	<b>330,662</b>	349,303

The weighted average incremental borrowing rates applied to lease liabilities range from 3.0% to 4.9% (2024: 3.65% to 4.9%).

### 33 CONTRACT LIABILITIES

	At December 31,	
	2025 RMB'000	2024 RMB'000
Hog production and sales	44,277	77,365
Sales of fresh pork	74,694	53,269
Sales of processed meat products	4,659	5,512
Sales of imported meat products	124,565	184,303
Sales of feed	71,863	69,084
Total – current	<b>320,058</b>	389,533

As at January 1, 2024, contract liabilities amounted to RMB347,206,000.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 33 CONTRACT LIABILITIES (Continued)

The following table shows the amount of the revenue recognised in the corresponding segments in the current year relates to carried-forward contract liabilities. Generally, contract liabilities are recognised as revenue within 1 year.

	Hog production and sales RMB'000	Sales of feed RMB'000	Sales of fresh pork RMB'000	Sales of processed meat products RMB'000	Sales of imported meat products RMB'000
<b>For the year ended December 31, 2025</b>					
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	77,365	69,084	53,269	5,512	184,303
<b>For the year ended December 31, 2024</b>					
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	28,338	77,819	39,865	3,441	197,743

Typical payment terms which impact on the amount of contract liabilities recognised are as follows:

For sales of hogs, the Group requires 100% advance payments from customers before the Group delivers the hogs. For sales of fresh pork, processed meat products, imported meat products and feed, the Group may grant credits to certain reputable corporate customers and requires 100% advance payments from the remaining customers before the Group delivers the products. The advance payments schemes result in contract liabilities being recognised when the advance payments are received but the controls of the goods have not been transferred.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 34 BANK BORROWINGS

	At December 31,	
	2025 RMB'000	2024 RMB'000
Unsecured bank loans	8,227,811	4,231,095
The carrying amounts of the above borrowings are repayable*:		
Within one year**	6,489,990	2,609,132
Within a period of more than one year but not exceeding two years	628,470	1,048,575
Within a period of more than two years but not exceeding five years	899,447	388,536
Within a period of more than five years	209,904	184,852
	8,227,811	4,231,095
Less: Amounts due within one year shown under current liabilities	(6,489,990)	(2,609,132)
Amounts shown under non-current liabilities	1,737,821	1,621,963

\* The amounts due are based on scheduled repayment dates set out in the respective loan agreements.

\*\* As at December 31, 2025, the bank loan balances include bank loans from a designated bank as set out in Note 27 amounting to RMB305,540,000 (2024: RMB305,540,000), which bear interest at 2.79% (2024: 3.45%) per annum.

The exposure of the Group's borrowings are as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Fixed-rate borrowings	5,870,074	2,493,782
Variable-rate borrowings	2,357,737	1,737,313
	8,227,811	4,231,095

The range of effective interest rates (which are also equal to contracted interest rates) on the Group's bank borrowings is as follows:

	Year ended December 31,	
	2025	2024
Effective interest rate:		
Fixed-rate borrowings	0.55% to 2.79%	0.62% to 3.45%
Variable-rate borrowings	2.01% to 2.60%	2.13% to 2.67%

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 35 LOANS FROM RELATED COMPANIES

The loans of RMB1,342,500,000 (2024: RMB1,792,500,000) from related companies classified under current liabilities are loans from COFCO Corporation and its subsidiaries, which are unsecured, repayable within one year and bear interest at fixed rates from 2.0% to 2.11% (2024: 2.0% to 2.26%) per annum.

The loans from a related company classified under non-current liabilities are loans from COFCO Corporation, which are unsecured, repayable in November 2035 and June 2036 and carry at the effective interest rate of 4.9% (2024: 4.9%) per annum (see Note 37 for further details).

### 36 FINANCIAL ASSETS/LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets and liabilities mandatorily measured at FVTPL:

	At December 31,	
	2025 RMB'000	2024 RMB'000
Classified under current assets:		
Commodity futures contracts (Note i)	5,686	10,368
Foreign currency forward contracts (Note ii)	–	7,182
Unlisted equity instrument (Note iii)	22,334	–
	<b>28,020</b>	17,550
Classified under current liabilities:		
Commodity futures contracts (Note i)	–	(38)
Foreign currency forward contracts (Note ii)	(4,625)	(209)
	<b>(4,625)</b>	(247)
<b>Total</b>	<b>23,395</b>	17,303

Note i: The Group has entered into live hog and soybean meal future contracts to manage the future price risk in live hog and soybean meal. These futures are measured at FVTPL. Net fair value gain on commodity futures contracts of RMB10,946,000 (2024: RMB42,634,000) was recognised in “cost of sales” in the consolidated statement of profit or loss and other comprehensive income during the year.

Note ii: The Group entered into foreign currency forward contracts with certain banks to manage its exposure to the foreign currency risk arising from certain of its account payables denominated in United States Dollar (“USD”) and HKD.

Major terms of the foreign currency forward contracts are summarised as follows:

#### As at December 31, 2025

Notional amount	Exchange rates	Maturity Date
Buy USD32,500,000	USD1:RMB7.0415 to 7.1926	January 30, 2026 to September 30, 2026

#### As at December 31, 2024

Notional amount	Exchange rates	Maturity Date
Buy USD61,300,000	USD1:RMB7.0100 to 7.3282	January 27, 2025 to June 28, 2025

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 36 FINANCIAL ASSETS/LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS (Continued)

Note iii: During the year ended December 31, 2025, COFCO Feed (Tangshan) Co., Ltd., a wholly owned subsidiary of the Group, recovered a previously impaired outstanding accounts receivable from 牧聯易購科貿(北京)有限公司 with a carrying amount of RMB20,840,000 from by accepting a 22% equity interest in 牡丹江糧源科技有限公司 as settlement. As the Group has no representation on the board of directors of 牡丹江糧源科技有限公司 and does not exercise significant influence over the entity, the 22% equity interest has been accounted for as a financial asset measured at fair value through profit or loss. The fair value of the 22% equity interest at the acquisition date was RMB22,340,000, and the resulting difference of RMB1,219,000 was recognised as other gains during the year.

## 37 DEFERRED INCOME

Deferred income represents PRC government subsidies obtained in relation to acquisition of land use rights and property, plant and equipment and certain logistics and technology improvement projects, which is included in the consolidated statement of financial position as deferred income and is credited to profit or loss on a systematic basis over the useful lives of the related assets.

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
At beginning of the reporting period	115,985	122,307
Subsidies obtained during the year	3,443	1,100
Credited to profit or loss during the year	(9,444)	(7,422)
At end of the reporting period	109,984	115,985

During the year ended December 31, 2016, the PRC government provided, through a state-owned policy bank, low-interest loans with an aggregate amount of RMB154,000,000 (the "Government Loans") to COFCO Corporation, the ultimate parent of the Company, for the benefit of a logistics project of the Group in Jiangsu Province, the PRC, and a technology improvement project of the Group's facilities in Wuhan, the PRC, respectively. COFCO Corporation has advanced the Government Loans to the Group which were recorded as loans from a related company under non-current liabilities (the "Loans") (Note 35). The Loans are unsecured, bear nominal interest at 1.2% per annum and repayable in November 2035 and June 2036. The Group recorded the Loans by its present value of RMB82,807,000 at a discount rate of 4.9% which was determined by reference to the borrowing rate for loans over 5 years quoted by the Bank of China at initial recognition. The difference of RMB71,193,000 between the principal amount of the Loans of RMB154,000,000 and the present value of the Loans of RMB82,807,000 as mentioned above was recognised as deferred income.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 38 LONG-TERM PAYABLE

On November 15, 2019, a subsidiary of the Group entered into an agreement with the local government body pursuant to which the government body made an advance payment of RMB50,000,000 to the subsidiary as a deposit to acquire parts of certain plants on the premises of the subsidiary of the Group (the "Government Advance") and these parts of the plants will be leased back to the subsidiary upon the completion of the construction. In exchange, the subsidiary agreed to pay 6% of the Government Advance (RMB3,000,000) as return of the government body annually at the commencement date of the first and second year each and 10% per annum from the third year to the 20th year. Upon the end of the 20th year, the subsidiary shall make a final payment at 5% of the Government Advance as settlement of the agreement.

On November 17, 2020, the above subsidiary of the Group entered a supplementary agreement with the local government body pursuant to which the government body made another advance payment of RMB40,000,000 to the subsidiary as a deposit to acquire parts of certain plants on the premises of the subsidiary of the Group (the "Additional Government Advance") and the parts of certain plants will be leased back to the subsidiary upon the completion of the construction. In exchange, the subsidiary agreed to pay 3% of the Additional Government Advance (RMB1,200,000) as return on the first year and 10% per annum from the second year to the 19th year.

## 39 SHARE CAPITAL

	Number of shares	Amount USD	Equivalent to RMB'000
Authorised:			
At January 1, 2025 and 2024 and at December 31, 2025 and 2024	50,000,000,000	50,000	323

A summary of the Company's issued ordinary share capital is as follows:

	Number of shares in issue	Issued capital RMB'000
At January 1, 2025 and 2024 and at December 31, 2025 and 2024	4,581,998,323	1,668,983

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 40 STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	At December 31,	
	2025 RMB'000	2024 RMB'000
<b>Non-current asset</b>		
Investments in subsidiaries	4,184,959	4,184,959
<b>Current assets</b>		
Loan to a subsidiary	60,000	80,000
Amounts due from subsidiaries	589,385	566,740
Cash and bank balances	6,197	7,266
	655,582	654,006
<b>Current liabilities</b>		
Amount due to a related company	–	1,569,071
Amounts due to subsidiaries	99,901	46,760
Other payables and accruals	1,255	10,711
Bank borrowings	1,525,283	–
	1,626,439	1,626,542
<b>Net current assets liabilities</b>	(970,857)	(972,536)
<b>Net assets</b>	3,214,102	3,212,423
<b>Capital and reserves</b>		
Share capital	1,668,983	1,668,983
Reserves	1,545,119	1,543,440
	3,214,102	3,212,423

Movements of reserves of the Company are as follows:

	Share premium RMB'000	Special reserve RMB'000	Capital reserve RMB'000	Accumulated losses RMB'000	Total RMB'000
<b>At January 1, 2024</b>	1,354,293	220,351	3,011	(36,831)	1,540,824
Profit and total comprehensive income for the year	–	–	–	2,616	2,616
<b>At December 31, 2024 and January 1, 2025</b>	1,354,293	220,351	3,011	(34,215)	1,543,440
Profit and total comprehensive income for the year	–	–	–	1,679	1,679
<b>At December 31, 2025</b>	1,354,293	220,351	3,011	(32,536)	1,545,119

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 41 CAPITAL COMMITMENTS

	At December 31,	
	2025 RMB'000	2024 RMB'000
Contracted but not provided for in respect of:		
Purchase of property, plant and equipment	1,030,106	1,550,739

## 42 RETIREMENT BENEFIT SCHEME

The employees of the Group in the PRC are members of a state-managed retirement benefit plan operated by the government of the PRC. The Group is required to contribute a specified percentage of payroll costs to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefit plan is to make the specified contributions. The total expenses recognised in the consolidated statement of profit or loss and other comprehensive income amounted to approximately RMB181,488,000 for the year ended December 31, 2025 (2024: RMB162,215,000).

## 43 RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	At January 1, 2025 RMB'000	Bank loans relating to procurement agency arrangements RMB'000	Addition of lease liabilities RMB'000	Lease modification RMB'000	Financing cash flows RMB'000	Interest accrual RMB'000	At December 31, 2025 RMB'000
Bank borrowings**	4,231,095	7,523*	-	-	3,848,859	140,334	8,227,811
Long-term payable	76,459	-	-	-	(3,184)	159	73,434
Loans from related companies	1,899,002	-	-	-	(450,000)	3,371	1,452,373
Interest payable for loans from related companies	1,194	-	-	-	(15,666)	15,394	922
Lease liabilities	392,166	-	18,112	(2,271)	(42,606)	16,153	381,554
	6,599,916	7,523	18,112	(2,271)	3,337,403	175,411	10,136,094

	At January 1, 2024 RMB'000	Bank loans relating to procurement agency arrangements RMB'000	Addition of lease liabilities RMB'000	Lease modification RMB'000	Financing cash flows RMB'000	Interest accrual RMB'000	At December 31, 2024 RMB'000
Bank borrowings**	4,496,317	10,631*	-	-	(341,781)	65,928	4,231,095
Long-term payable	79,265	-	-	-	(9,000)	6,194	76,459
Loans from related companies	605,789	-	-	-	1,290,000	3,213	1,899,002
Interest payable for loans from related companies	304	-	-	-	(36,522)	37,412	1,194
Lease liabilities	371,372	-	111,144	(7,040)	(101,269)	17,959	392,166
	5,553,047	10,631	111,144	(7,040)	801,428	130,706	6,599,916

\* balances represent the movement of bank loans from a designated bank relating to the procurement agency arrangements as set out in Note 34. The bank loans are not considered the Group's financing activities as the bank loans were designated by the organising parties solely for the purpose of the procurement agency arrangements.

\*\* balances include both the principals and interests accrued.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 44 TRANSACTIONS WITH NON-CONTROLLING INTEREST

During the year ended December 31, 2024, 現代草業有限公司, a subsidiary of 現代牧業(集團)有限公司, and the Group jointly set up COFCO Feed (Xinji) Co., Ltd. whereby 現代草業有限公司 invested RMB19,600,000 and holds 49% equity interest of COFCO Feed (Xinji) Co., Ltd..

## 45 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balances. The Group's overall strategy remains unchanged from prior years.

The capital structure of the Group consists of net debt, which includes lease liabilities, bank borrowings, loans from a related company and long-term payable disclosed in Notes 32, 34, 35 and 38, respectively, net of cash and bank balances and equity attributable to owners of the Company, comprising issued share capital and reserves as disclosed in consolidated statement of changes in equity.

The management reviews the capital structure by considering the cost of capital and the risks associated with each class of capital. Based on recommendations of the management, the Group will balance its overall capital structure through new share issues as well as the issue of new debt or the redemption of existing debts.

## 46 CATEGORIES OF FINANCIAL INSTRUMENTS

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

	At December 31,	
	2025 RMB'000	2024 RMB'000
<b>Financial assets</b>		
Financial assets at FVTPL	28,020	17,550
Financial assets at amortised cost	1,703,691	2,298,367
Equity instruments at FVTOCI	106,199	110,690
<b>Financial liabilities</b>		
Financial liabilities at amortised cost	11,447,976	9,342,480
Financial liabilities at FVTPL	4,625	247

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's major financial instruments include equity instrument at FVTOCI, unlisted equity instrument at FVTPL, derivative financial instruments, account and bills receivables, deposits and other receivables, other current assets, account payables, other payables, lease liabilities, bank borrowings, loans from a related company, amounts due from/to related companies, long-term payable and cash and bank balances. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (currency risk, interest rate risk and equity price risk), credit risk, and liquidity risk. The policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

### Market risk

The Group's activities expose the Group primarily to the financial risks of changes in foreign currency exchange rates, interest rates and equity price.

### Currency risk

The Company and certain subsidiaries of the Group have foreign currency sales and purchases, bank balances and bank borrowings which expose the Group to foreign currency risk. Over 90% of the Group's sales and 70% of costs of sales are denominated in the group entity's respective functional currencies. The Group is exposed to foreign currency risk primarily with respect to USD and HKD.

The carrying amounts of the Group's monetary assets and monetary liabilities that are denominated in currencies other than the functional currencies of the relevant group entities at the end of each reporting period are as follows:

	At December 31,	
	2025 RMB'000	2024 RMB'000
<b>Assets</b>		
Denominated in HKD:		
Cash and bank balances	–	139
Account receivables	78	67
Denominated in USD:		
Cash and bank balances	9,329	12,313
Financial assets at FVTPL	–	7,182
Denominated in EUR:		
Cash and bank balances	622	491
	<b>10,029</b>	<b>20,192</b>
<b>Liabilities</b>		
Denominated in USD:		
Account payables	–	136,107
Financial liabilities at FVTPL	4,625	209
	<b>4,625</b>	<b>136,316</b>

The Group manages its foreign exchange risk by performing regular reviews of the Group's net foreign exchange exposure and may enter into currency forward contracts, when necessary, to manage its foreign exchange exposure. During the year, certain currency forward contracts had been entered into by the Group.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

### Market risk (Continued)

#### Currency risk (Continued)

The following table demonstrates the sensitivity at the end of the reporting period to reasonably possible changes in RMB to the relevant foreign currency exchange rates, with all other variables held constant, of the Group's loss/profit after tax due to changes in the carrying value of monetary assets and liabilities. A positive/negative number below indicates a decrease/an increase in post-tax loss and an increase/a decrease in other equity (2024: positive/negative number below indicates an increase/a decrease in post-tax profit and other equity) where RMB weakening 5% (2024: 5%) against the relevant currency. For a 5% (2024: 5%) strengthen of RMB against the relevant currency, there would be an equal and opposite impact on the (loss)/profit and other equity and the balances below would be positive.

	Currency HKD Impact		Currency USD Impact	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
Increase/(decrease) in loss (2024: Increase/(decrease) in profit)	3	8	176	(4,381)
Increase/(decrease) in equity	(3)	8	(176)	(4,381)

Results of the analysis as presented in the above table represent an aggregation of the effects on each of the Group entities' loss/profit after tax measured in the respective functional currencies, translated into RMB at the exchange rates ruling at the financial year end date for presentation purpose.

#### Interest rate risk

The Group is exposed to fair value interest rate risk in relation to fixed-rate bank borrowings (see Note 34 for details of these borrowings), loans from a related company (see Note 35 for details), long-term payable (see Note 38 for details) and lease liabilities (see Note 32 for details). The Group is also exposed to cash flow interest rate risk in relation to variable-rate bank balances and deposits (see Note 29 for details), and variable-rate bank borrowings (see Note 34 for details). The Group's cash flow interest rate risk relates primarily to the Group's bank balances, interest-bearing bank borrowings with a floating interest rate, for example, borrowing rate quoted by the People's Bank of China (the "PBOC"). The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook. The management will review the proportion of borrowings in fixed and floating rates and ensure they are within reasonable range.

No sensitivity analysis has been presented for the exposure to interest rates for bank balances as the management of the Group considers that, taking into account that the fluctuation in interest rates on bank balances is minimal, the impact on profit or loss for the year is insignificant. The sensitivity analyses below have been determined based on the exposure to interest rates for variable-rate bank borrowings at the end of the reporting period. The analysis is prepared assuming the financial instruments outstanding at the end of the reporting period were outstanding for the whole year. A 100 basis point increase or decrease is used and represents management's assessment of the reasonably possible change in interest rates during the year.

If interest rates had been 100 basis points higher/lower and all other variables were held constant, the Group's post-tax loss for the year ended December 31, 2025 would increase/decrease by RMB17,683,000 (2024: decrease/increase of post-tax profit by RMB13,030,000). Results of the analysis above represent the effects on outstanding bank borrowings with a floating interest rate at the end of each reporting period.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

### Market risk (Continued)

#### *Equity price risk*

The Group is exposed to equity price changes arising from private equity investment held for long term strategic purposes (see Note 21). The performance of the private equity investment is assessed at least bi-annually against performance of similar listed entities, together with an assessment of their relevance to the Group's long term strategic plan.

#### *Sensitivity analysis*

The sensitivity analyses have been determined based on the exposure to equity price risk at the reporting date. Sensitivity analyses for unquoted equity securities with fair value measurement categorised within Level 3 were disclosed in Note 48.

If the price of the respective equity instrument had been 10% (2024: 10%) higher/lower, the other comprehensive expense would decrease/increase by RMB7,960,000 (2024: other comprehensive income would increase/decrease by RMB8,302,000) as a result of the changes in fair value of equity instrument at FVTOCI.

### Credit risk and impairment assessment

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. As at December 31, 2025, the Group's credit risk is primarily attributable to its account and bills receivables, deposits and other receivables, amounts due from related companies, other current assets and bank balances. The Group monitors the exposure to credit risk on an ongoing basis and credit evaluations are performed on customers requiring credit over a certain amount. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

#### *Account and bills receivables arising from contracts with customers*

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal system to assess the potential customer's credit quality and defines credit limits by customer. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In addition, the Group performs impairment assessment under lifetime ECL model on trade balances based on provision matrix. The Group only accepts bills issued or guaranteed by the reputable PRC banks if trade receivables are settled by bills and therefore the management of the Group considers the credit risk arising from the bills is insignificant. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

The Group's account and bills receivables relate to a large number of diversified customers, there is no significant concentration of credit risk by industry or geographical location.

#### *Deposits and other receivables/amounts due from related parties/other current assets/bank balances*

For deposits and other receivables and amounts due from related companies, the directors of the Company make periodic individual or collective assessment on the recoverability of the deposits and other receivables based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management of the Group measure the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. For the year ended December 31, 2025, the Group reversed RMB349,000 (2024: RMB759,000) and provided RMB6,266,000 (2024: RMB1,640,000) impairment allowance for deposits and other receivable and amounts due from related companies respectively.

For other current assets, the directors of the Company are in the opinion that the failure of these entities to make required payments is unlikely after considering forward looking information and/or financial position of these entities.

The credit risks of the Group's bank balances are limited as these balances are placed with reputable financial institutions.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

*Deposits and other receivables/amounts due from related parties/other current assets/bank balances (Continued)*

The tables below detail the credit risk exposures of the Group's financial assets, which are subject to ECL assessment:

2025	12-month or lifetime ECL	Gross carrying amount RMB'000
<b>Financial assets at amortised costs</b>		
Other receivables	12-month ECL	148,669
Related companies	12-month ECL	142,994
Account receivables		
– goods and services	Lifetime ECL (not credit impaired) (provision matrix)	368,977
Bills receivables	Lifetime ECL (not credit impaired) (provision matrix)	700
<hr/>		
2024	12-month or lifetime ECL	Gross carrying amount RMB'000
<b>Financial assets at amortised costs</b>		
Other receivables	12-month ECL	173,555
Related companies	12-month ECL	291,778
Account receivables		
– goods and services	Lifetime ECL (not credit impaired) (provision matrix)	309,990

Note:

*For account and bills receivables, the Group has applied the simplified approach in HKFRS 9 to measure the loss allowance at lifetime ECL. The Group determines the ECL on these items by using a provision matrix, grouped by debtors' aging.*

*For other current assets and bank balances, the expected credit risk exposures are very low.*

### *Provision matrix – debtors' aging*

As part of the Group's credit risk management, the Group uses debtors' aging to assess the impairment for its customers in relation to its operation because these customers consist of a large number of small customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms.

The estimated loss rates are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information that is available without undue cost or effort. During the year ended December 31, 2025, the Group provided RMB20,858,000 (2024: RMB1,198,000) impairment allowance for account receivables, based on the provision matrix. The average loss rate of the Group's account receivable is very low and is not significant to the Group.

The Group writes off an account receivable or other receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

### Liquidity risk

In the management of liquidity risk, the Group monitors and maintains a level of cash and bank balances deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilisation of bank borrowings and ensures compliance with loan covenants. The Group relies on bank borrowings as a significant source of liquidity. As at December 31, 2025, the Group has available unutilised bank loan facilities of approximately RMB8,634,267,000 (2024: RMB11,518,553,000).

The following table details the Group's remaining contractual maturity for its financial liabilities and derivative financial instruments. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate at the end of the reporting period.

The amounts included below for variable interest rate instruments for non-derivative financial liabilities are subject to change if changes in variable interest rates different to those estimates of interest rates determined at the end of the reporting period.

### Liquidity tables

	Effective interest rate %	On demand or within 1 year RMB'000	1 – 5 years RMB'000	Over 5 years RMB'000	Total undiscounted cash flows RMB'000	Total carrying amount RMB'000
<b>At December 31, 2025</b>						
Account payables	–	951,645	–	–	951,645	951,645
Other payables, accruals and deposits received	–	632,025	–	–	632,025	632,025
Bank borrowings	0.55% to 2.79%	6,543,758	1,581,879	224,351	8,349,988	8,227,811
Long-term payable	7.69% to 7.92%	9,000	36,000	76,500	121,500	73,434
Amounts due to related companies	–	110,688	–	–	110,688	110,688
Loans from related companies	2.0% to 4.9%	1,809,041	7,392	165,412	1,981,845	1,452,373
Lease liabilities	3.0% to 4.9%	62,946	129,449	337,693	530,088	381,554
		<b>10,119,103</b>	<b>1,754,720</b>	<b>803,956</b>	<b>12,677,779</b>	<b>11,829,530</b>

	Effective interest rate %	On demand or within 1 year RMB'000	1 – 5 years RMB'000	Over 5 years RMB'000	Total undiscounted cash flows RMB'000	Total carrying amount RMB'000
<b>At December 31, 2024</b>						
Account payables	–	893,278	–	–	893,278	893,278
Other payables, accruals and deposits received	–	517,857	–	–	517,857	517,857
Bank borrowings	0.62% to 3.45%	2,662,900	1,491,074	199,299	4,353,273	4,231,095
Long-term payable	7.69% to 7.92%	9,000	36,000	85,500	130,500	76,459
Amounts due to related companies	–	1,724,789	–	–	1,724,789	1,724,789
Loans from related companies	2.0% to 4.9%	1,809,041	7,392	165,412	1,981,845	1,899,002
Lease liabilities	3.65% to 4.9%	56,366	144,136	356,118	556,620	392,166
		<b>7,673,231</b>	<b>1,678,602</b>	<b>806,329</b>	<b>10,158,162</b>	<b>9,734,646</b>

# Notes to the Consolidated Financial Statements

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## 47 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

### Liquidity risk (Continued)

#### Liquidity tables (Continued)

The following table details the Group's liquidity analysis for its derivative financial instruments. The tables have been drawn up based on the undiscounted contractual net cash outflows on derivative instruments that settle on a net basis. The liquidity analysis for the Group's derivative financial instruments is prepared based on the contractual settlement dates as the management of the Group considers that the settlement dates are essential for an understanding of the timing of the cash flows of derivatives.

	Inflow/(outflow)		Carrying amount assets/ (liabilities) RMB'000
	On demand or within 1 year RMB'000	Total undiscounted cash flows RMB'000	
<b>At December 31, 2025</b>			
Derivatives – net settlement			
Commodity futures contracts	5,686	5,686	5,686
Foreign currency forward contracts	(4,625)	(4,625)	(4,625)
<b>At December 31, 2024</b>			
Derivatives – net settlement			
Commodity futures contracts	10,330	10,330	10,330
Foreign currency forward contracts	6,973	6,973	6,973

## Notes to the Consolidated Financial Statements

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### 48 FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS

Some of the Group's financial instruments are measured at fair value for financial reporting purposes. In estimating the fair value, the Group uses market-observable data to the extent it is available. For instruments with significant unobservable inputs under Level 3, the Group engages third party qualified valuer to perform the valuation. The management works closely with the qualified external valuer to establish the appropriate valuation techniques and inputs to the model. The management reports to the board of directors of the Company semi-annually to explain the cause of significant fluctuations in the fair value.

Fair values are categorised into different fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3 fair value measurements are those derived from valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable (significant unobservable input).

#### Fair value of financial instruments that are measured at fair value on a recurring basis

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique and inputs used).

	Level 1 RMB'000	Level 2 RMB'000	Level 3 RMB'000	Total RMB'000
<b>At December 31, 2025</b>				
<i>Financial assets at FVTPL</i>				
Derivative financial instruments	5,686	–	–	5,686
Unlisted equity instrument	–	–	22,334	22,334
<i>Financial assets at FVTOCI</i>				
Equity instrument at FVTOCI	–	–	106,199	106,199
<i>Financial liabilities</i>				
Derivative financial instruments	–	4,625	–	4,625
<b>At December 31, 2024</b>				
<i>Financial assets at FVTPL</i>				
Derivative financial instruments	10,368	7,182	–	17,550
<i>Financial assets at FVTOCI</i>				
Equity instrument at FVTOCI	–	–	110,690	110,690
<i>Financial liabilities</i>				
Derivative financial instruments	38	209	–	247

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 48 FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Continued)

Fair value of financial instruments that are measured at fair value on a recurring basis (Continued)

Financial assets/ financial liabilities	Fair value as at December 31,		Fair value hierarchy	Valuation technique(s) and key input(s)	
	2025	2024			
1) Commodity future contracts	<b>Assets -</b> <b>RMB5,686,000</b> <b>Liabilities -</b> <b>RMBnil</b>	Assets - RMB10,368,000 Liabilities - RMB38,000	Level 1	Quoted bid prices in an active market	
2) Foreign currency forward contracts	<b>Assets -</b> <b>RMBnil</b> <b>Liabilities -</b> <b>RMB4,625,000</b>	Assets - RMB7,182,000 Liabilities - RMB209,000	Level 2	Discounted cash flow Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contracted forward rates, discounted at a rate that reflects the credit risk of various counterparties.	

  

Financial assets/ financial liabilities	Fair value as at December 31,		Fair value hierarchy	Valuation technique(s) and key input(s)	Significant unobservable input(s)
	2025	2024			
3) Private equity investment at FVTOCI	<b>15% equity investment in</b> <b>McKey Food Services Ltd –</b> <b>RMB106,199,000</b>	15% equity investment in McKey Food Services Ltd – RMB110,690,000	Level 3	Market Approach The fair value under market approach is based on the company's financial performance and the multiples of comparable companies.	Discount for lack of marketability determined by reference to the share price of listed entities in similar industries, 30 percent (2024: 25 percent) (Note 1).
4) Private equity investment at FVTPL	<b>22% equity investment in</b> <b>牡丹江糧源</b> <b>科技有限公司–</b> <b>RMB22,334,000</b>	–	Level 3	Net assets value method	Net assets value

Note 1: A slight increase in the discount rate for lack of marketability used in isolation would result in a slight decrease in the fair value measurement of the private equity investment, and vice versa. A 1% increase in the discount rate for lack of marketability holding all other variables constant would decrease the carrying amount of the equity investment by RMB1,520,000 (December 31, 2024: RMB1,476,000).

There were no transfers between Level 1, 2 and 3 fair value during both the current and prior years.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 48 FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Continued)

Fair value of financial instruments that are not measured at fair value on a recurring basis

#### Reconciliation of Level 3 fair value measurements

	Financial assets at FVTOCI RMB'000	Financial assets at FVTPL RMB'000
<b>At January 1, 2024</b>	86,836	–
Total gains:		
in other comprehensive income	23,854	–
<b>At December 31, 2024 and January 1, 2025</b>	110,690	–
Total losses:		
in other comprehensive expense	(4,491)	–
in profit or loss	–	(6)
Purchased	–	22,340
<b>At December 31, 2025</b>	106,199	22,334

The directors of the Company consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated statement of financial position approximate their respective fair values at the end of each reporting period.

### 49 RELATED PARTY TRANSACTIONS

In addition to the transactions and balances detailed elsewhere in the consolidated financial statements, the Group had the following material transactions with related parties during the year:

	Year ended December 31,	
	2025 RMB'000	2024 RMB'000
Transactions with COFCO Corporation and its subsidiaries:		
Sales of goods*	51,319	89,816
Purchases of goods*	2,115,642	2,059,115
Office rental expense*	16,838	15,798
Property management fee expense*	1,662	1,461
Short-term warehouse rental expense*	41,534	36,262
Interest income	5,519	9,905
Interest expense	18,765	40,625
Administrative expense	13,015	6,869
Transactions with associates:		
Sales of goods*	–	1,458,534

\* These related party transactions included continuing connected transactions according to the Listing Rules.

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 49 RELATED PARTY TRANSACTIONS (Continued)

The interest expense to related companies arose from the loans advanced therefrom. Details of the terms of these loans are set out in Note 35.

The above sale and purchase transactions were carried out in accordance with the terms and conditions mutually agreed by the parties involved.

In addition, certain deposits included in cash and bank balances are placed with COFCO Finance, which is a non-banking financial institution regulated by the PBOC and the China Banking and Insurance Regulatory Commission. In the PRC, deposit rates are set by the PBOC which is applicable to all financial institutions. The interest rates offered by COFCO Finance are the same as the rates promulgated by the PBOC. The deposits placed with COFCO Finance by the Group at December 31, 2025 amounted to RMB534,416,000 (2024: RMB967,824,000), see Note 29.

### Transactions with other government-related entities in the PRC

The Company is ultimately controlled by COFCO Corporation, which is a state-owned enterprise in the PRC. In addition, the Group operates in an economic environment currently predominated by entities controlled, jointly controlled or significantly influenced by the PRC government ("PRC government-related entities"). Apart from the transactions with related companies controlled by COFCO Corporation as disclosed above and balances with them as disclosed in respective notes, the Group also conducts businesses with other PRC government-related entities in the ordinary course of business. Certain of the Group's bank deposits and bank borrowings are entered into with certain banks, which are PRC government-related entities in its ordinary course of business. In view of the nature of those banking transactions, the directors of the Company are of the opinion that separate disclosures would not be meaningful. In addition, the Group entered into various transactions, including sales of goods, purchases of land use rights, construction of properties and other operating expenses with other PRC government-related entities in the ordinary course of business. The pricing and the selection of suppliers and service providers are not dependent on whether the counterparties are PRC government-related entities or not. In the opinion of the management of the Group, the above transactions are collectively significant transactions of the Group with PRC government-related entities.

### Compensation of key management personnel of the Group

	Year ended December 31,	
	2025	2024
	RMB'000	RMB'000
Salaries, allowances and other benefits	1,669	7,500
Retirement benefit scheme contributions	175	342
	<b>1,844</b>	7,842

The key management personnel of the Group includes the directors of the Company and top executives of the Company. Further details of emoluments of the Company's directors are included in Note 12.

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 50 PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

Particulars of the principal subsidiaries at December 31, 2025 and 2024 are as follows:

Name of subsidiaries	Place of incorporation/ establishment and principal country of operations	Issue and fully paid up capital	Proportion of ownership interests and voting rights held by the Group as at December 31,		Principal activities
			2025 %	2024 %	
Zhuo Mao Limited (卓貿公司)	British Virgin Islands ("BVI")/Hong Kong	USD1	100	100	Investment holding
COFCO Meat Products (HK) Limited (中糧肉食(香港)有限公司)	Hong Kong/ Hong Kong	HKD3,583,597,002	100	100	Investment holding
中糧肉食投資有限公司 (COFCO Meat Investments Co., Ltd.) (Note (i))	PRC/PRC	USD500,857,600	100	100	Investment holding
中糧肉食(北京)有限公司 (COFCO Meat (Beijing) Co., Ltd.) (Note (ii))	PRC/PRC	USD12,274,007	100	100	Import and sale of frozen meat products
中糧家佳康農牧(天津)有限公司 (COFCO JOYCOME Agro-Pastoral (Tianjin) Co., Ltd.) (Note (iii))	PRC/PRC	USD15,000,000	100	100	Hog production
中糧家佳康(江蘇)有限公司 (COFCO Joycome (Jiangsu) Limited*) (Note (iii))	PRC/PRC	USD83,941,663	100	100	Hog production, livestock slaughtering, manufacture and sale of fresh pork and processed meat products
武漢中糧肉食品有限公司 (COFCO Wuhan Meat Product Co., Ltd.) (Note (ii))	PRC/PRC	USD71,450,000	100	100	Hog production
中糧萬威客食品有限公司 (COFCO Maverick Food Products Co., Ltd.) (Note (iii))	PRC/PRC	USD38,100,000	100	100	Manufacture and sale of fresh pork and processed meat products

## Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

### 50 PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Particulars of the principal subsidiaries at December 31, 2025 and 2024 are as follows: (Continued)

Name of subsidiaries	Place of incorporation/ establishment and principal country of operations	Issue and fully paid up capital	Proportion of ownership interests and voting rights held by the Group as at December 31,		Principal activities
			2025 %	2024 %	
中糧家佳康(吉林)有限公司 (COFCO Joycome (Jilin) Co., Ltd.) (Note (iii))	PRC/PRC	USD211,414,000	100	100	Hog production, livestock slaughtering, manufacture and sale of fresh pork
中糧家佳康(赤峰)有限公司 (COFCO Joycome (Chifeng) Co., Ltd.) (Note (iii))	PRC/PRC	USD178,862,783	100	100	Hog production, livestock slaughtering, manufacture and sale of fresh pork
中糧家佳康(張北)有限公司 (COFCO Joycome (Zhangbei) Co., Ltd.) (Note (iii))	PRC/PRC	USD62,976,600	100	100	Hog production
中糧家佳康(鹽城)有限公司 (COFCO Joycome (Yancheng) Co., Ltd.) (Note (iii))	PRC/PRC	USD20,160,000	100	100	Hog production
江蘇中糧農業發展有限公司 (Jiangsu CM/Merit Agriculture Development Co., Ltd.) (Note (iii))	PRC/PRC	USD67,583,700	51	51	Hog production
中糧家佳康(東台)有限公司 (COFCO Joycome (DongTai) Co., Ltd.) (Note (ii))	PRC/PRC	USD13,500,000	100	100	Manufacture and sale of feed
中糧家佳康(隨州)有限公司 (COFCO Joycome (Suizhou) Co., Ltd.) (Note (iii))	PRC/PRC	USD59,219,600	100	100	Hog production
中糧嘉華實業有限公司 (COFCO Jiahua Industrial Ltd.) (Note (i), (ii), (iv))	PRC/PRC	RMB489,100,000	100	100	Investment holding
中糧飼料有限公司 (COFCO Feed Co., Ltd.) (Note (iv))	PRC/PRC	RMB1,068,245,280	100	100	Sale of feed

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 50 PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Particulars of the principal subsidiaries at December 31, 2025 and 2024 are as follows: (Continued)

Name of subsidiaries	Place of incorporation/ establishment and principal country of operations	Issue and fully paid up capital	Proportion of ownership interests and voting rights held by the Group as at December 31,		Principal activities
			2025 %	2024 %	
中糧(北京)飼料科技有限公司 (COFCO (Beijing) Feed Technology Co., Ltd.) (Note (iv))	PRC/PRC	RMB90,000,000	100	100	Manufacture and sale of feed
中糧東大(黑龍江)飼料科技有限公司 (COFCO DongDa (Heilongjiang) Feed Technology Co., Ltd.) (Note (iv))	PRC/PRC	RMB30,000,000	67	67	Manufacture and sale of feed
中糧飼料(茂名)有限公司 (COFCO Feed (Maoming) Co., Ltd.) (Note (iv))	PRC/PRC	RMB7,000,000	100	100	Manufacture and sale of feed
中糧飼料(張家港)有限公司 (COFCO Feed (Zhangjiagang) Co., Ltd.) (Note (iv))	PRC/PRC	RMB10,000,000	100	100	Manufacture and sale of feed
中糧飼料(銀川)有限公司 (COFCO Feed (Yinchuan) Co., Ltd.) (Note (iv))	PRC/PRC	RMB50,000,000	51	51	Manufacture and sale of feed
中糧飼料(孝感)有限公司 (COFCO Feed (Xiaogan) Co., Ltd.) (Note (iv))	PRC/PRC	RMB39,724,000	100	100	Manufacture and sale of feed
中糧飼料(日照)有限公司 (COFCO Feed (Rizhao) Co., Ltd.) (Note (iv))	PRC/PRC	RMB10,000,000	100	100	Manufacture and sale of feed
中糧飼料(荊州)有限公司 (COFCO Feed (Jingzhou) Co., Ltd.) (Note (iv))	PRC/PRC	RMB34,000,000	100	100	Manufacture and sale of feed
中糧飼料(佛山)有限公司 (COFCO Feed (Foshan) Co., Ltd.) (Note (iv))	PRC/PRC	RMB26,604,600	100	100	Manufacture and sale of feed
中糧飼料(成都)有限公司 (COFCO Feed (Chengdu) Co., Ltd.) (Note (iv))	PRC/PRC	RMB25,000,000	100	100	Manufacture and sale of feed

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 50 PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Particulars of the principal subsidiaries at December 31, 2025 and 2024 are as follows: (Continued)

Name of subsidiaries	Place of incorporation/ establishment and principal country of operations	Issue and fully paid up capital	Proportion of ownership interests and voting rights held by the Group as at December 31,		Principal activities
			2025 %	2024 %	
中糧飼料(巢湖)有限公司 (COFCO Feed (Chaohu) Co., Ltd.)	PRC/PRC	RMB10,000,000	100	100	Manufacture and sale of feed
中糧飼料(黃岡)有限公司 (COFCO Feed (Huanggang) Co., Ltd.) (Note (iv))	PRC/PRC	RMB10,000,000	100	100	Manufacture and sale of feed
中糧飼料(呼和浩特)有限公司 (COFCO Feed (Hohhot) Co., Ltd.) (Note (iv))	PRC/PRC	RMB40,000,000	51	51	Manufacture and sale of feed
中糧飼料(唐山)有限公司 (COFCO Feed (Tangshan) Co., Ltd.) (Note (iv))	PRC/PRC	RMB52,500,000	100	100	Manufacture and sale of feed
中糧飼料(沛縣)有限公司 (COFCO Feed (Peixian) Co., Ltd.) (Note (iv))	PRC/PRC	RMB65,120,400	100	100	Manufacture and sale of feed
中糧飼料(東台)有限公司 (COFCO Feed (Dongtai) Co., Ltd.) (Note (iv))	PRC/PRC	RMB62,500,000	100	100	Manufacture and sale of feed
中糧飼料(新沂)有限公司 (COFCO Feed (Xinyi) Co., Ltd.) (Note (iv))	PRC/PRC	RMB38,465,200	100	100	Manufacture and sale of feed
中糧飼料(黃石)有限公司 (COFCO Feed (Huangshi) Co., Ltd.) (Note (iv))	PRC/PRC	RMB62,978,200	100	100	Manufacture and sale of feed
中糧飼料(辛集)有限公司 (COFCO Feed (Xinji) Co., Ltd.) (Note (iv))	PRC/PRC	RMB40,000,000	51	51	Manufacture and sale of feed
中糧萬威客食品(平湖)有限公司 (COFCO Maverick Food (Pinghu) Co., Ltd.) (Note (iii))	PRC/PRC	RMB50,600,000	100	–	Processed meat products

# Notes to the Consolidated Financial Statements

(Expressed in Renminbi)

## 50 PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

Particulars of the principal subsidiaries at December 31, 2025 and 2024 are as follows: (Continued)

\* *The English names of the Chinese companies marked with “\*” are translations of their Chinese names and are included for identification purpose only, and should not be regarded as their official English translations*

Notes:

(i) *This company is a wholly-foreign owned enterprise.*

(ii) *These companies are PRC limited liability companies.*

(iii) *Except for Zhuo Mao Limited and COFCO Jiahua Industrial Limited, all subsidiaries were indirectly held by the Company as at December 31, 2025 and 2024.*

(iv) *These subsidiaries were acquired by the Group under common control on December 30, 2024.*

The above table lists the subsidiaries which, in the opinion of the directors of the Company, principally affected the results or assets of the Group. To give details of other subsidiaries would, in the opinion of the directors of the Company, result in particulars of excessive length.

None of the subsidiaries had issued any debt securities at the end of the year.

In the opinion of the directors, the Group has no material non-controlling interests and the summarised financial information about these subsidiaries is not disclosed.

## 51 CONTINGENT LIABILITIES AND PROVISIONS

A subsidiary of the COFCO Jiahua was a defendant in a contract dispute with an independent third party. On September 27, 2023, a judgement was received from Guangxi Zhuang Autonomous Region High People’s Court requiring the relevant subsidiary to pay a sum of approximately RMB6,910,000. As such, a provision of approximately RMB6,910,000 was made and included in “other payables, accruals and deposits received” as at December 31, 2024 and 2025. During the year ended December 31, 2024, the relevant subsidiary applied for a retrial with the Supreme People’s Court of the PRC. Pursuant to the judgement of Supreme People’s Court of the PRC, the case was returned to the Guangxi Zhuang Autonomous Region High People’s Court for retrial; and the execution of the original judgment was temporarily suspended. During the year ended December 31, 2025, Guangxi Zhuang Autonomous Region High People’s Court revoked the original judgement, the case was remanded to the Guangxi Zhuang Autonomous Region Nanjing City Yongning District People’s Court for retrial. As at December 31, 2025 and up to the date of this report, the retrial proceedings were still in progress.

\* *English translation, as the case may be, is for identification only.*

# Financial Summary

A summary of the published results and the assets and liabilities of the Group for the last five financial years is set out below:

## CONSOLIDATED RESULTS

	Year ended December 31,				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
<b>Continuing operations</b>					
Revenue	<b>18,578,823</b>	16,326,201	17,237,951	12,900,684	13,227,606
(Loss)/Profit for the year	<b>(743,759)</b>	554,262	(34,626)	356,934	(483,801)
Total comprehensive (expense)/income attributable to:					
Owners of the Company	<b>(749,247)</b>	544,928	(207,568)	227,272	(280,570)
Non-controlling interests	<b>2,120</b>	16,046	(25,029)	260	(24,104)
	<b>(747,127)</b>	560,974	(232,597)	227,532	(304,674)

## ASSETS AND LIABILITIES

	As at December 31,				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
Total assets	<b>21,713,890</b>	20,356,821	18,794,638	18,394,368	18,029,427
Total liabilities	<b>12,869,713</b>	10,763,517	8,130,276	10,131,660	(9,420,657)
Total equity	<b>8,844,177</b>	9,593,304	10,664,362	8,262,708	8,608,770
Equity attributable to:					
Owners of the Company	<b>8,633,996</b>	9,383,243	10,481,536	8,113,545	8,459,867
Non-controlling interests	<b>210,181</b>	210,061	182,826	149,163	148,903
	<b>8,844,177</b>	9,593,304	10,664,362	8,262,708	8,608,770

# Investors' Calendar

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## **Annual Results Announcements**

Monday, March 23, 2026 (audited)

## **Closure of Register of Members**

The register of members of the Company will be closed from Tuesday, June 23, 2026 to Friday, June 26, 2026, both days inclusive, in order to determine the identity of the Shareholders who are entitled to attend the Annual General Meeting, during which period no transfer of shares of the Company will be registered. In order to be eligible to attend and vote at the Annual General Meeting, all properly completed transfer forms for shares accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration before 4:30 p.m. on Monday, June 22, 2026.

## **Annual General Meetings**

Friday, June 26, 2026

## **Dividend**

The Board had resolved not to declare any final dividend for the year ended December 31, 2025.

“2021 Administrative Services Agreement”	the administrative services agreement entered into between the Company and COFCO on November 16, 2021
“2021 Financial Services Agreement”	the financial services agreement in relation to the deposit services, the loan services, the entrustment loan services and the other financial services entered into between the Company and COFCO Finance on November 16, 2021
“2021 Mutual Supply Agreement”	the mutual supply agreement entered into between the Company and COFCO on November 16, 2021
“2021 Property Leasing and Property Management Agreement”	the property leasing and property management Agreement entered into between the Company and COFCO on November 16, 2021
“2022 Supplemental Financial Services Agreement”	the supplemental agreement dated August 23, 2022 in respect of the revised annual caps entered into between the Company and COFCO Finance
“2024 Administrative Services Agreement”	the administrative services agreement entered into between the Company and COFCO on 21 October 2024
“2024 Financial Services Agreement”	the financial services agreement in relation to the deposit services, the loan services and the entrustment loan services entered into between the Company, COFCO Meat Investments and COFCO Finance on 21 October 2024
“2024 Mutual Supply Agreement”	the mutual supply agreement entered into between the Company and COFCO on 21 October 2024

## Glossary

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“2024 Property Leasing and Property Management Agreement”	the property leasing and property management agreement entered into between the Company and COFCO on 21 October 2024
“Articles of Association”	the articles of association of the Company, as amended from time to time
“associate(s)”	has the meaning ascribed thereto under the Listing Rules
“Audit Committee”	the Audit Committee of the Board
“Baring”	Baring Private Equity Asia V Holding (16) Limited, a limited liability company incorporated in the BVI on February 20, 2014, and a Shareholder of our Company
“Board” or “Board of Directors”	our board of Directors
“Board Committee(s)”	four committees of the Board, namely the Audit Committee, the Nomination Committee, the Remuneration Committee and the Food Safety Committee
“Boyu”	Shiny Joyful Limited, an exempted company with limited liability incorporated in the Cayman Islands on February 10, 2014, and a Shareholder of our Company
“China Agri”	China Agri-Industries Holdings Limited (中國糧油控股有限公司), a company incorporated in Hong Kong with limited liability on November 18, 2006, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 606), and an indirect subsidiary of COFCO
“China Foods (Holdings)”	China Foods (Holdings) Limited (中國食品(控股)有限公司) (formerly known as COFCO (BVI) No. 108 Limited), a company incorporated in the BVI with limited liability on August 30, 2000, and a wholly-owned subsidiary of COFCO (HK)
“COFCO”	COFCO Corporation (中糧集團有限公司), a wholly state-owned enterprise incorporated in the PRC in September 1952 currently under the purview of the SASAC and a major Shareholder of our Company
“COFCO Finance”	COFCO Finance Corporation Limited (中糧財務有限責任公司), a non-bank financial institution incorporated in the PRC with limited liability on September 24, 2002, and an indirect subsidiary of COFCO
“COFCO Group”	COFCO and its subsidiaries (unless the context indicates otherwise)
“COFCO (HK)”	COFCO (Hong Kong) Limited (中糧集團(香港)有限公司), a company incorporated in Hong Kong with limited liability on August 14, 1981, and a direct wholly-owned subsidiary of COFCO and a major Shareholder of the Company
“COFCO Joycome”, “Company” or “our Company”	COFCO Joycome Foods Limited (中糧家佳康食品有限公司) (formerly known as COFCO Meat Holdings Limited (中糧肉食控股有限公司) and Charm Thrive Investments Limited (燦旺投資有限公司)), a company incorporated in the BVI with limited liability on March 11, 2014 and re-domiciled to the Cayman Islands as an exempted company with limited liability on May 4, 2016
“COFCO Meat Investments”	COFCO Meat Investments Co., Ltd. (中糧肉食投資有限公司), a limited liability company incorporated under the laws of the PRC on March 20, 2009 and an indirect wholly-owned subsidiary of our Company

“COFCO Feed”	COFCO Feed Co., Ltd.* (中糧飼料有限公司), a company established in the PRC with limited liability in June 2003, and an indirect wholly-owned subsidiary of our Company
“connected person”	has the meaning ascribed thereto under the Listing Rules
“Corporate Governance Code”	the Corporate Governance Code set out in Appendix C1 to the Listing Rules
“Director(s)”	director(s) of our Company
“Food Safety Committee”	the Food Safety Committee of the Board
“Former Share Incentive Scheme”	the pre-IPO share incentive scheme as disclosed under the section headed “Statutory and General Information” in Appendix IV of the Prospectus
“Group”, “our Group”, “we” or “us”	our Company and its subsidiaries or for the period before our Company became the holding company of our present subsidiaries, where the context so requires, the entities which carried on the business of the present Group at the relevant time
“KKR”	Promise Meat Investment II Ltd, an exempted company with limited liability incorporated in the Cayman Islands on March 18, 2014, and a Shareholder of our Company
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange
“Mainfield”	Mainfield International Limited (明暉國際有限公司), a limited liability company incorporated in the BVI on October 8, 2008, and a major Shareholder of our Company
“Major PRC Commercial Banks”	Industrial and Commercial Bank of China, Agricultural Bank of China, Bank of China, China Construction Bank, Bank of Communications, China Merchants Bank, China Citic Bank and Agricultural Development Bank of China
“Ministry of Agriculture and Rural Affairs”	Ministry of Agriculture and Rural Affairs of the PRC (中華人民共和國農業農村部) or its local counterpart
“MIY”	MIY Corporation, a limited liability Company incorporated under the laws of Japan on January 18, 2011
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules
“New Share Incentive Scheme”	upon unanimous negotiation with MIY, KKR, Baring, Temasek and Boyu, the Board convened a meeting on March 27, 2017, considered and approved the amended Former Share Incentive Scheme and the related documents
“Nomination Committee”	the Nomination Committee of the Board

## Glossary

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“Non-competition Undertakings”	the non-competition undertakings entered into by COFCO, COFCO (HK), China Foods (Holdings) and Mainfield in favor of the Company
“PBOC”	People’s Bank of China (中國人民銀行)
“Prospectus”	the prospectus of the Company dated October 19, 2016
“Remuneration Committee”	the Remuneration Committee of the Board
“Reporting Period”	the year ended December 31, 2025
“RMB” or “Renminbi”	the lawful currency of the PRC
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended or supplemented from time to time
“Share(s)”	shares in the capital of our Company with a nominal value of US\$0.000001 each
“Shareholder(s)”	holder(s) of our Shares of the Company
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“Temasek”	TLS Beta Pte. Ltd., a limited liability company incorporated in Singapore on January 7, 2005, and a Shareholder of our Company