

CHINA HUIRONG FINANCIAL HOLDINGS LIMITED

中國匯融金融控股有限公司

(Incorporated in the Cayman Islands with limited liability)
Stock Code : 1290



ANNUAL REPORT
2025



WE ARE COMMITTED TO BEING A LEADING COMPREHENSIVE FINANCING SERVICE PROVIDER IN CHINA.

We are dedicated to providing diversified financial services including pawnshop, technology microfinance, commercial factoring, financial leasing, art investment, equity investment, special asset investment, turnover loan fund and etc. to our customers.

Our business currently mainly covers Suzhou, Qingdao, Nanjing, Chengdu, Wuhan, Hefei, Changsha, Nanchang, Fuzhou and Hong Kong and is striving to become a leading service provider of inclusive finance and ecology finance in the PRC.



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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Wu Min (*Chairman*)
Mr. Qiu Wei (*Chief Executive Officer*)
Mr. Zhang Changsong (*Vice President*)
Mr. Yao Wenjun (*Vice President*)

Non-executive Directors

Mr. Mao Zhuchun¹
Ms. Deng Linyan²
Mr. Ling Xiaoming³

Independent Non-executive Directors

Mr. Tse Yat Hong (*lead independent non-executive Director*)⁴
Mr. Feng Ke
Mr. Liang Jianhong

COMMITTEE COMPOSITION

Audit Committee

Mr. Tse Yat Hong (*Chairman*)
Mr. Feng Ke
Mr. Mao Zhuchun¹
Ms. Deng Linyan²

Remuneration Committee

Mr. Liang Jianhong (*Chairman*)
Mr. Tse Yat Hong
Mr. Wu Min

Nomination Committee

Mr. Wu Min (*Chairman*)
Mr. Feng Ke
Mr. Liang Jianhong
Mr. Tse Yat Hong⁴
Ms. Deng Linyan²

COMPANY SECRETARY

Mr. Chai Kun

AUTHORISED REPRESENTATIVES

Mr. Wu Min
Mr. Chai Kun

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

23/F, No. 238
Des Voeux Road Central
Hong Kong

PRINCIPAL PLACE OF BUSINESS AND HEAD OFFICE IN THE PRC

9th Floor, Building A, No. 288 Yingchun Road
Wuzhong District, Suzhou
Jiangsu Province, the PRC

PRINCIPAL SHARE REGISTRAR

Conyers Trust Company (Cayman) Limited

HONG KONG BRANCH SHARE REGISTRAR

Tricor Investor Services Limited

PRINCIPAL BANKS

Agricultural Bank, Suzhou Branch
Suzhou Bank, Suzhou Branch

AUDITORS

RSM Hong Kong

LEGAL ADVISERS

Johnson Stokes & Master
Haiwen & Partners

COMPANY'S WEBSITE

www.cnhuirong.com

STOCK CODE

The shares of the Company are listed on the main board of the Stock Exchange

01290

Notes:

1. Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.
2. Ms. Deng Linyan was appointed as a non-executive Director of the Company and a member of the Nomination Committee with effect from 7 March 2025 and was appointed as a member of the Audit Committee with effect from 9 April 2026.
3. Mr. Ling Xiaoming resigned as a non-executive Director of the Company with effect from 7 March 2025.
4. Mr. Tse Yat Hong was appointed as a member of the Nomination Committee with effect from 7 March 2025 and the lead independent non-executive Director of the Company with effect from 28 May 2025.

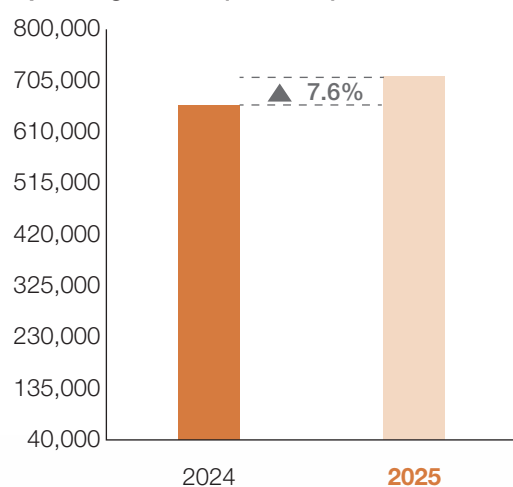
FINANCIAL SUMMARY

For the year ended or as at 31 December

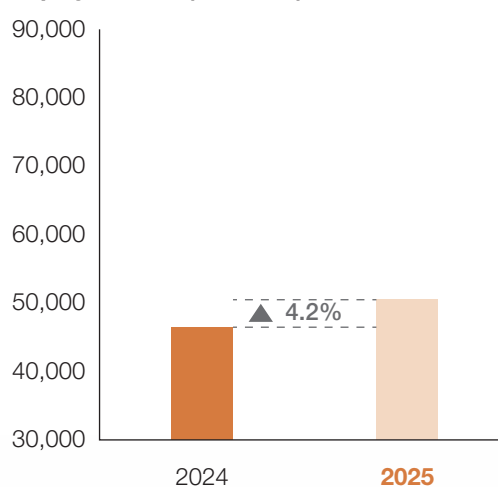
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
Operating Results					
Operating income*	708,581	658,798	653,131	624,474	367,825
Operating cost	444,260	382,374	408,467	391,681	120,651
Profit attributable to equity holders	52,582	50,485	46,451	41,057	87,169
Basic earnings per share (expressed in RMB)	0.048	0.046	0.043	0.038	0.080
Financial Position					
Total assets	3,344,733	3,504,127	3,300,657	2,985,146	2,836,195
Total liabilities	1,124,112	1,301,438	1,135,039	873,816	742,461
Loans to customers	2,470,175	2,517,986	2,309,546	2,107,055	1,815,077
Cash at bank and on hand	216,671	147,893	142,427	309,139	483,347
Net assets	2,220,621	2,202,689	2,165,618	2,111,330	2,093,734

* Operating income for the year ended 31 December 2021, 2022, 2023, 2024 and 2025 include interest income, sales of goods, consultancy fee income, and commission fee income.

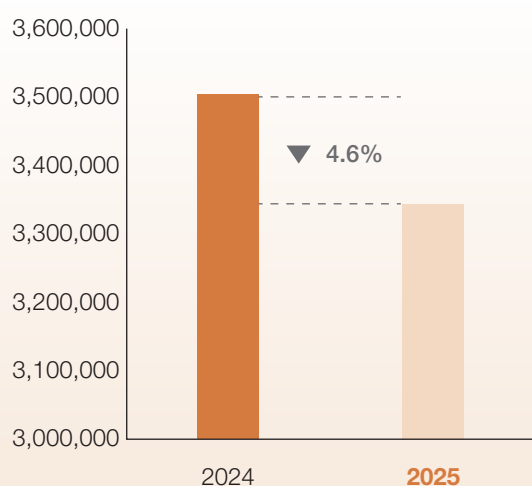
Operating income (RMB'000)



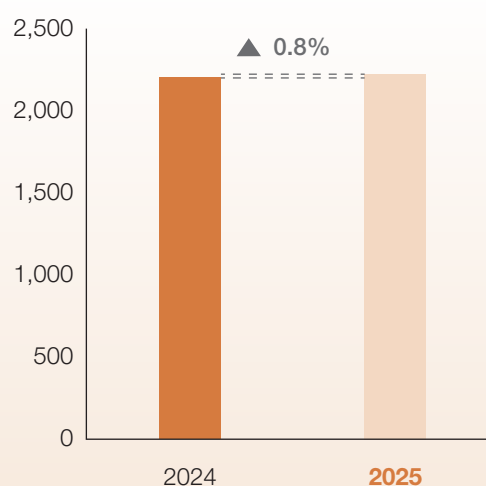
Profit attributable to equity holders (RMB'000)



Total assets (RMB'000)



Net assets (RMB'000)



CHAIRMAN'S STATEMENT



CHAIRMAN'S STATEMENT (CONTINUED)

We have positioned ourselves as a financial service provider which offers diversified products to SMEs and individuals. By insisting on the dual strategy of “inclusive finance and ecology finance”, we strive to become a comprehensive financial service group integrating pawnshop, technology microfinance, commercial factoring, financial leasing, art investment, equity investment, special asset investment, turnover loan fund, etc.

On behalf of the board of directors of China Huirong Financial Holdings Limited, I am pleased to present the annual report for the year ended 31 December 2025.

In 2025, the macroeconomic situation was complex and volatile with intensified asset price fluctuations, and the development of private financial institutions faced multiple pressures such as industry risk transmission and increasingly stringent regulatory requirements. Faced with severe market challenges, the Company closely followed the general work principle of “making progress while maintaining stability, and boosting stability through progress”, focused on the core business direction of “optimizing existing, preventing variables, expanding increments, and strengthening management”, and drove the steady progress of business development. The Inclusive Finance Business Division adhered to the risk bottom line to promote business transformation, sought market breakthroughs through innovation in the secured loan business, saw a steady rise in the scale of the listed shares backed loans business, and the pawnshops outside Jiangsu Province achieved a smooth transformation. The Ecology Finance Business Division realized the coordinated development of various business formats: the commercial factoring and financial leasing businesses struck a balance between scale and efficiency; the supply chain management business focused on the livelihood sector and contributed steadily to operating revenue; and positive layout and accumulation of momentum were made in the field of special assets. The Company continued to strengthen refined management, with the efficiency of fund and financial management continuously improved and financing costs effectively reduced, and the informatization construction and brand building stepped onto a new stage. Meanwhile, we adhered to the bottom line of asset quality, advanced the recovery and disposal of existing risks, and prevented and controlled new risks, which created stable value for shareholders and also laid a solid foundation for the sustainable development of the Company.

Hereby I would like to express my sincere gratitude on behalf of the Board to all of our staff for their diligent contribution and to all shareholders for their full support.

In 2026, the external economic and financial environment will remain complex and severe, and the downward trend in asset prices is yet to see a reversal. The Company will follow the general work guideline of “progressing steadily while pursuing development, optimizing existing assets and improving quality and efficiency”, firmly take the path of refined management and intensive development, and comprehensively advance high-quality development. We will take the optimization of existing assets as the top priority, concentrate advantageous resources to promote the recovery, disposal and revitalization of existing assets, and resolutely hold the bottom line of asset quality and liquidity security. We will continuously optimize the business structure, drive the simultaneous improvement of scale, quality and efficiency of all business segments, selectively carry out high-quality businesses such as listed shares backed loans and bank-enterprise cooperative operating loans, and cultivate new business growth points. We will strengthen the whole-process risk control, continuously reduce financing costs, and improve the efficiency of fund operation and financial management. Meanwhile, we will explore the application of artificial intelligence tools in the financial sector, promote the optimization of organizational management and human resources, strengthen brand building and team capacity development, guide all staff to establish a correct view of performance, pool the efforts of all employees to stimulate organizational vitality, and ensure the sound and stable overall operation of the Company.

Looking to the future, with firm conviction, a pragmatic approach and an innovative spirit, we will proactively adapt to market changes and courageously meet various challenges, striving to create greater value for shareholders and open up broader prospects for the long-term and sound development of the Company.

China Huirong Financial Holdings Limited

WU Min

Chairman of the Board of Directors

27 March 2026

MANAGEMENT DISCUSSION AND ANALYSIS



With the goal of achieving nationwide business coverage, the Company has fully leveraged its status as a listed company in Hong Kong and its access to the international capital markets and implemented the dual strategy of “inclusive finance plus ecology finance”, striving to offer comprehensive financial services to small and medium enterprises (“SMEs”) and individual clients alike as well as offer quality and safe financial assets to investors and financial institutions. As our brand has been well recognized by the public with our stable asset quality and our continuously improved profitability, we have gradually developed into a company that offers comprehensive finance services.

In 2025, the Company adhered to the working principle of “optimize existing, prevent variables, expand increments, and strengthen management”. Faced with continuously declining asset prices and economic growth, the Company achieved growth in both revenue and profit against the trend. In the Inclusive Finance Business Division, the secured loans business sought market breakthroughs through product innovation and maintained risk discipline with tailored solutions for each client; affiliates outside Jiangsu Province steadily promoted business transformation and piloted the personal property backed loans business; the standardization of the listed shares backed loans business was improved, and the business scale reached a new high level. In the Ecology Finance Business Division, the commercial factoring business paid close attention to changes in the settlement cycle of government project funds and sought a balance between scale and efficiency; the financial leasing business actively expanded projects with high safety margins; the special assets management business achieved the safe exit of multiple projects and pursued the layout of new projects; the equity investment business exited existing projects in a steady and orderly manner.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

1. BUSINESS REVIEW AND DEVELOPMENT

1.1 Inclusive Finance Business Division

The Inclusive Finance Business Division conducts its business through platforms such as Dongshan Micro-finance, Huifang Rongtong, Nanjing Yiling and Huifang Investment. The division conducts pawnshop business, technology micro-finance business, turnover loan fund business, art investment business and overseas finance business by adhering to the concept of small-sums and dispersed inclusive finance. Major products under this division include secured loans (including real estate backed loans and movable property backed loans) and unsecured loans (including equity interest backed loans (including listed shares backed loans and other equity interest backed loans), guaranteed loans and other unsecured loans), which focus on solving short-term liquidity needs of SMEs and individuals. The business of Inclusive Finance Business Division currently mainly covers Suzhou, Chengdu, Wuhan, Hefei, Changsha, Nanchang and Fuzhou.

(a) Pawnshop Business

The following table sets out the details of total transaction amount, number and income of loans granted as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total transaction number of new secured loans		
Total transaction number of new real estate backed loans	141	415
Total transaction number of new movable property backed loans	2,344	1,822
Total transaction amount of new secured loans (RMB million)		
Total transaction amount of new real estate backed loans	129	401
Total transaction amount of new movable property backed loans	57	75
Balance of secured loans at the end of the Reporting Year (principal) (RMB million)		
Balance of real estate backed loans at the end of the Reporting Year (principal)	588	767
Balance of movable property backed loans at the end of the Reporting Year (principal)	182	172
Interest income of secured loans (RMB thousand)		
Interest income of real estate backed loans	90,556	101,506
Interest income of movable property backed loans	34,660	32,076
Total transaction number of new unsecured loans		
Total transaction number of new equity interest backed loans	47	48
— listed shares backed loans	10	5
— other equity interest backed loans	37	43
Total transaction amount of new unsecured loans (RMB million)		
Total transaction amount of new equity interest backed loans	717	712
— listed shares backed loans	180	140
— other equity interest backed loans	537	572

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

	For the year ended 31 December	
	2025	2024
Balance of unsecured loans at the end of the Reporting Year (principal) (RMB million)		
Balance of equity interest backed loans at the end of the Reporting Year (principal)	432	468
— listed shares backed loans	192	140
— other equity interest backed loans	240	328
Interest income of unsecured loans (RMB thousand)		
Interest income of equity interest backed loans	37,629	23,051
— listed shares backed loans	25,110	7,660
— other equity interest backed loans	12,519	15,391

The pawnshop business mainly relies on Wuzhong Pawnshop, Changsha Pawnshop, Nanchang Pawnshop and Fuzhou Pawnshop as entities to carry out its business. Wuzhong Pawnshop, established in 1999 with a registered capital of RMB1,000 million, is an indirect wholly-owned subsidiary of the Company by virtue of the series of Contractual Arrangements. Wuzhong Pawnshop is one of the largest pawnshop in Mainland China. Changsha Pawnshop, established in 2021 with a registered capital of RMB50 million, is an indirect wholly-owned subsidiary of the Company. Nanchang Pawnshop, established in 2022 with a registered capital of RMB30 million, is an indirect non-wholly owned subsidiary of the Company. The Company holds 90% of the equity interests of Nanchang Pawnshop. Fuzhou Pawnshop, established in 2023 with a registered capital of RMB30 million, is an indirect wholly-owned subsidiary of the Company.

The pawnshop business primarily engages in secured loan and unsecured loan businesses. Secured loans business mainly includes real estate backed loans and movable property backed loans. Unsecured loans business mainly includes equity interest backed loans (including listed shares backed loans and other equity interest backed loans).

① Real Estate Backed Loans

Real estate backed loans primarily provide personal or corporate financing services to customers who have obtained real estate certificates. Business risks are comprehensively assessed based on customer credit status, real estate value, customer industry analysis and solvency, etc. The loan amount does not exceed 80% of the total evaluation price. The interest rates range from 12% to 36% per annum and the loan term is no longer than 1 year. The operation area is mainly in core urban areas of Suzhou, Chengdu, Wuhan, Hefei, Changsha, Nanchang, Fuzhou and other cities in the PRC. The target customers are mainly distributed across manufacturing, beverage, retail, trade and other industries. As of 31 December 2025, the total number of customers was 611, among which, the total number of individual customers was 583 and the total number of corporate customers was 28. The five largest customers contributed, in aggregate, 54.58% of the balance of real estate backed loans at the end of the Reporting Year (principal).

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

As of 31 December 2025, the balance at the end of the Reporting Year (principal) and the interest income of real estate backed loans granted by the Company were RMB588 million and RMB90,556 thousand, representing a decrease as compared with the corresponding period of last year. The main reason was that prices of ordinary residential properties continued to decline and no longer provided significant safety margins. Having assessed the situation accordingly, the Company shifted to providing secured loans backed by industrial plants, luxury residences and commercial properties in core locations, and proactively reduced its business scale to ensure the liquidity safety of the Company.

The main risks and uncertainties faced by the real estate backed loans include real estate value fluctuation risk, regulatory policy change risk, credit policy change risk, liquidity risk and credit risk, etc.

In 2025, the real estate backed loans business proactively implemented strategic transformation, continuously deepened bank-enterprise cooperation and strengthened proactive marketing. The development direction of the real estate backed loans in the future is to prioritize the small-sum and diversified loan granting to street-facing shops, accelerate the revitalization of existing assets, closely monitor the trend of asset prices, and develop new products with market demand and satisfactory safety margins.

② Movable Property Backed Loans

The movable property backed loans mainly provide fast movable property backed financing services to individuals, and the product categories cover artworks, gold, jewelry, vehicles, watches and luxury goods, etc. The loan amount does not exceed 95% of the total evaluation price. The interest rates and comprehensive rates range from 6% to 54% per annum and the loan term is within 1 year. The operation area is mainly in Suzhou, Chengdu, Nanchang, Wuhan and Hefei. The businesses in Changsha and Fuzhou are also gradually expanding. The target customers are mainly distributed across manufacturing, agriculture, retail and other industries. As of 31 December 2025, the total number of customers was 769, and the five largest customers contributed, in aggregate, 75.59% of the balance of movable property backed loans at the end of the Reporting Year (principal).

As of 31 December 2025, the balance at the end of the Reporting Year (principal) and the interest income of movable property backed loans granted by the Company were RMB182 million and RMB34,660 thousand, respectively, representing an increase as compared with the corresponding period of last year. The main reason was that movable property backed loans, as the core pawnshop business, featured sound profitability and security. The Company continued to promote the upgrading and renovation of its pawnshops and maintained the business scale of movable property backed loans.

The main risks and uncertainties faced by the movable property backed loans include collateral appraisal risk, collateral valuation risk, regulatory policy change risk and credit risk, etc.

In 2025, pawnshop subsidiaries outside Jiangsu Province steadily advanced the transformation of their movable property backed loans and the movable property backed loans was further expanded to Chengdu. The development direction of the movable property backed loans in the future is to adjust the internal structure of movable property backed loans in light of the objective rule that “antiques thrive in prosperous times, while gold is sought in chaotic times”, by reducing the scale of artworks backed loans and expanding the scale of gold and other personal property backed loans.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

③ Equity Interest Backed Loans

Listed Shares Backed Loans

The listed shares backed loans mainly provide share financing services for relevant entities of listed companies. Business risks are comprehensively assessed based on the enterprise operation, financial conditions, loan purposes, share pledge ratio, etc. The loan amount does not exceed 45% of the total equity evaluation price. The interest rates range from 12% to 14% per annum and the loan term is within 1 year. The operation area is mainly in economically developed regions. Target customers are mainly distributed in industries other than highly leveraged and high-risk industries such as real estate and construction. As of 31 December 2025, the total number of customers was 10, among which, the total number of individual customers was 6 and the total number of corporate customers was 4. The five largest customers contributed, in aggregate, 81.88% of the balance of listed shares backed loans at the end of the Reporting Year (principal).

As of 31 December 2025, the balance at the end of the Reporting Year (principal) and the interest income of listed shares backed loans were RMB192 million and RMB25,110 thousand, representing an increase as compared with the corresponding period of last year. The main reason was that the standardization of the listed shares backed loans improved, the active capital market generated financing demand, and the business scale expanded gradually.

The main risks and uncertainties faced by the listed shares backed loans include regulatory policy change risk, credit policy change risk, credit risk and liquidity risk, etc.

In 2025, in response to market demand, the listed shares backed loans expanded its customer service scope with the characteristics of simple and efficient approval and loan granting procedures. The development direction of the listed shares backed loans in the future is to promote business deployment in a steady and selective manner, explore innovative credit loan businesses for major shareholders of listed companies, and strengthen marketing cooperation with banks and securities companies.

Other Equity Interest Backed Loans

The other equity interest backed loans mainly provide equity financing services for SMEs and individuals. Business risks are comprehensively assessed based on the enterprise operation, financial conditions, industry development and debt repayment ability, etc. The loan amount does not exceed 50% of the total equity evaluation price. The interest rates range from 6% to 34.4% per annum and the loan term is within 1 year. The operation area is mainly in Suzhou. The target customers are mainly distributed in manufacturing, construction, investment and other industries. As of 31 December 2025, the total number of customers was 23, among which, the total number of individual customers was 17 and the total number of corporate customers was 6. The five largest customers contributed, in aggregate, 91.20% of the balance of other equity interest backed loans at the end of the Reporting Year (principal).

As of 31 December 2025, the balance at the end of the Reporting Year (principal) and the interest income of other equity interest backed loans were RMB240 million and RMB12,519 thousand, representing a decrease as compared with the corresponding period of last year. The main reason was that the Company reduced the scale of other equity interest backed loans and that some customers became overdue on their payments or defaulted due to the economic downturn.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

The main risks and uncertainties faced by the other equity interest backed loans include regulatory policy change risk, credit policy change risk, credit risk and liquidity risk, etc.

In 2025, the Company strictly controlled the access for new business and adhered to prudent and compliant business operations. The development direction of the other equity interest backed loans in the future is to steadily reduce the balance of existing business, continuously optimize the business structure, and promote the continuous improvement of asset quality.

For the pawnshop business, the Company adopts comprehensive internal control measures. The pre-loan measures are mainly to implement the policy of separating the process of checking and actual lending and the policy of graded examination and approval. These measures require that the responsibilities of each approval function be clarified, and ensures implementation of the operational risk and non-performing loan accountability mechanism. The post-loan measures are mainly to implement post-loan management, post-event supervision, and compliance monitoring and management systems. These measures require real-time monitoring and management of business processes and risks, quarterly post-loan inspections for each product, and special inspections from time to time. The measures for overdue business are mainly to implement procedures in strict accordance with the post-loan management measures. The management system will give an early warning notice before the expiration of each business, and the operating unit will report to the risk control department in a timely manner and report the disposal plan at the same time to ensure asset quality.

(b) Technology Micro-finance business

The following table sets out the details of total new loans secured by real estate, guaranteed loans and credit loans as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of new loans granted	88	104
Total amount of new loan granted (RMB million)	498	635
Balance at the end of the Reporting Year (principal) (RMB million)	558	512
Interest income (RMB thousand)	51,800	60,104

The technology micro-finance business mainly relies on Dongshan Micro-finance as the entity to carry out its business. Dongshan Micro-finance, established in 2012 with a registered capital of RMB300 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company and Suzhou Wuzhong District Dongshan Town Collective Assets Management Co., Ltd.* (蘇州市吳中區東山鎮集體資產經營公司) and other entities. The Company holds 70% of the equity interests of Dongshan Micro-finance. Dongshan Micro-finance is also one of the few micro-finance companies rated “A” in Jiangsu Province, PRC.

Dongshan Micro-finance primarily engages in providing small loans and financial services such as finance guarantee for SMEs and individuals. Loans mainly include secured loans, guaranteed loans and credit loans.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Business risks of secured loans are comprehensively assessed based on the Company's credit status, collateral value, industry analysis and cash flow, etc. The loan amount does not exceed 75% of the total evaluation price. The interest rates range from 10% to 18% per annum and the loan term is within 1 year. The operation area is mainly in Suzhou. The target customers are mainly distributed in manufacturing, beverage, service and other industries. As of 31 December 2025, the balance at the end of the Reporting Year (principal) of the secured loans is RMB213 million. As of 31 December 2025, the total number of customers was 52, among which, the total number of individual customers was 45 and the total number of corporate customers was 7. The five largest customers contributed, in aggregate, 62.8% of the balance of secured loans at the end of the Reporting Year (principal).

Business risks of guaranteed loans are comprehensively assessed based on the company's operating conditions, financial situation and industry development, etc. The interest rates range from 10% to 18% per annum and the loan term is within 1 year. The operation area is mainly in Suzhou. The target customers are mainly distributed in manufacturing, trade, investment and other industries. As of 31 December 2025, the balance at the end of the Reporting Year (principal) of the guaranteed loans was RMB104 million. As of 31 December 2025, the total number of customers was 24, among which, the total number of individual customers was 13 and the total number of corporate customers was 11. The five largest customers contributed, in aggregate, 67.09% of the balance of guaranteed loans at the end of the Reporting Year (principal).

Business risks of credit loans are comprehensively assessed based on the individual's or company's credit status, enterprise operation, asset conditions and solvency, etc. The interest rates range from 8% to 10% per annum and the loan term is within 1 year. The operation area is mainly in Suzhou. The target customers are mainly distributed in trade, gardening, investment and other industries. As of 31 December 2025, the balance at the end of the Reporting Year (principal) of the credit loans was RMB240 million. As of 31 December 2025, the total number of customers was 10, among which, the total number of individual customers was 1 and the total number of corporate customers was 9. The five largest customers contributed, in aggregate, 62.54% of the balance of credit loans at the end of the Reporting Year (principal).

As of 31 December 2025, the balance at the end of the Reporting Year (principal) of technology micro-finance business was RMB558 million, representing an increase as compared with the corresponding period of last year. The main reason was that the real estate backed loans were in a transition period, with an increase in overdue existing business and continuous new loan granting, leading to a rise in the overall balance. As of 31 December 2025, the interest income of technology micro-finance business was RMB51,800 thousand, representing a decrease as compared with the corresponding period of last year. The main reason was the decrease in the average interest rate of loans and the suspension of interest on certain overdue loans.

The main risks and uncertainties faced by the technology micro-finance business include real estate valuation risk, credit risk, regulatory policy change risk, credit policy change risk and liquidity risk, etc.

In 2025, the technology micro-finance business adjusted its business strategy, focusing on providing liquidity support for large-sums and stable assets, flexibly utilizing the funds of state-owned micro-finance companies, and improving capital utilization efficiency. The development direction of technology micro-finance business in the future to accelerate the revitalization of existing assets, achieve new loan granting, seize the opportunity of bank-enterprise cooperation to rationally develop operating loan businesses, and fulfill the social responsibility of inclusive finance to promote regional economic development on the basis of bringing stable dividends to shareholders.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

For the technology micro-finance business, the Company adopts comprehensive internal control measures. The pre-loan measures are mainly to implement the policy of separating the process of checking and actual lending and the policy of graded examination and approval. These measures require that the responsibilities of each approval function be clarified, and the operational risk and non-performing loan accountability mechanism be implemented. The post-loan measures are mainly to implement post-loan management, post-event supervision, and compliance monitoring and management systems. These measures require real-time monitoring and management of business processes and risks, quarterly post-loan inspections for each product, and special inspections from time to time. The measures for overdue business are mainly to implement procedures in strict accordance with the post-loan management measures. The management system will give an early warning notice before the expiration of each business, and the operating unit will report to the risk control department in a timely manner and report the disposal plan at the same time to ensure asset quality.

(c) Turnover Loan Fund Business

The following table sets out the details of total new loans granted to SMEs and individuals under our turnover loan fund business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of new loans granted	417	1,143
Total new loan amount granted (RMB million)	1,748	4,337
Balance at the end of the Reporting Year (principal) (RMB million)	1	32
Interest income (RMB thousand)	2,134	5,093

The turnover loan fund business mainly relies on Huifang Rongtong as the entity to carry out its business. Huifang Rongtong, established in 2017 with a registered capital of RMB25 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company and Suzhou Wuzhong Financial Investment Service Co., Ltd* (蘇州市吳中金融招商服務有限公司), a company owned by the Wuzhong District Government in Suzhou of Jiangsu Province, PRC. The Company holds 80% of the equity interests of Huifang Rongtong. Such government-enterprise cooperation fund is scarce in Suzhou and even Jiangsu Province, PRC.

The turnover loan fund business serves as a bridge between banking institutions and SMEs. It focuses on serving SMEs and local government platforms with the needs of turnover loans. Business risks are comprehensively assessed based on the company's credit status, enterprise operation, financial conditions and bank credit conditions, etc. The interest rates range from 10.8% to 13.4% per annum and the loan terms range from 1 day to 30 days. The operation area is mainly in Suzhou. The target customers are mainly distributed in manufacturing, construction, trade and other industries. As of 31 December 2025, the total number of new loan customers granted was 421, and the five largest customers contributed, in aggregate, 20.93% of the total new loan amount granted.

As of 31 December 2025, the total amount of new loans granted and the interest income of turnover loan fund business were RMB417 million and RMB2,134 thousand, respectively, representing a decrease as compared with the corresponding period of last year. The main reason was the establishment of the Suzhou municipal state-owned turnover loan center and the introduction of banks' principal-free rollover loan services, which led to decreased demand for turnover loan funds and low capital utilization efficiency.

The main risks and uncertainties faced by the turnover loan fund business include regulatory policy change risk and credit risk, etc.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

In 2025, Huifang Rongtong reduced its capital twice to scale down its operation and improve capital utilization efficiency. The development direction of turnover loan fund business in the future is to strengthen bank-enterprise cooperation and attract high-quality customers.

For the turnover loan fund business, the Company adopts comprehensive internal control measures. The pre-loan measures are mainly to implement the policy of separating the process of checking and actual lending and the policy of graded examination and approval. These measures require that the responsibilities of each approval function be clarified, and the operational risk and non-performing loan accountability mechanism be implemented. The post-loan measures are mainly to implement post-loan management, post-event supervision, and compliance monitoring and management systems. These measures require real-time monitoring and management of business processes and risks, quarterly post-loan inspections for each product, and special inspections from time to time. The measures for overdue business are mainly to implement procedures in strict accordance with the post-loan management measures. The management system will give an early warning notice before the expiration of each business, and the operating unit will report to the risk control department in a timely manner and report the disposal plan at the same time to ensure asset quality.

(d) Art Investment Business

The following table sets out the operating information of the art investment business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of artworks trading stock at the end of the Reporting Year	10	10
Total amount of artworks trading stock at the end of the Reporting Year (principal) (RMB million)	99	114
Artworks business income (RMB thousand)	15,062	17,523

The art investment business mainly relies on Nanjing Yiling as the entity to carry out its business. Nanjing Yiling, established in 2021 with a registered capital of RMB55 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company and Nanjing Yili Culture Development Co., Ltd.* (南京藝力文化發展有限公司). The Company holds 55% of the equity interests of Nanjing Yiling. Nanjing Yiling conducts artwork investment, artwork custody, artwork disposal and other businesses.

The art investment business covers all categories of artworks, including Chinese modern painting and calligraphy, international contemporary painting and calligraphy, ancient antiques and sculptures. Its business covers the whole of Mainland China. The target customers are mainly major auction companies and well-known domestic collectors.

As of 31 December 2025, the total amount of artworks trading stock at the end of the Reporting Year and the artworks business income of art investment business were RMB99 million and RMB15,062 thousand, respectively, representing a decrease as compared with the corresponding period of last year. The main reason was that the Company proactively reduced the total amount of artworks trading stock in response to the downward trend in transaction volume and prices in the art market.

The main risks and uncertainties faced by art investment business include regulatory policy change risk, artworks valuation risk, artworks transportation and storage risk, credit risk, liquidity risk, art market systemic risk, etc.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

In 2025, the art investment business focused on industry trends, concentrated on serving and maintaining existing customers, and continuously strengthened risk prevention and control. The development direction of art investment business in the future is to strive to build a comprehensive system that serves the entire art industry, and develop Nanjing Yiling into a well-known comprehensive art service organization in the Mainland China, covering art investment, art appraisal and storage, art auction agency, art exhibition and other services.

(e) Overseas Finance Business

The following table sets out the operating information of the overseas finance business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of new loans granted	1	1
Total new loan amount granted (HK\$ million)	20	20
Balance at the end of the Reporting Year (principal) (HK\$ million)	20	20
Interest income (HK\$ thousand)	1,200	1,403

The overseas finance business mainly relies on Huifang Investment as the entity to carry out its business. Huifang Investment, established in 2011, is an indirect wholly-owned subsidiary of the Company and obtained a money lender's license with license No. MLR5279 in Hong Kong in January 2019 to develop diversified financial services.

The overseas finance business mainly involves guaranteed loans. Business risks of guaranteed loans are comprehensively assessed based on enterprise operation, financial conditions and industry development, etc. The interest rate is 6% per annum and the loan term is 12 months. The operation area is mainly in Hong Kong. The target customers are mainly local companies in Hong Kong. It mainly conducts business in cooperation with local licensed money lenders at present.

As of 31 December 2025, the balance at the end of the Reporting Year (principal) of overseas finance business was HK\$20 million, which was the same as the corresponding period of last year. As of 31 December 2025, the interest income of overseas finance business was HK\$1,200 thousand, representing a decrease as compared with the corresponding period of last year. The main reason was that a loan principal was fully repaid in mid-last year, and no new loan was granted thereafter.

The main risks and uncertainties faced by overseas finance business include the risk of changes in the international political and economic situation and the risk of exchange rate fluctuations, etc.

In 2025, the overseas finance business adopted a prudent operating strategy, maintained its existing business scale and exercised strict control over operational risks. The development direction of overseas finance business in the future is to seek for development opportunities in the fields of pawnshops and consumer finance in more overseas countries and regions such as Southeast Asia.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

1.2 Ecology Finance Business Division

The Ecology Finance Business Division conducts its business through platforms such as Huida Factoring, Huifang Financial Leasing, Huifang Supply Chain, Huifang Rongcui, Qingdao Wanchen and Huifang Anda, adhering to the innovation of finance concept. It attaches great importance to the internal and external resources to develop commercial factoring business, financial leasing business, supply chain management business, equity investment business, special assets investment business and insurance brokerage business.

(a) Commercial Factoring Business

The following table sets out the operating information of the commercial factoring business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of new transaction relating to account receivables assignment	17	21
Total amount of new transaction relating to account receivables assignment (RMB million)	195	254
Balance at the end of the Reporting Year (principal) (RMB million)	494	446
Interest income (RMB thousand)	35,281	36,945
Service fee income (RMB thousand)	3,227	3,408

The commercial factoring business mainly relies on Huida Factoring as the entity to carry out its business. Huida Factoring, established in 2016 with a registered capital of RMB170 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company and three other state-owned and collective capital companies: Suzhou Wuzhong Gaoxin Entrepreneurship Service Co., Ltd.* (蘇州吳中高新創業服務有限公司), Suzhou Dongfang Venture Investment Co., Ltd.* (蘇州東方創業投資有限公司) and Suzhou Wuzhong City Construction Investment Development Co., Ltd.* (蘇州市吳中城市建設投資發展有限公司). The Company holds 52.94% of the equity interests in Huida Factoring.

Huida Factoring is principally engaged in accepting assignment of account receivable from SMEs and installment of account receivables. Commercial factoring business evaluates business risks by comprehensively analyzing enterprise operation, financial conditions, receivables and industry development factors based on customers' credit status. The loan amount does not exceed 80% of the total amount of receivables. The interest rates range from 5% to 12% per annum and the loan term is within 4 years. The operation area is mainly in Suzhou. The target customers are mainly distributed in construction, manufacturing and other industries. As of 31 December 2025, the total number of customers was 17, and the five largest customers contributed, in aggregate, 54.97% of the balance at the end of the Reporting Year (principal).

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

As of 31 December 2025, the balance at the end of the Reporting Year (principal) of Huida Factoring was RMB494 million, representing an increase as compared with the corresponding period of last year. The main reason was that the prolonged settlement cycle of government project funds increased liquidity pressure on construction enterprises and led to a rise in overdue ratio. The team actively adjusted its risk control strategy and continued to grant new loans to high-quality customers, resulting in an increase in the overall balance. As of 31 December 2025, the interest income of Huida Factoring was RMB35,281 thousand, representing a decrease as compared with the corresponding period of last year. The main reason was that macro interest rates declined and competitors generally lowered their interest rates, so the Company adjusted accordingly.

The main risks and uncertainties faced by commercial factoring business include debtor credit risk, receivable risk, trade fraud risk and regulatory policy change risk, etc.

In 2025, against the backdrop of declining interest rates, reduced number of new construction projects, and intensified industry competition, the commercial factoring business achieved a dynamic balance between business scale and profitability by adhering to government engineering factoring business and emphasizing the tracking of existing customers and the development of new customers. The development direction of commercial factoring business in the future is to reasonably reduce the factoring exposure to government projects, conduct in-depth research on factoring opportunities in high-prosperity industries such as high-end manufacturing and new energy, and strengthen the full-process risk management.

For the commercial factoring business, the Company adopts comprehensive internal control measures. The pre-loan measures are mainly to implement the policy of separating the process of checking and actual lending and the policy of graded examination and approval. These measures require that the responsibilities of each approval function be clarified, and the operational risk and non-performing loan accountability mechanism be implemented. The post-loan measures are mainly to implement post-loan management, post-event supervision, and compliance monitoring and management systems. These measures require real-time monitoring and management of business processes and risks, quarterly post-loan inspections for each product, and special inspections from time to time. The measures for overdue business are mainly to implement procedures in strict accordance with the post-loan management measures. The management system will give an early warning notice before the expiration of each business, and the operating unit will report to the risk control department in a timely manner and report the disposal plan at the same time to ensure asset quality.

(b) Financial Leasing Business

The following table sets out the operating information of the financial leasing business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total number of new transaction relating to financial leasing	11	11
Total amount of new transaction relating to account receivables assignment (RMB million)	111	84
Balance at the end of the Reporting Year (principal) (RMB million)	134	104
Interest income (RMB thousand)	11,485	9,629
Service fee income (RMB thousand)	594	712

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

The financial leasing business mainly relies on Huifang Financial Leasing as the entity to carry out its business. Huifang Financial Leasing, established in 2023 with a registered capital of RMB170 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company, Suzhou Shengzhuang Food Co., Ltd.* (蘇州聖莊食品有限公司) and Suzhou Tianyi Knitwear Co., Ltd.* (蘇州天衣針織品有限公司). The Company holds 70% of the equity interests in Huifang Financial Leasing.

Huifang Financial Leasing primarily offers two types of finance leasing services, namely, direct finance leasing and sale-leaseback, to the customers. Financial leasing business evaluates business risks by comprehensively analyzing customer's industry and reputation, existing debt position, operating cash flows and the projected cash flows generated from the lease asset. The interest rates range from 7% to 13% per annum and the finance lease term is within 3 years. The operation area is mainly in Suzhou. The target customers are mainly distributed in advanced manufacturing and other industries. As of 31 December 2025, the total number of customers was 25, and the five largest customers contributed, in aggregate, 58% of the balance at the end of the Reporting Year (principal).

As of 31 December 2025, the balance at the end of the Reporting Year (principal) and the interest income of Huifang Financial Leasing were RMB134 million and RMB11,485 thousand, respectively, representing an increase in the balance as compared with the corresponding period of last year. The main reason was that Huifang Financial Leasing adjusted its operating strategy and drove an increase in business scale through cooperative bank channels and internal business referrals.

The main risks and uncertainties faced by financial leasing business include lease asset risk, customer operation risk, customer high asset liability ratio risk and regulatory policy change risk, etc.

In 2025, the Company made every effort to resolve existing risk projects and steadily expanded controllable new business. The development direction of financial leasing business in the future is to focus on advanced manufacturing, healthcare and public utilities, with high technology and strong guarantees as key factors, and to explore opportunities for direct finance leasing business to support industrial transformation and upgrading.

For the financial leasing business, the Company adopts comprehensive internal control measures. The pre-loan measures are mainly to implement the policy of separating the process of checking and actual lending and the policy of graded examination and approval. These measures require that the responsibilities of each approval function be clarified, and the operational risk and non-performing loan accountability mechanism be implemented. The post-loan measures are mainly to implement post-loan management, post-event supervision, and compliance monitoring and management systems. These measures require real-time monitoring and management of business processes and risks, quarterly post-loan inspections for each product, and special inspections from time to time. The measures for overdue business are mainly to implement procedures in strict accordance with the post-loan management measures. The management system will give an early warning notice before the expiration of each business, and the operating unit will report to the risk control department in a timely manner and report the disposal plan at the same time to ensure asset quality.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

(c) Supply Chain Management Business

The following table sets out the operating information of the supply chain management business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total transaction number	1,113	1,318
Total transaction number of grain and oil	222	240
Total transaction number of fresh products	492	773
Total transaction number of other goods	399	305
Sales income (RMB thousand)	399,949	328,380
Sales income of grain and oil	289,572	301,935
Sales income of fresh products	108,103	17,292
Sales income of other goods	2,274	9,153

The supply chain management business mainly relies on Huifang Supply Chain, Zhongli Communication and Huida Dingchen as entities to carry out its business. Huifang Supply Chain, established in 2018 with a registered capital of RMB400 million, is an indirect wholly-owned subsidiary of the Company. Zhongli Communication, established in 2015 with a registered capital of RMB50 million, is an indirect wholly-owned subsidiary of the Company. Huida Dingchen, established in 2015 with a registered capital of RMB20 million, is an indirect wholly-owned subsidiary of the Company. The supply chain management business was committed to focus supply chain scenarios of livelihood consumer products mainly for grain and oil, fresh products and other fields. Currently, the supply chain management business has cooperated with COFCO Corporation* (中糧集團有限公司), Yihai Kerry Arawana Holdings Co., Ltd* (益海嘉里金龍魚糧油食品股份有限公司) and many other well-known enterprises. For the year ended 31 December 2025, the five largest suppliers accounted for approximately 98.80% of the supply chain management business's total purchases while the largest supplier accounted for approximately 72.31% of the supply chain management business's total purchases.

As of 31 December 2025, the total transaction number of supply chain management business and the sales income were 1,113 and RMB399,949 thousand, respectively, representing a decrease in the transaction number and an increase in the sales income as compared with the corresponding period of last year. The main reason was that the Company attached importance to the risk management of accounts receivable, and at this stage, the Company mainly retained core high-quality customers for cooperation, resulting in a decrease in the transaction number and an increase in the amount per transaction, which drove the growth of the overall sales income.

As of 31 December 2025, there was no billed trade payable from the supply chain management business based on invoice date.

The main risks and uncertainties faced by supply chain management business include inventory depreciation risk, compliance and operational risk, cargo transportation risk, cargo custody risk and customer default risk, etc.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

In 2025, grain and oil, fresh products and other livelihood consumer products became the major business categories of the supply chain management business and contributed stable revenue. The development direction of supply chain management business in the future is to continuously deepen the field of livelihood consumer products, actively expand partnerships with high-quality partners, establish long-term and large-volume supply chain cooperation, and play a role in contributing to revenue.

(d) Equity Investment Business

The following table sets out the operating information of the equity investment business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total transaction number of new investment	1	1
Total transaction principal amount of new investment (principal) (RMB million)	5	2
Balance of investment at the end of the Reporting Year (principal) (RMB million)	83	83
Investment income (RMB thousand)	8,075	7,289

The equity investment business mainly relies on Huifang Rongcui and Huifang Tongcui and Huifang Jiada as entities to carry out its business. Huifang Rongcui, established in 2021 with a registered capital of RMB100 million, is an indirect non-wholly owned subsidiary of the Company. The Company holds 90% of the equity interests in Huifang Rongcui. Huifang Tongcui, established in 2022 with a registered capital of RMB20 million, is an indirect non-wholly owned subsidiary of the Company. The Company holds 60% of the equity interests in Huifang Tongcui. Huifang Jiada, established in 2016 with a registered capital of RMB50 million, is an indirect wholly-owned subsidiary of the Company. Aiming at creating a business pattern of coordinated development of creditor's rights and equity, the equity investment business cooperates with senior equity investment institutions based on national policy guidance. Investment areas mainly cover advanced manufacturing, semiconductor, new energy, biomedicine and other strategic emerging industries.

The main risks and uncertainties faced by equity investment business include the risk of business deterioration of the invested enterprise, the risk of regulatory policy changes, the systematic risk of financial market and contract risk, etc.

As of 31 December 2025, Huifang Rongcui and Huifang Jiada made investments in seven funds. The balance of investment at the end of the Reporting Year (principal) was RMB70 million. In addition, in order to develop the financial advisory business in the primary or secondary markets and form a linkage with existing equity investment business, Huifang Rongcui invested in Ningbo Gaoliu Xiyu Management Consulting Co., Ltd.* (寧波高流熙域管理諮詢有限公司). The balance of investment in Gaoliu Xiyu at the end of the Reporting Year (principal) was RMB 3 million, representing 15% of the equity interest.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

In 2022, Huifang Tongcui has reached a cooperation intention with Qianhui Investment, and set up Qianhui Tongcui in a double general partners cooperation model. Huifang Tongcui and Qianhui Investment act as executive partners to Qianhui Tongcui, and Qianhui Investment acts as a manager to Qianhui Tongcui. The planned assets under management of Qianhui Tongcui is approximately RMB200 million and the subscribed assets under management of Qianhui Tongcui is RMB42 million. The investment period is 7 years. As of 31 December 2025, the balance of investment of Huifang Tongcui (principal) was RMB10 million.

As of 31 December 2025, the balance of investment at the end of the Reporting Year (principal) was RMB83 million, which was the same as the corresponding period of last year. The main reason was that while the actual investment scale increased, some projects achieved exits. The investment income was RMB8,075 thousand, representing an increase as compared with the corresponding period of last year. The main reason was that some underlying investment projects were listed or completed a new round of financing.

In 2025, with the tightening of initial public offerings regulations by the government since the beginning of 2024, the exit channels for primary market investments were restricted and the equity investment encountered a cold market. Under this context, the Company adhered to a prudent and stable investment strategy, with an increased focus on the safety of assets. The development direction of equity investment business in the future is to pay attention to the policy trends in the equity investment market, prudently invest in new projects, attach importance to post investment management, and urge managers to accelerate project exits through means such as the transfer of existing shares, negotiated repurchases, and mergers and acquisitions.

(e) Special Asset Investment Business

The following table sets out the operating information of the special asset investment business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total transaction number of new investment	0	2
Total transaction amount of new investment (RMB million)	0	145
Balance of investment at the end of the Reporting Year (RMB million)	0	220
Consultancy fee income (RMB thousand)	3,000	—
Interest income (RMB thousand)	3,373	23,245

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

The special asset investment business mainly relies on Qingdao Wanchen as entities to carry out its business. Qingdao Wanchen, established in 2019 with a registered capital of RMB10 million, is an indirect wholly-owned subsidiary of the Company.

Special asset investment business makes full use of the Company's industry position and resources of licensed asset management companies and banks to carry out special asset acquisition, disposal and operation. Special asset investment business mainly targets potential special assets such as commercial real estate, industrial real estate and residential real estate, as well as unsecured credit debts attached to the above-mentioned assets.

On 17 August 2023, the Group entered into the agreements with Suzhou Qingdong Hotel Management Limited* (蘇州慶東酒店管理有限公司) ("Suzhou Qingdong") in relation to the acquisition and the disposal of Suzhou Guangda Education Technology Development Company Limited* (蘇州市廣大教育科技發展有限公司) ("Guangda Education"). During the Reporting Year, the Company successfully disposed of Guangda Education.

On 11 October 2024, the Group acquired the property which comprises two buildings and the corresponding parcel of land located at No. 100 and Building 1, No. 100 Nanhu Road, Wuzhong District, Suzhou, the PRC ("Hongzhuang Commercial Property") by way of the auction. On 16 December 2024, the Group entered into a pre-acquisition agreement with Suzhou Xinwei Enterprise Management Company Limited* (蘇州新威企業管理有限公司) ("Suzhou Xinwei") in relation to the disposal of the Hongzhuang Commercial Property. During the Reporting Year, the Company successfully disposed of the Hongzhuang Commercial Property.

As of 31 December 2025, the balance of investment at the end of the Reporting Year was RMB nil, representing a decrease as compared with the corresponding period of last year. The main reason was that no new investment was made after the disposal of Guangda Education and the Hongzhuang Commercial Property. As of 31 December 2025, the consultancy fee income and the interest income were RMB3,000 thousand and RMB3,373 thousand, respectively, representing an increase in investment income and a decrease in interest income as compared with the corresponding period of last year. This was mainly due to the increase in the consultancy fee income generated from Guangda Education and the decrease in the interest income generated from the Hongzhuang Commercial Property.

The main risks and uncertainties faced by special asset investment business include asset valuation risk, liquidity risk, operational risk, real estate value fluctuation risk and credit risk, etc.

In 2025, the special asset investment business saw the two key projects, Guangda Education and the Hongzhuang Commercial Project, safely exit one after another, contributing significantly to profits. The development direction of special asset investment business in the future is to vigorously seek out new high-potential projects.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

(f) Insurance Brokerage Business

The following table sets out the operating information of the insurance brokerage business as of 31 December 2025:

	For the year ended 31 December	
	2025	2024
Total transaction number	1,118	370
Sales income (RMB thousand)	311	309

The insurance brokerage business mainly relies on Huifang Anda as the entity to carry out its business. Huifang Anda, established in 2004 with a registered capital of RMB2.4 million, is an indirect non-wholly owned subsidiary of the Company and is jointly established by the Company and state-owned capital Suzhou Wuzhong Financial Investment Service Co., Ltd* (蘇州市吳中金融招商服務有限公司) and other institutions. The Company holds 65% of the equity interests of Huifang Anda.

The insurance brokerage business actively integrates the resources of the government and insurance companies, with the aim of providing credit, responsibility, professionalism and compliance with regulations, and align with the business development direction of large private enterprises, governments, state-funded platforms and foreign-funded enterprises. The scope of insurance agency covers property insurance, credit guarantee insurance, liability insurance and life insurance, etc.

As of 31 December 2025, the total transaction number and commission fee income of insurance brokerage business transactions were 1,118 and RMB311 thousand, respectively, representing an increase as compared with the corresponding period of last year. The main reason was that the Company made every effort to expand new business, and various types of insurance brokerage business, including personal accident insurance, home property insurance, and liability insurance, all achieved growth to varying degrees.

The main risks and uncertainties faced by insurance brokerage business include the risk of government policy changes and contract risks, etc.

In 2025, the insurance brokerage business strengthened external cooperation and actively developed innovative insurance products. The development direction of insurance brokerage business in the future is to explore opportunities in sectors such as healthcare and education, and introduce competitive agent teams.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

2. FINANCIAL REVIEW

2.1 Overall Financial Data

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Operating Results		
Operating income	708,581	658,798
Net operating income	152,899	179,773
Net assets	2,220,621	2,202,689
General and administrative expenses	79,023	82,752
Income tax expenses	28,258	24,987
Profit attributable to equity holders	52,582	50,485
Basic earnings per share (expressed in RMB)	0.048	0.046

As of 31 December 2025, the operating income amounted to RMB708,581 thousand, representing an increase as compared with 2024. The main reason was the increase in sales of goods from the supply chain management business. As of 31 December 2025, the profit attributable to equity holders amounted to RMB52,582 thousand, representing an increase as compared with 2024. The main reason was the improved efficiency of internal capital operation between the Company's holding subsidiary and wholly-owned subsidiary, which resulted in a decrease in profit attributable to non-controlling interests and thereby drove an increase in profit attributable to equity holders.

2.2 Financial Analysis on two Principal Business Divisions

2.2.1 Inclusive Finance Business Division

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Operating income	237,480	240,951
Operating cost	21,969	23,364
Other non-operating losses	(150,375)	(140,639)
Profit before tax	65,136	76,948

As of 31 December 2025, the operating income amounted to RMB237,480 thousand, representing a decrease as compared with 2024. The main reason was that the loan market environment became increasingly severe, leading to overall pressure on the income of all business segments under the Inclusive Finance Business Division, with interest income from real estate backed loans declining significantly. As of 31 December 2025, the profit before tax amounted to RMB65,136 thousand, representing a decrease as compared with 2024. The main reason was the increase in general and administrative expenses arising from the overall allocation and lending of internal funds within the Group.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

2.2.2 Ecology Finance Business Division

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Operating income	458,881	404,820
Operating cost	418,097	350,153
Other non-operating (losses)/gains	(11,831)	7,427
Profit before tax	28,953	62,094

As of 31 December 2025, the operating income amounted to RMB458,881 thousand, representing an increase as compared with 2024. The main reason was the increase in sales of goods from the supply chain management business. As of 31 December 2025, the profit before tax amounted to RMB28,953 thousand, representing a decrease as compared with 2024. The main reason was that the increase in general and administrative expenses resulting from the centralized settlement of internal management services within the Group.

2.2.3 Headquarters and Others

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Operating income	86,130	24,269
Operating cost	20,978	19,970
Other non-operating losses	(60,167)	(47,328)
Profit before tax	4,985	(43,029)

As the core of the Group's progress and development, the headquarters has undertaken the service functions of investment management, risk prevention and control, scientific and technological support, logistics support, etc. In recent years, it has been committed to lowering costs and increasing efficiency. In the future, it will continue to promote refined management to increase income and reduce expenditure.

As of 31 December 2025, the operating income amounted to RMB86,130 thousand, representing an increase as compared with 2024. The main reason was the increase in internal operating income driven by the centralized operation of internal services and funds within the Group. As of 31 December 2025, the profit before tax amounted to RMB4,985 thousand, representing an increase in profit before tax as compared with 2024. The main reason was the increase in revenue attributed to the factors set out above.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

3. CREDIT RISK

3.1 Loan Classification and Impairment Allowances

The following table contains an analysis of the credit risk exposure of financial assets for which an ECL allowance is recognized. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets.

	As at 31 December				2024
	ECL staging 2025			Total RMB'000	
	Stage 1 12-month ECL RMB'000	Stage 2 Lifetime ECL RMB'000	Stage 3 Lifetime ECL RMB'000		
Loans to customers					
Secured loans to customers (note (a))	525,663	6,983	1,021,097	1,553,743	1,874,525
Unsecured loans to customers (note (b))	1,194,480	2,078	351,303	1,547,861	1,469,214
Gross carrying amount	1,720,143	9,061	1,372,400	3,101,604	3,343,739
ECL allowances	(36,073)	(3,159)	(592,197)	(631,429)	(825,753)
Carrying amount	1,684,070	5,902	780,203	2,470,175	2,517,986
Term deposits with banks					
Credit grade					
AAA	56,722	—	—	56,722	11,986
Gross carrying amount	56,722	—	—	56,722	11,986
ECL allowances	—	—	—	—	(164)
Carrying amount	56,722	—	—	56,722	11,822
Other current assets (excluding repossessed assets)					
Gross carrying amount	45,217	—	—	45,217	29,893
ECL allowances	(1,029)	—	—	(1,029)	(1,141)
Carrying amount	44,188	—	—	44,188	28,752
Financial assets held under resale agreement					
Gross carrying amount	—	—	—	—	221,390
ECL allowances	—	—	—	—	(3,527)
Carrying amount	—	—	—	—	217,863
Finance lease receivables					
Gross carrying amount	134,672	—	—	134,672	104,650
ECL allowances	(5,627)	—	—	(5,627)	(5,515)
Carrying amount	129,045	—	—	129,045	99,135

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Notes:

- (a) Secured loans to customers comprise real estate backed loans and movable property backed loans.
- (b) Unsecured loans to customers comprise equity interest backed loans (including listed shares backed loans and other equity interest backed loans), guaranteed loans and other unsecured loans.

The Group may suffer credit losses if its customers default on contractual obligations. As at 31 December 2025, the impairment allowance (including the provision of loss allowance and the write-off) for loans to customers granted by the Group was as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Secured loans to customers (note (a))		
Stage 1 & 2	6,019	15,345
Stage 3	433,251	476,814
Subtotal	439,270	492,159
Unsecured loans to customers (note (b))		
Stage 1 & 2	33,213	32,264
Stage 3	158,946	301,330
Subtotal	192,159	333,594
ECL allowances, total	631,429	825,753
Stage 1 & 2	39,232	47,609
Stage 3	592,197	778,144

Notes:

- (a) Secured loans to customers comprise real estate backed loans and movable property backed loans.
- (b) Unsecured loans to customers comprise equity interest backed loans (including listed shares backed loans and other equity interest backed loans), guaranteed loans and other unsecured loans.

The impairment allowance is measured based on the ECL model. Please refer to the consolidated financial statements for the major parameters, assumptions and judgments used in the model.

As at 31 December 2025, the aggregate impairment allowance for secured loans to customers and unsecured loans to customers amounted to RMB631,429 thousand, representing approximately 20.36% of the total outstanding loans granted to customers (before provision); the overall impairment allowance of the Company decreased by RMB194,504 thousand as compared with the end of last year.

For loans to customers in Stage 1 & 2, the impairment allowance was determined by projecting the Probability of Default, Loss Given Default and Exposure at Default for every six months and for each individual exposure or collective segment, based on historical data. The main reason of the decrease of the impairment allowance in Stages 1 & 2 during the Reporting Year was the transfers of certain secured loans from Stage 2 to Stage 3.

For impaired loans to customers in Stage 3, the impairment allowance is assessed by estimating the discounted future cash flows from the loans, and such assessment is re-performed for at least every six months.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

For secured loans, the discounted cash flow is primarily dependant on the type of collaterals, their appraised value and estimated time for disposal. The main reason of the decrease of the impairment allowance for secured loans in 2025 was that the Company wrote off certain secured loans for which it has concluded there is no reasonable expectation of recovery.

For unsecured loans, the discounted cash flow depend on the customer's financial and operating conditions, as well as their own properties preserved by the Group. The main reason of the decrease of the impairment allowance for unsecured loans in 2025 was that the Company wrote off certain unsecured loans for which it has concluded there is no reasonable expectation of recovery.

The Group also entered into supplementary repayment agreements with certain secured or unsecured loan customers in order to maximise its interests. The Group adjusted the impairment allowance according to implementation of such agreements.

During the year ended 31 December 2025, financial assets written off amounted to RMB246.7 million. The Group aims to recover amounts to which it is legally entitled. However, when the Group has exhausted all practical recovery efforts and has concluded no reasonable expectation of recovery, it writes off financial assets, in whole or in part. Indicators include: (i) the Group ceases enforcement activity and (ii) where the Group's recovery method is foreclosing on collateral and the value of the collateral is such that no reasonable expectation of recovering in full exists.

3.2 New Loans under Legal Proceedings

	For the year ended 31 December	
	2025	2024
New Secured Loans		
Number of clients	93	99
Outstanding loans (RMB' thousand)	219,401	160,066
New Unsecured Loans		
Number of clients	2	2
Outstanding loans (RMB' thousand)	20,000	60,000

As at 31 December 2025, the balance of new secured loans under legal proceedings was RMB219,401 thousand and the balance of new unsecured loans under legal proceedings was RMB20,000 thousand. There is an increase of the balance of new loans under legal proceedings from the end of the previous year. The main reason was the continuous decline in property prices, which weakened the debt-servicing capacity of some borrowers and led to an increase in overdue secured loans..

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

4. BORROWINGS

	2025 RMB'000	2024 RMB'000
Non-current		
Bank borrowings (note (a))	189,000	334,000
Current		
Bank borrowings (note (a) and (b))	467,688	425,020
Borrowings from other companies (note (c))	85,473	115,520
Borrowings from micro-finance companies (note (d))	67,500	95,000
Borrowings from the Group's former and existing employees (note (e))	113,254	128,043
Borrowings from the Ultimate Shareholders (note (f))	10,000	10,000
	743,915	773,583
	932,915	1,107,583

The Group's borrowings are all denominated in RMB.

Notes:

- (a) As at 31 December 2025, bank borrowing with principal amount of RMB169.5 million (2024: RMB180.0 million) bears a floating interest rate of the 5-year Loan Prime Rate minus 35 bps (2024: same), with Zhonghui Financial Building as the pledge. It is repaid in a scheduled instalments within 10 to 13 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowing with principal amount of RMB nil million (2024: RMB60.0 million) bears a fixed interest rate of nil per annum (2024: 4.2% per annum). It is secured by all shares of a subsidiary of the Group and guaranteed by two subsidiaries of the Group. It is repaid in a scheduled instalments within 4 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowing with principal amount of RMB nil million (2024: RMB32.0 million) bears a fixed interest rate of nil per annum (2024: 4.0%). It is secured by a subsidiary of the Group. It is repaid in a scheduled instalments within 7 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowings with total principal amount of RMB159.5 million (2024: RMB85.0 million) bear fixed interest rate ranging from 3.0% to 4.05% per annum (2024: 3.5% to 4.5% per annum). They are guaranteed by a subsidiary of the Group/secured by loans to a customer amounting RMB171.0 million (2024: RMB42.0 million)/guaranteed by Wuzhong Group. They are repaid in a scheduled instalments within 1 to 3 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

- (b) Current bank borrowings are all with maturity within one year and bear fixed interest rates ranging from 0.4% to 6.0% per annum (2024: 2.6% to 6.5% per annum) as at 31 December 2025.

As at 31 December 2025, bank borrowings with principal amount of RMB8.0 million (2024: RMB nil) are pledged by the ROU asset and guaranteed by Group subsidiaries.

As at 31 December 2025, bank borrowings with principal amount of RMB30 million (2024: RMB nil) are pledged by the investment property and guaranteed by Group subsidiaries.

As at 31 December 2025, bank borrowings with principal amount of RMB19.0 million (2024: RMB19.0 million) are secured by structured deposits of RMB20.0 million (2024: RMB20.0 million).

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

As at 31 December 2025, bank borrowings with principal amount of RMB85.0 million (2024: RMB86.0 million) are guaranteed by Wuzhong Group and Wuzhong Jiaye.

As at 31 December 2025, bank borrowings with principal amount of RMB30.0 million (2024: RMB70.0 million) are guaranteed by Wuzhong Group).

As at 31 December 2025, bank borrowings with principal amount of RMB10.0 million (2024: RMB10.0 million) are guaranteed by Suzhou Guofa Financing Guarantee Co., Ltd.

As at 31 December 2025, bank borrowing with principal amount of RMB40.0 million (2024: RMB10.0 million) is guaranteed by Jiangsu Jinchuang Financing Re-guarantee Co., Ltd.

- (c) As at 31 December 2025, borrowings from other companies bear fixed interest rates ranging from 6.5% to 9.0% per annum (2024: same).
- (d) As at 31 December 2025, borrowings from micro-finance companies with principal amount of RMB48.0 million (2024: RMB40.0 million) are guaranteed by Wuzhong Jiaye.
- (e) As at 31 December 2025, borrowings from the Group's employees bear a fixed interest rates of 7.5% per annum (2024: 7.5% per annum).
- (f) As at 31 December 2025, borrowings from one of the Ultimate Shareholders bear a fixed interest rate of 7.5% per annum (2024: 7.5% per annum).

The primary objectives of the Group's treasury management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximize shareholders' value. The Group has continued to adopt a conservative treasury policy. The Board and the management have been closely monitoring the Group's liquidity position, performing ongoing credit evaluations and monitoring the financial conditions of its customers in order to ensure the Group's healthy cash position. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, repurchase the Company's shares or raise/repay debts.

As at 31 December 2025, the gearing ratio of the Group was 25.82%. The Group monitors capital risk on the basis of gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings net of cash and cash equivalents. Total capital is calculated as "total equity" as shown in the condensed consolidated statement of financial position plus net debt. The Group's strategy is to maintain a gearing ratio below 50% and to meet the compliance requirements of Wuzhong Pawnshop on aggregate amount of loans to customers at all times.

For the year ended 31 December 2025, the Group did not use any financial instruments for hedging purposes.

5. CAPITAL EXPENDITURE

Our capital expenditure primarily consists of purchases of property, plant and equipment, intangible assets and investment properties. Our capital expenditure was RMB6,386 thousand for the year ended 31 December 2025, as compared with RMB74,583 thousand for 2024.

6. EXPOSURE TO FOREIGN EXCHANGE RISK

For the year ended 31 December 2025, the net foreign currency losses of the Group were RMB773 thousand, representing a decrease as compared to the net foreign currency gains of RMB19 thousand for the corresponding period of last year. The Group is free from material foreign exchange risk and does not conduct any related hedging as it concludes deals in RMB.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

7. PLEDGE OF ASSETS

As at 31 December 2025, land-use rights and investment properties were pledged with banks to secure non-current bank borrowings with principal amount of RMB169.5 million (2024: RMB189.0 million).

As at 31 December 2025, a property is pledged with bank to secure current bank borrowings with principal amount of RMB 8.0 million (2024: RMB nil)

As at 31 December 2025, structured deposits with principal amount of RMB20.0 million (2024: RMB20.0 million) of the Group were pledged with banks to secure the Group's borrowings with principal amount of RMB19.0 million (2024: RMB19.0 million).

As at 31 December 2025, deposits with a bank of RMB77.8 million (2024: RMB11.7 million) of the Group have been pledged for notes payable of RMB97.8 million (2024: RMB31.7 million).

Save as disclosed above, for the year ended 31 December 2025, the Group did not have any pledge of assets.

8. SIGNIFICANT INVESTMENTS, ACQUISITION AND DISPOSAL

8.1 Acquisition and Disposal of Guangda Education

The Group participated in the restructuring of Guangda Education, a company incorporated in the PRC and principally engaged in hotel operations, through its cooperation with Suzhou Qingdong. On 17 August 2023, Suzhou Huifang Dinghe Business Management Company Limited* (蘇州匯方鼎合商業管理有限公司) ("Huifang Dinghe"), an indirect wholly-owned subsidiary of the Company, entered into a tripartite agreement with Guangda Education and Suzhou Qingdong to agree that Huifang Dinghe shall act as the restructuring investor in place of Suzhou Qingdong to acquire the entire interest in Guangda Education from the administrator at a restructuring investment amount of RMB196.0 million and a nominal acquisition consideration of RMB1.

On the same date, Huifang Supply Chain, another indirect wholly-owned subsidiary of the Company, entered into a cooperation agreement with Suzhou Qingdong to agree that (1) Suzhou Qingdong shall pay a cooperation deposit in the amount of RMB50.0 million to Huifang Supply Chain; and (2) within twelve months of the acquisition of Guangda Education, Suzhou Qingdong shall acquire the entire equity interest in Huifang Dinghe from Huifang Supply Chain at a disposal consideration (which includes the settlement of all debts and liabilities incurred by Huifang Dinghe and Huifang Supply Chain as a result of the acquisition of Guangda Education) of approximately more than RMB200 million, in accordance with the cooperation agreement.

In addition, on the same date, Qingdao Wanchen, another indirect wholly-owned subsidiary of the Company, entered into a consultation services agreement with Suzhou Qingdong in relation to the provision of consultation services by Qingdao Wanchen to Suzhou Qingdong in respect of the bankruptcy restructuring of Guangda Education at a consultation fee of RMB1.5 million.

For further details of the above-mentioned transactions, please refer to the announcement of the Company dated 17 August 2023 and the supplemental announcement of the Company dated 30 August 2023.

The commercial substance of the aforementioned series of transactions is to provide Suzhou Qingdong with the necessary financing for its acquisition of Guangda Education. Following the completion of the acquisition of Guangda Education, the acquisition consideration of Guangda Education is accounted for as financial assets held under resale agreement, and the difference between the acquisition consideration and the disposal consideration of Guangda Education upon the completion of disposal of the entire equity interest in Huifang Dinghe is recognised as interest income during the term of the cooperation agreement using the effective interest method.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

As at 31 December 2025, the acquisition and disposal of Guangda Education have been completed. For the year ended 31 December 2025, the Group achieved consulting service income of RMB3 million and interest income of RMB3.3 million through this investment. The strategy of the Group is to actively seek opportunities in relation to provision of financing solutions to customers in the areas of restructuring of companies and judicial auction of assets. The Board considers that the income from the acquisition and the disposal represents an opportunity for the Group to generate an investment return while providing services to its customers within its ordinary and usual course of business, thereby creating a win-win situation. The Board has discussed and approved the transaction mentioned above and is of the view that such transactions will bring benefits and create value to the Company and its shareholders as a whole.

8.2 Acquisition and Disposal of the Hongzhuang Commercial Property

Suzhou Huifang Hezhong Enterprise Management Consulting Co., Ltd.* (蘇州匯方合眾企業管理諮詢有限公司) (“Huifang Hezhong”), an indirect wholly-owned subsidiary of the Company, participated in the auction and successfully won the auction in respect of the Hongzhuang Commercial Property for a consideration of RMB70,833,420 on 11 October 2024.

On 16 December 2024, Huifang Supply Chain, an indirect wholly-owned subsidiary of the Company, and Suzhou Xinwei entered into the pre-acquisition agreement, pursuant to which, Huifang Supply Chain shall dispose and Suzhou Xinwei shall acquire 100% equity interest in Suzhou Huifang Dingqian Information Technology Services Co., Ltd.* (蘇州匯方鼎乾信息科技服務有限公司) (“Huifang Dingqian”) for the disposal consideration in the amount of RMB76,988,420 (subject to adjustment). Upon completion of the disposal, the Group will no longer have any interest in Huifang Dingqian and its subsidiary, Huifang Hezhong, each of which will cease to be a subsidiary of the Company. Huifang Hezhong is the registered owner of the Hongzhuang Commercial Property.

For further details of the above-mentioned transactions, please refer to the announcement of the Company dated 13 October 2024 and the announcement of the Company dated 16 December 2024 in relation to the acquisition and disposal of the Hongzhuang Commercial Property.

The commercial substance of the aforementioned series of transactions is to provide Suzhou Xinwei with the necessary financing for its acquisition of the Hongzhuang Commercial Property. Following the completion of the acquisition, the acquisition consideration will be accounted for as loans to customers, and the difference between the acquisition consideration and the disposal consideration is recognised as interest income during the term of the pre-acquisition agreement using the effective interest method.

As of 31 December 2025, the acquisition and disposal of the Hongzhuang Commercial Property have been completed. The strategy of the Group is to actively seek opportunities in relation to provision of financing solutions to customers in the areas of restructuring of companies and judicial auction of assets. The Board considers that the income from the acquisition and the disposal represents an opportunity for the Group to generate an investment return while providing services to its customers within its ordinary and usual course of business, thereby creating a win-win situation. The Board has discussed and approved the transaction mentioned above and is of the view that such transactions will bring benefits and create value to the Company and its shareholders as a whole.

As at 31 December 2025, the fair value of each of the above investments of the Group was less than 5% of the total assets of the Group. As at 31 December 2025, the Group did not hold significant investments in the equity interests of any companies. Save as disclosed above, the Group did not have any other material acquisitions and disposals of subsidiaries, associates and joint ventures during the Reporting Year.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

9. CONTINGENCIES, CONTRACTUAL OBLIGATIONS AND CASH USAGE ANALYSIS

9.1 Contingencies

As at 31 December 2025, the Group did not have any significant contingent liabilities (31 December 2024: the Group did not have any significant contingent liabilities).

9.2 Commitments

(a) Capital commitments

	2025	2024
Suzhou Cibe Management Consulting Partnership (LP) ("Suzhou Cibe") (note (a))	6,868	42,868
Suzhou Qianhui Tongcui Venture Capital Partnership (LP) ("Qianhui Tongcui") (note (b))	10,000	10,000
Suzhou Kangli Junzhuo Digital Economy Industry Investment Fund Partnership (LP) ("Kangli Junzhuo") (note (c))	5,210	5,000
Suzhou Zhongxin Hengyuan Venture Investment Partnership (LP) ("Zhongxin Hengyuan") (note (d))	675	—
Suzhou Qianrong Yuanfeng Venture Investment Partnership (LP) ("Qianrong Yuanfeng") (note (e))	615	—
Suzhou Wuzhong Tiankai Huirui Venture Investment Partnership (LP) ("Wuzhong Tiankai") (note (f))	3,000	—
	26,368	57,868

Notes:

- (a) The committed capital injection to Suzhou Cibe is RMB45.0 million, of which RMB6.87 million (2024: RMB42.9 million) has not been paid by the Group as at 31 December 2025 following a capital reduction of RMB36.0 million on 17 April 2025.
- (b) The committed investment injection to Qianhui Tongcui is RMB20.0 million, of which RMB10.0 million (2024: RMB10.0 million) has not been paid by the Group as at 31 December 2025.
- (c) The committed investment injection to Kangli Junzhuo is RMB10.0 million, of which RMB5.2 million (2024: RMB5.0 million) has not been paid by the Group as at 31 December 2025 following a capital reduction of RMB0.2 million in 2025.
- (d) The committed investment injection to Zhongxin Hengyuan is RMB10.0 million, of which RMB0.6 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.
- (e) The committed investment injection to Qianrong Yuanfeng is RMB20.0 million, of which RMB0.6 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.
- (f) The committed investment injection to Wuzhong Tiankai is RMB20.0 million, of which RMB3.0 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

9.3 Cash Usage Analysis

As at 31 December 2025, the Group's cash and cash equivalents amounted to RMB159,949 thousand, representing an increase of RMB23,878 thousand as compared with that of 2024. The Group's cash and cash equivalents were denominated in RMB, USD and HKD. The following table sets forth a summary of our cash flows for the indicated periods:

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Net cash inflow/(outflow) from operating activities	272,273	(77,774)
Net cash outflow from investing activities	(13,689)	(59,049)
Net cash (outflow)/inflow from financing activities	(231,460)	136,048
Net increase/(decrease) in cash and cash equivalents	27,124	(775)
Cash and cash equivalents at the end of year	159,949	136,071

Net Cash Flow from Operating Activities

During the Reporting Year, net cash inflow from operating activities amounted to RMB272,273 thousand, representing an increase as compared with 2024. The main reason was the cash inflow arising from the disposal of Guangda Education and Hongzhuang Commercial Property.

Net Cash Flow from Investing Activities

During the Reporting Year, net cash outflow from investing activities amounted to RMB13,689 thousand, representing a decrease as compared with 2024. The main reason was the decrease in expenditure on investment property.

Net Cash Flow from Financing Activities

During the Reporting Year, net cash outflow from financing activities amounted to RMB231,460 thousand, representing an increase as compared with 2024. This was due to the decrease in the proceeds from borrowings.

10. HUMAN RESOURCE AND EMPLOYEE BENEFITS

As at 31 December 2025, the Group had a total of 151 full-time employees, with a decrease of 5 person from 156 people as at 31 December 2024. The Company carried out human resource optimization and adjusted the number of our employees and our remuneration policy based on the development of our business and review of our employees' performance.

For the year ended 31 December 2025, the expenses for employee remuneration and benefits were approximately RMB44,677 thousand, representing an increase of approximately RMB588 thousand compared with the same period of last year.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

The Group reviews its remuneration policy on an annual basis and discretionary bonus is paid on an annual basis with reference to the Group's performance and individual performance. We adhere to fostering a working environment with opportunities for learning and career development for our employees, and the Group provides employees with a comprehensive range of staff training scheme, including financial knowledge, compliance and leadership management, so as to help them achieve both their personal and professional development goals.

Pursuant to the applicable PRC regulations, we have made contributions to social security insurance funds (including pension plans, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance) and housing funds for our employees. We have been in compliance with all statutory social insurance and housing fund obligations applicable to us under the PRC laws in all material respects. We are not subject to any collective bargaining agreements.

The PRC employees of the Group are covered by various PRC government-sponsored defined-contribution pension plans under which the employees become entitled to a monthly pension based on certain formulas. The relevant government agencies are responsible for the pension liability to these employees when they retire. The Group contributes on a monthly basis to these pension plans for the employees which are determined at a certain percentage of their salaries. Under these plans, the Group has no obligation for post-retirement benefits beyond the contribution made and cannot use the forfeited contributions.

Contributions to these plans are expensed as incurred and contributions paid to the defined-contribution pension plans for an employee are not available to reduce the Group's future obligations to such defined-contribution pension plans even if the employee leaves the Group.

11. FUTURE PLANS RELATING TO MATERIAL INVESTMENTS

Save as the capital commitments disclosed in paragraph 9.2 to this report above, the Group has no other plans for material investments or acquisition of capital assets. However, the Group will continue to seek new business development opportunities. The investment amount will be funded by the internal resources and bank financing of the Group.

12. EVENTS AFTER REPORTING YEAR

12.1 Proposed final dividend

A final dividend in respect of the year ended 31 December 2025 of HK\$0.03 per share, amounting to a total dividend of HK\$32.7 million (equivalent to RMB29.5 million), is to be proposed at the annual general meeting on 28 May 2026. These consolidated financial statements do not reflect this dividend payable.

Save as disclosed above, there is no important event affecting the Group which have occurred subsequent to 31 December 2025 and up to the date of this report.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

PROSPECTS

Inclusive Finance Business Division: The Company will actively revitalize existing assets to ensure the smooth grant of new loan businesses. The Company will prioritize the development of small-sum credit loan businesses for street-front shops, selectively carry out listed shares backed loans businesses, reasonably develop operating loan businesses relying on bank-enterprise cooperation, and proactively explore innovative models of credit loans for major shareholders of listed companies. Pawnshops outside Jiangsu Province will explore movable property backed loan businesses, and the Company will optimize the personnel structure of the marketing team in Suzhou to improve operational efficiency.

Ecology Finance Business Division: The commercial factoring business will deepen in the Suzhou market to stabilize the balance between scale and efficiency. The financial leasing business will resolve existing risk projects and focus on incremental businesses with high safety margins. The equity investment business will strengthen post-investment management to improve profit contribution. The supply chain management business will rely on core advantages to achieve steady revenue growth. The special asset management business will build a pattern of parallel development of phased holding projects and short-term, quick-return and high-return businesses, focus on high-quality assets, and ensure stable cash flow through multiple channels.

Headquarters: The Company will adhere to the bottom line of liquidity safety, fully advance the collection and disposal of existing assets, reduce the overdue ratio and increase the interest collection rate. It will actively secure additional bank credit facilities and strictly control financing costs. The Company will ensure the operation and management of the headquarters building, continuously optimize human resources and the performance appraisal system, strengthen brand communication and internal identity, and enhance internal audit.



DIRECTORS AND SENIOR MANAGEMENT

DIRECTORS

Currently, the Board consists of eight Directors, comprising four executive Directors, one non-executive Director and three independent non-executive Directors.

Executive Directors

Mr. WU Min (吳敏), aged 57, is the chairman of the Company and was appointed as an executive Director on 17 May 2012. Mr. Wu has been the chief executive officer of our Company from the Listing to 17 October 2021. Mr. Wu is responsible for convening and presiding over the board meetings regularly and making decisions on key issues of our Company, such as determining the Company's macroscopic development direction, researching into relevant national policies and avoiding the systemic risks in our industry. Upon joining our Group in 26 January 2011, Mr. Wu has been the general manager of the PRC Operating Entity. He possesses approximately 30 years of experience in commercial banking, finance and management. Mr. Wu worked in various positions in the Suzhou branch of the Industrial and Commercial Bank of China from 1985 to 2011, including being the President and Secretary of the Committee of Communist Party of China of the Wuzhong branch between 2005 and 2011. Mr. Wu graduated from Jiangsu Radio and TV University (江蘇廣播電視大學), majoring in finance, in July 1994; from the Party School of the Central Committee of Communist Party of China Correspondence Institute (中共中央黨校函授學院), majoring in executive management, in December 2001 and from the School of Business of Soochow University (蘇州大學商學院) in October 2003, where he completed a postgraduate course in finance and from China Europe International Business School in November 2017, where he completed an EMBA degree. In November 2000, Mr. Wu obtained the Intermediate Economist qualification (中級經濟師任職資格) issued by the Ministry of Personnel of the PRC (中國人事部).

Mr. Wu has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

Mr. QIU Wei (邱蔚), aged 52, is the chief executive officer of the Company and was appointed as an executive Director on 26 May 2022. Mr. Qiu joined the Group as chief executive officer in October 2021. Mr. Qiu has extensive experience in the management and operation of commercial banking business in the PRC. From July 1993 to November 1994, Mr. Qiu worked as a clerk in the Finance Department of Suzhou Pharmaceutical Industry Supply and Sales Company and was transferred to the Sales Department of Bank of China, Suzhou Branch in December 1994. Between August 1997 and April 2013, Mr. Qiu successively served different positions in Bank of China, Suzhou Branch. Mr. Qiu served as a clerk of the Credit Banking Division of Suzhou Branch in August 1997 until July 2000. From July 2000 to March 2001, Mr. Qiu successively served as a Deputy Section Chief of the Credit Banking Division and a Deputy Manager of the Corporate Business Section of Kunshan Sub-branch. From April 2001 to February 2007, he successively served as a Deputy Section Chief, Section Chief and Department Head of Corporate Business Department of Suzhou Branch. Afterwards, Mr. Qiu served as a Vice President of Xiangcheng Sub-branch from February 2007 to August 2009, the President of Canglang Sub-branch from September 2009 to October 2011 and the General Manager of Banking Card Department of Suzhou Branch from October 2011 to April 2013. From May 2013 to July 2014, Mr. Qiu participated in the planning and establishment of Nanyang Commercial Bank (China) Limited, Suzhou Branch. Afterwards, he served as a Vice President (in charge of sales) of Nanyang Commercial Bank (China) Limited, Suzhou Branch from July 2014 and served as the President of such branch from February 2018 to October 2021. Mr. Qiu obtained his Executive Master degree in Business Administration from Shanghai University of Finance and Economics in 2014.

Mr. Qiu has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

Mr. **ZHANG Changsong (張長松)**, aged 53, is a vice president of the Company. He was the chief financial officer of the Company from 4 January 2016 to 8 February 2023 and was appointed as an executive Director on 4 January 2016. He is in charge of Ecology Finance Business Division of the Company. Mr. Zhang is a senior accountant recognized by the Jiangsu Provincial Department of Human Resources and Social Security (江蘇省人力資源和社會保障廳) and a certified internal auditor recognized by the China Institute of Internal Audit with the authorization from the Institute of Internal Auditors. Mr. Zhang has also been awarded the professional designation of Certification in Risk Management Assurance by the Institute of Internal Auditors. Mr. Zhang received his bachelor's degree in accounting from Anhui University of Finance & Economics (安徽財經大學), formerly known as Anhui Institute of Finance and Trade (安徽財貿學院), in 1998. He obtained his master's degree from Tsinghua University in 2019 and his Doctor of Business Administration degree from City University of Hong Kong in 2026. Mr. Zhang has more than 20 years of experience in auditing and accounting. In September 1998, he started working as an auditing staff at Anhui Xinhua Bookstore, which is currently known as Anhui Xinhua Media Co., Ltd. (the shares of which are listed on the Shanghai Stock Exchange). From 2005 to 2012, Mr. Zhang worked as an accounting supervisor, assistant manager in the asset auditing department, manager in the asset auditing department at Wuzhong Group, respectively. During the period from 2013 to 31 December 2015, he was the vice chief auditor and general manager in the asset auditing department, a member of the audit committee and the budget committee at Wuzhong Group.

Mr. Zhang has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

Mr. **YAO Wenjun (姚文軍)**, aged 56, is a vice president of the Company and was appointed as an executive Director on 26 May 2022. He is in charge of the Inclusive Finance Business Division of the Company. Mr. Yao graduated from Southwestern University of Finance and Economics with a bachelor's degree in accounting in July 2010. From August 1989 to November 2012, he worked successively as an account manager, director and assistant president at China Construction Bank (Wuzhong Branch) in Suzhou. Mr. Yao joined the Group as vice president in January 2016.

Mr. Yao has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

Non-executive Directors

Ms. **DENG Linyan (鄧林燕)**, aged 51, was appointed as a non-executive Director on 7 March 2025. Ms. Deng was an investment researcher of the strategic investment department of Wuzhong Group from 20 April 2003 to 2 December 2004. From 3 December 2004 to 27 February 2006, Ms. Deng was a deputy director of the secretariat to the board of directors of Wuzhong Group. From 28 February 2006 to 27 February 2012, Ms. Deng was a director of the secretariat to the board of directors of Wuzhong Group. Since 28 February 2012, Ms. Deng has been the secretary to the board of directors of Wuzhong Group. Ms. Deng graduated from the Department of Finance and Taxation, majoring in Taxation at Jiangxi University of Finance and Economics* (江西財經學院) in July 1997. In June 2003, Ms. Deng graduated from Wuhan University* (武漢大學) with a master's degree in economics.

Ms. Deng has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

Independent Non-executive Directors

Mr. TSE Yat Hong (謝日康), aged 56, was appointed as an independent non-executive Director on 6 October 2013 and was appointed as a lead independent non-executive Director on 28 May 2025. Mr. Tse is a Fellow of the Hong Kong Institute of Certified Public Accountants and a FCPA of CPA Australia. Mr. Tse graduated from Monash University in Australia in April 1992 with a bachelor's degree in science. From June 2000 to May 2019, Mr. Tse served as the chief financial officer of Shenzhen International Holdings Limited (the shares of which are listed on the Stock Exchange (Stock code: 00152)). From August 2000 to March 2008, Mr. Tse was also the company secretary of Shenzhen International Holdings Limited. Mr. Tse served as the joint company secretary of Shenzhen Expressway Company Limited from September 2004 to September 2007. Prior to that, Mr. Tse worked in the audit profession in one of the international accounting firms for years.

Mr. Tse currently holds the directorships as follows:

- independent non-executive director of China Bohai Bank Co., Ltd. (渤海銀行股份有限公司) (the shares of which are listed on the Stock Exchange (Stock code: 09668)) since June 2020; and
- independent non-executive director of Radiance Holdings (Group) Company Limited (金輝控股(集團)有限公司) (the shares of which are listed on the Stock Exchange (Stock Code: 09993)), since October 2020.

In addition, Mr. Tse held the following directorships in various listed companies in the last 3 years:

- independent non-executive director of E-Star Commercial Management Company Limited (星盛商業管理股份有限公司) (the shares of which are listed on the Stock Exchange (Stock Code: 06668)), from January 2021 to May 2024; and
- independent non-executive director of Sky Light Holdings Limited (天彩控股有限公司) (the shares of which are listed on the Stock Exchange (Stock code: 03882)), from December 2017 to November 2022.

Mr. FENG Ke (馮科), aged 54, was appointed as an independent non-executive Director on 6 October 2013. Mr. Feng graduated from Guangdong University of Finance (廣東金融學院) majoring in international finance in July 1993; from Guangdong Academy of Social Sciences (廣東省社會科學院) with a master's degree in economics in July 1999; and from Peking University School of Economics (北京大學經濟學院) with a doctor's degree in political economics in July 2002. Mr. Feng worked successively as an associate professor and a full professor at School of Economics of Peking University from 2010. Mr. Feng was the assistant manager of Golden Eagle Asset Management Co., Ltd (金鷹基金管理有限公司) from November 2002 to January 2006.

Mr. Feng currently holds directorships as follows:

- independent non-executive director of Zhuguang Holdings Group Co. Ltd. (珠光控股集團有限公司) (the shares of which are listed on the main board of the Stock Exchange (Stock Code: 01176)), since June 2015;
- independent director of Guangzhou Yuexiu Enterprises Holdings Limited (廣州越秀資本控股集團股份有限公司) (the shares of which are listed on the Shenzhen Stock Exchange (Stock Code: 000987)), since September 2023; and
- independent director of China Hainan Rubber Industry Group Co.,Ltd. (海南天然橡膠產業集團股份有限公司) (the shares of which are listed on the Shanghai Stock Exchange (Stock Code: 601118)), since January 2024.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

In addition, Mr. Feng held the following directorships in various listed companies in the last 3 years:

- non-executive director of Guangdong-Hong Kong Greater Bay Area Holdings Limited (粵港灣控股有限公司) (the shares of which are listed on the Main Board of the Stock Exchange (Stock Code: 01396)), from June 2022 to February 2023;
- independent non-executive director of Asian Capital Resources (Holdings) Limited (亞洲資產(控股)有限公司) (the shares of which are listed on the GEM of the Stock Exchange (Stock Code: 08025)), since October 2008, redesignated as executive director from September 2013 to March 2023;
- independent director of Aotecar New Energy Technology Co., Ltd. (奧特佳新能源科技股份有限公司) (the shares of which are listed on the Shenzhen Stock Exchange (Stock Code: 002239)), from July 2021 to April 2023;
- independent director of Tianjin Guangyu Development Co., Ltd. (天津廣宇發展股份有限公司) (the shares of which are listed on the Shenzhen Stock Exchange (Stock Code: 000537)), from June 2018 to December 2023; and
- independent non-executive director of Liaoning Cheng Da Co., Ltd. (遼寧成大股份有限公司) (the shares of which are listed on the Shanghai Stock Exchange (Stock Code: 600739)), from August 2021 to February 2025.

Mr. LIANG Jianhong (梁劍虹), aged 48, was appointed as an independent non-executive Director on 28 May 2021. Mr. Liang obtained a bachelor's degree in Engineering from Zhejiang University (浙江大學) in June 1997 and a master's degree in Economics from East China Normal University (上海華東師範大學) in Shanghai in June 2001. Mr. Liang was employed at the investment banking department of BOCI Securities Limited from July 2001 to August 2004, and worked in the investment banking department of UBS AG Hong Kong Branch from August 2004 to April 2006. From April 2006 to March 2013, Mr. Liang served as an executive director in the China investment banking department of J.P. Morgan Securities (Asia Pacific) Limited. From January 2014 to April 2019, Mr. Liang worked at China Securities (International) Finance Holding Company Limited, successively serving as the co-head of the investment banking department and a director of China Securities (International) Corporate Finance Company Limited. From April 2019 to December 2024, Mr. Liang founded Future Finance Limited (未來金融有限公司) and served as its chief operating officer. From December 2024 to May 2025, Mr. Liang has been the Responsible Officer for Type 1 License at Future Financial Limited.

Mr. Liang has not held any directorships in other public companies the securities of which are listed on any securities market in Hong Kong or overseas during the last three years.

Save as disclosed in this section, there is no other matters concerning the Directors which are discloseable pursuant to Rules 13.51(2)(h) to (v) of the Listing Rules and there are no any material matters concerning the Directors that need to be brought to the attention of the Shareholders.

Save as disclosed in the section headed "Directors' Report" of this annual report, as at 31 December 2025, (i) none of the above Directors had any interests in the shares of the Company within the meaning of Part XV of the SFO; and (ii) none of the Director is a director or employee of a company which had an interest in the shares and underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

Senior Management

Ms. CAO Yu (曹瑜), aged 51, is the Chief Risk Officer of our Group. She is responsible for risk control, asset disposal and legal issues. Ms. Cao obtained a bachelor's degree in international trading from Peking University (北京大學) in July 1999. From August 1994 to December 2012, she worked in China Industrial and Commercial Bank of China, Suzhou Wuzhong sub-branch as an employee of the credit management department, account manager, manager of the corporate department, manager and senior credit approver of the Head Office of Industrial and Commercial Bank of China successively. Ms. Cao joined the Group in January 2013 as the general manager of our branch company and an assistant to the President of the Group.

Mr. ZHOU Jun (周俊), aged 53, is an assistant to the President of the Group. He assists in the management of Ecology Finance Business Division of the Company. Mr. Zhou obtained a bachelor's degree in corporate management from the Management Engineering Department of Suzhou Silk Engineering Institute (蘇州絲綢工學院管理工程系) (currently known as the Business School of Soochow University (蘇州大學商學院)) in July 1995 and a master's degree in business administration from the Business School of Soochow University in July 2008. From August 1995 to September 2001, he was the head of the delivery department of the Suzhou Commodity (Futures) Exchange (蘇州商品(期貨)交易所). From October 2001 to March 2006, he worked in Soochow Securities Co., Ltd. as a manager of the consulting center of the research institute and an assistant to general manager of the securities business department in Shishan Road successively. From April 2006 to January 2020, he worked in Wuzhong Group as deputy director of the board office and general manager of Suzhou Jiadingsheng Asset Management Co., Ltd. (蘇州嘉鼎晟資產管理有限公司) successively. Mr. Zhou joined the Group in February 2020 as an assistant to the President of the Group.

Ms. WANG Fei (王菲), aged 33, the finance director of the Company. Ms. Wang obtained her bachelor's degree in Japanese from School of Foreign Studies, Nanjing University in 2015. She is responsible for the financial reporting and accounting functions of the Group. From October 2015 to November 2021, she worked at PricewaterhouseCoopers Zhong Tian LLP (Special General Partnership) (Suzhou Branch) with last position as a manager of the audit department. From November 2021 to February 2022, Ms. Wang worked at Jiangsu Wuzhong Group Co., Ltd. as an assistant to the chief financial officer. In February 2022, she joined the Company as the deputy finance director. Since 8 February 2023, she worked in the Company as the finance director.

Save as disclosed in this section, there is no financial business, family or other material relationship among the Directors and the senior management.

MANAGEMENT CONTINUITY

Our management team is a group of chief executive led by Mr. Wu Min, the chairman of the Company, who joined the Group in January 2011. He has been an executive director of the PRC Operating Entity since 2011 and, as such, is responsible for overseeing the operations and making the decisions on the key issues of our Group.

Mr. Wu Min is ultimately responsible for the management team, comprising Mr. Qiu Wei (joined in October 2021), Mr. Zhang Changsong (joined in January 2016), Ms. Cao Yu (joined in January 2013), Mr. Yao Wenjun (joined in January 2016), Mr. Zhou Jun (joined in February 2020) and Ms. Wang Fei (joined in February 2022).

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

COMPANY SECRETARY

Mr. CHAI Kun (柴琨), aged 34, was appointed as a joint company secretary of our Company on 20 April 2020 and has acted as the sole company secretary of the Company since 30 August 2024. He is responsible for daily operation management, investor relations maintenance, investment and financing issues. Mr. Chai graduated from Peking University School of Government Management (北京大學政府管理學院) with a bachelor's degree in management in July 2014. He served as a secretary to the president of Wuzhong Group from August 2014 to February 2017. Mr. Chai joined the Group in February 2017 and successively served as senior investment manager, director of the office of the board of directors, joint company secretary and company secretary.

AUDIT COMMITTEE

Our Company established the Audit Committee with written terms of reference in compliance with the CG Code. Currently, the Audit Committee consists of three members, namely Mr. Tse Yat Hong and Mr. Feng Ke, our independent non-executive Directors and Ms. Deng Linyan, our non-executive Director. Mr. Tse Yat Hong has been appointed as the chairman of the Audit Committee, and is our independent non-executive Director who possesses the appropriate professional qualifications. The main duties of the Audit Committee are to assist the Board in reviewing the financial information and reporting process, risk management and internal control systems, effectiveness of the internal audit function, scope of audit and appointment of external auditors, and arrangements to enable employees of the Company to raise concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

REMUNERATION COMMITTEE

Our Company established the Remuneration Committee with written terms of reference in compliance with the CG Code. Currently, the Remuneration Committee consists of three members, namely Mr. Liang Jianhong and Mr. Tse Yat Hong, our independent non-executive Directors and Mr. Wu Min, our executive Director. Mr. Liang Jianhong has been appointed as the chairman of the Remuneration Committee. The primary functions of the Remuneration Committee include reviewing and making recommendations to the Board on the remuneration packages of individual Directors and senior management, the remuneration policy and structure for all Directors and senior management; and establishing transparent procedures for developing such remuneration policy and structure to ensure that no Director or any of his/her associates will participate in deciding his/her own remuneration.

NOMINATION COMMITTEE

Our Company established the Nomination Committee with written terms of reference in compliance with the CG Code. Currently, the Nomination Committee consists of five members, namely Mr. Feng Ke, Mr. Liang Jianhong and Mr. Tse Yat Hong, our independent non-executive Directors, Ms. Deng Linyan, our non-executive Director, and Mr. Wu Min, our executive Director. Mr. Wu Min has been appointed as the chairman of the Nomination Committee. The principal duties of the Nomination Committee include reviewing the structure, size and composition of the Board, assisting in compiling the Board skills matrix, developing and formulating relevant procedures for the nomination and appointment of Directors, making recommendations to the Board on the appointment and succession planning of Directors, assessing the independence of independent non-executive Directors, and supporting the Company in conducting regular Board performance evaluation.

DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

CHANGE IN DIRECTORS' INFORMATION

Under the Rule 13.51B(1) of Listing Rules, the changes in Directors' information of the Company required to be disclosed in this annual report are as follows:

Mr. Feng Ke retired as an independent non-executive director of Liaoning Cheng Da Co., Ltd. (遼寧成大股份有限公司) (the shares of which are listed on the Shanghai Stock Exchange (Stock Code: 600739)) with effect from 12 February 2025.

Ms. Deng Linyan was appointed as a non-executive Director of the Company in place of Mr. Ling Xiaoming with effect from 7 March 2025.

Ms. Deng Linyan and Mr. Tse Yat Hong were appointed as members of the Nomination Committee with effect from 7 March 2025.

Ms. Deng Linyan was appointed as a member of the Audit Committee with effect from 9 April 2026.

Mr. Tse Yat Hong was appointed as a lead independent non-executive Director of the Company with effect from 28 May 2025.

Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

The aggregate amount of remuneration for our Directors (including fees, salaries, contributions to pension schemes, discretionary bonuses, housing and other allowances, share option schemes and other benefits in kind) for the year ended 31 December 2025 was approximately RMB5,989 thousand (2024: RMB5,978 thousand).

During the year ended 31 December 2025, five highest paid individuals of the Group included four executive Directors (2024: four). After deducting the emoluments of these four executive Directors from emoluments payable to the five highest paid individuals, the emolument of the remaining highest paid individual is RMB632 thousand (2024: RMB540 thousand).

No remuneration was paid by us to our Directors or the five highest paid individuals as an inducement to join or upon joining us or as a compensation for loss of office in respect of the year ended 31 December 2025.

Save as disclosed above, no other payments have been made or are payable in respect of each of the two years ended 31 December 2024 and 2025 by the Group to the Directors.

Our Board will review and determine the remuneration and compensation packages of our Directors and chief executives with reference to the recommendations from the Remuneration Committee which will take into account salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of our Group.

DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The principal activity of the Group is the provision of comprehensive financing services in the PRC.

BUSINESS REVIEW

The business review of the Group as at 31 December 2025 is set out in the section headed "Management Discussion and Analysis" from pages 8 to 24 of this annual report.

POSSIBLE RISKS AND UNCERTAINTIES FACING THE COMPANY

Description of possible risks and uncertainties facing the Company is set out in the paragraph headed "4 Financial Risk Management" in the section headed "Notes to the Consolidated Financial Statements" from pages 151 to 171 of this annual report.

EVENTS AFTER THE REPORTING YEAR

The event of the Group after the Reporting Year is set out in the "Management Discussion and Analysis" on page 36 of this annual report.

FUTURE BUSINESS DEVELOPMENT

A discussion of the Group's future business development is set out in the "Chairman's Statement" on page 6 and "Management Discussion and Analysis" on page 37 of this annual report.

FINANCIAL KEY PERFORMANCE INDICATORS

An analysis of the Group's performance during the Reporting Year using financial key performance indicators is set out in the "Financial Summary" on page 4 of this annual report.

ENVIRONMENTAL PROTECTION AND COMPLIANCE WITH LAWS AND REGULATIONS

The Group is committed to supporting environmental sustainability. Being a comprehensive financing service provider in the PRC, the Group is subject to various environmental laws and regulations set by the PRC national, provincial and municipal governments. Compliance procedures are in place to ensure adherence to applicable laws, rules and regulations. During the Reporting Year, the Group has complied with relevant laws and regulations that have significant impact on the operations of the Group. Further, any changes in applicable laws, rules and regulations are brought to the attention of relevant employees and relevant operation units from time to time. Details of the Group's environmental policies and performance and compliance with laws and regulations that have a significant impact on the Group are set out in the section headed "Environmental, Social and Governance Report" from pages 96 to 114 of this annual report.

DIRECTORS' REPORT (CONTINUED)

RELATIONSHIP WITH STAKEHOLDERS

The Group recognises that employees, customers and business partners are keys to its sustainable development. The Group is committed to establishing a close and caring relationship with its employees, providing quality services to its customers and enhancing cooperation with its business partners.

FINANCIAL STATEMENTS

The results of the Group for the year ended 31 December 2025 and the state of the Company's and the Group's financial affairs as at that date are set out on pages 122 to 124 of this annual report.

FINAL DIVIDEND

The Board has proposed to declare a final dividend of HK\$0.03 per share in respect of the year ended 31 December 2025 (the "2025 Final Dividend") (2024: HK\$0.03). The 2025 Final Dividend will be paid to the Shareholders whose names appear on the register of members of the Company at the close of business on Friday, 5 June 2026. Based on the 1,090,335,000 shares of the Company in issue as at 31 December 2025, the payment of the 2025 Final Dividend is expected to amount to approximately HK\$32.7 million, which will be paid on or before Tuesday, 30 June 2026. The retained profit will be primarily used for the Group's business developments and/or acquisitions in the PRC.

No Shareholder has waived or agreed to waive any dividend during the Reporting Year.

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Friday, 22 May 2026 to Thursday, 28 May 2026 (i.e. the record date) (both dates inclusive) and from Thursday, 4 June 2026 to Friday, 5 June 2026 (i.e. the record date) (both dates inclusive), during which periods no transfer of shares will be registered. In order to qualify for attending and voting at the forthcoming annual general meeting, all transfer documents accompanied by the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Tricor Investor Services Limited, 17th Floor, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration by 4:30 p.m. on Thursday, 21 May 2026. In order to qualify for the proposed final dividend (subject to the approval by Shareholders at the forthcoming annual general meeting), all transfer documents accompanied by the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Tricor Investor Services Limited at the abovementioned address for registration by 4:30 p.m. on Wednesday, 3 June 2026.

RESERVES

Changes to the reserves of the Group during the year ended 31 December 2025 are set out in the consolidated statements of changes in equity. Changes to the reserves of the Company during the year ended 31 December 2025 are set out in Note 35 to the consolidated financial statements.

SHARE CAPITAL

Details of the Company's share capital are set out in Note 34 to the consolidated financial statements.

SUBSIDIARIES

Particulars of the Company's subsidiaries as at 31 December 2025 are set out in Note 19 to the consolidated financial statements.

FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last 5 financial years is set out in Page 4 of this annual report.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

The Company and its subsidiaries did not purchase, sell or redeem any of the listed securities of the Company (including sale of treasury shares (if any)) during the year ended 31 December 2025.

PERMITTED INDEMNITY PROVISION

The Company has arranged for appropriate insurance cover for the Directors and senior management in respect of certain liabilities arising out of corporate activities. As required by Section 470(1) and (2) of the Companies Ordinance, it is confirmed that the permitted indemnity provision mentioned above is/was in force for the benefit of the Directors/then Directors when the directors' report prepared by the Directors is approved in accordance with section 391(1)(a) of the Companies Ordinance; and has been in force throughout the financial year ended 31 December 2025, respectively. According to the Articles of Association, each Director is entitled to the compensation out of the assets of the Company for all losses or liabilities incurred due to the execution of his/her duties or taken place related to such execution.

EQUITY-LINKED AGREEMENT

The Company has not entered into any equity-linked agreement during the Reporting Year or there was no any subsisting equity-linked agreement entered into by the Company at the end of the Reporting Year.



DIRECTORS' REPORT (CONTINUED)

DIRECTORS AND SENIOR MANAGEMENT

During the Reporting Year and up to the date of the publication of this annual report, the Directors and senior management of the Company are:

Directors

Name	Position
Mr. Wu Min	Executive Director and Chairman of the Board
Mr. Qiu Wei	Executive Director and Chief Executive Officer
Mr. Zhang Changsong	Executive Director and Vice President
Mr. Yao Wenjun	Executive Director and Vice President
Mr. Mao Zhuchun ¹	Non-executive Director
Ms. Deng Linyan ²	Non-executive Director
Mr. Ling Xiaoming ³	Non-executive Director
Mr. Tse Yat Hong ⁴	Independent Non-executive Director and lead Independent Non-executive Director
Mr. Feng Ke	Independent Non-executive Director
Mr. Liang Jianhong	Independent Non-executive Director

Notes:

1. Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.
2. Ms. Deng Linyan was appointed as a non-executive Director of the Company and a member of the Nomination Committee with effect from 7 March 2025 and was appointed as a member of the Audit Committee with effect from 9 April 2026.
3. Mr. Ling Xiaoming resigned as a non-executive Director of the Company with effect from 7 March 2025.
4. Mr. Tse Yat Hong was appointed as a member of the Nomination Committee with effect from 7 March 2025 and the lead independent non-executive Director of the Company with effect from 28 May 2025.

Senior Management

Name	Position
Ms. Cao Yu	Chief Risk Officer
Mr. Zhou Jun	Assistant to the President of the Group
Ms. Wang Fei	Finance director

The biographical details of the Directors and senior management of the Company are set out in the section headed "Directors and Senior Management" in this annual report.

DIRECTORS' INTERESTS IN CONTRACTS

Save as disclosed in the paragraphs headed "Related Party Transactions" and "Continuing Connected Transactions" and in note 42 to the audited consolidated financial statements in this annual report, no transaction, arrangement or contract of significance to which the Company or any of its subsidiaries was a party and in which a Director or an entity connected with a Director was materially interested, whether directly or indirectly, subsisted at the end of the Reporting Year or at any time during the Reporting Year.

CONFIRMATION OF INDEPENDENCE FROM THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the independent non-executive Directors, namely, Mr. Tse Yat Hong, Mr. Feng Ke and Mr. Liang Jianhong, the annual confirmation letter of their respective independence pursuant to Rule 3.13 of the Listing Rules. The Company considers that the independent non-executive Directors have been independent from their respective date of appointment to 31 December 2025 and remain independent as of the date of this annual report.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 December 2025, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO), 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, were as follows:

(1) Long positions in the shares of the Company

Name of Director	Nature of Interest	Type of Interest	Number of Shares or Underlying Shares	Approximate Percentage of the Total Issued Shares (Note 2)
Wu Min	Beneficial owner	Ordinary Shares	1,840,000 (L)	0.17%
Zhang Changsong	Beneficial owner	Ordinary Shares	2,490,000 (L)	0.23%
Yao Wenjun	Beneficial owner	Ordinary Shares	400,000 (L)	0.04%

Notes:

- (L) represents long position.
- Based on a total of 1,090,335,000 Shares in issue as at 31 December 2025.

Save as disclosed above, as at 31 December 2025, none of the Directors and chief executive of the Company had an interest or short position in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) that was required to be recorded pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

DIRECTORS' REPORT (CONTINUED)

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, the following parties (other than the Directors and chief executive of the Company) had interests and short positions of 5% or more of the shares or underlying shares of the Company as recorded in the register of interests required to be kept by the Company pursuant to Section 336 of the SFO:

Long positions in the shares of the Company

Name of Shareholder	Nature of Interest	Class of Shares	Number of Shares	Approximate Percentage of the Total Issued Shares (Note 6)
Xiaolai Investment Co., Ltd	Beneficial owner	Ordinary Shares	260,000,000 (L)	23.85%
Xilai Investment Co., Ltd	Beneficial owner	Ordinary Shares	65,000,000 (L)	5.96%
Zhu Tianxiao	Interest in controlled corporation	Ordinary Shares	325,000,000 (L) (Note 2)	29.81%
Baoxiang Investment Co., Ltd	Beneficial owner	Ordinary Shares	84,500,000 (L)	7.75%
Zhang Xiangrong	Interest in controlled corporation	Ordinary Shares	84,500,000 (L) (Note 3)	7.75%
Wonder Capital Co., Ltd	Beneficial owner	Ordinary Shares	71,500,000 (L)	6.56%
Ge Jian	Interest in controlled corporation	Ordinary Shares	71,500,000 (L) (Note 4)	6.56%
Southern Swan Investment Co., Ltd	Beneficial owner	Ordinary Shares	65,000,000 (L)	5.96%
Chen Yannan	Beneficial owner	Ordinary Shares	1,200,000 (L)	0.11%
	Interest in controlled corporation	Ordinary Shares	65,000,000 (L) (Note 5)	5.96%

Notes:

1. (L) represents long position.
2. These Shares represent the 260,000,000 Shares held by Xiaolai Investment Co., Ltd and 65,000,000 Shares held by Xilai Investment Co., Ltd. Each of Xiaolai Investment Co., Ltd and Xilai Investment Co., Ltd is 100% beneficially owned by Mr. Zhu Tianxiao. Accordingly, Mr. Zhu Tianxiao is deemed to be interested in all the Shares beneficially owned by Xiaolai Investment Co., Ltd and Xilai Investment Co., Ltd under the SFO.
3. These Shares are held by Baoxiang Investment Co., Ltd, which is 100% beneficially owned by Mr. Zhang Xiangrong, and therefore, Mr. Zhang Xiangrong is deemed to be interested in all these Shares under the SFO.
4. These Shares are held by Wonder Capital Co., Ltd, which is 100% beneficially owned by Mr. Ge Jian, and therefore, Mr. Ge Jian is deemed to be interested in all these Shares under the SFO.
5. These Shares are held by Southern Swan Investment Co., Ltd which is 100% beneficially owned by Mr. Chen Yannan, and therefore, Mr. Chen Yannan is deemed to be interested in all these Shares under the SFO.
6. Based on a total of 1,090,335,000 Shares in issue as at 31 December 2025.

Save as disclosed above, as at 31 December 2025, no person or corporation, other than the Directors and chief executive of the Company, whose interests are set out in the section headed "Directors' and chief executive's interests and short positions in shares and underlying shares and debentures" above, had an interest or short position in the shares or underlying shares of the Company that was required to be recorded pursuant to section 336 of the SFO.

Save as disclosed above, as at 31 December 2025, none of the Director was a director or employee of a company which had an interest in the shares and underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO.

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 during the Reporting Year.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025, the largest customer contributed 8.9% of the Group's total interest income from loans to customers, and the five largest customers contributed, in aggregate, 18.1% of the Group's total interest income from loans to customers.

The Group is mainly engaged in providing various financial services and does not have any major suppliers except the supply chain management business. For the year ended 31 December 2025, the five largest suppliers of the supply chain management business of the Group accounted for approximately 98.80% of the total purchases while the largest supplier of the supply chain management business of the Group accounted for approximately 72.31% of the total purchases.

None of the Directors, any of their close associates or any Shareholders which, to the knowledge of our Directors, own more than 5% of the issued share capital of the Company had any interest in any of the five largest customers of the Group or any of the five largest suppliers of the Group during the year ended 31 December 2025.

DIRECTORS' REPORT (CONTINUED)

AUDIT COMMITTEE

The Audit Committee has reviewed the accounting principles and policies adopted by the Group and discussed the Group's internal controls and financial reporting matters with the management. The Audit Committee has reviewed the audited consolidated financial statements of the Group for the year ended 31 December 2025.

EMOLUMENT POLICY

The Company is well aware of the importance of incentivising and retaining its employees. The Group offers competitive remuneration packages to its employees and makes contributions to social security insurance funds (including pension plans, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance) and housing fund for its employees. The Remuneration Committee is set up for reviewing the Group's emolument policy and remuneration package of the Directors and chief executive of the Group, having regard to the Group's overall operating results, individual performance and comparable market practices.

The details of the emoluments payable to the Directors during the Reporting Year are set out in Note 45 to the consolidated financial statements.

Pursuant to code provision E.1.5 of the Corporate Governance Code, the details of the emoluments payable to the members of the senior management during the Reporting Year fell within the following bands:

Remuneration bands	Number of individuals
HK\$0 to 1,000,000	3

None of the Directors waived or agreed to waive any emoluments during the year ended 31 December 2025. The Directors' emoluments shown above were for their services in connection with the management of the affairs of the Company.

EMPLOYEE RETIREMENT BENEFITS

Particulars of the employee retirement benefits of the Group are set out in Note 14 to the consolidated financial statements.

DISTRIBUTABLE RESERVES

As at 31 December 2025, the Company's distributable reserves calculated under the Companies Law of the Cayman Islands comprise the share premium, other reserves and retained earnings amounted to approximately RMB1,927,641 thousand.

BANK AND OTHER LOANS

Particulars of bank and other loans of the Group as at 31 December 2025 are set out in Note 37 to the consolidated financial statements.

INVESTMENT PROPERTY

During the Reporting Year, one or more of the applicable percentage ratios calculated in accordance with Chapter 14 of the Listing Rules in respect of the property held for investment of the Company is/are more than 5%. This investment property named Zhonghui Financial Building (Sudi 2017-WG-51) is located at No. 288 Yingchun Road, Wuzhong District, Suzhou, Jiangsu Province, the PRC, which is freehold and is currently used as office.

RIGHTS TO ACQUIRE THE COMPANY'S SECURITIES

Other than as disclosed above, during or at the end of the Reporting Year, none of the Company, or any of its subsidiaries, was a party to any arrangement to enable the Directors to have any right to subscribe for securities of the Company or to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate.

CONTRACTS WITH CONTROLLING SHAREHOLDERS

No contract of significance had been entered into between the Company or any of its subsidiaries and the controlling shareholders of the Company or any of their subsidiaries during the year ended 31 December 2025. There was no contract of significance for the provision of services to the Company or any of its subsidiaries by the controlling shareholders of the Company or any of their subsidiaries during the year ended 31 December 2025.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

As at the date of this annual report, none of the Directors or their respective close associates had interests in businesses which compete or are likely to compete either directly or indirectly with the businesses of the Group as are required to be disclosed pursuant to the Listing Rules.

NON-COMPETITION UNDERTAKING

Each of Mr. Zhu Tianxiao, Xilai Investment Co., Ltd and Xiaolai Investment Co. Ltd. (the "Covenantors"), each being a controlling shareholder of the Company, entered into a deed of non-competition (the "Deed of Non-Competition") in favour of the Company on 6 October 2013, pursuant to which each of the Covenantors unconditionally, irrevocably and severally undertaken with the Group that they shall not, and shall procure that their respective members shall not, (except through the Group) directly or indirectly carry on, participate, acquire or hold any right or interest or otherwise be interested, involved or engaged in or connected with, any business which is in any respect in competition with or similar to or is likely to be in competition with the business of the Group. For details of the Deed of Non-Competition, please refer to the Prospectus.

Each of the Covenantors has provided to the Company a written confirmation in respect of his/its compliance with the Deed of Non-Competition. The independent non-executive Directors have reviewed the compliance with the non-competition undertaking by the Covenantors under the Deed of Non-Competition and are of the view that such non-competition undertaking has been complied with during the year ended 31 December 2025.

DIRECTORS' REPORT (CONTINUED)

TAX RELIEF AND EXEMPTION

The Board is not aware of any tax relief available to shareholders of the Company by reason of their holding of the Company's securities.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Articles of Association of the Company, although there are no restrictions against such rights under the laws in the Cayman Islands.

RELATED PARTY TRANSACTIONS

The Group entered into certain transactions with parties regarded as "Related Parties" under applicable accounting principles. These mainly relate to contracts entered into by the Group in the ordinary course of business, which contracts were negotiated on normal commercial terms and on an arm's length basis. Further details are set out in Note 42 to the financial statements. Some of these transactions also constituted fully exempted continuing connected transactions under Chapter 14A of the Listing Rules. The Directors confirm that the Company has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules.

CONTINUING CONNECTED TRANSACTIONS

During the Reporting Year, the Group had the following continuing connected transactions, certain details of which are disclosed in compliance with the requirements of Chapter 14A of the Listing Rules. The Company has followed the policies and guidelines set out in the relevant guidance letters published by the Stock Exchange when determining the price and terms of the transactions conducted during the Reporting Year.

Reference is made to the Prospectus. The short-term secured financing business in which the Group is engaging is a regulated business in the PRC and according to the relevant governmental policy. The Company, as a foreign investor, would not be granted the necessary approval to conduct and invest in the pawn loan business in the PRC. As a result, the Group, through an indirect wholly-owned subsidiary of the Company, Huifang Tongda, has entered into a series of the Contractual Arrangements with the PRC Operating Entity, which possess the necessary licences for the operation of the Group's short-term secured financing business in the PRC, such that the Group can conduct its business operations indirectly in the PRC through the PRC Operating Entity while complying with applicable PRC laws and regulations. The Contractual Arrangements are designed to provide the Group with effective control over the financial and operational policies of the PRC Operating Entity and, to the extent permitted by the PRC laws and regulations, the right to acquire the equity interests in and/or the assets of the PRC Operating Entity. Further, pursuant to the Contractual Arrangements, all economic benefits derived from the operation of the PRC Operating Entity are enjoyed by the Group and the financial results of the PRC Operating Entity are consolidated into the Group as if it were a wholly-owned subsidiary. For the year ended 31 December 2025, revenue before tax for the year totalling approximately RMB149.29 million, profit for the year totalling approximately RMB22.01 million and net assets totalling approximately RMB1,311.17 million of the PRC Operating Entity were consolidated into the consolidated financial statements of the Group via the Contractual Arrangements.

The Contractual Arrangements currently in effect comprise the following agreements, namely (a) the Exclusive Management and Consultation Service Agreement (as supplemented by the Supplemental Agreement to the Exclusive Management and Consultation Service Agreement), (b) the Exclusive Call Option Agreement, (c) the Proxy Agreement, (d) the Equity Pledge Agreement (as amended by the amended Equity Pledge Agreement), (e) the VIE Transfer Agreement, and (f) the PRC Shareholders Loan Agreement, which were entered into between, among others, the PRC Operating Entity, Huifang Tongda, Mr. Zhu Tianxiao ("Mr. Zhu"), Mr. Chen Yannan ("Mr. Chen") and/or Mr. Zhuo You ("Mr. Zhuo") (as the case may be). A summary of the aforementioned agreements are set out below.

Mr. Zhu, through two companies wholly owned by him, namely Xiaolai Investment Co., Ltd and Xilai Investment Co., Ltd, holds approximately 29.81% of equity interest in the Company and accordingly, he is a controlling shareholder and hence a connected person of the Company under Rule 14A.07(1) of the Listing Rules. Mr. Chen ceased to be a connected person of the Company since his resignation of an executive Director with effect from 28 May 2018. Mr. Zhuo ceased to be a connected person of the Company upon his retirement as a non-executive Director with effect from 26 May 2022.

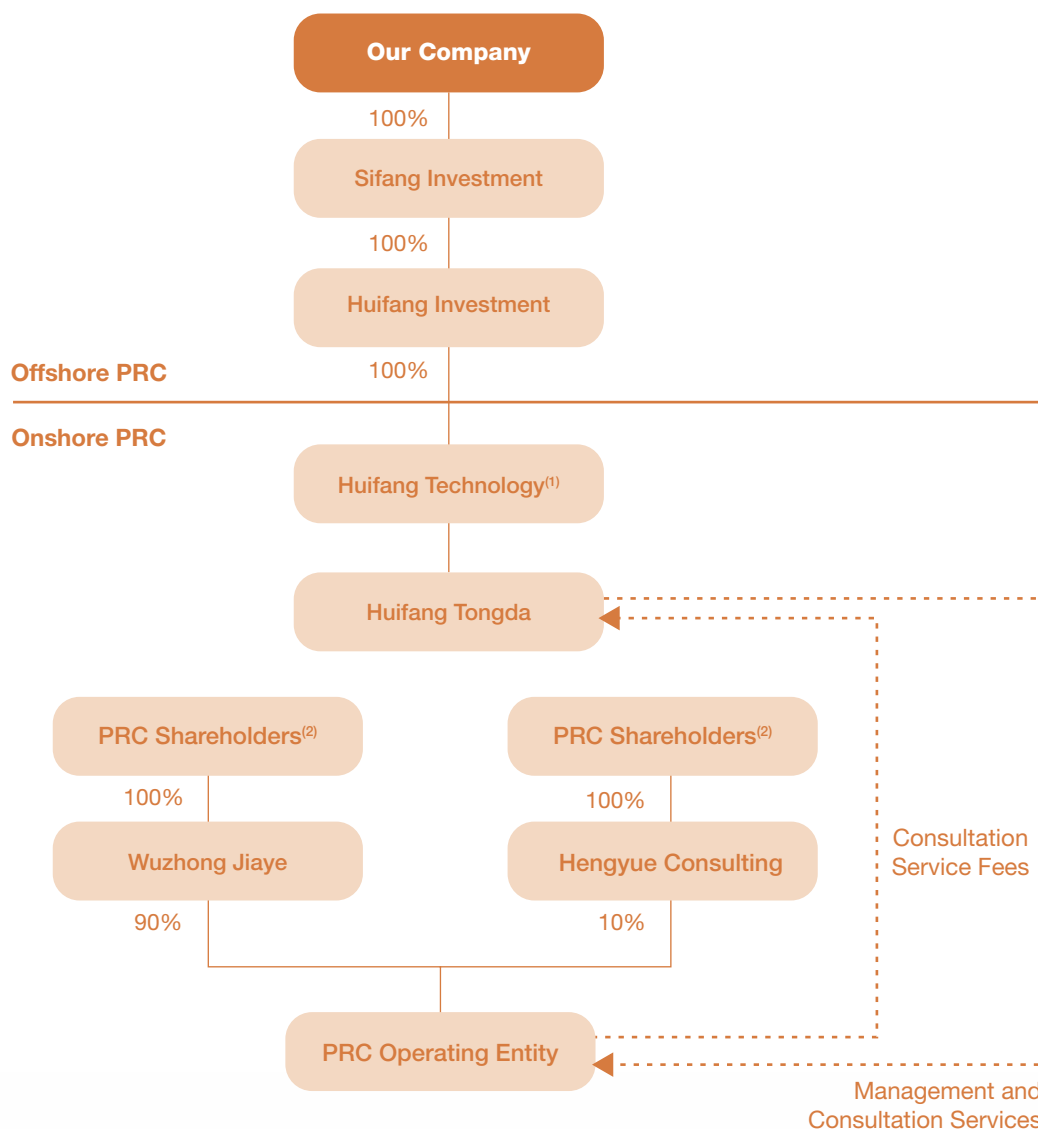
The PRC Operating Entity is owned indirectly as to 50% by Mr. Zhu and therefore, is an associate of Mr. Zhu. As a result, the PRC Operating Entity is a connected person of the Company under Rule 14A.07(4) of the Listing Rules. In addition, Mr. Zhu is a party to some agreements under the Contractual Arrangements. Accordingly, the transactions contemplated under the Contractual Arrangements constitute continuing connected transactions of the Company under the Listing Rules upon Listing.



DIRECTORS' REPORT (CONTINUED)

CONTRACTUAL ARRANGEMENTS

The following diagram sets out the simplified structure of the Group as of 31 December 2025 and illustrates the Contractual Arrangements between the PRC Operating Entity and Huifang Tongda:



Notes:

- (1) The former name is Suzhou Huifang Management Consulting Co., Ltd.* (蘇州匯方管理諮詢有限公司) and the change of name was effected on 12 December 2013.
- (2) The PRC Shareholders are Zhu Tianxiao (50%), Zhang Xiangrong (13%), Ge Jian (11%), Chen Yannan (10%), Wei Xingfa (4%), Yang Wuguan (6%) and Zhuo You (6%).

SUMMARY OF THE AGREEMENTS UNDER THE CONTRACTUAL ARRANGEMENTS**(a) Exclusive Management and Consultation Service Agreement**

On 31 December 2011, Huifang Technology and the PRC Operating Entity entered into an exclusive management and consultation service agreement, as subsequently supplemented by the Supplemental Agreement (as defined below) (the "Exclusive Management and Consultation Service Agreement"), pursuant to which the PRC Operating Entity has agreed to engage Huifang Technology on an exclusive basis to provide consultation and other ancillary services, including without limitation enterprise management, market development and consultancy services. Pursuant to the Exclusive Management and Consultation Service Agreement, the PRC Operating Entity may not, among other restrictions or obligations, engage any other third party to provide similar services without the prior written consent of Huifang Technology.

In consideration for the provision of such services by Huifang Technology, the PRC Operating Entity has agreed to recognise consultation service fees payable to Huifang Technology on a quarterly basis. The consultation service fees will be billed by Huifang Technology to the PRC Operating Entity and are equivalent to the total revenue before tax audited pursuant to the HKFRSs less all the related costs incurred and reasonable expenses of the PRC Operating Entity.

The term of the Exclusive Management and Consultation Service Agreement commenced on 31 December 2011 and will expire on 30 December 2031 and is renewable at the sole election of Huifang Technology for successive terms as determined by Huifang Technology, until termination by Huifang Technology.

On 29 February 2012, Huifang Technology transferred all its rights and obligations under the Exclusive Management and Consultation Service Agreement to Huifang Tongda, in accordance with the VIE Transfer Agreement as described in sub-paragraph (e) below.

On 21 November 2012, Huifang Tongda and the PRC Operating Entity entered into a supplemental agreement to the Exclusive Management and Consultation Service Agreement (the "Supplemental Agreement"). Pursuant to the Supplemental Agreement, the consultation service fees, as the consideration for the provision of the service by Huifang Tongda, shall be equivalent to the total revenue before tax less all the related costs and expenses reasonably incurred by the PRC Operating Entity, provided that, Huifang Tongda may decide, for the purpose of operations and business expansion of the PRC Operating Entity, the actual amount of the service fees. The Supplemental Agreement is deemed to have retrospectively become effective on 1 July 2012. The Supplemental Agreement was entered into for the purpose of maintaining a certain level of net assets and net profits for the PRC Operating Entity, which will affect the amount of loans the PRC Operating Entity can grant and its ability to open a branch pursuant to the applicable regulations of the PRC, and to grant Huifang Tongda a right to decide the amount of the service fees charged on the PRC Operating Entity according to the PRC Operating Entity's operational needs and future business expansion. Pursuant to the Supplemental Agreement, it is Huifang Tongda's right to decide whether to change the amount of the service fees charged on the PRC Operating Entity, and pursuant to the Exclusive Call Option Agreement (as defined hereinafter), Huifang Tongda has been irrevocably and unconditionally granted an option to acquire the entire equity interest in the PRC Operating Entity and/or all assets of the PRC Operating Entity. Any profits not paid to Huifang Tongda in the form of consultation service fees may be acquired by Huifang Tongda when it exercises its option under the Exclusive Call Option Agreement. As a result, our ability to receive the entire economic benefits of the PRC Operating Entity as provided by the Contractual Arrangements is not affected by the Supplemental Agreement.

DIRECTORS' REPORT (CONTINUED)

(b) Exclusive Call Option Agreement

On 31 December 2011, Huifang Technology, the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders entered into an exclusive call option agreement (the "Exclusive Call Option Agreement") pursuant to which Wuzhong Jiaye and Hengyue Consulting irrevocably and unconditionally granted Huifang Technology an option to acquire, directly and/or through one or more nominees, the entire equity interest held by Wuzhong Jiaye and Hengyue Consulting in the PRC Operating Entity and/or all assets of the PRC Operating Entity at a price equivalent to the minimum amount as may be permitted by applicable PRC laws and regulations. If the PRC laws and regulations are silent in this regard, the price will be set at the nominal price agreed by the parties thereto. The PRC Operating Entity and the PRC Shareholders also agreed to the option granted to Huifang Technology. Subject to compliance with applicable PRC laws and regulations, Huifang Technology may exercise the option at any time, and acquire all or part of the equity interests and/or assets of the PRC Operating Entity in any manner in its sole discretion. In addition, Huifang Technology has undertaken to exercise the option and unwind the Contractual Arrangements as soon as applicable PRC laws and regulations allow our short-term secured financing business to be directly operated by Huifang Technology in China.

Pursuant to the Exclusive Call Option Agreement, the PRC Operating Entity may not, without the prior written consent of Huifang Technology, declare or distribute any dividends to its shareholders. Wuzhong Jiaye and Hengyue Consulting shall procure the PRC Operating Entity and the PRC Shareholders shall procure Wuzhong Jiaye and Hengyue Consulting, not to declare or distribute such dividends. In addition, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders have undertaken to assign or transfer to Huifang Technology and/or to one or more nominees any and all of dividend declared and distributed at any time or any interest payable to them by virtue of their holding of the equity interest in the PRC Operating Entity. Furthermore, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders have undertaken to assign or transfer to Huifang Technology and/or to one or more nominees any and all of proceeds or consideration received from the sales or disposal of the equity interest held in the PRC Operating Entity, and all of any appropriation of assets upon termination or liquidation of the PRC Operating Entity.

The Exclusive Call Option Agreement became effective on 31 December 2011 and will expire on the date on which all the equity interests or assets of the PRC Operating Entity are transferred to Huifang Technology and/or one or more nominees as contemplated under the Exclusive Call Option Agreement.

(c) Proxy Agreement

On 31 December 2011, Huifang Technology, the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders entered into a proxy agreement (the "Proxy Agreement") whereby Wuzhong Jiaye and Hengyue Consulting irrevocably and unconditionally undertook to authorise Huifang Technology or the directors and their associates as authorised by Huifang Technology to exercise their shareholders' rights under the articles of association of the PRC Operating Entity and applicable PRC laws and regulations. Such shareholders' rights include but are not limited to (i) convening and attending the shareholders' meetings of the PRC Operating Entity pursuant to its articles of association; (ii) exercising voting rights on all matters requiring shareholders' consideration and approval, including but not limited to the nomination and removal of all the directors and/or chief executive members of the PRC Operating Entity whose appointment and removal is to be determined by the shareholders; (iii) passing resolutions on the disposal of the assets of the PRC Operating Entity; (iv) passing resolutions on the dissolution and liquidation of the PRC Operating Entity, forming a Liquidation Committee and exercising the rights and powers of the Committee, including but not limited to dealing with the assets of the PRC Operating Entity; (v) signing any and all shareholders resolutions; (vi) filing all the relevant documents with the relevant companies registry; and (vii) all other shareholders' voting rights under the articles of association of the PRC Operating Entity and/or applicable PRC laws and regulations.

Pursuant to the Proxy Agreement, Huifang Technology may exercise such shareholders' rights without the prior consultation with Wuzhong Jiaye, Hengyue Consulting or the PRC Shareholders. Wuzhong Jiaye, Hengyue Consulting as well as the PRC Shareholders shall not exercise such shareholders' rights without the prior written consent of Huifang Technology.

The Proxy Agreement became effective on 31 December 2011 and will expire on 30 December 2031 and is renewable at the election of Huifang Technology for successive terms as determined by Huifang Technology. The Proxy Agreement will expire upon the termination by Huifang Technology or until the date on which all the equity interest in the PRC Operating Entity are transferred to Huifang Technology and/or its nominees as contemplated under the Exclusive Call Option Agreement.

(d) Equity Pledge Agreement

On 31 December 2011, Huifang Technology and the PRC Shareholders entered into an equity pledge agreement with Wuzhong Jiaye and Hengyue Consulting, respectively, as subsequently amended as described below (collectively, the "Equity Pledge Agreement"), pursuant to which the PRC Shareholders granted first priority security interests over their respective equity interests in Wuzhong Jiaye and Hengyue Consulting to Huifang Technology for guaranteeing the performance of the Exclusive Management and Consultation Service Agreement, the Exclusive Call Option Agreement and the Proxy Agreement.

Pursuant to the Equity Pledge Agreement, Huifang Technology is entitled to exercise its rights to sell all or part of the pledged equity interests in Wuzhong Jiaye and Hengyue Consulting upon the non-performance or breach of any of the terms of the Exclusive Management and Consultation Service Agreement, the Exclusive Call Option Agreement, the Proxy Agreement and/or the Equity Pledge Agreement. In addition, the PRC Shareholders shall not pledge their respective equity interests in Wuzhong Jiaye and Hengyue Consulting in favour of or to other third parties without the prior written consent of Huifang Technology.

The Equity Pledge Agreement became effective on the date of its execution by all relevant parties (subject to the registrations of the pledge in the register of members of the PRC Operating Entity which have been completed) and shall terminate upon the performance by the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders (as the case may be) in full of all obligations under the Exclusive Management and Consultation Service Agreement, the Exclusive Call Option Agreement, the Proxy Agreement, the Equity Pledge Agreement or the repayment of all losses arising from the breach of the Exclusive Management and Consultation Service Agreement, the Exclusive Call Option Agreement, the Proxy Agreement and the Equity Pledge Agreement.

On 29 February 2012, Huifang Technology transferred all its rights and obligations under the Equity Pledge Agreement to Huifang Tongda in accordance with the VIE Transfer Agreement as described in sub-paragraph (e) below for further information of the VIE Transfer Agreement.

On 22 May 2013, Huifang Tongda, as the transferee of all the rights and obligations of Huifang Technology under the Equity Pledge Agreement, amended the Equity Pledge Agreement with the PRC Shareholders and each of Wuzhong Jiaye and Hengyue Consulting respectively. Pursuant to the amended Equity Pledge Agreement, the PRC Shareholders granted first priority security interests over their respective equity interests in Wuzhong Jiaye and Hengyue Consulting to Huifang Tongda as a guarantee to the performance of the PRC Shareholders Loan Agreement (as defined hereinafter), in addition to the performance of the Exclusive Management and Consultation Service Agreement (as described in details above), in addition to the Exclusive Call Option Agreement and the Proxy Agreement which was covered by the Equity Pledge Agreement entered into on 31 December 2011 and transferred to Huifang Tongda on 29 February 2012 as described in the immediate preceding paragraph.

DIRECTORS' REPORT (CONTINUED)

Pursuant to the amended Equity Pledge Agreement, Huifang Tongda is entitled to exercise its rights to sell all or part of the pledged equity interests in Wuzhong Jiaye and Hengyue Consulting upon the non-performance or breach of any of the terms of the Exclusive Management and Consultation Service Agreement (as supplemented), the Exclusive Call Option Agreement, the Proxy Agreement, the PRC Shareholders Loan Agreement, and the amended Equity Pledge Agreement. In addition, the PRC Shareholders shall not pledge their respective equity interests in Wuzhong Jiaye and Hengyue Consulting in favour of or to other third parties without the prior written consent of Huifang Tongda.

The amended Equity Pledge Agreement became effective on 22 May 2013 upon execution by all relevant parties and the completion of the registrations of the pledge in the register of members of the PRC Operating Entity which have been completed, and shall terminate upon the performance of all obligation in full or the repayment of all losses arising from the breach by the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders (as the case may be) under the Exclusive Management and Consultation Service Agreement (as supplemented), the Exclusive Call Option Agreement, the Proxy Agreement, the PRC Shareholders Loan Agreement, and the amended Equity Pledge Agreement.

In addition, as the shareholders of the PRC Operating Entity, Wuzhong Jiaye and Hengyue Consulting amended the articles of association of the PRC Operating Entity on 31 December 2011. According to the articles of association currently in effect, no shareholder may pledge any of its equity interest in the PRC Operating Entity to any party.

(e) VIE Transfer Agreement

On 29 February 2012, Huifang Tongda, Huifang Technology, the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders entered into a transfer agreement of structural contracts (the "VIE Transfer Agreement") pursuant to which Huifang Technology has agreed to transfer all of its rights and obligations under the Exclusive Management and Consultation Service Agreement, the Exclusive Call Option Agreement, the Proxy Agreement and the Equity Pledge Agreement to Huifang Tongda. Accordingly, on the same date, Huifang Tongda entered into relevant new agreements with the respective parties to effectuate such transfer. The VIE Transfer Agreement and such new agreements became effective on 29 February 2012. After the transfer, Huifang Technology became an investment holding company with no substantive businesses and may serve as a platform for the Company to expand into various new business sectors.

(f) PRC Shareholders Loan Agreement

On 22 May 2013, Huifang Tongda, PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders entered into a loan agreement (the "PRC Shareholders Loan Agreement"), pursuant to which Huifang Tongda agreed to extend interest-free loans equivalent to an amount to be injected as registered capital into the PRC Operating Entity (the "Capital Contribution Amount") to the PRC Shareholders in accordance with the PRC laws and regulations. The PRC Shareholders will contribute the full amount of the Capital Contribution Amount to the registered capital of Wuzhong Jiaye and Hengyue Consulting, which will in turn contribute such loan proceeds to the PRC Operating Entity as registered capital. Under the PRC Shareholders Loan Agreement, Huifang Tongda may request, at any time in its absolute discretion and to the extent permitted by the PRC laws and regulations, the PRC Shareholders to repay the loan (i) by using the capital realized from Huifang Tongda's exercise of its rights under the Exclusive Call Option Agreement to purchase from Wuzhong Jiaye and Hengyue Consulting, the entire equity interests in the PRC Operating Entity and/or all assets of the PRC Operating Entity, followed with a capital reduction of Wuzhong Jiaye and Hengyue Consulting (as well as PRC Operating Entity, as applicable); or (ii) any other means as permitted by applicable PRC laws and regulations.

RISK RELATING TO THE CONTRACTUAL ARRANGEMENTS

The following risks are associated with the Contractual Arrangements. Further details of the risks are set out on pages 36 to 44 of the Prospectus.

- imposing economic penalties;
- restricting our right to collect revenues;
- revoking the business licences and/or the licences or certificates of the PRC Operating Entity;
- discontinuing or restricting the operations of the PRC Operating Entity;
- imposing conditions or requirements in respect of the Contractual Arrangements with which we may not be able to comply;
- requiring us to restructure the relevant ownership structure or operations;
- voiding the Contractual Arrangements; and
- taking other regulatory or enforcement actions that could adversely affect our business.

MITIGATION ACTIONS TAKEN BY THE COMPANY

- The Company has existing protections measures under the Contractual Arrangements. The Company's Internal Control Department will regularly review the compliance and performance of such conditions under the Contractual Arrangements.
- The Company's legal department will deal with matters relating to compliance and regulatory enquiries from relevant PRC authorities and report to the Board on a regular basis.

During the Reporting Year, there had been no material change in the Contractual Arrangements and/or the circumstances under which they were adopted.

The Group has not terminated the Contractual Arrangements as the foreign investment restrictions that led to the adoption of the Contractual Arrangements have not been removed in the PRC.

A waiver has been granted by the Stock Exchange regarding strict compliance with (i) the applicable disclosure and independent shareholders' approval requirements under Chapter 14A of the Listing Rules in relation to the transactions contemplated under the Contractual Arrangements, (ii) the requirement of setting a maximum aggregate annual value (i.e. annual cap) for the fees payable to Huifang Tongda under the Contractual Arrangements, and (iii) the requirement of limiting the term of the Contractual Arrangements to three years or less, for so long as the shares of the Company are listed on the Stock Exchange, subject to certain conditions as set out in the Prospectus. In addition, pursuant to the waiver granted by the Stock Exchange, the framework of the Contractual Arrangements may be renewed and/or cloned upon the expiry of the existing arrangements or, in relation to any existing or new wholly foreign-owned enterprise or operating company (including branch company) that the Group might wish to establish, without obtaining the approval of the independent non-executive Directors and the independent Shareholders, on substantially the same terms and conditions as the Contractual Arrangements.

DIRECTORS' REPORT (CONTINUED)

The independent non-executive Directors of the Company have reviewed the Contractual Arrangements and confirmed that (i) the transactions carried out during the Reporting Year have been entered into in accordance with the relevant provisions of the Contractual Arrangements which had been entered into on normal commercial terms or better and in the ordinary and usual course of business of the Group; and the terms are fair and reasonable and in the interests of the Shareholders as a whole; and have been operated so that the revenue generated by the PRC Operating Entity has been substantially retained by Huifang Tongda; (ii) no dividends or other distributions have been made by the PRC Operating Entity to the holders of its equity interests which are not otherwise subsequently assigned or transferred to the Group; and (iii) no new contracts or renewed contracts have been entered into on the same terms as the existing Contractual Arrangements from the Listing Date till the end of the Reporting Year.

Further, the Board has engaged the auditor of the Company to report on the Group's continuing connected transaction. The auditor has issued to the Company an unqualified letter containing their findings and conclusions in respect of the continuing connected transactions disclosed above in accordance with Listing Rule 14A.56 of the Listing Rules and confirmed that nothing has come to their attention that causes them to believe that the continuing connected transactions carried out pursuant to the Contractual Arrangements during the year ended 31 December 2025 (a) have not received the approval of the Board and (b) were not entered into, in all material respects, in accordance with the relevant Contractual Arrangements.

Save for the continuing connected transactions disclosed above and certain other connected transactions and continuing connected transactions which are exempted from reporting, annual review, announcement and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules, during the Reporting Year, there were no other transactions which constituted connected transaction or continuing connected transactions that were subject to the reporting requirements under the Listing Rules.

THE INVESTMENT FUND

Qianhui Tongcui (the "Investment Fund") was established by Huifang Tongcui and Qianhui Investment, an independent third party, on 25 July 2022. It obtained the Private Investment Fund Filing Information approved by the Asset Management Association of China on 8 September 2023. The planned assets under management of Qianhui Tongcui is approximately RMB200 million and the subscribed assets under management of the Investment Fund is RMB42 million. The investment period is seven years. The relevant information is summarized below.

Investment objective

The Investment Fund shall invest in equities of growing and mature enterprises in the advanced manufacturing-related fields, with the objective of bringing reasonable investment returns to investors while promoting scientific and technological innovation. The Investment Fund shall primarily focus on identifying investment opportunities which are in line with the PRC's national innovation-driven development and the direction of industrial transformation and upgrade. The Investment Fund shall primarily invest in the Yangtze River Delta region of the PRC.

As of 31 December 2025, the registered capital of the Investment Fund was RMB42 million and the paid-in capital was RMB20.4 million. There were two investment projects with an investment amount of RMB20 million. The investment industry is mainly electronic chemicals and medical equipments.

Term

The term of the Investment Fund is seven years from the date on which the Investment Fund has obtained the business licence from the relevant PRC authority, which may be further extended by the unanimous consent of all the partners of the Investment Fund. The first three years of the term of the Investment Fund shall be designated as the investment period (the "Investment Period"), with the following two years after the expiry of the Investment Period designated as the management period of the Investment Fund (the "Management Period"). The final two years of the term, or if such term shall be further extended, the remaining period of the term after the expiry of the Management Period, shall be designated as the exit period of the Investment Fund (the "Exit Period").

Executive partners and manager

Huifang Tongcui and Qianhui Investment act as executive partners to the Investment Fund, and Qianhui Investment acts as a manager to the Investment Fund.

Qianhui Investment was founded in June 2020 and is principally engaged in private equity fund management. It is a private equity fund manager registered with the Asset Management Association of China with registration number P1071480, targeting companies in the growth and mature stages of the business cycle. It is led by a management team with years of experience in equity investment and fund raising with a focus on the industries of advanced manufacturing, advanced material and medical health.

To the best of the Directors' knowledge, information and belief and having made all reasonable enquiries, Qianhui Investment is ultimately owned by Mr. Chang Yubao, an independent third party. Mr. Chang Yubao served as the vice president of Suzhou International Development Venture Capital Holding Co.,Ltd.* (蘇州國發創業投資控股有限公司), a state-owned professional equity investment institution in Suzhou, and the general manager of Suzhou International Development Equity Investment Fund Management Co., Ltd.* (蘇州國發股權投資基金管理有限公司), and has considerable experience in equity investment and fund management.

Management fee

Qianhui Investment shall be entitled to a management fee at 2% per annum of the total capital commitment of the Investment Fund during the Investment Period and the Management Period, provided that the cumulative management fee to be paid to Qianhui Investment during the term of the Investment Fund shall not exceed 10% of the total capital commitment of the Investment Fund. The management fee shall be payable yearly.

Profit distribution and loss sharing

The balance of the cash income derived from the Investment Fund (after deducting expenses of the Investment Fund as approved by two-thirds of the partners of the Investment Fund) shall be distributed in the following order:

- (i) to the limited partners in accordance with the proportion of paid-up capital contributed by each limited partner at the time of distribution, until the cumulative amount received by each limited partner equals the amount of paid-up capital contributed by the respective limited partners;
- (ii) to the general partners in accordance with the proportion of paid-up capital contributed by each general partner at the time of distribution, until the cumulative amount received by each general partner equals the amount of paid-up capital contributed by the respective general partners;
- (iii) to all partners in accordance with the proportion of paid-up capital contributed by each partner at the time of distribution, until the amount received by each partner represents an average net investment return (calculated by the amount of paid-up capital contributed from the date of actual contribution to the date of distribution) of 8% per annum; and
- (iv) the remaining balance shall be distributed as follows:
 - (a) 80% to all partners in accordance with the proportion of their paid-up capital contribution; and
 - (b) 20% to Qianhui Investment and Huifang Tongcui equally.

DIRECTORS' REPORT (CONTINUED)

Investment committee

The investment committee considers and approves investment decisions. The investment committee comprises of three members, among which Huifang Tongcui may nominate one member and Qianhui Investment may nominate one member.

Investment restrictions

The Investment Fund will be subject to the following investment restrictions and shall not:

- (i) invest in secondary market stocks, futures, securities investment funds, corporate bonds rated below AAA, trust products, nonprincipal-protected wealth management products, insurance plans and other financial derivatives;
- (ii) engage in guarantee, mortgage, entrusted loan, real estate transactions (including purchase of self-occupied real estate) and other related businesses;
- (iii) expend on sponsorships or donations;
- (iv) directly or indirectly accept public deposits, or provide loans or lend money to any third party;
- (v) engage in any investment with unlimited liability;
- (vi) issue trust products or pooled financial products to raise funds; or
- (vii) engage in any other business that is prohibited by the PRC laws and regulations.

For more details, please refer to the announcements of the Company dated 13 May 2022 and 19 May 2022.

PUBLIC FLOAT

Throughout the Reporting Year, the Company was in compliance with the minimum public float requirement under the Listing Rules by maintaining its public float at the level of at least 25% of its total issued shares. As at 31 December 2025, the Company's public float was 69.76% of its total issued shares (excluding treasury shares, if any).

As at 31 December 2025, the composition of the ownership of the ordinary shares of the Company listed on the Stock Exchange was as follows:

Shareholder category	Number of shares held	Approximate percentage of shareholding
Non-public shareholders:		
Mr. Wu Min	1,840,000	0.17%
Mr. Zhang Changsong	2,490,000	0.23%
Mr. Yao Wenjun	400,000	0.04%
Mr. Zhu Tianxiao (including his close associates, namely, Xiaolai Investment Co., Ltd and Xilai Investment Co., Ltd)	325,000,000	29.81%
Public shareholders	760,605,000	69.76%
Total	1,090,335,000	100%

Note: For details of the ownership of the ordinary shares of the Company, please refer to the paragraphs headed "DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES" AND "INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS IN SHARES AND UNDERLYING SHARES" of the "Directors' Report" section of this annual report.

For the composition of the share capital of the Company as at 31 December 2025, please refer to note 34 to the consolidated financial statements contained in this annual report.

AUDITORS

On 12 June 2023, RSM Hong Kong was appointed as the auditors of the Company in place of PricewaterhouseCoopers. Save as disclosed above, there was no change of auditors of the Company in the past three years.

The consolidated financial statements have been audited and agreed by RSM Hong Kong who shall retire at the forthcoming annual general meeting and, being eligible, offer themselves for reappointment.

By order of the Board

Wu Min

Chairman

Hong Kong, 27 March 2026



CORPORATE GOVERNANCE REPORT

The Board hereby presents to the Shareholders the corporate governance report for the Reporting Year.

CORPORATE GOVERNANCE CULTURE AND PURPOSE

The Company is committed to ensuring that its affairs are conducted in accordance with high ethical standards. This reflects its belief that, in the achievement of its long-term objectives, it is imperative to act with probity, transparency and accountability. By so acting, the Company believes that Shareholder wealth will be maximised in the long term and that its employees, those with whom it does business and the communities in which it operates will all benefit.

Corporate governance is the process by which the Board instructs management of the Group to conduct its affairs with a view to ensuring that its objectives are met. The Board is committed to maintaining and developing robust corporate governance practices that are intended to ensure:

- satisfactory and sustainable returns to Shareholders;
- that the interests of those who deal with the Company are safeguarded;
- that overall business risk is understood and managed appropriately;
- the delivery of high-quality products and services to the satisfaction of customers; and
- that high standards of ethics are maintained.

CORPORATE GOVERNANCE PRACTICES

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

The Company has adopted the principles and code provisions of the CG Code contained in Appendix C1 of the Listing Rules as the basis of the Company's corporate governance practices, including but not limited to:

- the frequency and proper conduct of Board meetings;
- the well-balanced composition of the Board, with independent non-executive Directors representing not less than one-third of the total number of Directors;
- the proper procedures for appointment and re-election of Directors;
- the annual review of individual Directors' contributions to the Group and the years of service of each independent non-executive Director;
- the establishment of an audit committee to review the financial reporting and to meet with the external auditor of the Company at least once without the presence of the other Directors during the year under review;
- the establishment of a remuneration committee to review the remuneration policy and other remuneration -related matters of the Group; and
- the establishment of a nomination committee to review the Board composition, assist in preparing the Board skills matrix, formulate nomination policy, make recommendations to the Board on the appointment of Directors, assess the independence of independent non-executive Directors, and support the Board's performance evaluation.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Following the resignation of Ms. Zhang Shu as a non-executive director on 28 May 2024, the Company had a single gender board which did not meet the requirement under Rule 13.92 of the Listing Rules. With the appointment of Ms. Deng Linyan as non-executive Director on 7 March 2025, the Board has achieved gender diversity and thus has fulfilled the requirement under Rule 13.92 of the Listing Rules.

Save as disclosed above, in the opinion of the Board, the Company has complied with the principles and the applicable code provisions as set out in the CG Code throughout the Reporting Year.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as the code of conduct regarding securities transactions by the Directors.

Specific enquiry has been made to all the Directors and the Directors have confirmed that they have complied with the Model Code throughout the Reporting Year.

The Company has also adopted the Model Code as written guidelines for securities transactions by the relevant employees (the “Employees Written Guidelines”) who are likely to be in possession of inside information of the Company.

No incident of non-compliance of the Employees Written Guidelines by the relevant employees was noted by the Company.

BOARD OF DIRECTORS

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

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

Board Composition

The Board of the Company comprises the following Directors:

Executive Directors:

Mr. Wu Min (*Chairman*)
Mr. Qiu Wei (*Chief Executive Officer*)
Mr. Zhang Changsong (*Vice President*)
Mr. Yao Wenjun (*Vice President*)

Non-executive Directors:

Mr. Mao Zhuchun (*Note 1*)
Ms. Deng Linyan (*Note 2*)
Mr. Ling Xiaoming (*Note 3*)

Independent Non-executive Directors:

Mr. Tse Yat Hong (*lead independent non-executive Director*) (*Note 4*)
Mr. Feng Ke
Mr. Liang Jianhong

CORPORATE GOVERNANCE REPORT (CONTINUED)

Notes:

1. Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.
2. Ms. Deng Linyan was appointed as a non-executive Director of the Company and a member of the Nomination Committee with effect from 7 March 2025 and was appointed as a member of the Audit Committee with effect from 9 April 2026.
3. Mr. Ling Xiaoming resigned as a non-executive Director of the Company with effect from 7 March 2025.
4. Mr. Tse Yat Hong was appointed as a member of the Nomination Committee with effect from 7 March 2025 and the lead independent non-executive Director of the Company with effect from 28 May 2025.

Ms. Deng Linyan, who was appointed on 7 March 2025, has obtained the legal advice referred to in Rule 3.09D of the Listing Rules as regards the requirements under the Listing Rules that are applicable to her as a director of the Company and the possible consequences of making a false declaration or giving false information to the Stock Exchange on 7 March 2025, and Ms. Deng Linyan has confirmed she understood her obligations as a director of the Company.

The biographical information of the Directors are set out in the section headed “Directors and Senior Management” on pages 38 to 41 of this annual report.

None of the members of the Board has any relationship (including financial, business, family or other material/relevant relationship) among each other.

Chairman and Chief Executive Officer

The positions of Chairman and Chief Executive Officer are held by Mr. Wu Min and Mr. Qiu Wei respectively. The Chairman provides leadership and is responsible for the effective functioning and leadership of the Board. The Chief Executive Officer focuses on the Company’s business development and daily management and operations generally. Their respective responsibilities are clearly defined and set out in writing.

Independent Non-executive Directors

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

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

Board Independence Evaluation

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

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

Pursuant to the Board Independence Evaluation Mechanism, the Board will conduct annual review on its independence. The Board Independence Evaluation Report will be presented to the Board which will collectively discuss the results and the action plan for improvement, if appropriate.

CORPORATE GOVERNANCE REPORT (CONTINUED)

During the Reporting Year, all Directors has completed the independence evaluation. The Board Independence Evaluation Report was presented to the Board and the evaluation results were satisfactory.

During the Reporting Year, the Board reviewed the implementation and effectiveness of the Board Independence Evaluation Mechanism and the results were satisfactory.

Appointment and Re-election of Directors

The procedures and process of appointment, re-election and removal of directors are laid down in the Company's Articles of Association. The Nomination Committee is responsible for reviewing the Board composition, developing and formulating the relevant procedures for nomination and appointment of Directors, monitoring the appointment and succession planning of Directors and assessing the independence of independent non-executive Directors.

Each of the executive Directors has entered into a service contract with the Company for an initial term of three years with effect from their respective date of appointment unless terminated by not less than two months' written notice served by either the executive Directors or the Company. Each of the non-executive Directors and independent non-executive Directors has signed an appointment letter with the Company for a term of three years with effect from their respective date of appointment unless terminated by not less than two months' written notice served by either the relevant non-executive Directors/independent non-executive Directors or the Company. The appointments are subject to the provisions of retirement and rotation of Directors under the Articles of Association.

In accordance with Article 84(1) and (2) of the Articles of Association, one-third of the Directors of the Company for the time being (or, if their number is not a multiple of three, the number nearest to but no less than one-third) shall retire from office at each annual general meeting provided that every Director shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he retires. The Directors to retire by rotation shall include any Director who wishes to retire and not to offer himself for re-election. Any further Directors so to retire shall be those subject to retirement by rotation who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected as Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot. Accordingly, Mr. Wu Min, Mr. Tse Yat Hong and Mr. Feng Ke being eligible, will offer themselves for re-election at the forthcoming annual general meeting.

None of Mr. Wu Min, Mr. Tse Yat Hong and Mr. Feng Ke has an unexpired service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than under normal statutory obligations.

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board should assume responsibility for leadership and control of the Company; and is collectively responsible for directing and supervising the Company's affairs.

The Board directly, and indirectly through its committees, leads and provides direction to management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place.

All Directors, including non-executive Directors and independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning.

The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations.

CORPORATE GOVERNANCE REPORT (CONTINUED)

All Directors have full and timely access to all the information of the Company as well as the services and advice from the joint company secretaries or company secretary of the Company and chief executive. The Directors may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses for discharging their duties to the Company.

The Directors shall disclose to the Company details of other offices held by them and the Board regularly reviews the contribution required from each director to perform his/her responsibilities to the Company.

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

Continuous Professional Development of Directors

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

Every newly appointed Director will receive formal and comprehensive induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills. Internally-facilitated briefings for Directors would be arranged and reading material on relevant topics would be provided to Directors where appropriate. All Directors are encouraged to attend relevant training courses at the Company's expenses.

The records of continuous professional development relating to director's duties and regulatory and business development that have been received by the Directors for the Reporting Year are summarized as follows:

Name of Directors	Type of Training ^{Note 4}
<i>Executive Directors</i>	
Wu Min	B
Qiu Wei	B
Zhang Changsong	B
Yao Wenjun	B
<i>Non-Executive Directors</i>	
Mao Zhuchun (Note 1)	B
Deng Linyan (Note 2)	B
Ling Xiaoming (Note 3)	B
<i>Independent Non-Executive Directors</i>	
Tse Yat Hong (Note 4)	A & B
Feng Ke	B
Liang Jianhong	B

Notes:

1. Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.
2. Ms. Deng Linyan was appointed as a non-executive Director of the Company and a member of the Nomination Committee with effect from 7 March 2025 and was appointed as a member of the Audit Committee with effect from 9 April 2026.
3. Mr. Ling Xiaoming resigned as a non-executive Director of the Company with effect from 7 March 2025.
4. Mr. Tse Yat Hong was appointed as a member of the Nomination Committee with effect from 7 March 2025 and the lead independent non-executive Director of the Company with effect from 28 May 2025.

5. Types of Training

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

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

BOARD COMMITTEES

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

Audit Committee

The terms of reference of the Audit Committee are of no less exacting terms than those set out in the CG Code. The main duties of the Audit Committee are to assist the Board in reviewing the financial information and reporting process, risk management and internal control systems, effectiveness of the internal audit function, scope of audit and appointment of external auditors, and arrangements to enable employees of the Company to raise concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

During the Reporting Year, the Audit Committee held 3 meetings for reviewing the annual results and report in respect of the year ended 31 December 2024 and the interim financial results and reports in respect of the period ended 30 June 2025 as well as the significant issues on the financial reporting, operational and compliance controls, the effectiveness of the risk management and internal control systems through obtaining confirmation of the same, which is set out in the paragraph headed "RISK MANAGEMENT AND INTERNAL CONTROLS" on pages 76 to 77 of this annual report, and internal audit function, appointment of external auditors and relevant scope of works and connected transactions arrangements for employees to raise concerns about possible improprieties.

The Audit Committee met the external auditors three times during the Reporting Year.

Currently, the Audit Committee consists of three members, namely, Mr. Tse Yat Hong (chairman) and Mr. Feng Ke, our independent non-executive Directors, and Ms. Deng Linyan, our non-executive Director.

Remuneration Committee

The terms of reference of the Remuneration Committee are of no less exacting terms than those set out in the CG Code. The primary functions of the Remuneration Committee include reviewing and making recommendations to the Board on the remuneration packages of individual Directors and senior management, the remuneration policy and structure for all Directors and senior management; and establishing transparent procedures for developing such remuneration policy and structure to ensure that no Director or any of his/her associates will participate in deciding his/her own remuneration.

CORPORATE GOVERNANCE REPORT (CONTINUED)

During the Reporting Year, the Remuneration Committee met once for reviewing and making recommendation to the Board on the remuneration policy and structure of the Company, assessing the performance of executive Directors and reviewing the remuneration packages of the Directors and other related matters.

Currently, the Remuneration Committee consists of three members, namely, Mr. Liang Jianhong (chairman) and Mr. Tse Yat Hong, our independent non-executive Directors, and Mr. Wu Min, our executive Director.

The Company's remuneration policy is to ensure that the remuneration offered to employees, including Directors and senior management, is based on skill, knowledge, responsibilities and involvement in the Company's affairs. The remuneration packages of Executive Directors are also determined with reference to salaries paid by comparable companies, their time commitment and responsibilities, the performance of the Company. The remuneration for the Executive Directors comprises basic salary, pensions and performance bonus. The remuneration policy for Independent Non-executive Directors is to ensure that Independent Non-executive Directors are adequately compensated for their efforts and time dedicated to the Company's affairs, including their participation in Board committees. The remuneration for the Independent Non-executive Directors mainly comprises Director's fee which is determined with reference to their duties and responsibilities by the Board. Non-executive Directors will not receive any emolument from the Company in their capacity as Directors. Individual Directors and senior management have not been involved in deciding their own remuneration.

Nomination Committee

The terms of reference of the Nomination Committee are of no less exacting terms than those set out in the CG Code. The principal duties of the Nomination Committee include reviewing the structure, size and composition of the Board, assisting in compiling the Board skills matrix, developing and formulating relevant procedures for the nomination and appointment of Directors, making recommendations to the Board on the appointment and succession planning of Directors, assessing the independence of independent non-executive Directors, and supporting the Company in conducting regular Board performance evaluation.

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

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

During the Reporting Year, the Nomination Committee met twice to review the structure, size and composition of the Board, to consider the qualifications of the retiring directors standing for re-election at the annual general meeting, the independence of the independent non-executive Directors and to consider and recommend to the Board on the appointment of Directors. The Nomination Committee considered an appropriate balance of diversity perspectives of the Board is maintained.

Currently, the Nomination Committee consists of five members, namely, Mr. Wu Min (chairman), our executive Director, Ms. Deng Linyan, our non-executive Director and Mr. Feng Ke, Mr. Liang Jianhong and Mr. Tse Yat Hong, our independent non-executive Directors.

Board Diversity Policy

The Company has adopted a Board Diversity Policy which sets out the approach to achieve diversity of the Board. The Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Pursuant to the Board Diversity Policy, the Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced diverse profile. In relation to reviewing and assessing the Board composition, the Nomination Committee is committed to diversity at all levels and will consider a number of aspects, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and regional and industry experience.

The Company aims to maintain an appropriate balance of diversity perspectives that are relevant to the Company's business growth and is also committed to ensuring that recruitment and selection practices at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered.

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.

At present, the Nomination Committee considered that the current composition of Board is sufficiently diverse and the Board has not set any measurable objectives.

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

Gender Diversity

The Company values gender diversity across all levels of the Group. The following table sets out the gender ratio in the workforce of the Group, including the Board and senior management as at 31 December 2025:

	Female	Male
Board	11.1% (1)	88.9% (8)
Senior Management	67% (2)	33% (1)
Other employees	45.32% (63)	54.68% (76)
Overall workforce	43.71% (66)	56.29% (85)

The Board is committed to improving greater gender diversity in the Board, senior management and other employees of the Group.

With the appointment of Ms. Deng Linyan as non-executive Director on 7 March 2025, the Board has achieved gender diversity and thus fulfils the requirement under Rule 13.92 of the Listing Rules.

Following the appointment of Ms. Deng Linyan, the Board had targeted to achieve and had achieved at least 11% of female Directors, 30% of female senior management and 40% of female employees of the Group and considers that the above current gender diversity is satisfactory.

The Company have strengthen its internal mechanism for cultivating and retaining female talents, formulated a dedicated leadership development programme, provided female employees with diversified career development support, and constructed an internal echelon of female talents in order to build a solid foundation for the long-term development of the Board. Meanwhile, the Company have built relationship and kept close contact with the outstanding women in the industry, and with a view that these women potentially may be appointed as Directors in the future.

Details on the gender ratio of the Group together with relevant data can be found in the Environmental, Social and Governance Report on pages 109 of this annual report.

CORPORATE GOVERNANCE REPORT (CONTINUED)

Director Nomination Policy

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

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

The nomination process set out in the Director Nomination Policy is as follows:

Appointment of New Director

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

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

Re-election of Director at General Meeting

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

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

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Director Nomination Policy sets out the factors for assessing the suitability and the potential contribution to the Board of a proposed candidate, including but not limited to the following:

- Character and integrity;
- Qualifications including professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy;
- Diversity in all aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service;
- Requirements of independent non-executive Directors on the Board and independence of the proposed independent non-executive Directors in accordance with the Listing Rules; and
- Commitment in respect of available time and relevant interest to discharge duties as a member of the Board and/or Board committee(s) of the Company.

During the Reporting Year, the Nomination Committee recommended to the Board the appointment of one new non-executive Director, Ms. Deng Linyan. The appointment was subject to a stringent nomination process in accordance with the Director Nomination Policy and the Board Diversity Policy, to ensure the Board possesses the necessary skills, experience and knowledge in alignment with the Company's strategy.

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

Corporate Governance Functions

The Board is responsible for performing the functions set out in the code provision A.2.1 of the CG Code.

During the Reporting Year, the Board had reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and Employee Written Guidelines, and the Company's compliance with the CG Code and disclosure in this corporate governance report.

ATTENDANCE RECORDS OF DIRECTORS AND COMMITTEE MEMBERS

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

During the Reporting Year, the Company held five Board meetings, three Audit Committee meetings, one Remuneration Committee meeting, two Nomination Committee meetings and one general meeting.

CORPORATE GOVERNANCE REPORT (CONTINUED)

The attendance record of each Director at the Board and Board committee meetings of the Company and general meeting of the Company held during the Reporting Year is set out in the table below:

Name of Director	Attendance/Number of Meetings				Annual General Meeting
	Board	Audit Committee	Remuneration Committee	Nomination Committee	
Wu Min	5/5		1/1	2/2	1/1
Qiu Wei	5/5				1/1
Zhang Changsong	5/5				1/1
Yao Wenjun	5/5				1/1
Mao Zhuchun (Note 1)	5/5	3/3			1/1
Ling Xiaoming (Note 2)	—/—				—/—
Deng Linyan (Note 3)	4/4			1/1	1/1
Tse Yat Hong (Note 4)	5/5	3/3	1/1	1/1	1/1
Feng Ke	3/5	2/3		1/2	0/1
Liang Jianhong	5/5		1/1	2/2	1/1

Notes:

1. Mr. Mao Zhuchun resigned as a non-executive Director of the Company and a member of the Audit Committee with effect from 9 April 2026.
2. Mr. Ling Xiaoming resigned as a non-executive Director of the Company with effect from 7 March 2025.
3. Ms. Deng Linyan was appointed as a non-executive Director of the Company and a member of the Nomination Committee with effect from 7 March 2025 and was appointed as a member of the Audit Committee with effect from 9 April 2026.
4. Mr. Tse Yat Hong was appointed as a member of the Nomination Committee with effect from 7 March 2025 and the lead independent non-executive Director of the Company with effect from 28 May 2025.

Apart from regular Board meetings, the Chairman also held one meeting with independent non-executive Directors without the presence of other Directors during the Reporting Year.

The independent non-executive Directors and non-executive Directors have attended annual general meeting of the Company to gain and develop a balanced understanding of the views of the Shareholders.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness. The Company has established relatively sound risk management system and internal control, feedback system, and has set up the Risk Management Department and the Internal Audit Department. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. The management assesses the effectiveness of the risk management and internal control system annually and reports to the Audit Committee and the Board on any deficiency of internal control identified and propose solutions.

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

CORPORATE GOVERNANCE REPORT (CONTINUED)

The Company's risk management and internal control systems have been developed with the following aim, features and processes. The aim of the Company is to establish a comprehensive risk management system covering all employees, products and operational processes. The Risk Management Department and the Internal Audit Department of the Company carry out regular and several ad-hoc audit and supervision on all businesses of the Company every year by analyzing, measuring, evaluating and managing one or more risks of the businesses. The Company publishes risk management report and internal control report on an annual basis, reviewing and evaluating the major risk types faced by the Company during the year and the operation of the risk management system, as well as revising the risk management guidelines and internal control guidelines for the coming year, to ensure balancing between the Company's earnings and risks.

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

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

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

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

Details of the Company's risk management and internal control as at 31 December 2025 are set out in the section headed "Risk Management and Internal Control Report" on pages 82 to 95 of this annual report.

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended 31 December 2025 with the support of the accounting and finance team.

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

The statement of the independent auditors of the Company about their reporting responsibilities on the financial statements is set out in the Independent Auditors' Report on pages 115 to 121.

CORPORATE GOVERNANCE REPORT (CONTINUED)

AUDITORS' REMUNERATION

The remuneration paid to the Company's external auditors of the Company in respect of audit services for the Reporting Year amounted to RMB1,814 thousand. No non-audit services has been provided by the Company's external auditors to the Company.

COMPANY SECRETARY

Mr. Chai Kun is the sole company secretary of the Company.

For the year ended 31 December 2025, Mr. Chai Kun has undertaken not less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules.

SHAREHOLDERS' RIGHTS

To safeguard Shareholders' interests and rights, a separate resolution is proposed for each substantially separate issue at general meetings, including the election of individual Director. Pursuant to the Listing Rules, all resolutions put forward at general meetings will be voted on by poll except where the chairman, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

Convening an Extraordinary General Meeting by Shareholders

Pursuant to Article 58 of the Articles of Association, an extraordinary general meeting may be convened by the Board upon requisition of one or more Shareholders holding not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of the deposit of the requisition, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, while all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

The requisitionist(s) must state the objects clearly in the requisition, sign the requisition and deposit the same to the Board or the joint company secretaries or the primary contact person of the Company.

Putting Forward Proposals at General Meetings

Shareholders who wish to put forward proposal at general meetings may deposit a requisition for convening an extraordinary general meeting following the procedures set out above.

Putting Forward Enquiries to the Board

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

Contact Details

Shareholders may send their requisitions, proposed resolutions for the general meeting or enquiries to the Board as mentioned above to the primary contact person of the Company as set out below:

Name: Wu Min (吳敏)

Address: 9th Floor, Building A, No. 288 Yingchun Road, Wuzhong District, Suzhou, Jiangsu Province, PRC

Fax: 86-512-65131585

Email: cnhuirong@wuzhong.com

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

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

The Company considers that effective communication with Shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with shareholders and in particular, through annual general meetings and other general meetings. The chairman of the Board as well as chairman of Audit Committee, Remuneration Committee and Nomination Committee or, in their absence, other members of the respective committees will make themselves available at the annual general meetings to meet Shareholders and answer their enquiries.

During the Reporting Year, the Company has not made any changes to its Articles of Association. The latest version of the Memorandum of Association and Articles of Association are also available on the Company's website and the Stock Exchange's website.

To promote effective communication, the Company maintains a website at <http://www.cnhuirong.com>, where information and updates on the Company's business developments and operations, financial information, corporate governance practices and other information are available for public access.

Shareholders' Communication Policy

The Company has in place a Shareholders' Communication Policy. The policy aims at promoting effective communication with Shareholders and other stakeholders, encouraging Shareholders to engage actively with the Company and enabling Shareholders to exercise their rights as Shareholders effectively. During the Reporting Year, the Board reviewed the implementation and effectiveness of the Shareholders' Communication Policy on the regular Board meeting and considers that the results were satisfactory.

CORPORATE GOVERNANCE REPORT (CONTINUED)

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

(a) **Corporate Communication**

“Corporate Communication” as defined under the Listing Rules refers to any document issued or to be issued by the Company for the information or action of holders of any of its securities, including but not limited to the following documents of the Company: (a) the Directors’ report, annual accounts together with a copy of the auditor’s report and, where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form. Actionable Corporate Communications refers to any Corporate Communications that seeks instructions from the Shareholders on how they wish to exercise their rights or make an election as the Shareholder of the Company. The Corporate Communication of the Company will be published on the Stock Exchange’s website (www.hkexnews.hk) in a timely manner as required by the Listing Rules. Pursuant to the amended Rule 2.07A of the Listing Rules effective from 31 December 2023 and Articles of Association, the Company will disseminate future Corporate Communications to the Shareholders electronically and only send Corporate Communications in printed form to the Shareholders upon his/her request. Details of the arrangements (i) for dissemination of Corporate Communications; and (ii) for requesting printed copies of Actionable Corporate Communications and Corporate Communications are published under the Corporate Governance section of the Investor Relations webpage on the Company’s website (www.cnhuirong.com).

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

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

(c) **Corporate Website**

Any information or documents of the Company posted on the Stock Exchange’s website will also be published on the Company’s website (<http://www.cnhuirong.com>). Other corporate information about the Company’s business developments, goals and strategies and corporate governance will also be available on the Company’s website.

(d) **Shareholders’ Meetings**

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

(e) **Shareholders’ Enquiries**

Enquiries about Shareholdings

Shareholders should direct their enquiries about their shareholdings to the Company’s Hong Kong branch share registrar, Tricor Investor Services Limited, at 17th Floor, Far East Finance Centre, 16 Harcourt Road, Hong Kong.

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

The Company will not normally deal with verbal or anonymous enquiries. Shareholders may send any enquiries to Board by email: cnhuirong@wuzhong.com or by post to 9th Floor, Building A, No. 288 Yingchun Road, Wuzhong District, Suzhou, Jiangsu Province, PRC.

(f) **Other Investor Relations Communication Platforms**

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

Dividend Policy

The Company has adopted a Dividend Policy on payment of dividends that has become effective from 1 January 2019. In recommending or declaring dividends, the Company shall maintain adequate cash reserves for meeting its working capital requirements and future growth as well as its shareholder value. The Company do not have any pre-determined dividend payout ratio.

The Board has the discretion to declare and distribute dividends to the shareholders of the Company, subject to the Memorandum of Association and Articles of Association and all applicable laws and regulations and the factors set out below. The Board shall also take into account the following factors of the Group when considering the declaration and payment of dividends, including financial results, cash flow situation, business conditions and strategies, future operations and earnings, capital requirements and expenditure plans, interests of shareholders, any restrictions on payment of dividends and any other factors that the Board may consider relevant.

Depending on the financial conditions of the Company and the Group and the conditions and factors as set out above, dividends may be proposed and/or declared by the Board for a financial year or period as interim dividend, final dividend, special dividend and any distribution of net profits that the Board may deem appropriate. Any final dividend for a financial year will be subject to shareholders' approval. The Company may declare and pay dividends by way of cash or scrip or by other means that the Board considers appropriate. Any dividend unclaimed shall be forfeited and shall revert to the Company in accordance with the Memorandum of Association and Articles of Association.

The Board will review the Dividend Policy as appropriate from time to time.



RISK MANAGEMENT AND INTERNAL CONTROL REPORT

China Huirong Financial Holdings Limited (the “Company”) has positioned itself as a financial service provider which offers diversified products to SMEs and individuals. By insisting on the dual strategy of “inclusive finance and ecology finance”, we strive to become a comprehensive financial service group integrating pawnshop, micro-finance, commercial factoring, art investment, turnover loan fund, equity investment, special asset investment, etc.

All business in the Company involves one or more risks in analysis, measurement, evaluation, commitment and management to a certain extent. The major risk types confronted by the Company are credit risk, liquidity and financing risk, market risk and operational risk. The Company has established relatively sound risk management system and internal control, feedback system, and will make adjustments according to the economic environment and industry development, to ensure that it will achieve reasonable income while maintaining the risks within control.

1. RISK MANAGEMENT

The Company publishes risk management report on an annual basis, reviewing and evaluating the major risk types faced by the Company during the year and the operation of the risk management system, as well as revising the risk management guidelines for the coming year, to ensure balancing between the Company’s earnings and risks.

Risks	Sources	Control and management risks
1.1 Credit risk Financial loss risk arises when customers and counterparties default on contractual obligations.	Credit risk is mainly attributable to direct loans.	Potential amount of the loss will be measured when customers and counterparties default on payment. The loss will be capped and monitored and subject to approval from persons designated in the organizational framework. When customers and counterparties default on their contractual obligations, potential risks and losses suffered from by the Company will be no more than the caps. Risk management will be implemented by the risk management personnel in compliance with a consistent and sound risk control framework with policies, principles and guidelines specified clearly.
1.2 Liquidity risk and financing risk Such risk will occur when the Company is unable to perform its obligations when due as a result of inadequate financial resource or performance of such obligations requires additional cost.	Liquidity risk arises from the time mismatch of cash flow. Financing risk occurs when liquidity could not be obtained with expected terms when necessary to fund the illiquid assets.	It will be measured with internal measurement standards including the stressed operating cash flow forecast, coverage ratio and the loan to core capital ratio and will be monitored by the audit committee of the Company in accordance with the liquidity and financing risk management framework in place.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Risks	Sources	Control and management risks
<p>1.3 Market risk</p> <p>The risk arises from the change in market conditions such as exchange rates, credit spreads and share prices which may result in a decrease in the Company's income or the value of its investment portfolios.</p>	<p>Market risk is mainly attributable to deposits held by the Company in foreign currencies, assets and liabilities of the Company's lending services business as well as held-for-trading financial investments.</p>	<p>The risk will be measured based on its estimated loss and applied to estimate the potential loss of the risk exposure generated by the change of market interest rates and prices during a designated period in a specific credibility. Then it will be subject to stress test to assess its potential impact on the value of portfolios if something extreme but possible happens. Various monitoring measures are taken including the sensitivity of net interest income and the Company will manage such risk with approved risk limits.</p>
<p>1.4 Operational risk</p> <p>Such risk occurs when losses are incurred as a result of insufficient and ineffective internal procedures, human resources and systems or external events.</p>	<p>Operational risk is generated during daily operations or from external events and is relevant to all aspects of the Company's business.</p>	<p>Condition analysis procedures and risk and control assessment procedures will be applied to evaluate the risk level and effectiveness of the controlling. The risk will be monitored with key indicators and other internal control activities. Management of the risk will be mainly conducted by business and department managers who identify, assess, monitor and manage such risk as well as evaluating the effectiveness of the operational risk management framework in effect. The risk and audit department is responsible for such framework and the supervision of the operational risk management conducted in such business and departments.</p>

The Company has established risk management policy procedures to identify risks covering all employees, products and operational processes, analyze the sources and influence of the risks, define the scope of risks, determine appropriate risk limits, clarify responsibilities and reporting processes and monitor and control all kinds of risks with its reliable and timely information management system. The risk management frameworks/policies, statement of risk exposure level and major limits of risk control are subject to approval from the Board and will be monitored and reviewed by the Directors regularly. The Company has set up efficient risk management frameworks and accountability mechanism and arranged for appropriate supervision and control on risks of all types and in every level across the Company, with an aim to ensure the effectiveness of its risk management.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

The Board will assume ultimate responsibility for the statement of risk exposure level and the effectiveness of risk management of the Company. The audit committee is responsible for reviewing the statement of risk exposure level and consistency of the mid-to-long-term strategies and advises and reports to the Board with respect to the risk management, internal control and high level risk related matter.

The Audit Committee is in charge of constantly monitoring, assessing and managing the risk environment and the effectiveness of risk management policies. The director of risk control will report to the Board on the actual risk exposure of the Company regularly as well as relevant deviations and management improvements required to be made.

1.1 Credit Risk

Credit risk refers to financial loss risk arising from customers' or counterparties' default on their contractual obligations. Credit risk is mainly attributable to direct loans. The Company has specified standards, policies and procedures to control and monitor credit risks in all relevant business.

Designated functions shall be reported to the director of risk control and credit risk is under centralized management with the following work conducted:

- Establish approval procedures, monitoring procedures after granting loans and policies of collection and for large loans;
- Publish guidelines for loans granted to specific markets, industries and products as well as acceptable facilities, mitigation risk and evaluation parameters for specific collaterals;
- Set up limits to monitor credit risks of industries, counterparties and loan portfolio types, etc.;
- Maintain and develop credit risk/credit rating systems to categorise risks for management purposes;
- Inform senior management and all committees of credit information of the Company;
- Actively manage and develop the credit system; and
- Advise the business departments on relevant loans and provide them with guidelines in this regard.

Concentration of Credit Risk

In terms of the Company's customers, they are mostly small, medium and micro enterprises, business owners or individuals with less diversified business models and weak capability for business transformation, and they tend to struggle hardly in economic downturns as they are at the grass-root level of the industry chain. However, as we have paid more attention to the form of security and diversification of credit assets, the increase in the non-performing credit assets of the Company was effectively controlled.

Counterparties of the Company are mainly located in Suzhou where the economy is well developed, indicating high regional concentration and that it will be influenced by regional economy more easily. For the financial year ended 31 December 2025, our business has covered Suzhou, Qingdao, Nanjing, Chengdu, Wuhan, Hefei, Changsha, Nanchang, Fuzhou and Hong Kong. With development of the new business, risk concentration will be reduced gradually.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Management and Collection of Impaired Loans

The Company will continuously analyse and monitor its loans from different aspects. It pays much attention to doubtful loans and makes provisions for the impaired loans in a timely and consistent manner according to designated guidelines. It will also form a loan collection team to render comprehensive support to the customer, with an aim to maximize the recoverability of the doubtful debts. The management will review loan portfolios in detail on a regular basis, compare the performance and overdue statistics of the portfolios with past trends and assess the recent economic environment to identify if there is any impaired loan requiring appropriate provisions.

Credit Risk Management

The money lending business of the Group mainly includes four business units, namely (i) pawnshop business, micro-finance business and overseas finance business; (ii) turnover loan funds business; (iii) commercial factoring business; and (iv) financial leasing business.

For each of the Group's money lending business units, the Group has formulated clear guidelines, policies and measures for the entire loan process, from assessment of credit risks and granting of loans, to post-lending monitoring and risk management, details of which are set out below. Different functions, such as credit risk assessment, lending procedures and approval of new loan applications are clearly delineated and segregated.

(i) Pawnshop business, micro-finance business and overseas finance business

Below is a summary of the product types available under each category of this business unit:

- **Pawnshop business:** mainly comprises the provision of real estate backed loans, personal property backed loans and unsecured loans. The unsecured loans in this category mainly comprises of equity interest backed loans (including listed shares backed loans and other equity interest backed loans).
- **Micro-finance business:** mainly comprises the provision of real estate backed loans and unsecured loans. The unsecured loans in this category mainly comprises guaranteed loans and credit loans.
- **Overseas finance business:** comprises of the provision of unsecured loans, which are mainly guaranteed loans.

The product types in this business unit can broadly be categorised into secured loans and unsecured loans.

(a) Secured loans

Pre-loan assessment

Due diligence

The business departments will obtain and review the identity card or the business licence, the customer's credit report issued by the People's Bank of China, the anti-fraud assessment report issued by third-party assessment agency and other documents to verify customer's identity and financial status.

Where fixed assets collaterals are involved, to mitigate operational risks, the business departments will obtain and review the collateral assessment report, title documents and relevant contracts and conduct site visits to check the existence and value of collaterals and any charges or mortgages against collaterals.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Credit assessment

A comprehensive pre-loan investigation report on the customer will be prepared by the business department for review by the risk control department.

Secured loans are granted by taking into account the collateral to be provided, the customer's cash flows and solvency position. Credit risks of customers are comprehensively assessed based on multiple factors, such as value of the collateral given, the customer's credit record, the customer's solvency and an analysis on the customer's industry and prospect. Collateral assessment value is based on any appraised value issued by appraisal institutions, and the ability to realise the value of the asset, taking into account the nature, location, age and size (in case of a property) of the asset.

Renewal of loans

Each loan renewal will be considered as a new loan to be granted and assessed under the same set of procedures adopted for new loan applications. The Group will also consider whether the interest and principal payments of the previous loan(s) has/have been paid on schedule, and whether the appraised value of the collateral is still acceptable to the Group for the loan renewal.

Loan grant

Loan execution

The Group sets a maximum loan amount and maximum interest rate for each loan. The risk control department can flexibly adjust loan terms such as interest rates and loan amount based on credit assessment results.

Loan approval

The Group sets clear levels of approval for loans with different amounts, with designated authorised persons for each approval limit. The authorised persons include the risk control department, the Chief Risk Officer (if applicable) and the credit approval committee (if applicable).

Fund release

The Group will only release funds after ensuring the completion of a series of tasks such as loan approval, contract signing, and registration of collateral rights.

Post-loan monitoring

The Group implements post-lending monitoring and management procedures to carry out ongoing monitoring and management of credit risks and the entire lending process, carrying out quarterly post-lending inspections and reviews and also specialized inspections when required from time to time during the loan period.

Periodic credit risk assessment on the customer will be conducted based on various other factors, including credit record, source of repayments (including a review conducted on a corporate customer's (or its controlling entity's) revenue, assets and liabilities, and the available assets of an individual customer), anti-fraud inquiries and marital status of the customer.

Loan recovery

The repayment of the principal and interest by the mortgagor (borrower) is continuously monitored. If the repayment of the principal and interest of a loan is overdue or if there is a major event affecting the collateral which is brought to the attention of the Group, the Group will enforce its rights as creditor through legal proceedings if necessary.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Documentation

The Group applies a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified.

(b) Unsecured loans

Unsecured loans mainly involve equity interest backed loans (including listed shares backed loans and other equity interest backed loans), guaranteed loans and credit loans.

Pre-loan assessment

Due diligence

The business departments will obtain and review the identity card or the business licence, the customer's credit report issued by the People's Bank of China, the anti-fraud assessment report issued by third-party assessment agency, the financial statements and tax statements of corporate clients (if applicable) and other documents to verify the following information:

- the basic information of the customer;
- the key financial information of the corporate customer and its operational data, including:
 - analysis on medium and long-term solvency, such as gearing ratio, current ratio and cash ratio;
 - analysis on corporate profitability, such as operating profit margin and net profit ratio;
 - non-financial indicators, such as electricity consumption, water consumption and salary payment; and
- the information of the guarantor (if any), including the guarantor's assets and ability to provide such guarantee and factors analogous to an examination of the financial information of the borrower customer.

For equity interest backed loans, the Group will conduct an internal review of the results and value of the equity interests. The Group will also obtain and review the equity interest registration certificate issued by the relevant department to verify the validity of the equity interest.

Credit assessment

A comprehensive pre-loan investigation report on the customer will be prepared by the business department for review by the risk control department.

Unsecured loans are granted by taking into account the customer's cash flows and solvency position. Credit risks of customers are assessed and monitored in the same manner as secured loans.

Renewal of loans

Each loan renewal will be considered as a new loan to be granted and assessed under the same set of procedures adopted for new loan applications. The Group will also consider whether the interest and principal payments of the previous loan(s) has/have been paid on schedule, and whether the customer's financial condition is still acceptable to the Group for the loan renewal.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Loan grant

Loan execution

The Group sets a maximum loan amount and maximum interest rate for each loan. The risk control department can flexibly adjust loan terms such as interest rates and loan amount based on credit assessment results.

Loan approval

Unsecured loans should be approved sequentially by the risk control department, the Chief Risk Officer and the credit approval committee.

Fund release

The Group will only release funds after ensuring the completion of a series of tasks such as loan approval, contract signing, loan guarantee, and registration of equity interest rights (if applicable).

Post-loan monitoring

The Group implements post-lending monitoring and management procedures to carry out ongoing monitoring and management of credit risks and the entire lending process, carrying out quarterly post-lending inspections and reviews and also specialized inspections when required from time to time during the loan period.

Periodic review is conducted on the repayments status and the financial status of the customer and guarantor.

Loan recovery

In the case of an overdue repayment of principal or interest of an unsecured loan or if there occurs a major event involving the guarantor of an unsecured loan, upon identification of the reasons of the specific customer's or the guarantor's inability to repay, the Group will formulate a customer-specific response plan based on the customer's operating conditions, sources of funds for repayment and repayment willingness. The Group will also negotiate with such customer to increase its guaranteed amount or determine a repayment plan, and implement recovery measures through legal proceedings if necessary.

Documentation

The Group applies a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified.

(ii) Turnover loan funds business

In the PRC, SME borrowers who received loans from banks have to repay the loan amount in full upon expiry and re-apply for a new loan, thereby creating a strong demand for services provided by bridging loan providers that will lead to timely approval of the new loan by banks to the SMEs and also flexible repayment terms. The Group provides short-term loan funds to SMEs for them to repay the expiring loans and after the SMEs have drawn down the new loans from the cooperation banks, the SMEs will repay the short-term loan funds (together with interest accrued thereon) to the Group, so as to alleviate the SMEs' capital turnover pressure caused by the "payment first and loan later" ("先還後貸") notion prevalent in the process of grant of loans in the PRC.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

The Group mainly relies on Huifang Rongtong as the legal entity to carry out its business in turnover loan fund, which is a turnover loan funds business (轉貸基金) approved, guided and supervised by the Suzhou Wuzhong People's Government. It cooperates with banks that have branches in Wuzhong District of Suzhou and provides short-term loan funds to SMEs that (i) meet bank credit requirements, given their track record of repayment and credit risks have already been assessed by the banks previously; and (ii) experience difficulties in repaying their previous loan amount in full for its renewal. The process of this business will normally be kick-started by the SMEs (some of them are referred by cooperation banks of the Group) by first applying to the Group for turnover loan funds, after which, the Group will conduct due diligence on the SMEs, and will provide funds to them according to the conditions and amount of loans confirmed by the cooperation banks to the Group.

Funds are advanced/granted to SMEs in the turnover loan funds business. The source of the funds of the Group mainly comes from the paid-up registered capital in the amount of RMB55 million of Huifang Rongtong and interest income generated from this business. After the Group enters into loan agreements with the SMEs, the Group will remit the funds to the turnover repayment account of the SMEs that meets the bank's management requirements. Upon the previous loans with the cooperation bank being settled, the cooperation bank lends new loan to the SMEs, and transfers the amount of the turnover loan funds advanced/granted by the Group (together with interest accrued thereon) to a turnover loan special account or a designated entrusted account of the Group that meets the bank's management requirements, which will be regarded as a repayment of the turnover loan funds by the SMEs to the Group.

Pre-loan assessment

Due diligence

The business departments will obtain and review the basic information of the SMEs, such as the business licence, financial statements etc. to verify customer's identity and financial status. Meanwhile, the business departments will obtain feedback of the application forms and business contact sheets from banks before the granting of loans.

Credit assessment

A comprehensive pre-loan investigation report on the customer will be prepared by the business department for review by the risk control department.

Turnover loan funds are granted by taking into account the company's credit status, enterprise operation, financial conditions and bank credit conditions. In order to qualify for grant of a loan under this business unit, the SME must go through the credit review process and satisfy the borrower qualifications of the lending bank, which involves assessment of credit, financial resources and operational data etc.

The credit risks borne by the Group in this business include the risks of (i) the changes in loan renewal conditions of the banks; (ii) the SMEs not meeting the conditions for loan renewal; (iii) the SMEs changing the use of loan funds for other purposes instead of repayment of the current loan; and (iv) overdue repayment of funds by the SMEs to the Group.

Renewal of loans

Under normal circumstances, the Group does not renew loans.

Loan grant

Loan execution

The Group sets a maximum loan amount and maximum interest rate for each loan. The risk control department can flexibly adjust loan terms such as interest rates and loan amount based on credit assessment results.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

Loan approval

The Group sets clear levels of approval for loans with different amounts, with designated authorised persons for each approval limit. The authorised persons include the risk control department and the Chief Risk Officer (if applicable).

Fund release

Once the SME has passed the credit review assessment, a contract will be issued by the Company in accordance with the internal administrative measures governing turnover loan funds.

Post-loan monitoring

The Group implements a comprehensive process of tracking and supervision of turnover loan funds, which establishes an early warning mechanism for SMEs' corporate risks and change of circumstances that exposes the Group to further credit risks. The Group performs tracking and supervision in the following six stages of a turnover loan funds cycle: (i) contract signing; (ii) pre-loan implementation; (iii) fund transfer; (iv) loan disbursement; (v) fund return; and (vi) archives. The turnover loan funds business unit is responsible for maintaining close communication and contact with customers, closely monitoring the customer's business performance and providing feedback to the risk control department accordingly. The risk control department of the Group will monitor and flag unusual circumstances, such as customers having yet to repay turnover loan funds over a long period of time, and give timely warnings to the relevant personnel of the Group to closely monitor credit risks arising from such events.

Loan recovery

Repayments by SMEs are closely monitored. For customers with overdue repayments or adverse changes, upon identification of the reasons for the overdue repayments by the specific customer, the Group will formulate a customer-specific response plan based on the customer's operating conditions, sources of funds for repayment and repayment willingness. The Group will also negotiate with such customer to increase its effective asset guarantees or determine a repayment plan, and implement recovery measures through legal proceedings if necessary.

Documentation

The Group applies a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified.

- (iii) Commercial factoring business

Pre-loan assessment

Due diligence

The business departments will collect information and documents in relation to the payment and the ledger management of account receivables, verify the account receivables and confirm the results of account receivables registration. The business departments will also obtain and review the business licence, corporate credit report, financial statements, tax statements and other documents, and conduct site visits to verify customer's identity and financial status.

Credit assessment

In terms of the criteria and credit risk assessments for both the customer and the relevant debtor, the Group first divides customers and debtors into (i) manufacturing (or service-oriented) enterprises; and (ii) engineering project-oriented enterprises, and evaluates customers and debtors based on two different sets of criteria set for (i) and (ii) on year of establishment, credit records, social reputation, product quality and market conditions.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

In terms of the risk assessment of account receivables, the Group focuses on the assessment of past payment status of the debtor, account receivables quality, account receivables period, payment responsibilities, contractually agreed prices and assignment restrictions.

Renewal of loans

Each loan renewal will be considered as a new loan to be granted and assessed under the same set of procedures adopted for new loan applications. The Group will also consider whether the interest and principal payments of the previous loan(s) has/have been paid on schedule, and whether the customer's financial condition is still acceptable to the Group for the loan renewal.

Loan grant

Loan execution

The loan terms such as interest rates and loan amount should be determined by the credit approval committee based on credit assessment results.

Loan approval

The commercial factoring business should be approved by the credit approval committee.

Fund release

The Group will only release funds after ensuring the completion of a series of tasks such as loan approval, contract signing and registration of account receivables rights.

Post-loan monitoring

The Group has designated personnel to perform review procedures on factoring and registrations of the assignment of account receivables. The Group will collect customers' financial reports on a monthly or quarterly basis to objectively review their balance sheets, operating revenue, and profitability. The Group will also closely monitor customers' business operations or any changes, financial conditions, and solvency through on-site investigations and due diligence. Credit history of the customer with the Group and other financial institutions will also be monitored.

Loan recovery

The authenticity and legality of the transfer of account receivables and the recoverability of the account receivables will be assessed. In addition, the Group closely monitors and keeps track of any disputes between the customer and the debtor regarding the account receivables or deterioration of financial position of the debtor, and will take timely measures to counter such risks, such as ceasing to provide further factoring services to the customer, recovery of the amounts due from the customer.

If upon expiry of the financing, the customer fails to redeem the account receivables or if the debtor fails to repay the account receivables, various collection measures will be taken immediately, including registration of an extension of the account receivables, obtaining control over the account receivables and enforcing the Group's claims through legal means.

Documentation

The Group applies a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified.

(iv) Financial leasing business

Pre-loan assessment

Due diligence

The business departments will also obtain and review the business licence, corporate credit report, financial statements, tax statements and other documents, and conduct site visits to verify customer's identity and financial status.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

For avoidance of operational risks, the document review process also entails verification of the identity of the customer. For example, the Group will obtain and review the business licence to verify the customer's identity and require all documents to be signed by the customer as lessee.

Credit assessment

Financial leasing is granted by taking into account customer's industry and reputation, customer's cash flows, solvency position and liquidity of leased assets. Credit risks of customers are comprehensively assessed based on multiple factors, such as the customer's credit record, the customer's solvency, the analysis on the customer's industry and prospect, value and liquidity of the lease assets.

Renewal of loans

Each loan renewal will be considered as a new loan to be granted and assessed under the same set of procedures adopted for new loan applications. The Group will also consider whether the interest and principal payments of the previous loan(s) has/have been paid on schedule, and whether the customer's financial condition is still acceptable to the Group for the loan renewal.

Loan grant

Loan execution

The Group usually enters into financial leasing agreements with the customers which sets out major terms such as the leased asset concerned, purchase price of the leased asset, term of the lease, the payment schedule of the lease payments, security deposit (if any), management fee (if any), transfer of title clause and insurance for the leased asset. The loan terms should be determined by the credit approval committee based on credit assessment results.

Depending on the credit status of the customer, the Group may require lessees and third parties to provide additional collaterals or guarantees so that the Group will have better protection against credit risk. These additional collaterals or guarantees include (i) joint and several guarantees from the lessee's legal representative, major equity interest holders or their family members (if any); and (ii) pledge of real property or vehicles owned by the lessees.

Loan approval

The financial leasing business should be approved by the credit approval committee.

Fund release

The Group will only release funds after ensuring the completion of a series of tasks such as loan approval, contract signing and implementation of guarantee measures.

Post-loan monitoring

Financial reports of the customer will be collected on a monthly or quarterly basis to conduct periodic review on business status, solvency position, credit status, and changes in debt situation of the lessee. Each review forms related written reports such as post lease inspection logs or reports.

Loan recovery

If the lessee fails to pay any installment of rent, or fails to perform any of its obligations under the finance leasing agreement, the Group shall have the right to demand prompt payment in full or part of the lease receivables, or immediately and unilaterally dispose of such leased assets.

Documentation

The Group applies a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

1.2 Liquidity and Financing Risk

Under policies and regulations, the Company's funds are mainly from its proprietary capital, shareholder loans and bank borrowings. According to the liquidity information of the Company in the year end, the Company is fully capable of repaying all bank borrowings and Suzhou Qian Dai borrowings.

Assets in the Company bearing no interest are mainly bad credit assets to be disposed of and will not have adverse effects on the liquidity. They will be realized gradually upon conclusion of litigations and completion of the asset disposal and will contribute to our business growth.

1.3 Market Risk

The Company regards market risk as one of the major risk it confronted.

As for the market interest rate, effective interest rate is reduced due to interest rate cut and larger money supply in the society, directly bringing down the interest rate of the Company in granting loans, which in turn has an impact on its performance. Although effective interest rate is reduced, the private sector lacks investment willingness due to its pessimistic forecast of the future and its investment growth decreases year by year, which indirectly undermines the profit attributable to loans granted to prime customers by the Company.

Since 2016, the Company has been working actively on improving its current situation, especially by actively developing ultra-short term loan business for enterprises and personal loan business, so as to minimize the impact brought by market risks. The ultra-short term loan business is designed as a channel for capital operation between banks and companies and is expected to generate considerable income free from market risks by closely communicating with banks and companies and making it convenient for companies to obtain loans and raise funds. The personal loan business, which mainly refers to real estate backed loans. Although the trading volume of the current real estate market has declined, the Company controls the ratio between the loan amount and the collateral value, and the risk is basically controllable.

1.4 Operational Risk

The Company has marketing department, risk management department and audit department, which are clearly separate and independent from each other without any hierarchical relationship.

The marketing department is responsible for the collection of customers' information and preparation of project reports. The risk management department reviews such project reports, issues risk opinion and formulates conditions precedent for granting loans, and reviews whether the customer fulfills such conditions precedent. The audit committee will review and audit the whole workflow.

The Company has operational departments independent of each other and its workflow has been practiced for years, which eliminates the risk arising from operation errors of its internal staff and failure of systems.

Operation of the Company's products is generally standardized, and customer identification process and conditions for granting loans are well established and updated constantly in pace with environmental changes. The Company's risk management personnel are professionals with extensive risk management experience and can assess the customers' risks properly and make accurate judgments on whether conditions for granting loans are fulfilled. Employees of the Company's audit department are specialists with profound financing, financial and auditing experience and can evaluate and cope with the external risks identified in the whole workflow.

The Company has maintained a sound operational system to effectively deal with the external operational risks.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

2. INTERNAL CONTROL AND AUDIT

The Company has set up audit department which is in charge of the development, operation and audit of its internal control system and reports to the Board and the audit committee.

From a macro perspective, the audit department makes judgments on the market and environment, conducts audit with respect to the nature and level of the risks set by the Company in achieving its strategic goals and issues independent opinion to and advise the audit committee and the Board.

The audit department will carry out regular and several ad-hoc audit and supervision on the risk management system and internal control system of the Company every year, and will inform the management and the Board of the operational status of such systems timely. During the Reporting Year, the audit department has reviewed the risk management and internal systems.

The audit department is responsible for the operation of the internal control system and will monitor and review the business process during or after the course of such business. It can get access to the documents of the business at any time to review whether the process is conducted in compliance with requirements and has the right to enquire all participants involved in such business, to prepare for an independent audit report. If any problem is identified in the business process by the audit department, such process must be suspended and individuals who misconduct will be held accountable.

Disclosure of inside information of the Company is subject to management of the Board office and lawyers. The inside information will be identified by the Board office and confirmed by lawyers, who will then make a draft announcement thereon and the disclosure of which will be approved by the Board. The audit committee will also monitor the disclosure of such inside information and will conduct independent audit and advise on mandatory disclosure and voluntary disclosure. Inside information must be kept strictly confidential until an announcement is published in accordance with the requirements of the Listing Rules.

In addition to the measures as disclosed above in this report, the Group has adopted the following key internal control measures with the aim to establish a comprehensive risk management system covering all employees, products and operational processes:

- segregation of credit assessment and loan disbursement process and establishment of a multi-tiered loan approval policy with a clear delineation of the responsibilities of different positions in the whole business process, which promotes employees' integrity and accountability across front, middle and back offices;
- promulgation of working rules of the credit approval committee, policies for product outline and product management policies which governs the loan approval process, such policies include, for instance, setting a maximum limit for each loan transaction;
- implementation of post-lending monitoring and management procedures to carry out ongoing monitoring and management of credit risks and the entire lending process, carrying out quarterly post-lending inspections and reviews and also specialized inspections when required from time to time during the loan period;
- establishment of a comprehensive management system with an early warning system to store all business information and documents relating to the loan transaction to ensure that every transaction is recorded in an accurate and timely manner and any defaulted loans are identified; and
- promulgation of management policies for defaulted liabilities and bad debts identification and write-offs such that write-offs can only be processed after the relevant liabilities have been identified as bad debts and compliant with write-offs management policy.

RISK MANAGEMENT AND INTERNAL CONTROL REPORT (CONTINUED)

The management is required to assess the effectiveness of the risk management and internal control system annually and shall immediately report to the audit committee and the board on any deficiency of internal control identified and propose solutions.

For the financial year ended 31 December 2025, the Board considered that its risk management and internal control system was effective and adequate.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The Group is pleased to present the Environmental, Social and Governance Report for year ended 31 December 2025 (the “ESG Report”) to provide an overview of the Group’s management of significant issues affecting the operation, including environmental, social and governance (“ESG”) matters.

The Group puts the sustainable development of its business as the top priority of its long-term development goals, and incorporate climate-related issues and ESG elements into its long-term business strategic planning. As the most important leading role of the Group, the Board has the sole responsibility to oversee, manage and monitor the Group’s environmental, social and governance issues and progress directly.

The Group has set short-term and long-term sustainable development vision and goals to achieve ongoing emission reduction according to governmental requirements of different countries and regions gradually. Relevant emission reduction targets and corresponding strategies are established and sustainable development factors have been incorporated into the Group’s strategic planning, business model and other decision-making processes. The Board regularly monitors and reviews the effectiveness of management approach, including reviewing the Group’s ESG performance and adjusting corresponding action plans.

Looking ahead, the Board will continue to review and monitor the ESG performance of the Group and provide material, reliable, consistent and comparable ESG information to its stakeholders for making contributions to create a better environment.

THE ESG GOVERNANCE STRUCTURE, APPROACH AND STRATEGY

The Board has overall responsibility for the Group’s ESG strategy and reporting. The Board is responsible for evaluating and determining the Group’s ESG-related risks and targets and ensuring that appropriate and effective ESG risk management and internal control systems are in place. We actively align our strategies with global trends and efforts by regularly setting targets for each category and evaluating our progress to ensure that we are continuously creating sustained value for our people and the planet. We are also committed to the ESG-related targets set and comprehensively considers these factors throughout our business activities. Our management also regularly tracks progress of ESG-related targets set by the Board and reports from time to time.

CREATING VALUE FOR OUR STAKEHOLDERS

Stakeholder engagement is a key to successful sustainability management. Engaging with our key stakeholders (including our Shareholders, business partners, employees, suppliers/subcontractors, customers, regulators and the community) on an ongoing basis provides an opportunity for the Group to listen to their concerns and build on common goals. This will in turn drive our business development initiatives in the right direction. The Board listens to the stakeholders’ concerns, formulates the ESG strategy and supervises the implementation of ESG related policies, business practices and internal controls, the compliance with laws and regulations of the Group by reviewing the management’s report on the Board meetings. By following through on the above measures, we believe that our overall sustainability management will not only make our operations sustainable and compliant with the relevant laws and regulations to safeguard the interests of our Shareholders, but will also enhance our transparency and accountability to our Shareholders by means of this ESG Report.

REPORTING BASIS

The ESG Report is prepared in accordance to the ESG Reporting Guide set out by Appendix C2 of the Listing Rules. All information in the ESG Report has been compiled according to the data and information obtained within the Group. The Group’s internal control and formal review process are in place to ensure that all information is presented with accuracy and reliability. This Report has been reviewed and approved by the Board. The Group has complied with the disclosure requirements of the “comply or explain” provisions set out in the ESG Reporting Guide. Looking forward, the Group will continue to optimize and improve the disclosure of key performance indicators (“KPIs”) which are considered material by the Group.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

During its preparation, the Group adheres to the reporting principles of materiality, quantitative, balance and consistency by:

Materiality: Identifying material issues through key ESG factors.

Quantitative: Presenting information in a quantitative way, where feasible.

Balance: Reporting information in an objective and unbiased manner to ensure it reflects both the achievements and the challenges faced by the Group.

Consistency: Using consistent measurement methods to enable meaningful comparisons of the Group's ESG performance.

REPORTING SCOPE

This ESG Report covers the Company and subsidiaries of the Company in the PRC and Hong Kong with core business that principally engaged in providing diversified financial services to customers all across the PRC and Hong Kong.

The Group will continue in assessing the impacts of its business on the major ESG aspects and to include in the ESG Report.

MATERIALITY ASSESSMENT

The Board shoulders the responsibility to evaluate, prioritise and manage material ESG-related issues. The Group has evaluated the materiality and importance of ESG aspects through the following steps:

Step 1: Identification — Industry benchmarking

- Relevant ESG areas were identified through the review of relevant ESG reports of the local and international industry peers.
- The materiality of each ESG area was determined based on the importance of each ESG area to the Group through internal discussion of the management and the recommendation of the ESG Reporting Guide (Appendix C2 of the Listing Rules).

Step 2: Prioritisation — Stakeholder engagement

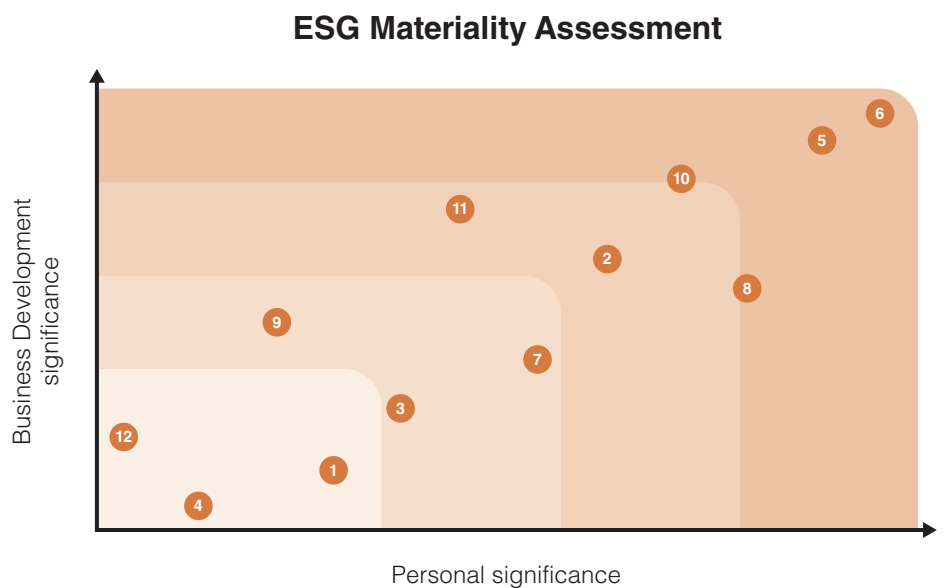
- The Group discussed with key stakeholders about key ESG areas identified above to ensure that all the key aspects were covered.

Step 3: Validation — Determining material issues

- Based on the discussion with key stakeholders and internal discussion among the management, the Group's management ensured that all the key and material ESG areas, which were important to the business development, were reported and in compliance with ESG Reporting Guide.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

The following materiality matrix displays the relative importance of each issue to the sustainable development of the Group.



- | | | | |
|---|-----------------------------------|----|--------------------------|
| 1 | Emissions | 7 | Development and training |
| 2 | Use of Resources | 8 | Labour guidelines |
| 3 | Environment and natural resources | 9 | Supply chain management |
| 4 | Climate change | 10 | Product liability |
| 5 | Employment | 11 | Anti-corruption |
| 6 | Health and safety | 12 | Community investment |

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

CLIMATE-RELATED DISCLOSURES

Governance

The Board is responsible for overseeing climate-related risks and opportunities, and identifies and assesses such matters annually at Board meetings. The Board regularly reviews directors' competencies to ensure effective oversight, keeps abreast of the latest ESG trends, and arranges ESG training for directors and management. When determining the Group's strategic direction, the Board comprehensively evaluates and balances all climate-related risks and opportunities, and integrates these considerations into strategy formulation, material transactions and policy oversight frameworks. Meanwhile, ESG considerations and stakeholder expectations are embedded in decision-making processes. The Board balances short-term financial impacts with long-term resilience to support sustainable performance. On this basis, the Board oversees the formulation of climate-related targets based on reliable data and clear implementation plans, and reviews relevant progress on an annual basis. Although climate-related performance indicators have not yet been incorporated into the remuneration policy, the Group remains fully committed to achieving its climate goals. The management team also participates in the governance and monitoring of climate-related risks and opportunities, regularly discusses climate-related regulatory and market developments with internal departments, collects relevant information, evaluates climate-related risks and opportunities, and reports to the Board on a regular basis.

Strategy

Climate-related risks and opportunities

The Group's core business activities, customer base and partnership network are all concentrated in China and Hong Kong. The climatic conditions, extreme weather events and regional environmental policies in these areas directly constitute the Group's primary sources of climate-related risks and opportunities. The Group has identified the following climate-related risks and opportunities:

Risk Type	Description	Impact on Cash Flows, Access to Finance or Cost of Capital	Impact on Business Model	Impact on Value Chain
Physical Risk				
Acute Risk	<ul style="list-style-type: none"> Increased frequency and intensity of extreme weather events such as typhoons and heavy rains 	<ul style="list-style-type: none"> Increased maintenance costs due to the damage to equipment and buildings in the short term 	<ul style="list-style-type: none"> Incorporate insurance coverage against extreme weather into credit assessment 	<ul style="list-style-type: none"> Disrupt borrowers' production and operations, indirectly reducing their debt repayment capacity
Chronic Risk	<ul style="list-style-type: none"> Abnormal winters and the greenhouse effect 	<ul style="list-style-type: none"> Increased energy expenditure due to the increased demand for air conditioning in the long term 	<ul style="list-style-type: none"> Incorporate high-temperature risk into credit assessment 	<ul style="list-style-type: none"> Increase operational pressure on energy-intensive customers and weaken their profitability

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Risk Type	Description	Impact on Cash Flows, Access to Finance or Cost of Capital	Impact on Business Model	Impact on Value Chain
Transition Risk				
Legal Risk	<ul style="list-style-type: none"> Stricter carbon pricing and environmental regulatory policies 	<ul style="list-style-type: none"> Increase operating costs and debt repayment pressure for high-carbon customers in the medium term 	<ul style="list-style-type: none"> Gradually tighten the credit quotas for high-carbon industry customers 	<ul style="list-style-type: none"> Drive the transformation of the industrial chain and optimize the Group's customer portfolio
Market Risk	<ul style="list-style-type: none"> Shifting market preference toward low-carbon solutions 	<ul style="list-style-type: none"> Encourage traditional industry customers to increase investment in equipment upgrading and transformation in the medium term 	<ul style="list-style-type: none"> Incorporate clients' cash flow conditions and capacity utilisation rates into credit assessment 	<ul style="list-style-type: none"> Cater to new financing demand

Opportunity Type	Description	Impact on Cash Flows, Access to Finance or Cost of Capital	Impact on Business Model	Impact on Value Chain
Legal Opportunity	<ul style="list-style-type: none"> Support from green finance policies 	<ul style="list-style-type: none"> Enable green businesses to obtain policy subsidies and lower financing costs in the medium term 	<ul style="list-style-type: none"> Launch green credit products 	<ul style="list-style-type: none"> Serve the green industrial chain and strengthen market position
Market Opportunity	<ul style="list-style-type: none"> Growing enterprise inclination toward low-carbon development 	<ul style="list-style-type: none"> Boost demand for green financing and expand business scale in the medium term 	<ul style="list-style-type: none"> Increase the scale and share of green credit 	<ul style="list-style-type: none"> Promote green transformation of upstream and downstream industries and expand service scenarios

Upon assessment, given the nature of our business and with the effective operation of existing risk mitigation measures, climate change will not have a material impact on the Group's cash flow, financing channels or cost of capital in the short term (1–5 years), medium term (6–10 years) or long term (over 10 years), nor will it cause any material disruption to our business model and value chain. During the Reporting Year, none of our business operations, strategies or financial performance were materially affected by climate-related issues. As industry-specific climate policies and quantitative frameworks are still being refined, and relevant assessments involve extensive assumptions and forward-looking judgements, the monetary amounts and percentage impacts of climate-related risks and opportunities on the Group's assets and business activities cannot be quantified at present. Nevertheless, the Group will continue to assess the short-term, medium-term and long-term implications of climate-related risks and opportunities, align time horizon definitions with the corporate strategic planning cycle, and ensure climate considerations are integrated into decision-making processes.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Strategy and Decision-Making

The Group has fully identified and assessed climate-related risks and opportunities. Based on the nature of its existing business and strategic planning, no material changes to the Group's business model (including resource allocation) are required either currently or in the foreseeable future. Given that industry-specific relevant policies and frameworks are still being improved, the Group has not applied carbon pricing in its decision-making processes for the time being. The Group will duly explore the introduction of relevant mechanisms in response to market and regulatory developments. At present, the Group's climate-related transition plans remain at the initial stage, with no long-term plans in place. There is also no capital expenditure, financing or investment allocated for climate-related risks and opportunities. The Group will continuously assess relevant impacts and deploy additional resources where necessary in the future.

The Group has formulated a number of adaptation and mitigation measures to address the identified climate-related risks and opportunities:

Type	Adaptation and Mitigation Measures
Physical Risk	<ul style="list-style-type: none">• Activate emergency response plans and flexibly arrange work under extreme weather conditions• Implement energy conservation and emission reduction measures to pursue green development
Transition Risk	<ul style="list-style-type: none">• Monitor changes in market trends and legal requirements• Strengthen climate-related risk control standards
Opportunity	<ul style="list-style-type: none">• Follow up on the issuance of green finance support policies• Develop green finance products

The Group has also established a series of climate-related targets in accordance with its internal strategic planning. The specific targets and measures are set out in the paragraphs headed "Climate-Related Targets" and "1. ENVIRONMENTAL PROTECTION".

As this is the Group's first climate-related disclosure, no prior progress is available for reference.

Financial Position, Financial Performance and Cash Flows

The Group recognises that climate-related risks and opportunities may affect its current and future financial position, financial performance and cash flows. Given that the climate-related financial impacts involve substantial assumptions and forward-looking information, the Group only conducts qualitative analysis on such impacts. It will allocate additional resources as appropriate in due course to carry out quantitative analysis and relevant assessment exercises.

Following assessment, as a financial services provider and in view of the nature of its business, climate-related factors did not result in any material financial impact on the Group during the Reporting Year. The potential impacts of climate-related risks and opportunities on the financial position (including investment and disposal plans, sources of funding, etc.) are immaterial, and no material changes are expected to the financial results and cash flows in the short, medium and long term.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Climate Resilience

The Group acknowledges the importance of assessing the climate resilience of its business strategies and business models in responding to climate-related changes, developments and uncertainties. During the Reporting Year, as the climate policies and quantitative frameworks applicable to the industry are still being refined, the Group has not formally adopted climate scenario analysis for risk identification. Nevertheless, based on public market information and regulatory trends, the Group has made assumptions on a variety of different scenarios concerning climate-related transition risks and physical risks, including extreme weather events and the introduction of green finance policies. It has assessed the potential short-term, medium-term and long-term impacts of such scenarios on the business, finances and strategies of the Company and its subsidiaries operating in China and Hong Kong.

Upon evaluation, the identified climate-related risks and opportunities have no material impact on the Group's strategies and business models. The Group considers that there are no categories of uncertainties that would materially affect its climate resilience at present. The Group will keep monitoring climate-related developments and establish a more systematic scenario analysis framework in due course to further assess its climate resilience. It will continuously review climate risks, optimise resource allocation and business strategies in a timely manner, and maintain flexibility to adjust its short-term, medium-term and long-term strategies and business models in response to climate-related developments.

Risk Management

Climate risks have been incorporated into the corporate risk management framework. Under the oversight of the Board, key climate-related risks and opportunities are systematically identified, assessed, managed and monitored, with consistent application across all risk categories, including climate-related physical risks and transition risks.

In identifying and assessing climate-related risks and opportunities, we have referenced a wide range of information sources, including government meteorological and disaster data, industry research reports and internal operational data. The assessment scope covers the Company and its subsidiaries in China and Hong Kong. As the climate policies and quantitative frameworks applicable to the industry are still being refined, the Group has not formally adopted climate scenario analysis for risk identification. Nevertheless, based on public market information and regulatory trends, the Group has made assumptions on a variety of different scenarios concerning climate-related transition risks and physical risks, including extreme weather events and the introduction of green finance policies. It has assessed the potential short-term, medium-term and long-term impacts of such scenarios on the business, finances and strategies of the Company and its subsidiaries operating in China and Hong Kong. When identifying and evaluating climate-related risks and opportunities, the Group takes into account their nature (such as implications for personnel safety, asset integrity, operational continuity, compliance costs and financial performance), likelihood of occurrence and magnitude of potential impact, supplemented by professional judgement and qualitative assessment from the management team. Priority is given to high-risk and short-term risk areas. The Group will continue to monitor climate-related developments and establish a more systematic scenario analysis framework in due course to further identify climate-related risks and opportunities.

As this is the Group's first climate-related disclosure, there are no prior year climate-related processes and policies available for comparison.

Climate-Related Targets

During the Reporting Year, there were no mandatory statutory or regulatory climate targets applicable to the industry, and relevant industry standards and quantitative frameworks are still under development and refinement. Accordingly, the Group has not set specific quantitative targets for climate-related matters. Nevertheless, to mitigate climate change, improve resource utilization efficiency and advance low-carbon transformation, the Group has formulated group-wide climate-related strategic targets based on internal strategic planning, with reference to the macro philosophies and development trends of the latest international climate change agreements. Targets have been established in respect of greenhouse gas, waste, electricity, water and paper. The Reporting Year is adopted as the base period for the targets. The Group will benchmark against the baseline data in subsequent years to maintain the indicators at the set levels. Given that unified industry decarbonisation standards and dedicated emission reduction frameworks for our sector are still evolving, the Group's greenhouse gas targets have not adopted sectoral decarbonisation approach, and no carbon credits are used to offset greenhouse gas emissions.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

The Group's short-term climate-related targets (1–5 years) focus on identifying and mitigating the operational impacts of climate-related risks and strengthening compliance management. Medium-term targets (6–10 years) aim to continuously enhance environmental protection, employee care and risk control, and integrate sustainability principles into daily operations. Long-term targets (over 10 years) are to steadily fulfill social responsibilities, promote low-carbon and efficient operations, and contribute to overall social sustainable development.

Aspect	Intensity Targets
Greenhouse Gas	<ul style="list-style-type: none">The average total greenhouse gas emissions per full-time employee shall not exceed 5.5 tCO₂e during the Reporting Year.
Waste	<ul style="list-style-type: none">The average total non-hazardous waste generated per full-time employee shall not exceed 0.6 tonnes during the Reporting Year.
Electricity	<ul style="list-style-type: none">The average total energy consumption per full-time employee shall not exceed 5,000 kWh during the Reporting Year.
Water	<ul style="list-style-type: none">The average water consumption per full-time employee shall not exceed 50 tonnes during the Reporting Year.
Paper	<ul style="list-style-type: none">Ensure that 90% of office paper is certified by FSC or PEFC during the Reporting Year.

The Group's targets are reviewed and formulated by the Board without third-party verification. Progress will be monitored through ongoing environmental data collection and regular operational performance reviews. The Group will also assess and refine relevant targets in due course in response to the maturing of industry frameworks and regulatory developments.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

PROGRESS REVIEW

Last year, we have developed a set of targets in the environmental aspects of greenhouse gases, waste, electricity, water and paper to demonstrate and enhance our sustainability commitments. We are well-aware of the interdependent nature of sustainability and financial performance, and we are keen to bring about positive influence and induce changes in environmental awareness and habits to alleviate climate change.

The management regularly tracks and reports our progress on ESG targets set to the Board to ensure that our values are clearly demonstrated in our actions and efforts are directed towards the issues that require the most attention.

Aspect	Targets	Progress
Greenhouse Gases	<ul style="list-style-type: none">By 2025, the average total greenhouse gas emissions per a full-time employee does not exceed 5.5 ton.	<ul style="list-style-type: none">The target was achieved in 2025.
Wastes	<ul style="list-style-type: none">By 2025, the average total non-hazardous waste generation per a full-time employee does not exceed 0.6 ton.	<ul style="list-style-type: none">The target was achieved in 2025.
Electricity	<ul style="list-style-type: none">By 2025, the average total energy consumption per a full-time employee does not exceed 5,000 kWh.	<ul style="list-style-type: none">The target was achieved in 2025.
Water	<ul style="list-style-type: none">By 2025, the average water consumption per a full-time employee does not exceed 50 ton.	<ul style="list-style-type: none">The target was achieved in 2025.
Paper	<ul style="list-style-type: none">Maintain 90% of office paper certified by FSC or PEFC in 2025.	<ul style="list-style-type: none">The target was achieved in 2025.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

1. ENVIRONMENTAL PROTECTION

The Group not only focuses on environmental protection in daily business, but also spreads the idea of environmental protection to customers, suppliers and other stakeholders. It is committed to diminishing harmful effects on the environment by day-to-day operations and actively getting involved in activities helpful to the environment. Meanwhile, the Group also undertakes social responsibility by virtue of investment and lending policies.

1.1 Emissions

Environmental Performance	Unit	2024	2025
Total waste gas emissions	ton	0	0
Total greenhouse gas emissions	tCO ₂ e	499.74	486.98
Scope 1 ¹	tCO ₂ e	85.68	53.58
Scope 2 ²	tCO ₂ e	344.47	361.47
Scope 3 ³	tCO ₂ e	69.59	71.93
Average total greenhouse gas emissions per a full-time employee	tCO ₂ e/full-time employee	3.20	3.22
Total greenhouse gas emissions/m ²	tCO ₂ e/m ²	0.07	0.07
Total sewage discharge to water	ton	0	0
Total sewage discharge to land	ton	0	0
Total hazardous waste generation	ton	0	0
Total non-hazardous waste generation	ton	45.42	38.64
General office wastes (recyclable)	ton	31.72	24.28
General office wastes (unrecyclable)	ton	13.43	14.23
Electronic products and devices	ton	0.27	0.13
Average total non-hazardous waste generation per a full-time employee	ton/full-time employee	0.29	0.26
Total non-hazardous waste generation/m ²	ton/m ²	0.01	0.01

Notes:

- Scope 1 emissions represent direct emissions generated from the vehicles owned by the Group.
- Scope 2 emissions cover indirect emissions from the generation of purchased electricity consumed by the Group. These emissions are calculated based on the emission factors adopted by the Group, including the China mainland regional average grid emission factor published by the Ministry of Ecology and Environment (MEE) (0.5306 kg CO₂e/kWh), and the emission factor disclosed in Hongkong Electric's 2024 Sustainability Report (0.42 kg CO₂e/kWh).
- Scope 3 emissions cover Category 6 business travel and Category 7 employee commuting. Such emissions are calculated in accordance with the Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

The Group adopts the financial control approach as its measurement method. Input data are derived from internal electricity consumption, vehicle fuel usage and business travel records, which are authentic data reasonably available for the Reporting Year. Relevant emission factors and data are assumed to be representative and reliable. The Group selects such methods, data and assumptions mainly because they comply with international greenhouse gas accounting standards and can truly reflect the Group's operating conditions. No changes were made to the measurement methods, input data and assumptions during the reporting year.

Emissions of the Group are implemented and monitored on an ongoing basis by the General Affairs Department. The Group does not produce hazardous wastes as it does not deal with any industrial production activities. CO₂-dominated greenhouse gases produced by energy consumption and traffic and non-hazardous waste are the Group's major emissions.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

The target regarding greenhouse gas emissions of the Group is that the average total greenhouse gas emissions per a full-time employee does not exceed 5.5 ton by 2025. To this end, the Group has set preliminary directional targets in terms of reducing greenhouse gas emissions. The Group has actively developed and executed environmental policies, including using less energy-consuming LED lights in specified areas and adopting high-speed rails as a main business tool to minimize the use of autos and airplanes for they consume more energy. In 2025, the KPI in this regard was met. The target set in 2025 is that the average total greenhouse gas emissions per full-time employee does not exceed 5.5 tCO₂e.

The major types of non-hazardous waste generated by our offices are paper, cardboard, office furniture and equipment, as well as domestic waste. The target regarding wastes of the Group is that the average total non-hazardous waste generation per a full-time employee does not exceed 0.6 ton by 2025. To this end, we installed designated recycling bins to collect relevant waste, as well as several designated collection areas to receive waste containing confidential information. When electronic products and devices' lifespan is exhausted, they are disposed by professional harmless electronic products and equipment recyclers entrusted. The Group views environment as an important factor, evaluates impacts of clients on the environment, and uses approval principles of strict admittance on heavy energy-consuming and highly polluted industries. It is customary for the Group to organize tree-planting activities. The Group calls off dishes on endangered species in banquet activities and promote environmental idea in communities to advance the transmission of low-carbon life and recycling. In 2025, the KPI in this regard was met. The target set in 2025 is that the average total non-hazardous waste generation per a full-time employee does not exceed 0.6 ton in 2026.

As we do not run any factories, the environmental protection related law and regulations in China do not apply to our operations. During the Reporting Year, the Group was not involved in any matters that violate the environment-related laws and regulations.

1.2 Use of Resources

Environmental Performance	Unit	2024	2025
Total energy consumption	kWh	590,657	619,798
Electricity	kWh	590,657	619,798
Average total energy consumption per a full-time employee	kWh	3,786.26	4,104.62
Total energy consumption/m ²	kWh/m ²	84.24	88.40
Total water consumption	mt	4,589	4,368
Total water consumption per a full-time employee	mt/full-time employee	29.42	28.93
Total consumption of other raw material		1.49	1.14
Total paper consumption	ton	1.49	1.14

Energy consumption of the Group is implemented and monitored on an ongoing basis by the General Affairs Department.

The target regarding energy consumption of the Group is that the average total energy consumption per a full-time employee does not exceed 5,000 kWh by 2025. In order to reduce energy consumption, the Group piloted its office areas with light sources being decreased in quantity, weakened in intensity and lowered in energy consumption, imposed more strict use standard on both centralize air conditioners and high energy-consuming appliances as well as providing energy and resource saving training for employees. In 2025, the KPI in this regard was met. The target set in 2025 is that the average total energy consumption per a full-time employee does not exceed 5,000 kWh in 2026.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

The target regarding water consumption of the Group is that the average water consumption per a full-time employee does not exceed 50 ton by 2025. Our operation activities do not involve massive water usage. Our water consumption is mainly from daily office and life activities. Our water source is municipal water supply and we do not face any problem or risk in accessing sufficient water source. In order to reduce water consumption, the Group provided more energy and resource saving trainings for employees and installed water-saving devices in office areas. In 2025, the KPI in this regard was met. The target set in 2025 is that the average water consumption per a full-time employee does not exceed 50 ton in 2026.

The target regarding paper consumption of the Group is to maintain 90% of office paper certified by FSC or PEFC in 2025. The Group used paper passing the authentication of FSC and specified that only wood pulp and/or 100% recycled paper with clear sources and not from high risk countries can be used. During the Reporting Year, 90% of office paper is certified FSC paper and the KPI in this regard was met. No target-setting in respect of the packaging material used for finished products is considered necessary for the KPI purpose as the Group does not involve any packaging material used for finished products. The target set in 2025 is to maintain 90% of office paper certified by FSC or PEFC in 2026.

1.3 The Environment and Natural Resources

The Group raises staff's awareness on environmental issues through education and training and enlist employees' support in improving the Group's performance, promote environmental awareness amongst the customers, business partners and shareholders and support community activities in relation to environmental protection and sustainability and evaluate regularly and monitor past and present business activities impacting upon health, safety and environmental matters. With the integration of policies mentioned in sections "Emissions" and "Use of Resources", the Group strives to minimise the impacts to the environment and natural resources. The principal business activities of the Group do not have a significant impact on the environment and natural resources during the Reporting Year.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

2. SOCIETY, OPERATING PRACTICES AND COMMUNITY

The Group is socially responsible for employees and communities. It offers employees training and career development planning in a secure and good work environment. The Group respects intellectual property and customer privacy and has established and operated robust risk management system and internal monitoring system. Insisting on the social idea of not being evil, the Group seeks for harmony with the society through practical actions.

2.1 Employment and Labor Information

The Group ensures legitimate rights and interests of employees (include employment and dismissal) according to the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and relevant provisions. With a complete compensation system and assessment system, it provides career planning for each employee and career promotion channels for employees who meet requirements of assessment. The Group has established the employee recruitment and promotion systems with reference to existing guidelines within or beyond this industry to offer employees equal opportunities. The Group's remuneration policies are formulated on the basis of performance and experience of individual employees and are in line with local market practices. Employees may be dismissed if their behaviours constitute any breach of laws, damage to the Group's rights and interests or any other breaches of the Group's employee code of conduct. The Group recruits employees through the open market with equal opportunities. During the recruitment process, it focuses on job applicants' business ability, personality and development potential, and never treat them differently based on age, gender, nationality, marital and family status, health status, and religion. Performance appraisals would be conducted every six months and the results will serve as a reference for deciding promotion. The Group also offers other rewards and benefits not below the industry average to its employees such as meal allowance and festive benefits. The Group implements 8-hour working system and all employees are entitled to statutory holidays and paid annual leave.

The Group resolutely opposes discrimination and guarantees an equal job environment open to moderate diversification. The Group advocates equal opportunity for all employees and prohibits discrimination against any employee's age, gender, disability, religion, marital status, pregnancy, sexual orientation and nationality. Diversity of our workforce has been adopted both at the Board level and throughout our Group. To enhance the quality and effectiveness of performance of the Board in a continuously balanced manner, the Board Diversity Policy has been in place. As regards employees, the Group's recruitment is based purely on the merits, ability, qualifications and working experience of individual candidates. Our staff members indeed possess a wide variety of attributes such as age, gender, industry backgrounds, skill sets and years of working experience.

Employment and labor information of the Group are implemented and monitored on an ongoing basis by the Human Resources Departments. The target of the Group is no incident of non-compliance with the relevant laws and regulations relating to employment and labour practices that have a significant impact on the Group.

During the Reporting Year, there was no incident of non-compliance with the relevant laws and regulations relating to employment and labour practices that have a significant impact on the Group and the results were satisfactory.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Below is a detailed breakdown of our employees by gender, employment category, age group, and location as at 31 December 2025:

	2025	
	Number of staff	% of total
Gender		
Male	85	56.29%
Female	66	43.71%
Total	151	100%
Employment category		
Full time	151	100%
Part time	0	0
Total	151	100%
Age group		
20–35	53	35.10%
36–45	61	40.40%
46–55	33	20.85%
56 or over	4	2.65%
Total	151	100%
Location		
China mainland	151	100%
Total	151	100%



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Below is a detailed breakdown of turnover rate of our employees by gender, employment category, age group and location as at 31 December 2025. This breakdown is calculated by dividing the number of departing employees in the related group by the total headcount of that group.

	2025	
	Number of staff	% of total
Gender		
Male	6	7.06%
Female	6	9.09%
Total	12	7.95%
Employment category		
Full time	12	7.95%
Part time	0	0
Total	12	7.95%
Age		
20–35	6	11.32%
36–45	4	6.56%
46–55	2	6.06%
56 or over	0	0
Total	12	7.95%
Location		
China mainland	12	7.95%
Total	12	7.95%

No target-setting in respect of the employee turnover of the Group is considered necessary for the KPI purpose as employee turnover is often driven by the employees, which is something beyond the control of the Group, and the turnover rate of our employees is better than the industry average rate.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

2.2 Health and Safety

The Group neither produces nor sells any product that could cause harm to the human body nor operates in environment that may cause harm. In compliance with the Environmental Protection Law, Law on the Prevention and Control of Occupational Diseases and the Fire Control Law and relevant provisions, the Group offers employees a safe and good work environment and has implemented a series of occupational health and safety measures and has assigned delegated staff to monitor the implementation of these measures to reduce the risk of occupational injuries and safeguard the health of our employees:

To ensure the occupational health and safety of employees, the Group provides free medical examinations for all employees every year. It also organizes sports activities like long-distance running and badminton to ensure that the employees are in good health.

The Group conducts fire drills regularly and conducts safety inspections to ensure that all firefighting equipment is well-maintained.

Health and security of the Group are implemented and monitored on an ongoing basis by the Human Resources and Administration Departments. The target of the Group is no fatal accident, major work-related fatalities and work injuries, lost working days due to work injury.

During the Reporting Year, the Group strictly complied with the aforementioned laws and regulations, and had no material violations of any health and safety laws and regulations. To the best of our directors' knowledge, there was no official record of any fatal accident, major work-related fatalities and work injuries, lost working days due to work injury in the Reporting Year, and there was no record of work-related fatality for at least three consecutive reporting years. The results were satisfactory.

2.3 Development and Training

The Group conducts regular and irregular learning and training for all or some employees to improve their knowledge and skills. In 2025, the training rate for all employees reached 100%.

Employee Training Information

Classification		Average training hours per employee	% of employees trained
Gender	Male	19.3	100%
	Female	18.8	100%
Employee level	Senior management	17.2	100%
	Middle management	17.1	100%
	Junior employee	19.8	100%

Employee training information of the Group is implemented and monitored on an ongoing basis by the Human Resources Departments. The target of the Group is to ensure that the average training hours per employee exceeds 12 hours per year. As at 31 December 2025, the average training hours per employee are 19.1 hours and the results were satisfactory.

The Group provides business etiquette training for all employees; business training and risk management training for the business department and the risk department; specialized training courses as well as learning, training and company visits on a quarterly basis for employees under 35; training of new types of business like art finance and equity investment for senior management.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Meanwhile, the Group has a training and management plan in place for our staff for the sake of strengthening their comprehensive capabilities and building a studious corporate culture. The aforesaid plan includes public course, professional course, management course and team experience course.

2.4 Labor Standards

In compliance with the Labor Law of the PRC and relevant provisions, the Group does not allow child labor nor forced labor. Employees need to have some knowledge reserves and professional skills due to the threshold and professional nature of this industry.

The Group validates identities of applicants to preclude the possibility of child labor. The code of operation specifies zero tolerance for forced labor and clearly provides the reporting contact information of the Group and regulatory department. The Group also makes interviews with employees from time to time by the HR department to ensure that it is in compliance with the relevant laws and regulations.

Labor standard of the Group is implemented and monitored on an ongoing basis by the Human Resources Departments. The target of the Group is no material non-compliance incidents in relation to the Labor Law of the PRC.

During the Reporting Year, the Group had no material non-compliance incidents in relation to the Labor Law of the PRC and the results were satisfactory.

2.5 Supply Chain Management

The Group is mainly engaged in providing various financial services and does not have any major suppliers except the supply chain management business. During the Reporting Year, there are 28 suppliers of the supply chain management business of the Group, all of which are located in China, and the five largest suppliers accounted for approximately 98.80% of the total purchases while the largest supplier of the supply chain management business of the Group accounted for approximately 72.31% of the total purchases.

The Group adheres to a series of supplier management practices, and the implementation and effectiveness of such practices are continuously monitored by the Administration Departments:

Prior to including suppliers into the qualified supplier list, the Group conducts rigorous assessments and on-site inspections (where applicable), including but not limited to company qualifications, service capabilities, cooperation history, operational status and reputation. To continuously improve service quality, the Group annually evaluate the performance of suppliers, including but not limited to service efficiency, business practices and data processing. In the process of engaging and evaluating suppliers, the Group strictly controls the process, adopts the principle of multiple comparison, and selects the best. In addition, we value the views of our customers and the public on the quality of our services and conduct regular customer and public opinion surveys.

To understand and manage associated risks in the supply chain, we conduct regular comprehensive supplier risk assessment and on-site inspections (where applicable). The risk assessment identifies potential environmental and social risks that may impact the Group, as well as the likelihood and severity of these risks. These environmental and social risks include but are not limited to financial, operational, information technology and cyber security risks.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

To promote green products, the Group strives to procure office stationery and furniture from suppliers who are certified with relevant local and international environmental certification standards. In addition, for the past few years, the Group used paper passing the authentication of FSC and specified that only wood pulp and/or 100% recycled paper with clear sources and not from high risk countries can be used. In regard to promoting environmentally friendly technology, the Group is committed to promoting the electronic contract to replace the traditional paper contract, to achieve the effect of energy conservation and environmental protection.

No target-setting in respect of the geographical region and number of suppliers is considered necessary for the KPI purpose as it is inappropriate for the Group to set a target for the number and location of its suppliers, which should be based on actual business needs from time to time.

During the Reporting Year, such practices are adopted on all suppliers of the Group. During the Reporting Year, the Group is not aware of any major actual and potential negative impacts caused by any suppliers due to business ethics, environmental protection and improper labor measures.

2.6 Product Responsibility

In compliance with the General Principles of the Civil Law, Product Quality Law and the Law on Protection of the Rights and Interests of Consumers and relevant provisions, the Group offers financial services to the public and promotes business by briefing services it renders without any falsification or fraud. Attaching great importance to intellectual property and privacy information protection, the Group has developed multiple security measures to ensure that there is no act of selling or disclosing the customer information. It will never acquire or use unauthorized customer information through illegal channels.

The Group pays close attention to customer complaints and feedback on the financial services provided by the Group, and takes the business management departments under the two major business divisions as the responsible department to provide public contact information to receive customer complaints and feedback. During the Reporting Year, the Group did not receive any complaints from customers regarding services.

The Group has set up the information isolation system that only those with authorization can inquire about the customer data stored in the Group. The Group reviews the history records on a regular basis to ensure the procedural compliance.

Subject to compliance with the relevant privacy protection regime, the Group will strive to protect and monitor the privacy of customer information. Any organizations or personnel are prohibited to access customer information without relevant approval by the Group.

In order to maximize the protection of our intellectual property, the Group understands and complies with the intellectual property (“IP”) rights regulations. The Group has applied and registered for patents and software copyrights for our R&D achievements, and has registered trademarks in certain countries and regions. During the Reporting Year, there was no material infringement of the IP rights and the Group is confident that all reasonable measures have been taken to prevent any infringement of its IP rights and the IP rights of third parties. We retain the legal ownership of all designs, inventions or ideas developed by our employees during the course of their employment.

Since the Group offers financial services to the public, the products and services provided do not involve health and safety, advertising and labelling, and it does not involve recalls of products sold or shipped for safety and health reasons, and quality assurance processes and product recall procedures.

During the Reporting Year, the Group complied with all relevant laws and regulations having significant impacts on the Group relating to product responsibility and did not involve in any non-compliance matters.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

2.7 Anti-Corruption

In compliance with the Criminal Law of the People's Republic of China and relevant provisions, the Group has formed strict monitoring systems and reporting procedures to prevent bribery, extortion, fraud and money laundering and other criminal acts.

To ensure operation efficiency and employees' development in a fair and honest working environment, the Group has formulated whistleblowing policy in the corporate governance manual in order to promote business ethics and integrity so as to avoid suspected corruption, extortion and money laundering channel such as by letter and email for employees to report suspected corruption are provided. If there are any suspected case related to corruption, employees are encouraged to report the related cases through the mentioned channels and the Group will actively follow up and investigate reported cases and take relevant action as necessary. All these practical actions not only win the trust of customers, but also enhance the sense of belonging and fair play among our employees. The Group has established an anti-corruption working group and conducts random inspections from time to time to continuously monitor its implementation and effectiveness.

Familiarizing directors and employees with all aspects of anti-corruption and helping them identify and mitigate associated risks is integral. To strengthen the relevant management on the prevention, implementation and oversight of anti-corruption measures in the Group, during the Reporting Year, the Group organized trainings on anti-corruption for directors and staff, formulated an integrity and self-discipline management system, and all employees signed personal integrity and self-discipline commitments.

During the Reporting Year, the Group has been in strict compliance with laws and regulations related to anti-corruption. During the Reporting Year, there was no legal case regarding corrupt practices, extortion and money laundering brought against the Group or its employees.

2.8 Community Investment

The Group actively organizes and encourages employees to get involved in community activities and is committed in raising awareness of fair labour rights and fair market. The Group also places anti-pandemic and financial literacy at the core of its community investment strategy. In 2025, it organized employees to give lectures about the financial knowledge and the prevention of financial risks on weekends for several times to cultivate the residents' awareness and discrimination on illegal finance; actively assumed social responsibility and organized the employees to participate in public welfare volunteer activities, for several times; stopped granting loans and providing financial services to enterprises that may endanger the community environment, which has forced them to improve their production process.

Community investment of the Group are implemented and monitored on an ongoing basis by the Administration Departments. No target-setting in respect of the Group's corporate social responsibilities is considered necessary for the KPI purpose as contributions to the community are gestures of goodwill extended by the Group as part of its social responsibilities rather than business targets.

During the Reporting Year, the Group organized employees to participate in public welfare volunteer activities for a total of 698 hours, and gave 12 financial literacy lectures for community residents.

As an enterprise bearing environmental responsibility and social responsibility, the Group is willing to invest energy and resources in living harmoniously with the environment and the society.

INDEPENDENT AUDITOR'S REPORT



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TO THE SHAREHOLDERS OF CHINA HUIRONG FINANCIAL HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of China Huirong Financial Holdings Limited (the “Company”) and its subsidiaries (the “Group”) set out on pages 122 to 211, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of 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 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”) and have been properly prepared in compliance with the disclosure requirements of the 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.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

KEY AUDIT MATTERS

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

1. Fair value of investment property classified as level 3
2. Measurement of expected credit losses for loans to customers

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Fair value of investment property classified as level 3</p> <p>Refer to notes 2.8, 3.1(b), 4.3, 9 and 23 to the consolidated financial statements.</p> <p>The Group's investment property classified as level 3 amounted to RMB142 million as at 31 December 2025 in the Group's consolidated statement of financial position, with a corresponding fair value loss of RMB27 million recognised in the consolidated statement of comprehensive income for the year ended 31 December 2025.</p> <p>As at 31 December 2025, the management determined the fair value of its investment property by discounting the estimated future rental proceeds. The rental proceeds in future periods were estimated based on current rentals of the investment property adjusted by expected vacancy rate and rental growth rate. The significant unobservable inputs involved in the valuation were discount rate, expected vacancy rate and rental growth rate.</p> <p>As the valuation of investment property classified as level 3 involved significant judgements and assumptions in determining these significant unobservable inputs and the amounts were significant to the Group's consolidated financial statements, we determined this as a key audit matter.</p>	<p>We obtained an understanding of the management's assessment process of measurement of fair value of investment property classified as level 3 and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors such as complexity, subjectivity, changes, uncertainty and susceptibility to misstatement due to management bias and other fraud risk factors.</p> <p>We understood and evaluated the internal controls relating to the valuation of level 3 investment property.</p> <p>We performed the following substantive procedures relating to the valuation of level 3 investment property:</p> <ul style="list-style-type: none">• assessed the appropriateness of the valuation approach adopted by the management with the support from our external valuation expert;• examined the available market information from independent external sources and the rental contracts signed with lessees to assess the appropriateness of the expected rentals used by the management;• independently evaluated the reasonableness and appropriateness of the significant unobservable inputs including discount rate, expected vacancy rate and rental growth rate used by the management with the support from our external valuation expert; and• tested the mathematical accuracy of calculation of fair value for investment property.

Key Audit Matter

How our audit addressed the Key Audit Matter

Measurement of expected credit losses for loans to customers

Refer to notes 2.11, 3.1(a), 4.1(a), 10 and 25 to the consolidated financial statements.

As at 31 December 2025, the Group's gross loans to customers amounted to RMB3,102 million, and expected credit loss ("ECL") allowances of RMB631 million were recognised in the Group's consolidated statement of financial position. The ECLs on loans to customers recognised in the Group's consolidated statement of comprehensive income for the year ended 31 December 2025 amounted to RMB106 million.

The Group assesses whether the credit risk of loans to customers has increased significantly since their initial recognition, and applies a three-stage impairment model to calculate their ECL allowances. For loans to customers in stages 1 and 2, the management assessed ECL allowances using the risk parameter modelling approach that incorporates key parameters, including probability of default, loss given default and exposure at default. For loans to customers in stage 3, the management used the discounted cash flow model to calculate ECL allowances taking into consideration the forward-looking factors.

The measurement model of ECLs involved significant management judgements and assumptions, primarily including the following:

- determination of relevant key models and parameters;
- criteria for determining whether or not there was a significant increase in credit risk and definition of default or credit impairment;
- estimated future cash flows for loans to customers that the discounted cash flow model is used to calculate ECL allowances; and
- economic variables for forward-looking measurement, and the application of economic scenarios and relative weightings.

We obtained an understanding of the management's assessment process of measurement of ECL for loans to customers and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors such as complexity, subjectivity, changes, uncertainty and susceptibility to misstatement due to management bias and other fraud risk factors.

We understood, evaluated and tested the internal controls relating to the measurement of ECLs for loans to customers which comprised:

- governance over ECL models, including the selection, approval and application of modelling methodology; and the internal processes relating to the on-going monitoring and enhancements of the models;
- assessment and approval of significant management judgements and assumptions, including parameters estimation, the criteria of significant increase in credit risk, the definition of default and credit-impairment, and use of economic variables and relative weightings for forward-looking scenarios;
- internal controls over the accuracy and completeness of key inputs used by the models; and
- internal controls relating to estimating future cash flows and calculating the present values of such cash flows for loans to customers classified in stage 3.

We analysed the risk characteristics of asset portfolios and assessed the reasonableness of segmentation.

With the support from our external valuation expert, we

- assessed the appropriateness of the modelling methodologies adopted for ECL measurement by comparing with the industry practice;
- evaluated the management's back-testing of the actual defaults against the expected defaults generated from the model as at the end of previous period; and
- evaluated the reasonableness of loss given default by analysing the Group's historical loss experiences taking into consideration the forward-looking factors.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

Key Audit Matter

How our audit addressed the Key Audit Matter

Measurement of expected credit losses for loans to customers (Continued)

The Group established related controls for the measurement of ECLs.

The management applied significant judgements in measuring its ECL which involved models with a number of assumptions, parameters and data inputs; and the ECL amounts involved were significant. In view of these reasons, we included this as a key audit matter.

We examined data inputs to the ECL models such as credit exposures and maturity dates for selected samples, including the historical data and the data at the measurement date, by checking against supporting documents such as loan contracts and borrowers' basic information.

We assessed the appropriateness of management's criteria of the three stages classification of loans to customers, taking into consideration the Group's credit risk profile and risk management practices, and selected samples to test the management's classification into the three stages by examining the financial and non-financial information of the borrowers, assessing the overdue status of loans to customers by comparing to maturity dates specified in loan contracts, and considering other relevant external evidences.

For forward-looking measurements, with the support from our external valuation expert, we

- assessed the management's selection of economic indicators and their analysis of co-relation with the performance of the credit asset portfolios by using statistical techniques;
- further tested the reasonableness of the prediction of economic indicators by comparing with available external expert estimates; and
- assessed the appropriateness of economic scenarios by performing sensitivity analysis and their weightings employed by performing historical back-testing.

For loans to customers in stage 3 that the discounted cash flow model is used to calculate ECL allowances, with the support from our external valuation expert, we examined, on a sample basis, forecasted future cash flows taking into consideration the forward-looking factors used by the Group based on financial information of borrowers and guarantors, latest collateral valuations and other available information in supporting the computation of ECL allowances.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

OTHER INFORMATION

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

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

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

RESPONSIBILITIES OF DIRECTORS AND AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

The Audit Committee 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. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

As part of an audit in accordance with HKSAAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

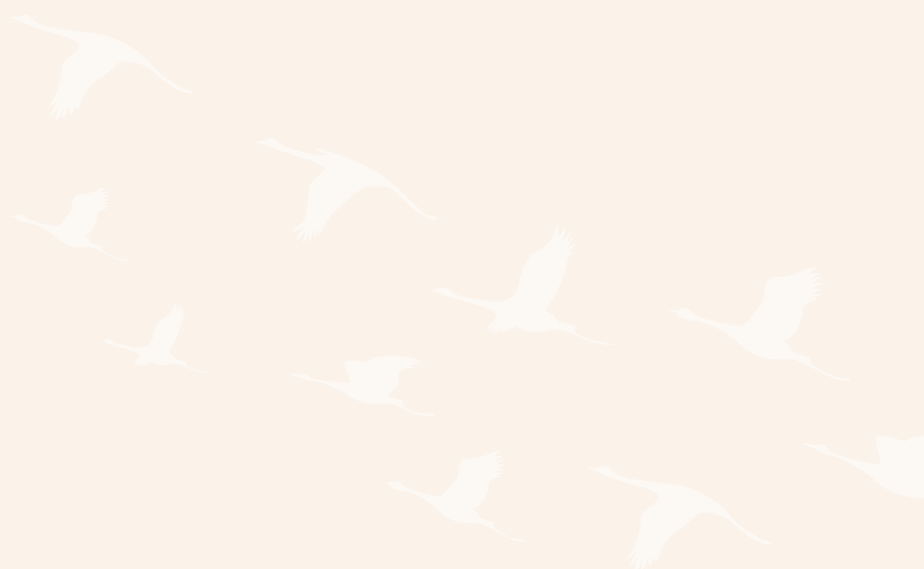
From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation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

The engagement partner on the audit resulting in this independent auditor's report is Yam Tak Fai, Ronald (practicing certificate number: P01311).

RSM Hong Kong

Certified Public Accountants

Hong Kong, 27 March 2026



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

	Note	2025	2024
Interest income	6	303,860	327,334
Sales of goods	7	399,949	328,380
Consultancy fee income		4,352	2,699
Commission fee income		420	385
Operating income		708,581	658,798
Interest expense	8	(47,163)	(56,734)
Costs of sales	7	(397,097)	(325,640)
Operating cost		(444,260)	(382,374)
Net investment losses	9	(16,941)	(7,954)
Credit impairment losses	10	(102,676)	(103,456)
Net gains on derecognition of financial assets measured at amortised cost	11	—	2,316
Other operating income	12	8,195	12,443
Net operating income		152,899	179,773
General and administrative expenses	13	(79,023)	(82,752)
Other gains/(losses), net	15	25,198	(1,008)
Profit before income tax		99,074	96,013
Income tax expense	16	(28,258)	(24,987)
Profit for the year		70,816	71,026
Profit for the year is attributable to:			
— Owners of the Company		52,582	50,485
— Non-controlling interests		18,234	20,541
Earnings per share (expressed in RMB)			
— Basic earnings per share	17(a)	0.048	0.046
— Diluted earnings per share	17(b)	0.048	0.046
Other comprehensive income for the year, net of tax		—	—
Total comprehensive income for the year		70,816	71,026
Total comprehensive income for the year is attributable to:			
— Owners of the Company		52,582	50,485
— Non-controlling interests		18,234	20,541
		70,816	71,026

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

	Note	2025	2024
ASSETS			
Non-current assets			
Property, plant and equipment	20	50,272	51,562
Right-of-use assets	21	16,911	15,709
Investments accounted for using the equity method	22	2,132	2,132
Investment properties	23	143,219	169,746
Intangible assets	24	376	514
Loans to customers	25	283,880	262,532
Finance lease receivables	26	49,550	26,536
Deferred income tax assets	27(a)	114,125	103,374
Other non-current assets		5,285	3,836
Total non-current assets		665,750	635,941
Current assets			
Inventories	29	3,291	2,519
Other current assets	30	65,582	51,999
Loans to customers	25	2,186,295	2,255,454
Financial assets held under resale agreement	31	—	217,863
Finance lease receivables	26	79,495	72,599
Financial assets at fair value through profit or loss	32	127,649	119,859
Cash at bank and cash on hand	33	216,671	147,893
Total current assets		2,678,983	2,868,186
Total assets		3,344,733	3,504,127
EQUITY			
Equity attributable to owners of the Company			
Share capital	34	8,662	8,662
Share premium	35	604,478	604,478
Other reserves	35	587,239	587,239
Retained earnings	36	735,924	713,240
		1,936,303	1,913,619
Non-controlling interests		284,318	289,070
Total equity		2,220,621	2,202,689

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

As at 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

	Note	2025	2024
LIABILITIES			
Non-current liabilities			
Lease liabilities	21	1,191	1,964
Borrowings	37	189,000	334,000
Deferred income tax liabilities	27(b)	17,944	18,971
Total non-current liabilities		208,135	354,935
Current liabilities			
Other current liabilities	38	133,492	139,598
Current income tax liabilities		32,840	29,627
Amounts due to related parties	42(c)	633	633
Dividends payable		1,261	1,261
Lease liabilities	21	3,836	1,801
Borrowings	37	743,915	773,583
Total current liabilities		915,977	946,503
Total liabilities		1,124,112	1,301,438
Total equity and liabilities		3,344,733	3,504,127

Approved by the Board of Directors on 27 March 2026 and are signed on its behalf by:

Wu Min
Executive Director

Qiu Wei
Executive Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

	Attributable to owners of the Company						Non-controlling Interests	Total equity
	Note	Share capital (note 34)	Share premium (note 35)	Other reserves (note 35)	Retained Earnings (note 36)	Total		
At 1 January 2024		8,662	604,478	587,239	682,650	1,883,029	282,589	2,165,618
Profit for the year		—	—	—	50,485	50,485	20,541	71,026
Total comprehensive income for the year		—	—	—	50,485	50,485	20,541	71,026
Transactions with owners in their capacity as owners								
Capital movement of non-controlling interests	19(c)	—	—	—	—	—	200	200
Dividends declared or paid	18, 19(i)	—	—	—	(19,895)	(19,895)	(14,260)	(34,155)
Total transactions with owners in their capacity as owners		—	—	—	(19,895)	(19,895)	(14,060)	(33,955)
At 31 December 2024		8,662	604,478	587,239	713,240	1,913,619	289,070	2,202,689

	Attributable to owners of the Company						Non-controlling Interests	Total equity
	Note	Share capital (note 34)	Share premium (note 35)	Other reserves (note 35)	Retained Earnings (note 36)	Total		
At 1 January 2025		8,662	604,478	587,239	713,240	1,913,619	289,070	2,202,689
Profit for the year		—	—	—	52,582	52,582	18,234	70,816
Total comprehensive income for the year		—	—	—	52,582	52,582	18,234	70,816
Transactions with owners in their capacity as owners								
Capital reduction	19(a)	—	—	—	—	—	(10,000)	(10,000)
Dividends declared or paid	18, 19(i)	—	—	—	(29,898)	(29,898)	(12,986)	(42,884)
Total transactions with owners in their capacity as owners		—	—	—	(29,898)	(29,898)	(22,986)	(52,884)
At 31 December 2025		8,662	604,478	587,239	735,924	1,936,303	284,318	2,220,621

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

	Note	2025	2024
Cash flows from operating activities			
Cash generated from operating activities	39(a)	356,259	12,906
Interest received from bank deposits		—	513
Interest paid		(47,163)	(56,734)
Income tax paid		(36,823)	(34,459)
Net cash inflow/(outflow) from operating activities		272,273	(77,774)
Cash flows from investing activities			
Disposal of subsidiaries	39(c)	—	14,166
Return of investment from an associate		—	3,242
Payments for property, plant and equipment		(5,992)	(2,552)
Payments for intangible assets		—	(52)
Payments for an investment property		(7,697)	(73,853)
Net cash outflow from investing activities		(13,689)	(59,049)
Cash flows from financing activities			
Proceeds from borrowings		669,953	1,119,516
Repayments of borrowings		(844,621)	(946,152)
Repayments of lease liabilities		(3,908)	(3,361)
Capital contributions of non-controlling interests		—	200
Capital reduction of non-controlling interests in a non-wholly owned subsidiary		(10,000)	—
Dividends paid to owners of the Company		(29,898)	(19,895)
Dividends paid to non-controlling interests		(12,986)	(14,260)
Net cash (outflow)/inflow from financing activities		(231,460)	136,048
Net increase/(decrease) in cash and cash equivalents		27,124	(775)
Cash and cash equivalents at beginning of year		136,071	137,274
Effects of exchange rate changes on cash and cash equivalents		(3,246)	(428)
Cash and cash equivalents at end of year	33	159,949	136,071

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

1. GENERAL INFORMATION

China Huirong Financial Holdings Limited (中國匯融金融控股有限公司) (the “Company”) was incorporated in the Cayman Islands on 11 November 2011 as an exempted company with limited liability under the Companies Law of the Cayman Islands. The address of the Company’s registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands. The Company is ultimately controlled by Messrs Zhu Tianxiao (朱天曉), Zhang Xiangrong (張祥榮), Ge Jian (葛健), Chen Yannan (陳雁南), Wei Xingfa (魏興發), Yang Wuguan (楊伍官) and Zhuo You (卓有) (hereinafter collectively referred to as the “Ultimate Shareholders”).

The Company is an investment holding company and its subsidiaries (hereinafter collectively referred to as the “Group”) are principally engaged in lending services through granting secured and unsecured loans to customers in the People’s Republic of China (the “PRC”). The detailed information of the subsidiaries of the Company are set out in note 19.

On 28 October 2013, the Company’s shares were listed on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

This note provides a list of the material accounting policies adopted in the preparation of these consolidated financial statements of the Group. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1. Basis of preparation

- (a) Compliance with HKFRS Accounting Standards, the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange and the disclosure requirements of Hong Kong Companies Ordinance

The consolidated financial statements of the Group have been prepared in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”). HKFRS Accounting Standards comprise Hong Kong Financial Reporting Standards (“HKFRSs”), Hong Kong Accounting Standards (“HKASs”), and Interpretations. The consolidated financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange and with the disclosure requirements of the Hong Kong Companies Ordinance Cap. 622.

The Group continues to adopt the going concern basis in preparing its consolidated financial statements.

- (b) Historical cost convention

The consolidated financial statements have been prepared on the historical cost basis except for certain financial assets and an investment property which are measured at fair value.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.1. Basis of preparation (Continued)

(c) Amended HKFRS Accounting Standards adopted

The Group has applied the following amendments to standards and interpretation issued by HKICPA for the first time, which are mandatorily effective for the annual reporting period beginning on or after 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21 and HKFRS 1	Lack of Exchangeability
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The adoption of these new standards and amendments did not have any impact on the amounts recognised in prior and current periods and are not expected to significantly affect the future periods.

(d) New and revised HKFRS Accounting Standards in issue but not yet effective

Up to the date of issue of these consolidated financial statements, the HKICPA has issued a number of new standards and amendments to standards and interpretation, which are not effective for the year ended 31 December 2025 and which have not been adopted in these consolidated financial statements. The Group has not early applied the following which may be relevant to it:

	Effective for accounting periods beginning on or after
Amendments to HKFRS 9 and HKFRS 7 — Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
Amendment to HKFRS 9 and HKFRS 7 — Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendment to HKAS 21 — Translation to a Hyperinflationary Presentation Currency	1 January 2027
HKFRS 18 — Presentation and Disclosure in Financial Statements	1 January 2027
HKFRS 19 — Subsidiaries without Public Accountability: Disclosure	1 January 2027
Amendments to HK Int 5 — Presentation of Financial Statements — Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2027
Amendments to HKFRS 10 and HKAS 28 — Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined by the HKICPA

The directors of the Company are in the process of making an assessment of what the impacts of these new standards, amendments to standards and interpretation are expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.1. Basis of preparation (Continued)

(d) New and revised 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 HKICPA issued targeted amendments to HKFRS 9 and HKFRS 7 to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. The amendments include:

- clarification of the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarification and addition of further guidance for assessing whether a financial asset meets the solely payments of principal and interest (“SPPI”) criterion;
- addition of new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- updating of the disclosures for equity instruments designated at fair value through other comprehensive income (“FVOCI”).

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

HKFRS 18 “Presentation and Disclosure in Financial Statements”

HKFRS 18 will replace HKAS 1 “Presentation of financial statements”, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, HKFRS 18 introduces significant changes to the presentation of financial statements, with a focus on information about financial performance present in the statement of profit or loss, which will affect how the Group present and disclose financial performance in the financial statements.

The new accounting standard introduces the following key new requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities’ net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is currently assessing the impact of HKFRS 18, with respect to the structure of the Group’s statement of loss, the statements of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.2 Principles of consolidation and equity accounting

(a) Subsidiaries

Subsidiaries are all entities (including a Structured Entity (“SE”)) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position respectively.

(i) Subsidiary from contractual arrangements

In December 2011, the Company’s wholly owned subsidiary, Suzhou Huifang Tongda Information Technology Company Limited (蘇州匯方同達信息科技有限公司) (“Huifang Tongda”), entered into a series of contractual agreements with Suzhou Wuzhong Pawnshop Co., Ltd. (蘇州市吳中典當有限責任公司) (“Wuzhong Pawnshop”), Wuzhong Pawnshop’s direct owners namely Jiangsu Wuzhong Jiaye Group Co., Ltd. (江蘇吳中嘉業集團有限公司) (“Wuzhong Jiaye”) and Suzhou New District Hengyue Management Consulting Co., Ltd. (蘇州新區恆悅管理諮詢有限公司) (“Hengyue Consulting”), and their respective owners, which enables the Company to:

- exercise effective control over Wuzhong Pawnshop;
- exercise owners’ voting rights of Wuzhong Jiaye and Hengyue Consulting during the general meetings of Wuzhong Pawnshop;
- receive a majority of the economic benefits of Wuzhong Pawnshop through service fees in consideration for the management and consulting services provided by Huifang Tongda;
- receive the residual economic benefits of Wuzhong Pawnshop by exercising an exclusive option to purchase the entire equity interest in Wuzhong Pawnshop when and to the extent permitted under the PRC laws; and
- obtain a pledge over the entire equity interest of Wuzhong Jiaye and Hengyue Consulting from their respective owners.

Since both the Company and Wuzhong Pawnshop were then owned by the same Ultimate Shareholders, the above reorganisation of Wuzhong Pawnshop (the “Reorganisation”) was accounted for using the accounting principle similar to that of a reverse acquisition.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.2 Principles of consolidation and equity accounting (Continued)

(a) Subsidiaries (Continued)

(i) Subsidiary from contractual arrangements (Continued)

The Company does not have any equity interest in Wuzhong Pawnshop. However, as a result of the Reorganisation, the Group controls Wuzhong Pawnshop and is considered to be the primary beneficiary of the results, assets and liabilities of Wuzhong Pawnshop. Consequently, the Company treats Wuzhong Pawnshop as an indirect subsidiary under HKFRS Accounting Standards. The Company has included the financial position and results of Wuzhong Pawnshop in its consolidated financial statements.

(ii) Other subsidiaries

Except for the Reorganisation above, the Group applies the acquisition method to account for business combinations.

(b) Associates

Associates are all entities over which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20% and 50% of the voting rights.

Under the equity method of accounting, the investments in associates are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associates.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The carrying amount of equity-accounted investments is tested for impairment in accordance with the policy described in note 2.10.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.2 Principles of consolidation and equity accounting (Continued)

(c) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in other reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRS Accounting Standards.

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

2.3 Business combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred.
- liabilities incurred to the former owners of the acquired business.
- equity interests issued by the Group.
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.3 Business combinations (Continued)

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions. Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

2.4 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

2.5 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision-maker is the person or group that allocates resources to and assesses the performance of the operating segments of the Group. The Group's reporting segments are decided based on its operating segments while taking full consideration of various factors such as products and services, geographical location and regulatory environment related to administration of the management. Operating segments meeting the same qualifications are allocated as one reporting segment, providing independent disclosures.

The purpose of segment reporting is to assist the chief operating decision-maker in resource allocation and performance assessment of each operating segment. The same accounting policies as adopted in preparation of the Group's consolidated financial statements are used for segment reporting.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.6 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in RMB, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in the consolidated statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings are presented in the consolidated statement of comprehensive income, within interest expense. All other foreign exchange gains and losses are presented in consolidated statement of comprehensive income on a net basis within other losses, net.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss.

(c) Group companies

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each statement of comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.7 Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to other operating expenses during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements, the shorter lease term as follows:

Buildings	25–40 years
Vehicles	5 years
Electronics and other equipment	5 years

The asset's residual values, useful lives and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting year.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount as set out in note 2.10.

Property, plant and equipment is derecognised on disposal or when no future economic benefits are expected from its use or disposal. The amount of proceeds from disposals on sale, transfer, retirement or damage of property, plant and equipment net of its carrying amount and related taxes and expenses is recognised in profit or loss.

2.8 Investment properties

Investment properties are properties held to earn rentals or for capital appreciation or both. A right-of-use asset relating to property which is held to earn rentals and/or for capital appreciation is also an investment property.

Investment properties are initially measured at cost plus transaction costs. In the case of a self-constructed investment property, the Group initially accounts for it at cost model before the construction is completed. At the completion date, any difference between the fair value of the property and its previous carrying amount is recognised in profit or loss.

The Group uses the fair value model for subsequent measurement of investment properties since their fair value can be measured reliably on a continuous basis. At each reporting date, the Group re-measures the fair value of investment properties and any gain or loss arising from a change in the fair value is recognised in profit or loss for that period.

When an investment property is sold, transferred, retired or damaged, the Group recognises the amount of any proceeds on disposal net of the carrying amount and related taxes in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.9 Intangible assets

Intangible assets comprise of computer software and licenses, which are initially recognised at cost. The cost less estimated residual values (if any) of the intangible assets is amortised on a straight-line basis over their useful lives, and charged to the profit or loss. Impaired intangible assets are amortised net of accumulated impairment losses. The Group amortises intangible assets with a limited useful life using the straight-line method over the following periods:

Computer software	10 years
Licenses	5 years

2.10 Impairment of non-financial assets

Non-financial assets that have a definite useful life are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting year.

2.11 Financial assets and liabilities

Measurement methods

Amortised cost and effective interest rate

The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowances.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e. its amortised cost before any expected credit loss ("ECL") allowances) or to the amortised cost of a financial liability. The calculation does not consider ECLs and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees. For purchased or originated credit-impaired ("POCI") financial assets — assets that are credit-impaired at initial recognition — the Group calculates the credit-adjusted effective interest rate, which is calculated based on the amortised cost of the financial asset instead of its gross carrying amount and incorporates the impact of ECLs in estimated future cash flows.

When the Group revises the estimates of future cash flows, the carrying amount of the respective financial assets or financial liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

Measurement methods (Continued)

Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of financial assets, except for:

- (i) POCI financial assets, for which the original credit-adjusted effective interest rate is applied to the amortised cost of the financial asset.
- (ii) Financial assets that are not POCI but have subsequently become credit-impaired (or “stage 3”), for which interest revenue is calculated by applying the effective interest rate to their amortised cost (i.e. net of the ECL allowances).

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

At initial recognition, the Group measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss. Immediately after initial recognition, an ECL allowance is recognised for financial assets measured at amortised cost and investments in debt instruments measured at FVOCI, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

When the fair value of financial assets and liabilities differs from the transaction price on initial recognition, the Group recognises the difference as follows:

- (i) When the fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e. a Level 1 input) or based on a valuation technique that uses only data from observable markets, the difference is recognised as a gain or loss.
- (ii) In all other cases, the difference is deferred and the timing of recognition of deferred day one profit or loss is determined individually. It is either amortised over the life of the instrument, deferred until the instrument’s fair value can be determined using market observable inputs, or realised through settlement.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

2.11.1 Financial assets

(a) Classification and subsequent measurement

The Group has classified its financial assets in the following measurement categories:

- Amortised cost (“AC”);
- Fair value through profit or loss (“FVPL”); and
- FVOCI

The classification requirements for debt and equity instruments are described below:

Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer’s perspective, such as loans to customers, financial assets held under resale agreement, finance lease receivables, term deposits with banks and other current assets (excluding repossessed assets).

Classification and subsequent measurement of debt instruments depend on:

- The Group’s business model for managing the asset; and
- The cash flow characteristics of the asset.

Based on these factors, the Group classifies its debt instruments into one of the following three measurement categories:

- AC: Assets that are held for collection of contractual cash flows where those cash flows represent SPPI, and that are not designated at FVPL, are measured at amortised cost. The carrying amount of these assets is adjusted by any ECL allowances recognised and measured as described in note 4.1(a)(ii). Interest income from these financial assets is included in “interest income” using the effective interest method.
- FVPL: Assets that do not meet the criteria for AC or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL and is not part of a hedging relationship is recognised in profit or loss and presented in the consolidated statement of comprehensive income within “net investment losses” in the period in which it arises.
- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets’ cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised in “other gains/(losses), net”. Interest income from these financial assets is included in finance income using the effective interest method. Foreign exchange gains and losses are presented in “other losses, net” and impairment expenses are presented as separate line item in the consolidated statement of comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

2.11.1 Financial assets (Continued)

(a) Classification and subsequent measurement (Continued)

Business model: the business model reflects how the Group manages the assets in order to generate cash flows. That is, whether the Group's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of "other" business model and measured at FVPL. Factors considered by the Group in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated.

SPPI: Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Group assesses whether the financial instruments' cash flows represent SPPI. In making this assessment, the Group considers whether the contractual cash flows are consistent with a basic lending arrangement, i.e. interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at FVPL. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Group reclassifies debt investments when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting year following the change. Such changes are expected to be very infrequent and none occurred during the year.

Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer's perspective; that is, instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets. Examples of equity instruments include ordinary shares.

The Group subsequently measures all equity investments at FVPL, except where the Group's management has elected, at initial recognition, to irrevocably designate an equity investment at FVOCI. The Group's policy is to designate equity instruments at FVOCI when those instruments are held for purposes other than to generate investment returns. When this election is used, fair value gains and losses are recognised in other comprehensive income and are not subsequently reclassified to profit or loss, including on disposal. Dividends, when representing a return on such investments, continue to be recognised in profit or loss as other income when the Group's right to receive payment is established. Gains and losses on equity investments at FVPL are included in the "Net investment losses" line in the consolidated statement of comprehensive income.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

2.11.1 Financial assets (Continued)

(b) Impairment

The Group assesses on a forward-looking basis the ECL allowances associated with its debt instrument assets carried at AC and with the exposure arising from term deposits with banks and other financial assets. The Group recognises an ECL allowance for such losses at each reporting date. The measurement of ECL allowances reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

(c) Derecognition other than modification

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either (i) the Group transfers substantially all the risks and rewards of ownership, or (ii) the Group neither transfers nor retains substantially all the risks and rewards of ownership and the Group has not retained control.

The Group enters into transactions where it retains the contractual rights to receive cash flows from assets but assumes a contractual obligation to pay those cash flows to other entities and transfers substantially all of the risks and rewards. These transactions are accounted for as “pass through” transfers that result in derecognition if the Group:

- has no obligation to make payments unless it collects equivalent amounts from the assets;
- is prohibited from selling or pledging the assets; and
- has an obligation to remit any cash it collects from the assets without material delay.

Collateral (shares and bonds) furnished by the Group under standard repurchase agreements and securities lending and borrowing transactions are not derecognised because the Group retains substantially all the risks and rewards on the basis of predetermined repurchase price, and the criteria for derecognition are therefore not met. This also applies to certain securitisation transactions in which the Group retains a subordinated residual interest.

When the contractual rights to receive the cash flows from the assets have been transferred, and the Group neither transfers nor retains substantially all the risks and rewards of ownership, and the Group has retained control of the transferred assets, the Group applies continuing involvement approach.

Under this approach, the Group continues to recognise the transferred asset to the extent of its continuing involvement and recognise the associated liability, to reflect the rights and obligations retained by the Group. The net carrying amount of the transferred asset and associated liability is: (a) the amortised cost of the rights and obligations retained by the Group, if the transferred asset is measured at amortised cost; or (b) equal to the fair value of the rights and obligations retained by the Group when measured on a stand-alone basis, if the transferred asset is measured at fair value.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

2.11.2 Financial liabilities

(a) Classification and subsequent measurement

In both the current and prior year, financial liabilities are classified as subsequently measured at AC, except for:

- financial liabilities at FVPL: this classification is applied to derivatives, financial liabilities held for trading (e.g. short positions in the trading booking) and other financial liabilities designated as such at initial recognition. Gains or losses on financial liabilities designated at FVPL are presented partially in other comprehensive income (the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability, which is determined as the amount that is not attributable to changes in market conditions that give rise to market risk) and partially profit or loss (the remaining amount of change in the fair value of the liability). This is unless such a presentation would create, or enlarge, an accounting mismatch, in which case the gains and losses attributable to changes in the credit risk of the liability are also presented in profit or loss;
- financial liabilities arising from the transfer of financial assets which did not qualify for derecognition or when the continuing involvement approach applies. When the transfer of financial asset did not qualify for derecognition, a financial liability is recognised for the consideration received for the transfer. In subsequent years, the Group recognises any expense incurred on the financial liability; and
- financial guarantee contracts.

Financial liabilities are classified as current liabilities unless, at the end of the reporting period, the Group has a right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying borrowing arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

(b) Derecognition

Financial liabilities are derecognised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expires).

The exchange between the Group and its original lenders of debt instruments with substantially different terms, as well as substantial modifications of the terms of existing financial liabilities, are accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability. In addition, other qualitative factors, such as the currency that the instrument is denominated in, changes in the type of interest rate, new conversion features attached to the instrument and change in covenants are also taken into consideration. If an exchange of debt instruments or modification of terms is accounted for as an extinguishment, any costs or fees incurred are recognised as part of the gain or loss on the extinguishment. If the exchange or modification is not accounted for as an extinguishment, any costs or fees incurred adjust the carrying amount of the liability and are amortised over the remaining term of the modified liability.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.11 Financial assets and liabilities (Continued)

2.11.2 Financial liabilities (Continued)

(c) Interest expenses

Interest expenses are calculated by applying the effective interest rate to the gross carrying amount of financial liabilities and are expensed in the year in which they are incurred.

2.12 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position where the Group has a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The Group has also entered into arrangements that do not meet the criteria for offsetting but still allow for the related amounts to be set off in certain circumstances, such as bankruptcy or the termination of a contract.

2.13 Financial assets held under resale agreements

Financial assets that have been purchased under agreements with a commitment to resell at a specific future date are not recognised in the consolidated statement of financial position. The consideration of the acquisition is accounted for as financial assets held under resale agreements, and the difference between the consideration of the acquisition and the disposal consideration upon the completion of disposal of the entire equity interest is recognised as interest income during the term of the resale agreement using the effective interest method.

2.14 Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the ECL model under HKFRS 9 Financial Instruments, and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of HKFRS 15 Revenue from Contracts with Customers.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

2.15 Inventories

The Group's inventories are tradable commodities arising from its supply chain businesses, which are initially measured at cost. Costs are assigned to individual items of inventory on the basis of weighted average costs method, including purchase cost and other variable purchase expenses, after deducting rebates and discounts.

At the end of each reporting period, tradable commodities are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Tradable commodities are classified as current assets if they are to be sold within one year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.16 Repossessed collateral assets

Reposessed collateral assets are accounted for as “repossessed assets” and reported under “other current assets” upon derecognition of relevant loans. Repossessed collateral assets are initially recognised at fair value and subsequently measured at the lower of their carrying amount and fair value, less costs to sell, at the end of each reporting year. When the fair value less costs to sell is lower than a reposessed collateral asset’s carrying amount, an impairment loss is recognised in the consolidated statement of comprehensive income.

Any gain or loss arising on the disposal of the reposessed collateral asset is included in the consolidated statement of comprehensive income in the period during which the item is disposed.

2.17 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

2.18 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2.19 Dividend distribution

Dividend distribution to the Company’s shareholders is recognised as a liability in the Group’s consolidated financial statements and the Company’s financial statements in the period in which the dividends are approved by the Company’s shareholders.

2.20 Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

(b) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share, by taking into account the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.21 Current and deferred income tax

The income tax expense or credit for the year is the tax payable on the current year's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting year in the countries where the Group operates and generates taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred income tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting year and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred income tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets and liabilities and when the deferred income tax balances relate to the same taxation authority. Current income tax assets and liabilities are offset where the Group has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred income tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.22 Employee benefits

(a) Short-term obligations

Liabilities for wages and salaries, including accumulating sick leave that are expected to be settled wholly within 12 months after the end of the year in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting year and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as accrued employee benefits in the consolidated statement of financial position.

(b) Pension obligations

The PRC employees of the Group are covered by various PRC government-sponsored defined-contribution pension plans under which the employees become entitled to a monthly pension based on certain formulas. The relevant government agencies are responsible for the pension liability to these employees when they retire. The Group contributes on a monthly basis to these pension plans for the employees which are determined at a certain percentage of their salaries. Under these plans, the Group has no obligation for post-retirement benefits beyond the contribution made.

Contributions to these plans are expensed as incurred and contributions paid to the defined-contribution pension plans for an employee are not available to reduce the Group's future obligations to such defined-contribution pension plans even if the employee leaves the Group.

(c) Other social security obligations

The PRC employees of the Group are entitled to participate in various government-sponsored social security funds, including medical, housing and other welfare benefits. The Group contributes on a monthly basis to these funds based on certain percentages of the employees' salaries and the contributions are recognised in the consolidated statement of comprehensive income for the period when employees have rendered service entitling them to the contribution. The Group's liabilities in respect of these funds are limited to the contributions payable in the reporting year.

2.23 Share-based payments

Employee options

The Group operates an equity-settled, share-based compensation plan, under which the Group receives services from employees as consideration for equity instruments (options) of the Group. The fair value of the employee services received in exchange for the grant of the options is recognised as an expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted:

- including any market performance conditions (e.g. the Company's share price);
- excluding the impact of any service and non-market performance vesting conditions; and
- including the impact of any non-vesting conditions.

Non-market performance and service conditions are included in assumptions about the number of options that are expected to vest.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.23 Share-based payments (Continued)

Employee options (Continued)

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each reporting year, the Group revises its estimates of the number of options that are expected to vest based on the non-marketing performance and service conditions. It recognises the impact of the revision to original estimates, if any, in the consolidated statement of comprehensive income, with a corresponding adjustment to equity.

When the options are exercised, the Group issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital and share premium.

2.24 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting year. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

2.25 Leases

(a) The Group as lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.25 Leases (Continued)

(a) The Group as lessee (Continued)

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group, where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the Group revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option. Low-value assets comprise information technology equipment and small items of office furniture.

(b) The Group as lessor

Lease income from operating leases where the Group is a lessor is recognised in other operating income on a straight-line basis over the lease term. The respective leased assets are included in the consolidated statement of financial position based on their nature.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

2. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.26 Revenue recognition

(a) Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of financial assets. For those financial assets that are not purchased or originated credit-impaired but subsequently have become credit-impaired, where the interest income is calculated by applying its effective interest rate to the AC (i.e. net of the ECL provision).

Interest income from financial assets held under resale agreements is recognised in accordance with note 2.13.

Interest income from finance leases represents the difference between the gross finance lease receivable and the present value of the finance lease receivable and is recognised using the effective interest method.

(b) Sales of goods

The Group determines first whether the nature of its promise is a performance obligation to provide the specified commodities itself (i.e. the Group is a principal) or to arrange for those commodities to be provided by another party (i.e. the Group is an agent).

If the Group controls the specified commodities before they are transferred to a customer, the Group is a principal and recognise its revenue on delivering the commodities to customers, which generally coincides with the transferral of control.

If the Group's performance obligation is to arrange for the provision of the specified commodity by the other party, the Group is an agent since it does not control the specified commodity. It recognises revenue in the amount of fee or commission which it expects to be entitled to.

(c) Consultancy and commission fee income

The Group provides consultancy and insurance agency services to its clients.

The consultancy services include multiple performance obligations and the transaction price is allocated to each performance obligation based on the stand-alone selling prices. Where the performance obligations are not directly observable, they are estimated based on expected cost plus margin.

The insurance agency services contain a series of distinct services that are substantially the same and have the same pattern of transfer. Therefore, the services are identified as one performance obligation.

Revenue from providing such services is recognised in the accounting period in which the services are rendered.

2.27 Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the consolidated statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate. Government grants that become receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to an entity within the Group with no future related costs are recognised as income of the period in which they become receivable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group continually evaluates its critical accounting estimates and judgements applied based on historical experience and other factors, including reasonable expectations of future events. The critical accounting estimates and key assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period are outlined below. It is possible that actual results may be materially different from the estimates and judgements referred to below.

3.1 Critical accounting estimates

(a) Measurement of ECL allowances

The measurement of the ECL allowances for financial assets measured at AC is an area that requires the use of ECL models and significant assumptions about future economic conditions and credit behavior (e.g. the likelihood of customers defaulting and the resulting losses). Explanation of the inputs, assumptions and estimation techniques used in measuring ECL allowances is further detailed in note 4.1, which also sets out key sensitivities of the ECL allowances to changes in these elements.

A number of significant judgements are also required in applying the accounting requirements for measuring ECL allowances, such as:

- determination of relevant key models and parameters;
- criteria for determining whether or not there was a significant increase in credit risk (“SICR”) and definition of default or credit impairment;
- estimated future cash flows for loans to customers that the discounted cash flow model is used to calculate ECL allowances;
- economic variables for forward-looking measurement, and the application of economic scenarios and relative weightings.

(b) Fair value of investment properties

The fair value of investment properties are determined by using valuation techniques. Observable inputs are used at arm’s length. Where market observable inputs are not available, they are estimated using assumptions that are calibrated as closely as possible to market observable data. Changes in assumptions about these factors could affect reported fair value of investment properties. Detailed information about the judgements and estimates made by the Group is set out in note 4.3.

(c) Income taxes

The Group is subject to income taxes in a number of jurisdictions. Significant judgement is required in determining the provision for income taxes in various jurisdictions. There are transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Continued)

3.2 Critical accounting judgements

(a) Contractual agreements

Under the relevant rules and regulations prevailing in the PRC, wholly foreign-owned enterprises are not allowed to operate pawn-loan business in China. The current registered owners of Wuzhong Pawnshop are Wuzhong Jiaye and Hengyue Consulting. As described in note 2.2(a) above, the Group's wholly owned subsidiary Huifang Tongda entered into a series of contractual agreements with Wuzhong Pawnshop, Wuzhong Jiaye, Hengyue Consulting and the owners of Wuzhong Jiaye and Hengyue Consulting (the "Contractual Agreements"). The Contractual Agreements include: (i) a proxy agreement where Wuzhong Jiaye and Hengyue Consulting have irrevocably and unconditionally undertaken to authorise Huifang Tongda to exercise their shareholders' rights under the articles of association of the Wuzhong Pawnshop and applicable PRC laws and regulations; (ii) an exclusive management and consultation service agreement pursuant to which Wuzhong Pawnshop engaged Huifang Tongda on an exclusive basis to provide consultation and other ancillary services, and in return Wuzhong Pawnshop agreed to pay Huifang Tongda the consultancy service fee; (iii) exclusive call option agreement pursuant to which Wuzhong Jiaye and Hengyue Consulting irrevocably and unconditionally granted Huifang Tongda an option to acquire the entire equity interest held by Wuzhong Jiaye and Hengyue Consulting in Wuzhong Pawnshop and/or all assets of Wuzhong Pawnshop at a price equivalent to the minimum amount as may be permitted by applicable PRC laws and regulations; and (iv) equity pledge agreement pursuant to which the Ultimate Shareholders granted first priority security interests over their respective equity interests in Wuzhong Jiaye and Hengyue Consulting to Huifang Tongda for guaranteeing the performance of the above the proxy agreement, exclusive management and consultation service agreement, and the exclusive call option agreement. Pursuant to these agreements and undertakings, notwithstanding the fact that the Company does not hold direct equity interest in Wuzhong Pawnshop, management considers that the Company has power over the financial and operating policies of Wuzhong Pawnshop and receives a majority of the economic benefits from business activities of Wuzhong Pawnshop. Accordingly, Wuzhong Pawnshop has been treated as an indirect subsidiary of the Company.

(b) Principal versus agent consideration

The Group engages in trading of daily groceries. The Group concluded that the Group acts as the principal for such transactions as it controls the specified good before it is transferred to the customer after taking into consideration indicators such as the Group is primarily responsible for fulfilling the promise to provide the goods and the Group has inventory risk. When the Group satisfies the performance obligation, the Group recognises trading revenue in the gross amount of consideration to which the Group expects to be entitled as specified in the contracts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks and those activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. Managing risks is core to the financial business, and the operational risks are an inevitable consequence of being in business. The Group's aim is therefore to achieve an appropriate balance between risk and return and minimise potential adverse effects on the Group's financial performance.

The Group's risk management is carried out by a Central Risk Management Department under policies approved by the Board of Directors (the "Board"). Risk Management Department identifies and evaluates financial risks in close co-operation with the Group's operating units. The Board provides written principles for overall risk management, as well as policies covering specific areas, such as credit risk, market risk and liquidity risk.

The Group's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits. The Group regularly reviews its risk management policies and procedures to reflect changes in markets and products.

The most important types of financial risk are credit risk, market risk and liquidity risk. Market risk primarily includes interest rate risk, foreign exchange risk and price risk.

4.1 Financial risk factors

(a) Credit risk

The Group takes on exposure to credit risk, which is the risk that a counterparty will cause a financial loss for the Group by failing to discharge on obligation. Significant changes in the economy, or those in credit quality of a concentration in the Group's portfolio, could result in losses that are different from those provided for at the consolidated statement of financial position. Management therefore carefully manages its exposure to credit risk. Credit exposures arise principally from loans to customers in the Group's asset portfolio, but can also be from finance lease receivables, financial assets held under resale agreement, bank deposits and other receivables.

(i) Credit risk measurement of loans to customers

The estimation of credit exposure for risk management purposes is complex and requires the use of models, as the exposure varies with changes in market conditions, expected cash flows and the passage of time. The assessment of credit risk of a portfolio of assets entails further estimations as to the likelihood of defaults occurring, of the associated loss ratios and of default correlations between counterparties. The Group's loans to customers are segmented into secured loans and unsecured loans based on credit risk characteristics. Key parameters in ECL measurement include Probability of Default ("PD"), Loss Given Default ("LGD") and Exposure at Default ("EAD").

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement

In accordance with HKFRS 9, the Group constructed a “three-stage” ECL model to measure ECL allowances based on changes in credit quality since initial recognition of a loan:

- Stage 1: A financial instrument that a SICR since initial recognition is not identified and is not credit-impaired on initial recognition is classified in “Stage 1” and has its credit risk continuously monitored by the Group.
- Stage 2: If a SICR since initial recognition is identified but is not yet deemed to be credit-impaired, the financial instrument is moved to “Stage 2”.
- Stage 3: If the financial instrument is credit-impaired, the financial instrument is then moved to “Stage 3”.

Financial instruments in Stage 1 have their ECL allowances measured at an amount equal to the portion of lifetime ECLs that result from default events possible within the next 12 months. Instruments in Stage 2 or 3 have their ECL allowances measured based on ECLs on a lifetime basis.

The key judgements and assumptions adopted by the Group in addressing the requirements of the standard are discussed below:

a. SICR

The Group manages the credit risk of its loan portfolio mainly by monitoring the over-due status of borrowers. The Group considers a loan to have experienced an SICR when it meets one or more of the following quantitative and qualitative criteria:

Quantitative criteria:

- The borrower is past due on its contractual payments for more than 30 days but no more than 90 (included) days.

Qualitative criteria:

- Default in other financial institutions; and
- Under-going law suit raised by the Group.

The criteria used to identify SICR are monitored and reviewed periodically for appropriateness by the Central Risk Management Department.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

b. *Definition of default and credit-impaired assets*

The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impairment, when it meets one or more of the following criteria:

Quantitative criteria:

- The borrower is more than 90 days past due on its contractual payments.

Qualitative criteria:

- The debtor is likely to go bankrupt or carry out other financial restructuring.
- The Group has made concessions to the debtor in financial difficulty for economic or legal reasons.

The criteria above have been applied to all financial instruments measured at AC and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the PD, LGD and EAD throughout the Group's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of six months. This period of six months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different cure definitions.

c. *Measuring ECL allowances — model inputs, assumptions and estimation techniques*

The ECL allowance is measured on either a 12-month or lifetime basis depending on whether an SICR has occurred since initial recognition or whether an asset is considered to be credit-impaired. ECL allowances are the discounted product of the PD, LGD, and EAD, defines as follows:

- PD represents the likelihood of a borrower defaulting on its financial obligation (as per "Definition of default and credit-impaired assets" above).
- LGD represents the Group's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of EAD.
- EAD is based on the amounts the Group expects to be owed at the time of default.

The ECL allowance is determined by projecting the PD, LGD and EAD for every six months and for each individual exposure or collective segment. These three components are multiplied together and adjusts their duration (if there is no early repayment or default). This effectively calculates an ECL allowance for every six months, which is then discounted back to the reporting date and summed. The discount rate used in the ECL allowance calculation is the original effective interest rate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

c. *Measuring ECL allowances – model inputs, assumptions and estimation techniques (Continued)*

For loans to customers in Stage 1, the Group first calculates the annual 12-month PD and then transfers it to monthly PD. For loans to customers in Stages 2 and 3, the lifetime PDs are developed by monitoring how defaults develop in a portfolio from the point of time when a loan experiences SICR to its lifetime. The lifetime PDs are based on historical observed data taking into consideration forward-looking factors and are assumed to be the same across all loans to customers within a portfolio. This is supported by historical analysis.

The LGDs are determined based on the factors that affect the recoverable amounts post default. These vary by product type.

- For secured loans to customers, this is primarily based on the projected collateral values, historical discounts to market/book values due to forced sales, time to repossession and recovery costs observed.
- For unsecured loans to customers, the Group will preserve the borrower's asset to mitigate the credit risk. Thus the LGDs are determined based on the factors similar to secured loans to customers.

Forward-looking economic information is also included in determining the 12-month and lifetime PDs and LGDs. These assumptions vary by product type.

For loans to customers classified into Stages 1 and 2, the management assesses ECL allowances using the risk parameter modelling approach that incorporates key parameters, including PD, LGD and EAD. For impaired loans to customers in Stage 3, the management assesses ECL allowances by estimating the cash flows from the loans taking into consideration of forward-looking factors.

The assumptions underlying the ECL allowance calculation, such as how the maturity profile of the PDs and how collateral values change, are monitored and reviewed on a half-year basis.

There have been no significant changes in estimation techniques or significant assumptions made during the reporting year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

d. *Forward-looking information incorporated in the ECL models*

Both the assessment of SICR and the calculation of ECL allowances incorporate forward-looking information. The Group has performed historical analysis and identified the key economic variables for each ECL segment.

Based on analysis and assessment, the Group applies a series of economic variables (including Urban Per Capita Disposable Income Growth Rate (城鎮居民人均可支配收入增長率), National Housing Sensitive Index (國房景氣指數) and Business Climate Index (企業景氣指數), etc.) to establish statistical co-relation between such economic variables and PDs, LGDs. A forward-looking result on PDs and LGDs is calculated based on forecasts of these economic variables.

The following table illustrates how economic variables apply to different portfolios.

	PDs	LGDs
Secured loans to customers	Urban Per Capita Disposable Income Growth Rate	National Housing Sensitive Index
Unsecured loans to customers	Urban Per Capita Disposable Income Growth Rate	Business Climate Index

As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group considers these forecasts to represent its best estimate of the possible outcomes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

d. *Forward-looking information incorporated in the ECL models (Continued)*

Economic variable forecasts

The most significant year-end forecasts used for the ECL allowances estimate as at 31 December 2025 are set out below. The scenarios “base”, “upside” and “downside” are used for all segments.

		2025
Urban Per Capita Disposable Income Growth Rate	Base	7.05
	Upside	7.07
	Downside	7.04
National Housing Sensitive Index	Base	96.89
	Upside	97.18
	Downside	96.60
Business Climate Index	Base	110.62
	Upside	111.85
	Downside	109.40

The weightings assigned to each economic scenario as at 31 December 2025 are as follows:

	Base	Upside	Downside
All portfolios	80%	10%	10%

Other forward-looking considerations not incorporated within the above scenarios, such as the impact of any regulatory, legislative or political changes, have also been considered, but are not deemed to have a material impact and therefore no adjustment has been made to the ECL allowances for such factors. This is reviewed and monitored for appropriateness regularly.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

d. *Forward-looking information incorporated in the ECL models (Continued)*

Sensitivity analysis

Set out below are the changes to the ECL allowances as at 31 December 2025 that would result from reasonably possible changes in these parameters from the actual assumptions used in the Group's economic variable assumptions:

		Urban Per Capita Disposable Income Growth Rate		
		-1%	No change	+1%
Secured loans to customers				
National Housing Sensitive Index	+1%	-0.07%	-0.07%	-0.08%
	No change	0.004%	—	-0.004%
	-1%	0.08%	0.07%	0.07%
Unsecured loans to customers				
Business Climate Index	+1%	-0.11%	-0.10%	-0.10%
	No change	0.01%	—	-0.01%
	-1%	0.10%	0.10%	0.11%

As at 31 December 2025, weighted average ECL allowances for loans to customers under the three economic scenarios (upside, base and downside) will increase by less than 1% compared to ECL allowances for loans to customers under the base economic scenario.

Should the weighting assigned to the upside economic scenario increase by 10% and the weighting assigned to base economic scenario decrease by 10%, the ECL allowances for loans to customers would decrease by less than 1%. Should the weighting assigned to downside economic scenario increase by 10% and the weighting assigned to base economic scenario decrease by 10%, the ECL allowances for loans to customers would increase by less than 1%.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(ii) ECL allowances measurement (Continued)

d. *Forward-looking information incorporated in the ECL models (Continued)*

Sensitivity analysis (Continued)

The Group performs a sensitivity analysis on the ECL allowances, assuming all past due loans to customers currently categorised at Stage 1 are moved down to Stage 2 after having experienced an SICR. The table below shows the change in ECL allowances as at 31 December 2025:

ECL allowances assuming past due loans to customers at Stage 1 move down to Stage 2	371,076
Current ECL allowances	370,199
Difference	877
Difference percentage	0.24%

(iii) Credit risk exposure

Demand deposits with banks placed in renowned or high credit-rated financial institutions are considered to be of low credit risk as they have an investment credit rating with at least one major agency. No impairment had been provided under 12-month ECL assessment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(iii) Credit risk exposure (Continued)

The following table contains an analysis of the credit risk exposure of financial assets for which ECL allowances are recognised. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets.

	2025				2024
	ECL staging			Total	
	Stage 1 12-month ECL	Stage 2 12-month ECL	Stage 3 12-month ECL		
Loans to customers					
Secured loans to customers <i>(note (a))</i>	525,663	6,983	1,021,097	1,553,743	1,874,525
Unsecured loans to customers <i>(note (b))</i>	1,194,480	2,078	351,303	1,547,861	1,469,214
Gross carrying amount	1,720,143	9,061	1,372,400	3,101,604	3,343,739
ECL allowances	(36,073)	(3,159)	(592,197)	(631,429)	(825,753)
Carrying amount	1,684,070	5,902	780,203	2,470,175	2,517,986
Term deposits with banks					
Credit grade					
AAA	56,722	—	—	56,722	11,986
Gross carrying amount	56,722	—	—	56,722	11,986
ECL allowances	—	—	—	—	(164)
Carrying amount	56,722	—	—	56,722	11,822
Other current assets (excluding repossessed assets)					
Gross carrying amount	45,217	—	—	45,217	29,893
ECL allowances	(1,029)	—	—	(1,029)	(1,141)
Carrying amount	44,188	—	—	44,188	28,752
Financial assets held under resale agreement					
Gross carrying amount	—	—	—	—	221,390
ECL allowances	—	—	—	—	(3,527)
Carrying amount	—	—	—	—	217,863
Finance lease receivables					
Gross carrying amount	134,672	—	—	134,672	104,650
ECL allowances	(5,627)	—	—	(5,627)	(5,515)
Carrying amount	129,045	—	—	129,045	99,135

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(iii) Credit risk exposure (Continued)

Notes:

- (a) Secured loans to customers comprise real estate backed loans and movable property backed loans.
- (b) Unsecured loans to customers comprise equity interest backed loans (including listed shares backed loans and other equity interest backed loans), guaranteed loans and other unsecured loans.

The following table contains an analysis of credit risk exposure of financial assets at FVPL:

	2025	2024
Private equity funds	107,320	99,429
Structured deposits	20,329	20,430
	127,649	119,859

(iv) Concentration of risks of financial assets with credit risk exposure

The Group maintains a diversified client base. The gross carrying amount from the top five customers accounted for 22.91% (2024: 21.89%) of total gross carrying amount as at 31 December 2025. Interest income from the top five customers accounted for 18.1% (2024: 15.8%) of total interest income for the year ended 31 December 2025.

(v) Collateral and other credit enhancement

The Group employs a range of policies and practices to mitigate credit risk. The most common of these is accepting collateral for loans granted. The Group has internal policies on the acceptability of specific classes of collateral or credit risk mitigation.

The Group prepares a valuation of the collateral obtained as part of the loan origination process. This assessment is reviewed periodically. The principal collateral types for loans to customers are:

- real estate, including residential, commercial and industrial properties;
- equity instruments, mainly equity interest in unlisted or listed companies which are typically related to the borrowers; and
- movable properties, including but not limited to vehicles, luxury goods, precious metal, jewellery and works of art.

The Group's policies regarding obtaining collateral have not significantly changed in 2025 and there has been no significant change in the overall quality of the collateral held by the Group since the prior year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(a) Credit risk (Continued)

(v) Collateral and other credit enhancement (Continued)

The Group also focuses on ascertaining legal ownership and the valuation of the real estate and work of art collaterals. A loan granted is based on the value of the collaterals, which is generally lower than the estimated value of the real estate and work of art collaterals. The Group monitors the value of the real estate and work of art collaterals throughout the loan period.

For unsecured loans, other than taking into consideration of repayment ability and credit records of individual borrower, the Group also introduces other credit enhancement measures such as guarantee from a third party.

a. *Fair value of collateral of credit-impaired loans*

The Group closely monitors collateral held for financial assets considered to be credit-impaired, as it becomes more likely that the Group will take possession of collateral to mitigate potential credit losses.

The gross amount of real estate backed loans that are credit-impaired and the fair value of collateral held in order to mitigate potential credit losses are shown below:

	2025	2024
Gross carrying amount	998,628	1,021,362
ECL allowances	(416,301)	(476,814)
Carrying amount	582,327	544,548
Fair value of collateral held	1,038,574	1,079,463

(vi) Written-off policy

The Group aims to recover amounts to which it is legally entitled. However, when the Group has exhausted all practical recovery efforts and has concluded no reasonable expectation of recovery, it writes off financial assets, in whole or in part. Indicators include: (i) the Group ceases enforcement activity and (ii) where the Group's recovery method is foreclosing on collateral and the value of the collateral is such that no reasonable expectation of recovering in full exists.

Financial assets written off during the year ended 31 December 2025 amounted to RMB246.7 million (2024: RMB51.8 million).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(b) Market risk

The Group takes on exposure to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks arise from open positions in interest rate, foreign currency and equity investments, all of which are exposed to general and specific market movements and changes in the level of volatility of market rates or prices such as interest rates, credit spreads, foreign exchange rates and equity prices. The Group's exposure to market risk is primarily attributable to interest rate risk arising from loans to customers, finance lease receivables, financial assets held under resale agreement, bank balances and borrowings. The Group has established policies and procedures for monitoring and managing market risk.

(i) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Group takes on exposures to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks.

The Group's most significant interest-bearing assets are loans to customers, finance lease receivables, financial assets held under resale agreement, bank deposits and structured deposits, and its most significant interest-bearing liabilities are borrowings.

The interest rates of loans to customers and finance lease receivables and financial assets held under resale agreement are not primarily affected by the changes in the benchmark rate in the market. Instead, they are much more influenced by demand and supply as well as bilateral negotiation, which makes a quantitative sensitivity analysis based on the benchmark rate unrepresentative.

For the other interest-bearing assets and liabilities, the Group regularly calculates the impact on profit or loss of a possible interest rate shift on its portfolio. Based on the simulations performed and with other variables held constant, should the benchmark interest rate had been 100 basis points higher/lower, the profit before income tax would have been decreased/increased by RMB1,239 thousand (2024: RMB2,247 thousand) for the year ended 31 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(b) Market risk (Continued)

(ii) Foreign exchange risk

The Group operates principally in the PRC. The majority of recognised assets and liabilities are denominated in RMB and the majority of transactions are settled in RMB.

Exposure

The Group's exposure to foreign currency risk at the end of the reporting year, expressed in RMB thousand, is as follows:

	2025		2024	
	USD	HKD	USD	HKD
Cash at bank and cash on hand	43	15,851	63	5,545
Loans to customers	—	18,077	—	18,462
Net exposure	43	33,928	63	24,007

Should US dollar ("USD") and Hong Kong dollar ("HKD") weaken/strengthen by 1% against RMB with all other variables held constant, the profit before income tax would have been RMB340 thousand (2024: RMB241 thousand) lower/higher.

(iii) Price risk

Price risk is the risk that the fair value or future cash flows of the Group's assets measured at fair value will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual asset or its issuer, or factors affecting all similar assets.

The Group's price risk exposure mainly relates to financial assets at FVPL and investment properties. The market prices of those assets could lead to the fluctuation of investment value. The Group monitors the fair value of its portfolio on a timely basis and adjusts the position according to its analysis and prospect of the market.

Should the prices of these financial assets had increased/decreased by 5%, the profit before income tax would have been RMB5.4 million (2024: RMB5.0 million) higher/lower for the year ended 31 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(c) Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its obligations when they fall due as a result of cash requirements from contractual commitments. Such outflows would deplete available cash resources for customer lending. In extreme circumstances, lack of liquidity could result in reductions in the consolidated statement of financial position and sales of assets.

As disclosed in note 37, all of the Group's banking facilities are subject to the fulfillments of covenants. Some of those covenants relate to the Group's financial covenants which are tested periodically, as are commonly found in lending arrangements with financial institutions. If the Group were to breach these covenants, the related loans would become payable on demand. The Group did not identify any difficulties in complying with the covenants for loans.

The Group's objective is to maintain sufficient cash and sources of funding through committed credit facility and maintain flexibility in funding by maintaining committed credit lines. To manage the liquidity risk, the Group monitors rolling forecasts of its liquidity reserve and cash and cash equivalents on the basis of expected cash flow. The Group expects to fund the future cash flow needs through internally generated cash flows from operations and borrowings from financial institutions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.1 Financial risk factors (Continued)

(c) Liquidity risk (Continued)

(i) Maturities of financial assets and liabilities

The table below analyses the Group's financial assets and liabilities into relevant maturity groupings based on the remaining period from the date of the consolidated statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant. The Group's expected cash flows on these financial instruments may vary significantly from the following analysis.

	Repayable on demand or within 1 month	1-6 months	6-12 months	Over 12 months	Past due	Total
2025						
Cash at bank and cash on hand	169,042	47,420	244	—	—	216,706
Financial assets at FVPL	107,320	20,329	—	—	—	127,649
Loans to customers	226,079	840,859	498,119	332,981	678,940	2,576,978
Finance lease receivables	20,413	47,306	16,606	65,048	—	149,373
Other financial assets	37,681	—	—	—	—	37,681
Total financial assets	560,535	955,914	514,969	398,029	678,940	3,108,387
Borrowings	(100,320)	(325,008)	(334,705)	(222,930)	—	(982,963)
Amounts due to related parties	(633)	—	—	—	—	(633)
Lease liabilities	(338)	(1,691)	(1,983)	(1,738)	—	(5,750)
Other financial liabilities	(112,438)	—	—	—	—	(112,438)
Total financial liabilities	(213,729)	(326,699)	(336,688)	(224,668)	—	(1,101,784)
Net liquidity gap	346,806	629,215	178,281	173,361	678,940	2,006,603
2024						
Cash at bank and cash on hand	136,071	11,746	244	—	—	148,061
Financial assets at FVPL	99,429	20,430	—	—	—	119,859
Loans to customers	193,744	1,043,987	354,513	320,492	669,021	2,581,757
Financial assets held under resale agreement	221,391	—	—	—	—	221,391
Finance lease receivables	14,220	29,169	47,684	22,332	—	113,405
Other financial assets	21,547	—	—	—	4,274	25,821
Total financial assets	686,402	1,105,332	402,441	342,824	673,295	3,210,294
Borrowings	(101,235)	(259,992)	(440,442)	(383,108)	—	(1,184,777)
Amounts due to related parties	(633)	—	—	—	—	(633)
Lease liabilities	(147)	(755)	(1,009)	(2,082)	—	(3,993)
Other financial liabilities	(51,433)	—	—	—	—	(51,433)
Total financial liabilities	(153,448)	(260,747)	(441,451)	(385,190)	—	(1,240,836)
Net liquidity gap	532,954	844,585	(39,010)	(42,366)	673,295	1,969,458

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.2 Fair value of financial assets and liabilities

The Group's financial assets and liabilities are categorised as "cash at banks and cash on hand", "loans to customers", "financial assets held under resale agreement", "finance lease receivables", "financial assets at FVPL", "other financial receivables", "borrowings", "amounts due to related parties" and "other financial liabilities" respectively.

"Cash at banks and cash on hand", "loans to customers", "financial assets held under resale agreement", "finance lease receivables", "other financial receivables", "borrowings", "amounts due to related parties" and "other financial liabilities" are stated at AC, where fair values approximate to their ACs.

(a) Fair value hierarchy

To provide an indication about the reliability of the inputs used in determining fair value, the Group classifies its financial instruments into the three levels prescribed under the accounting standards.

Level 1: The fair value of financial instruments traded in active markets is based on quoted market prices at the end of the reporting year. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

	Level 1	Level 2	Level 3	Total
2025				
Financial assets at FVPL				
— Private equity funds	—	—	107,320	107,320
— Structured deposits	—	—	20,329	20,329
	—	—	127,649	127,649
	Level 1	Level 2	Level 3	Total
2024				
Financial assets at FVPL				
— Private equity funds	—	—	99,429	99,429
— Structured deposits	—	—	20,430	20,430
	—	—	119,859	119,859

There are no transfers between levels during the year.

The Group does not measure any financial assets or financial liabilities at fair value on a non-recurring basis as at 31 December 2025 (2024: same).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.2 Fair value of financial assets and liabilities (Continued)

(b) Valuation techniques used to determine fair value

The discounted cash flow model is used to determine the fair value of the structured deposits in level 3, and the net asset value model is used to determine the fair value of the private equity funds in level 3 (2024: same).

(c) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the years ended 31 December 2025 and 2024:

	Private equity funds	Structured deposits
At 1 January 2025	99,429	20,430
Disposals	—	(20,000)
Acquisitions	4,500	20,000
Distribution	(4,684)	—
Unrealised gain/(loss) recognised in net investment gains	8,075	(101)
At 31 December 2025	107,320	20,329
Including: unrealised gains recognised in profit or loss attributable to balances held at the end of the year	24,504	329
	Private equity funds	Structured deposits
At 1 January 2024	90,143	20,428
Disposals	—	(20,000)
Acquisitions	2,000	20,000
Unrealised gains recognised in net investment losses	7,286	2
At 31 December 2024	99,429	20,430
Including: unrealised gains recognised in profit or loss attributable to balances held at the end of the year	16,429	430

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.2 Fair value of financial assets and liabilities (Continued)

(d) Valuation inputs and relationships to fair value

The following table summarises the quantitative information about the significant unobservable input used in level 3 fair value measurements:

Description	Fair value at 31 December 2025	Valuation techniques	Unobservable inputs	Range of inputs 31 December 2025	Relationship of unobservable inputs to fair value
Private equity funds	107,320	Net assets value	Net asset value of the underlying investments	NA	The higher the net assets value, the higher the fair value
Structured deposits	20,329	Income approach	Expected yield to maturity	1.55–2.69%	The higher the expected yield to maturity, the higher the fair value

Description	Fair value at 31 December 2024	Valuation techniques	Unobservable inputs	Range of inputs 31 December 2024	Relationship of unobservable inputs to fair value
Private equity funds	99,429	Net assets value	Net asset value of the underlying investments	NA	The higher the net assets value, the higher the fair value
Structured deposits	20,430	Income approach	Expected yield to maturity	1.80–3.34%	The higher the expected yield to maturity, the higher the fair value

The fair value of the Group's private equity funds measurement in level 3 is determined based on the net asset value provided by respective fund managers as at 31 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.3 Fair value of investment properties

(a) Fair value hierarchy

	Level 1	Level 2	Level 3	Total
2025				
Investment properties	—	1,680	141,539	143,219
	—	1,680	141,539	143,219
	Level 1	Level 2	Level 3	Total
2024				
Investment properties	—	1,680	168,066	169,746
	—	1,680	168,066	169,746

There are no transfers between levels during the year.

(b) Valuation techniques used to determine level 2 and level 3 fair values

The Group obtains independent valuations for its investment properties at least annually, and determines a property's value within a range of reasonable fair value estimates.

The fair value for investment properties in level 2 is based on current prices in local market for similar properties. For investment properties classified as level 3, valuations are based on the income approach by discounting the estimated future rental proceeds. The rental proceeds in future periods are estimated based on current rentals of investment properties adjusted by expected vacancy rate and rental growth rate. The significant unobservable inputs involved in the valuation are discount rate, expected vacancy rate and rental growth rate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

4. FINANCIAL RISK MANAGEMENT (Continued)

4.3 Fair value of investment properties (Continued)

(c) Fair value measurements using significant unobservable inputs (level 3)

At 1 January 2025	168,066
Unrealised losses recognised in net investment gains	(26,527)
At 31 December 2025	141,539
Including: unrealised gains recognised in profit or loss attributable to balances held at the end of the year	49,942

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements:

Description	Fair value at		Range of inputs		Relationship of unobservable inputs to fair value
	31 December 2025	Unobservable inputs	31 December 2025		
Investment properties	141,539	Discount rate	5%	The higher the discounts rate and expected vacancy, the lower the fair value	
		Expected vacancy rate	7%		
		Rental growth rate	2.1%	The higher the rental growth rate, the higher the fair value	

Description	Fair value at		Range of inputs		Relationship of unobservable inputs to fair value
	31 December 2024	Unobservable inputs	31 December 2024		
Investment properties	168,066	Discount rate	5%	The higher the discount rate and expected vacancy rate, the lower the fair value	
		Expected vacancy rate	7%		
		Rental growth rate	3.5%	The higher the rental growth rate, the higher the fair value	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
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4. FINANCIAL RISK MANAGEMENT (Continued)

4.4 Capital risk management

The Group monitors capital risk on the basis of gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings net of cash and cash equivalent. Total capital is calculated as “total equity” as shown in the consolidated statement of financial position plus net debt.

The Group’s strategy is to maintain a gearing ratio below 50% and to meet the compliance requirements of its subsidiary, Wuzhong Pawnshop on aggregate amount of loans to customers at all times. The gearing ratios as at 31 December 2025 and 2024 are as follows:

	2025	2024
Borrowings (note 37)	932,915	1,107,583
Less: Cash and cash equivalents (note 33)	(159,949)	(136,071)
Net debt	772,966	971,512
Total equity	2,220,621	2,202,689
Total capital	2,993,587	3,174,201
Gearing ratio	25.82%	30.61%

(i) Loan covenants

The Group has no financial covenants under the terms of the borrowing facilities as at 31 December 2025 and 2024.

5. SEGMENT INFORMATION

The Board is the Group’s chief operating decision-maker, which assesses the financial performance and position of the Group and makes strategic decisions.

The Group manages its business under two operating and reportable segments for the years ended 31 December 2025 and 2024.

(a) Business segments

From business perspective, the Group provides services through two main business segments listed below:

Inclusive finance business division:

The inclusive finance business division mainly refers to provision of lending services in the PRC. From a product perspective, the inclusive finance business division principally engaged in lending services through granting secured loans and unsecured loans to customers.

Ecology finance business division:

The division mainly dedicates services to supply chain, loan facilitation technology, factoring, insurance agency, financial leasing, special assets investment and equity investment business.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

5. SEGMENT INFORMATION (Continued)

(b) Segment analysis

The profit or loss before income tax for each reportable segment including incomes and expenses from external transactions and from transactions with other segments, and other items in the consolidated statement of comprehensive income are allocated based on the operations of the segment.

Segment assets and segment liabilities are measured in the same way as in the consolidated statement of financial position. These assets and liabilities are allocated based on the operations of the segment.

	For the year ended 31 December 2025				
	Inclusive finance business division	Ecology finance business division	Headquarters and others	Elimination	Total
External operating income	236,567	458,488	13,526	—	708,581
Internal operating income	913	393	72,604	(73,910)	—
External operating cost	(8,233)	(415,049)	(20,978)	—	(444,260)
Internal operating cost	(13,736)	(3,048)	—	16,784	—
Net investment gains/(losses)	—	9,018	(25,959)	—	(16,941)
(Credit impairment losses)/reversal of credit impairment losses	(108,957)	3,508	2,773	—	(102,676)
Other operating income/(expenses)	690	232	10,347	(3,074)	8,195
General and administrative expenses	(62,859)	(28,935)	(47,429)	60,200	(79,023)
Other gains, net	20,751	4,346	101	—	25,198
Profit before income tax	65,136	28,953	4,985	—	99,074
Staff cost	16,225	4,841	23,611	—	44,677
Capital expenditure	(6,381)	(5)	—	—	(6,386)
	As at 31 December 2025				
	Inclusive finance business division	Ecology finance business division	Headquarters and others	Elimination	Total
Segment assets	1,474,657	1,238,398	631,578	100	3,344,733
Segment liabilities	(206,691)	(481,836)	(435,572)	(13)	(1,124,112)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

5. SEGMENT INFORMATION (Continued)

(b) Segment analysis (Continued)

	For the year ended 31 December 2024				
	Inclusive finance business division	Ecology finance business division	Headquarters and others	Elimination	Total
External operating income	240,951	404,820	13,027	—	658,798
Internal operating income	—	—	11,242	(11,242)	—
External operating cost	(12,943)	(349,461)	(19,970)	—	(382,374)
Internal operating cost	(10,421)	(692)	—	11,113	—
Net investment gains/(losses)	—	7,289	(15,243)	—	(7,954)
(Credit impairment losses)/reversal of credit impairment losses	(100,764)	(3,040)	348	—	(103,456)
Net gains on derecognition of financial assets measured are amortised cost	2,316	—	—	—	2,316
Other operating income	1,468	12,499	11,256	(12,780)	12,443
General and administrative expenses	(43,094)	(9,321)	(43,246)	12,909	(82,752)
Other losses, net	(565)	—	(443)	—	(1,008)
Profit/(loss) before income tax	76,948	62,094	(43,029)	—	96,013
Staff cost	17,717	5,138	21,234	—	44,089
Capital expenditure	(596)	(19)	(73,968)	—	(74,583)
	As at 31 December 2024				
	Inclusive finance business division	Ecology finance business division	Headquarters and others	Elimination	Total
Segment assets	1,643,397	1,337,055	523,892	(217)	3,504,127
Segment liabilities	(262,685)	(599,691)	(439,412)	350	(1,301,438)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

6. INTEREST INCOME

	2025	2024
Interest income from loans to customers		
— Secured loans	174,297	199,030
— Unsecured loans	113,370	94,205
Interest income from financial assets held under resale agreement	3,373	23,245
Interest income from finance leases	12,080	10,342
Interest income from bank deposits	740	512
	303,860	327,334

7. SALES OF GOODS AND COSTS OF SALES

The goods sold mainly contain daily groceries.

8. INTEREST EXPENSE

	2025	2024
Interest expense on bank borrowings	24,808	28,028
Interest expense on borrowings from non-bank financial institutions	2,839	7,936
Other interest expenses	19,516	20,770
	47,163	56,734

9. NET INVESTMENT LOSSES

	2025	2024
Fair value gains on financial assets at FVPL	8,488	7,719
Cash dividend of financial assets at FVPL	944	—
Net gains on disposal of financial assets at fair value	154	1,054
Fair value losses on investment properties	(26,527)	(16,727)
	(16,941)	(7,954)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

10. CREDIT IMPAIRMENT LOSSES

	2025	2024
Credit impairment losses on loans to customers	106,203	101,507
Credit impairment losses on other current assets	111	—
(Reversal of)/Provision for credit impairment losses on finance lease receivables	(111)	2,249
Reversal of credit impairment losses on financial assets held under resale agreement	(3,527)	(300)
	102,676	103,456

11. NET GAINS ON DERECOGNITION OF FINANCIAL ASSETS MEASURED AT AMORTISED COST

For the year ended 31 December 2024, the Group disposed loans to customers with carrying amount of RMB39.7 million to third parties for considerations of RMB42.0 million. The difference between the consideration and the carrying amount is recognised as net gains on derecognition of financial assets measured at amortised cost.

12. OTHER OPERATING INCOME

	2025	2024
Rental income	7,807	8,455
Government grant	270	80
Refund of commission fee paid in prior years	—	3,643
Others	118	265
	8,195	12,443

13. GENERAL AND ADMINISTRATIVE EXPENSES

	2025	2024
Employee benefit expenses (note 14)	44,677	44,089
Professional and consultancy fees	9,669	15,230
Depreciation and amortisation	6,227	6,204
Telephone, utilities and office expenses	2,498	4,276
Transportation, meal and accommodation	3,971	3,709
Taxes and surcharges	4,076	3,971
Auditors' remuneration	1,814	1,800
Operating lease payments	3,003	685
Advertising costs	424	401
Bank charges	1,780	605
Other expenses	884	1,782
	79,023	82,752

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

14. EMPLOYEE BENEFIT EXPENSES

	2025	2024
Discretionary bonuses	21,775	22,146
Wages and salaries	17,706	15,452
Pension	1,703	1,999
Other social securities obligations	3,493	4,492
	44,677	44,089

(a) Five highest paid individuals

The five individuals whose emoluments are the highest in the Group include four (2024: four) executive directors for the year ended 31 December 2025, whose emoluments are reflected in note 45. The emoluments payable to the remaining one (2024: one) individual for the year ended 31 December 2025 are as follows:

	2025	2024
Discretionary bonuses	243	270
Basic salaries	300	180
Pension	29	38
Other social securities obligations	60	52
	632	540

The emoluments to the remaining one (2024: one) individual fell within the following emoluments band:

	Number of individual(s)	
	2025	2024
Nil — HK\$1,000,000	1	1

For the years ended 31 December 2025 and 2024, no directors or any of the five highest paid individuals receive any emolument from the Group as an inducement to join or upon joining the Group or as compensation for loss of office.

15. OTHER GAIN/(LOSSES), NET

	2025	2024
Net foreign currency (losses)/gains	(773)	19
Net gain/(losses) from disposal of repossessed assets	21,630	(1,027)
Written off of other current liabilities	4,341	—
	25,198	(1,008)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

16. INCOME TAX EXPENSE

(a) Income tax expense

	2025	2024
Current income tax	40,036	37,706
Deferred income tax	(11,778)	(12,719)
	28,258	24,987

The difference between the income tax expense in the consolidated statement of comprehensive income and the amounts which would result from applying the enacted tax rate to profit before income tax can be reconciled as follows:

	2025	2024
Profit before income tax	99,074	96,013
Tax calculated at domestic tax rates applicable to profits in the respective areas	25,508	24,110
Tax effect of amounts which are not deductible in calculating taxable income:		
– Entertainment expenses	485	285
– Sundry items	4,924	364
Subtotal	5,409	649
Unused tax losses for which no deferred income tax asset has been recognised	735	719
Previously unrecognised tax losses now recouped to reduce current income tax expense	(605)	(4,277)
Adjustments for current income tax of prior years	(4,639)	(14)
PRC withholding tax	1,850	3,800
Income tax expense	28,258	24,987

The Company is incorporated in the Cayman Islands as an exempted company with limited liability under the Company Law of Cayman Islands and, accordingly, is exempted from payment of Cayman Islands income tax.

Enterprises incorporated in the British Virgin Islands are not subject to any income tax according to relevant rules and regulations.

The applicable Hong Kong profits tax rate is 16.5% (2024: 16.5%) on the assessable profits earned or derived in Hong Kong.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

16. INCOME TAX EXPENSE (Continued)

(a) Income tax expense (Continued)

According to the Corporate Income Tax Law of the PRC (the "CIT Law"), the income tax provision of the Group in respect of its operations in Mainland China has been calculated at the applicable corporate tax rate of 25% (2024: 25%) on the estimated assessable profits based on existing legislations, interpretations and practices.

For small and micro enterprises with annual taxable income less than RMB1 million, the income tax provision is calculated at the applicable corporate tax rate of 20% (2024: 20%) on 25% (2024: 25%) the taxable income amount, and for those with annual taxable income more than RMB1 million but less than RMB3 million, the income tax provision is calculated at the applicable corporate tax rate of 20% (2024: 20%) on 25% (2024: 25%) of the taxable income amount.

Pursuant to the CIT Law, a 5% (2024: 5%) withholding tax is levied on the dividends declared to the investors certified as Hong Kong resident enterprises from companies established in Mainland China.

(b) Tax losses for the year

	2025	2024
Unused tax losses for which no deferred tax asset has been recognised at 25%	287	91
Unused tax losses for which no deferred tax asset has been recognised at 16.5%	4,025	4,220
Unused tax losses for which no deferred tax asset has been recognised	4,312	4,311
Potential tax benefit at 25%	71	23
Potential tax benefit at 16.5%	664	696
Potential tax benefit	735	719

17. EARNINGS PER SHARE

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the profit of the Group attributable to owners of the Company by the weighted average number of ordinary shares in issue during the year.

	2025	2024
Profit attributable to owners of the Company	52,582	50,485
Weighted average number of ordinary shares in issue (in thousands)	1,090,335	1,090,335
Basic earnings per share (RMB)	0.048	0.046

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

17. EARNINGS PER SHARE (Continued)

(b) Diluted earnings per share

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. The Group has no category of dilutive potential ordinary shares for the year ended 31 December 2025.

	2025	2024
Profit attributable to owners of the Company	52,582	50,485
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share (in thousands) (note (i))	1,090,335	1,090,335
Dilutive earnings per share (RMB)	0.048	0.046

Note:

- (i) Weighted average number of shares used as the denominator

	2025	2024
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share (in thousands)	1,090,335	1,090,335
Adjustments for calculation of diluted earnings per share:		
Options (in thousands)	—	—
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share (in thousands) (note 34)	1,090,335	1,090,335

18. DIVIDENDS

A final dividend in respect of the year ended 31 December 2025 of HK\$0.03 per share, amounting to a total dividend of HK\$32.7 million (equivalent to RMB29.5 million), is to be proposed at the 2025 annual general meeting. These consolidated financial statements do not reflect this dividend payable.

A final dividend of HK\$0.03 per ordinary share in respect of the year ended 31 December 2024 was declared at the annual general meetings of the Company held on 28 May 2025. Based on the total number of ordinary shares of 1,090,335 thousand outstanding on 31 December 2024, a total dividend of HK\$32.7 million (equivalent to RMB29.8 million) was paid out of the retained earnings account by the Company on 26 June 2025.

	2025	2024
Proposed final dividend	29,544	29,898

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

19. SUBSIDIARIES

The following is a list of the Company's subsidiaries as at 31 December 2025. Unless otherwise stated, the proportion of ownership interests held equals the voting rights held by the Group. The country/place of incorporation is also the principal place of business.

Name of subsidiary	Country/place of incorporation and operation	Date of incorporation	Type of legal entity	Nominal value of issued and fully paid share capital/registered capital	Interest directly held	Interest indirectly held	Principal activities
Sifang Investment Limited	British Virgin Islands ("BVI")	22 November 2011	Limited company	1 share of US\$1	100%	—	Investment holding
Tongda Investment Limited	BVI	22 November 2011	Limited company	1 share of US\$1	100%	—	Investment holding
Rongda Investment Limited	Hong Kong	5 December 2011	Limited company	1 share of HK\$1	—	100%	Investment holding
Huifang Investment Limited	Hong Kong	5 December 2011	Limited company	1 share of HK\$1	—	100%	Investment holding
Suzhou Huifang Technology Company Limited	Mainland China	29 December 2011	Limited company	US\$96,100,000/ US\$98,100,000	—	100%	Investment holding
Suzhou Huifang Tongda Information Technology Company Limited ("Huifang Tongda")	Mainland China	10 February 2012	Limited company	RMB800,000,000	—	100%	Management consulting
Jiangsu Zhongli Communication Technology Co., Ltd ("Zhongli Communication")	Mainland China	8 May 2015	Limited company	RMB27,000,000/ RMB50,000,000	—	100%	Management consulting/ supply chain management
Wuzhong Pawnshop	Mainland China	21 December 1999	Limited company	RMB1,000,000,000	—	100%	Pawnshop services
Suzhou Dongshan Technology Microfinance Co., Ltd. ("Dongshan Micro-finance")	Mainland China	26 December 2012	Limited company	RMB300,000,000	—	70%	Micro-financing services
Suzhou Huida Commercial Factoring Company Limited ("Huida Factoring")	Mainland China	30 May 2016	Limited company	RMB170,000,000	—	52.94%	Factoring services
Suzhou Huifang Jiada Information Technology Company Limited	Mainland China	15 December 2016	Limited company	RMB50,000,000	—	100%	Technology consulting services
Suzhou Huifang Rongtong SME Guided Turnover Loan Fund (Limited Partnership) ("Huifang Rongtong") (note (a))	Mainland China	1 September 2017	Limited partnership	RMB25,000,000	—	80%	Short-term turnover loans
Suzhou Huifang Anda Insurance Agency Company Limited	Mainland China	16 November 2004	Limited company	RMB2,400,000	—	65%	Insurance agency
Suzhou Huifang Supply Chain Management Company Limited ("Huifang Supply Chain")	Mainland China	25 May 2018	Limited company	RMB317,000,000/ RMB400,000,000	—	100%	Supply chain management
Sichuan Huida Dingchen Technology Co., Ltd. ("Huida Dingchen") (Note (b))	Mainland China	17 May 2015	Limited company	RMB2,500,000/ RMB20,000,000	—	100%	Technology development
Qingdao Wanchen Bullang Property Company Limited	Mainland China	31 October 2019	Limited company	RMB10,000,000	—	100%	Purchase and dispose of non-performing assets

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

19. SUBSIDIARIES (Continued)

Name of subsidiary	Country/place of incorporation and operation	Date of incorporation	Type of legal entity	Nominal value of Issued and fully paid share capital/registered capital	Interest directly held	Interest indirectly held	Principal activities
Nanjing Yiling Culture and Art Co., Ltd. ("Nanjing Yiling")	Mainland China	8 May 2021	Limited company	RMB55,000,000	—	55%	Arts loans
Suzhou Huifang Rongcui Management Consulting Co., Ltd. ("Huifang Rongcui") (note (c))	Mainland China	29 June 2021	Limited company	RMB71,000,000/ RMB100,000,000	—	90%	Equity investment
Changsha Furong District Huifang Pawnshop Co., Ltd.	Mainland China	9 December 2021	Limited company	RMB50,000,000	—	100%	Pawnshop services
Suzhou Huifang Tongcui Management Consulting (Limited Partnership) ("Huifang Tongcui") (note (d))	Mainland China	23 May 2022	Limited partnership	RMB Nil/ RMB20,000,000	—	60%	Equity investment
Nanchang Huifang Pawnshop Co., Ltd. ("Nanchang Pawnshop")	Mainland China	24 November 2022	Limited company	RMB30,000,000	—	90%	Pawnshop services
Suzhou Huifang Financial Leasing Co., Ltd. ("Huifang Financial Leasing")	Mainland China	16 May 2023	Limited company	RMB170,000,000	—	70%	Financial leasing services
Fuzhou Huifang Pawnshop Co., Ltd. ("Fuzhou Pawnshop")	Mainland China	23 August 2023	Limited company	RMB30,000,000	—	100%	Pawnshop services
Suzhou Huifang Dingzhi Information Technology Service Co., Ltd. ("Huifang Dingzhi") (note (e))	Mainland China	6 August 2025	Limited company	RMB Nil/ RMB10,000,000	—	100%	Scientific and Technical Services
Suzhou Huifang Hejing Enterprise Management Consulting Co., Ltd. ("Huifang Hejing") (note (f))	Mainland China	12 August 2025	Limited company	RMB Nil/ RMB10,000,000	—	100%	Financial leasing services

Notes:

- (a) On 8 April 2025 and 19 September 2025, the Group and the non-controlling shareholder repatriated partnership capital of RMB20.0 million and RMB10.0 million from Huifang Rongtong respectively.
- (b) The Group further invested totally RMB500 thousand in Huida Dingchen in 2024.
- (c) The Group and the non-controlling shareholder further invested RMB1.8 million and RMB0.2 million respectively in Huifang Rongcui in 2024.
- (d) On 17 August 2022, the Group and other partners invested RMB6.0 million and RMB4.0 million respectively to set up Huifang Tongcui. These other partners include the Company's four executive directors with an initial investment of RMB2.0 million (note 42(c)).
- (e) The Group set up Huifang Dingzhi on 6 August 2025.
- (f) The Group set up Huifang Hejing on 12 August 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

19. SUBSIDIARIES (Continued)

(i) Material non-controlling interests

Set out below is summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. The amounts disclosed for each subsidiary is before inter-company eliminations.

Summarised statement of financial position:

	Dongshan Micro-finance		Huida Factoring		Huifang Rongtong		Nanjing Yiling		Huifang Financial Leasing	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Current										
Assets	376,426	407,787	176,580	178,339	28,507	56,970	88,861	82,295	59,166	92,489
Liabilities	(86,665)	(112,264)	(233,031)	(172,067)	(80)	(309)	(10,165)	(9,667)	(1,815)	(2,397)
	289,761	295,523	(56,451)	6,272	28,427	56,661	78,696	72,628	57,351	90,092
Non-current										
Assets	25,409	20,836	285,991	264,748	23	177	1,630	638	50,966	16,713
Liabilities	—	—	(29,500)	(74,500)	—	—	—	—	—	—
	25,409	20,836	256,491	190,248	23	177	1,630	638	50,966	16,713
Net assets	315,170	316,359	200,040	196,520	28,450	56,838	80,326	73,266	108,317	106,805
Accumulated non-controlling interests	94,912	95,269	94,425	92,768	12,138	22,043	36,147	32,970	32,495	32,042

Summarised statement of comprehensive income:

	Dongshan Micro-finance		Huida Factoring		Huifang Rongtong		Nanjing Yiling		Huifang Financial Leasing	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Net operating income	24,854	34,401	27,550	29,286	3,490	4,518	12,180	12,741	10,261	7,985
Net other operating expenses	(6,953)	(6,907)	(4,671)	(4,717)	(1,878)	(3,582)	(2,761)	(5,093)	(1,512)	(1,143)
Income tax expense	(4,090)	(6,824)	(5,758)	(6,352)	—	—	(2,360)	(1,886)	(2,238)	(1,673)
Profit for the year	13,811	20,670	17,121	18,217	1,612	936	7,059	5,762	6,511	5,169
Total comprehensive income	13,811	20,670	17,121	18,217	1,612	936	7,059	5,762	6,511	5,169
Total comprehensive income attributable to non-controlling interests	4,143	6,201	8,057	8,572	95	255	3,177	2,593	1,953	1,551
Non-controlling interests — changes in equity	—	—	—	—	(10,000)	—	—	—	—	—
Dividends paid to non-controlling interests	4,500	7,650	6,400	6,400	—	—	—	—	1,500	—

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

20. PROPERTY, PLANT AND EQUIPMENT

	Buildings	Vehicles	Electronics and other equipment	Total
Cost				
At 1 January 2025	51,484	620	8,648	60,752
Additions	—	492	724	1,216
Disposals	—	(253)	(468)	(721)
At 31 December 2025	51,484	859	8,904	61,247
Accumulated depreciation				
At 1 January 2025	(2,751)	(399)	(6,040)	(9,190)
Additions	(901)	(117)	(1,103)	(2,121)
Disposals	—	160	176	336
At 31 December 2025	(3,652)	(356)	(6,967)	(10,975)
Carrying amount				
At 31 December 2025	47,832	503	1,937	50,272
At 31 December 2024	48,733	221	2,608	51,562

21. LEASES

Amounts recognised in the consolidated statement of financial position

	2025	2024
Right-of-use assets		
Land-use rights (note (i))	11,231	11,573
Property (note (ii))	5,680	4,136
	16,911	15,709
Lease liabilities		
Current	3,836	1,801
Non-current	1,191	1,964
	5,027	3,765

Notes:

- (i) As at 31 December 2025, land-use rights are pledged with banks to secure non-current bank borrowings with principal amount of RMB169.5 million (2024: RMB180.0 million) (note 37(a)).
- (ii) As at 31 December 2025, a property is pledged with bank to secure current bank borrowings with principal amount of RMB8 million (2024: RMB nil) (note 37(b)).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

21. LEASES (Continued)

The movement of right-of-use assets is as follows:

	Land-use rights	Properties	Total
Cost			
At 1 January 2025	15,246	18,298	33,544
Additions	—	5,170	5,170
Deductions	—	(442)	(442)
At 31 December 2025	15,246	23,026	38,272
Accumulated depreciation			
At 1 January 2025	(3,673)	(14,162)	(17,835)
Additions	(343)	(3,625)	(3,968)
Deductions	—	442	442
At 31 December 2025	(4,016)	(17,345)	(21,361)
Carrying amount			
At 31 December 2025	11,230	5,681	16,911
At 31 December 2024	11,573	4,136	15,709

For short-term leases and low-value asset leases, the Group chooses not to recognise the right-of-use assets and lease liabilities.

22. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

	2025	2024
At 1 January	2,132	5,374
Deductions	—	(3,242)
At 31 December	2,132	2,132

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

23. INVESTMENT PROPERTIES

	2025		
	Zhonghui Financial Building (note (i))	Other (note (ii))	Total
At fair value			
At 1 January	168,066	1,680	169,746
Net losses from fair value adjustment	(26,527)	—	(26,527)
At 31 December	141,539	1,680	143,219

	2024		
	Zhonghui Financial Building (note (i))	Other	Total
At fair value			
At 1 January	184,793	1,680	186,473
Additions	70,833	—	70,833
Disposal of a subsidiary	(70,833)	—	(70,833)
Net losses from fair value adjustment	(16,727)	—	(16,727)
At 31 December	168,066	1,680	169,746

Notes:

- (i) As at 31 December 2025, the investment property is pledged with a bank to secure non-current bank borrowings with principal amount of RMB169.5 million (2024: RMB180.0 million) (note 37(a)).
- (ii) As at 31 December 2025, the investment property is pledged with a bank to secure current bank borrowings with principal amount of RMB30.0 million (2024: RMB nil) (note 37(b)).

24. INTANGIBLE ASSETS

	Computer software	Licenses	Total
At 31 December 2024			
Cost	3,316	3,294	6,610
Accumulated amortisation	(2,802)	(3,294)	(6,096)
Carrying amount	514	—	514
Year ended 31 December 2025			
Additions	—	—	—
Amortisation charge	(138)	—	(138)
	376	—	376
At 31 December 2025			
Cost	3,316	3,294	6,610
Accumulated amortisation	(2,940)	(3,294)	(6,234)
Carrying amount	376	—	376

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

25. LOANS TO CUSTOMERS

	2025	2024
Non-current		
Loans to customers, gross		
Unsecured loans	287,300	267,459
— Guaranteed loans	287,300	267,459
Less: ECL allowances	(3,420)	(4,927)
Loans to customers, net	283,880	262,532
Current		
Loans to customers, gross		
Secured loans	1,553,743	1,874,525
— Real estate backed loans	1,272,167	1,587,545
— Movable property backed loans	281,576	286,980
Unsecured loans	1,260,561	1,201,755
— Equity interest backed loans (including listed shares backed loans and other equity interest backed loans)	515,109	563,659
— Guaranteed loans	332,791	330,115
— Other unsecured loans	412,661	307,981
Less: ECL allowances	2,814,304	3,076,280
Secured loans	(439,270)	(492,159)
Unsecured loans	(188,739)	(328,667)
	(628,009)	(820,826)
Loans to customers, net	2,186,295	2,255,454

Loans to customers arise from the Group's lending services. The current loan periods granted to customers are within one year. The terms of non-current loans granted to customers are between two to five years.

The real estate backed and equity interest backed loans (including listed shares backed loans and other equity interest backed loans) provided to customers bear fixed interest rates ranging from 10.0% to 36.0% per annum in the year ended 31 December 2025 (2024: from 6.0% to 24.0% per annum). Movable property backed loans granted to customers bear fixed interest rates from 6.0% to 54.0% per annum for the year ended 31 December 2025 (2024: from 6.0% to 54.0% per annum). Guaranteed loans granted to customers bear fixed interest rates from 6.0% to 18.0% per annum in the year ended 31 December 2025 (2024: from 5.5% to 18.0% per annum). Other unsecured loans granted to customers bear fixed interest rates from 8.0% to 16.0% per annum (2024: same) in the year ended 31 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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25. LOANS TO CUSTOMERS (Continued)

As at 31 December 2025, renewed loans amounted to RMB354.0 million (2024: RMB355.1 million), which include real estate backed loans, equity interest backed loans (including listed shares backed loans and other equity interest backed loans) and guaranteed loans (2024: same).

As at 31 December 2025, certain loan to customers with amounting RMB171.0 million (2024: RMB42.0 million) is pledged with a bank to secure bank borrowings with principal amount of RMB159.5 million (2024: RMB85 million) (note 37(a)).

(a) Aging analysis of loans to customers

The aging of the loans to customers is calculated starting from the original granting date without considering the subsequent renewal of the loans. The aging analysis of loans to customers net of ECL allowances is set out below:

	2025			2024
	Secured loans	Unsecured loans	Total	Total
Non-current				
Within 3 months	—	24,746	24,746	114,155
3–6 months	—	85,097	85,097	17,556
6–12 months	—	83,445	83,445	34,317
12–24 months	—	87,622	87,622	96,504
Over 24 months	—	2,970	2,970	—
	—	283,880	283,880	262,532
Current				
Within 3 months	61,236	394,290	455,526	545,065
3–6 months	38,260	276,825	315,085	174,020
6–12 months	110,784	75,603	186,387	475,231
12–24 months	118,854	138,414	257,268	291,469
Over 24 months	216,325	76,764	293,089	100,648
Past due (note (i))	569,014	109,926	678,940	669,021
	1,114,473	1,071,822	2,186,295	2,255,454

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25. LOANS TO CUSTOMERS (Continued)

(a) Aging analysis of loans to customers (Continued)

Note:

(i) Past due loans to customers net of ECL allowances

	2025			2024
	Secured loans	Unsecured loans	Total	Total
Current				
Past due within three months	13,184	47,453	60,637	115,271
Past due between three months and one year	78,835	28,192	107,027	232,514
Past due between one year and three years	230,475	33,354	263,829	33,973
Past due over three years	246,520	927	247,447	287,263
	569,014	109,926	678,940	669,021

(b) Movements on ECL allowances for loans to customers

The following tables explain the changes in loss allowances during the reporting period due to these factors:

	2025			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Non-current – unsecured loans				
At 31 December 2024	4,927	—	—	4,927
New loans to customers originated	1,829	—	—	1,829
Transfer to current portion	(1,465)	—	—	(1,465)
Changes in PDs/LGDs/EADs	(1,061)	—	—	(1,061)
Loans to customers derecognised during the year other than write-offs	(810)	—	—	(810)
At 31 December 2025	3,420	—	—	3,420

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For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

25. LOANS TO CUSTOMERS (Continued)

(b) Movements on ECL allowances for loans to customers (Continued)

	2025			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Current – secured loans				
At 31 December 2024	7,188	8,157	476,814	492,159
Transfers:				
Transfers from Stage 1 to Stage 2	(1,211)	6,167	—	4,956
Transfers from Stage 2 to Stage 3	—	(12,543)	5,861	(6,682)
New loans to customers originated	1,496	—	—	1,496
Changes in PDs/LGDs/EADs	23	85	17,183	17,291
Unwinding of discount	—	—	43,488	43,488
Loans to customers derecognised during the year other than write-offs	(2,829)	(514)	(4,739)	(8,082)
Write-offs	—	—	(105,356)	(105,356)
At 31 December 2025	4,667	1,352	433,251	439,270
	2025			
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	Total
Current – unsecured loans				
At 31 December 2024	21,192	6,145	301,330	328,667
Transfers:				
Transfers from Stage 1 to Stage 2	(49,983)	77,069	—	27,086
Transfers from Stage 2 to Stage 3	—	(80,571)	47,223	(33,348)
New loans to customers originated	68,887	—	—	68,887
Transfer from non-current portion	1,465	—	—	1,465
Changes in PDs/LGDs/EADs	(2,497)	—	(11,082)	(13,579)
Unwinding of discount	—	—	2,544	2,544
Loans to customers derecognised during the year other than write-offs	(11,078)	(836)	(39,695)	(51,609)
Write-offs	—	—	(141,374)	(141,374)
At 31 December 2025	27,986	1,807	158,946	188,739

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

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25. LOANS TO CUSTOMERS (Continued)

(b) Movements on ECL allowances for loans to customers (Continued)

	2024			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Non-current – unsecured loans				
At 31 December 2023	4,374	—	—	4,374
New loans to customers originated	2,837	—	—	2,837
Changes in PDs/LGDs/EADs	2,954	—	—	2,954
Loans to customers derecognised during the year other than write-offs	(5,238)	—	—	(5,238)
At 31 December 2024	4,927	—	—	4,927
Current – secured loans				
At 31 December 2023	9,324	1,551	514,937	525,812
Transfers:				
Transfers from Stage 1 to Stage 2	(4,146)	40,377	—	36,231
Transfers from Stage 2 to Stage 3	—	(31,220)	93,843	62,623
New loans to customers originated	12,499	—	—	12,499
Changes in PDs/LGDs/EADs	(3,089)	9,205	(80,369)	(74,253)
Unwinding of discount	—	—	11,146	11,146
Loans to customers derecognised during the year other than write-offs	(7,400)	(11,756)	(35,751)	(54,907)
Write-offs	—	—	(26,992)	(26,992)
At 31 December 2024	7,188	8,157	476,814	492,159

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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25. LOANS TO CUSTOMERS (Continued)

(b) Movements on ECL allowances for loans to customers (Continued)

	2024			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Current – unsecured loans				
At 31 December 2023	28,391	2,588	233,467	264,446
Transfers:				
Transfers from Stage 1 to Stage 2	(15,002)	61,733	—	46,731
Transfers from Stage 2 to Stage 3	—	(58,958)	186,420	127,462
New loans to customers originated	264,893	—	—	264,893
Changes in PDs/LGDs/EADs	(15,181)	6,338	(71,250)	(80,093)
Unwinding of discount	—	—	5	5
Loans to customers derecognised during the year other than write-offs	(241,909)	(5,556)	(22,547)	(270,012)
Write-offs	—	—	(24,765)	(24,765)
At 31 December 2024	21,192	6,145	301,330	328,667

(c) Significant changes in gross carrying amount of loans to customers that contributed to changes in the ECL allowances

The following table explains changes in the gross carrying amount of the loans to customers that help explain their significance to the changes in the ECL allowances for loans to customers:

	2025			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Non-current – unsecured loans				
At 31 December 2024	267,459	—	—	267,459
Loans to customers derecognised during the year other than write-offs	(65,600)	—	—	(65,600)
New loans to customers originated	190,000	—	—	190,000
Transfer to current portion	(102,388)	—	—	(102,388)
Changes in interest accrual	(2,171)	—	—	(2,171)
At 31 December 2025	287,300	—	—	287,300

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

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25. LOANS TO CUSTOMERS (Continued)

(c) Significant changes in gross carrying amount of loans to customers that contributed to changes in the ECL allowances (Continued)

	2025			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Current – secured loans				
At 31 December 2024	812,304	39,267	1,022,954	1,874,525
Transfers:				
Transfers from Stage 1 to Stage 2	(320,654)	320,654	—	—
Transfers from Stage 2 to Stage 3	—	(326,546)	326,546	—
Loans to customers derecognised during the year other than write-offs	(306,886)	(26,447)	(278,715)	(612,048)
New loans to customers originated	335,795	—	—	335,795
Changes in interest accrual	5,104	55	57,551	62,710
Write-offs	—	—	(107,239)	(107,239)
At 31 December 2025	525,663	6,983	1,021,097	1,553,743
	2025			
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	Total
Current – unsecured loans				
At 31 December 2024	781,169	15,449	405,137	1,201,755
Transfers:				
Transfers from Stage 1 to Stage 2	(438,782)	438,782	—	—
Transfers from Stage 2 to Stage 3	—	(435,197)	435,197	—
Loans to customers derecognised during the year other than write-offs	(2,565,238)	(19,112)	(370,684)	(2,955,034)
New loans to customers originated	3,017,280	—	10,000	3,027,280
Transfer from non-current portion	102,388	—	—	102,388
Changes in interest accrual	10,819	2,156	13,029	26,004
Write-offs	—	—	(141,376)	(141,376)
Foreign exchange and other movements	(456)	—	—	(456)
At 31 December 2025	907,180	2,078	351,303	1,260,561

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
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25. LOANS TO CUSTOMERS (Continued)

(c) Significant changes in gross carrying amount of loans to customers that contributed to changes in the ECL allowances (Continued)

	2024			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Non-current – unsecured loans				
At 31 December 2023	211,344	—	—	211,344
Loans to customers derecognised during the year other than write-offs	(113,933)	—	—	(113,933)
New loans to customers originated	167,700	—	—	167,700
Changes in interest accrual	2,348	—	—	2,348
At 31 December 2024	267,459	—	—	267,459
Current – secured loans				
At 31 December 2023	992,866	7,516	841,637	1,842,019
Transfers:				
Transfers from Stage 1 to Stage 2	(359,943)	359,943	—	—
Transfers from Stage 2 to Stage 3	—	(275,356)	275,356	—
Loans to customers derecognised during the year other than write-offs	(811,955)	(52,942)	(176,462)	(1,041,359)
New loans to customers originated	967,466	—	—	967,466
Changes in interest accrual	23,870	106	109,415	133,391
Write-offs	—	—	(26,992)	(26,992)
At 31 December 2024	812,304	39,267	1,022,954	1,874,525

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

25. LOANS TO CUSTOMERS (Continued)

(c) Significant changes in gross carrying amount of loans to customers that contributed to changes in the ECL allowances (Continued)

	2024			Total
	Stage 1 12-month ECLs	Stage 2 Lifetime ECLs	Stage 3 Lifetime ECLs	
Current — unsecured loans				
At 31 December 2023	791,154	7,822	251,839	1,050,815
Transfers:				
Transfers from Stage 1 to Stage 2	(381,588)	381,588	—	—
Transfers from Stage 2 to Stage 3	—	(310,323)	310,323	—
Loans to customers derecognised during the year other than write-offs	(5,167,855)	(66,500)	(199,550)	(5,433,905)
New loans to customers originated	5,528,575	—	—	5,528,575
Changes in interest accrual	10,524	2,862	67,049	80,435
Write-offs	—	—	(24,765)	(24,765)
Foreign exchange and other movements	359	—	241	600
At 31 December 2024	781,169	15,449	405,137	1,201,755

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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26. FINANCE LEASE RECEIVABLES

	2025	2024
Undiscounted lease payments are analysed as:		
Recoverable after 12 months	65,048	22,331
Recoverable within 12 months	84,325	91,074
	149,373	113,405

The following table shows the maturity analysis of undiscounted lease payments to be received:

	2025	2024
Less than one year	84,325	91,073
One to two years	22,406	16,572
Two to three years	42,642	5,760
Total undiscounted lease payments	149,373	113,405
Less: Unearned finance income	(14,701)	(8,755)
	134,672	104,650
Less: ECL allowances	(5,627)	(5,515)
Net investments in finance leases	129,045	99,135
Analysed as:		
Non-current	49,550	26,536
Current	79,495	72,599
	129,045	99,135

The Group's finance lease receivables are all denominated in RMB.

The Group entered into finance leases as a lessor for certain equipment and machinery to its lessees. The term of finance leases entered into ranges from 1 to 3 years (2024: same).

Residual value risk on the finance leases is not significant because of the existence of a secondary market with respect to the equipment and machinery.

The Group's finance leases do not include variable payments.

The average effective interest rate contracted is 19.77 % per annum (2024: 11.77% per annum).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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27. DEFERRED INCOME TAX

(a) Deferred income tax assets

	2025	2024
The balance comprises temporary differences attributable to:		
ECL allowances charge on financial assets	114,872	103,446
Recoverable tax losses	54	4,314
Total deferred income tax assets	114,926	107,760
Offsetting of deferred income tax liabilities pursuant to off-setting provisions	(801)	(4,386)
Net deferred income tax assets	114,125	103,374

The movement in deferred income tax assets during the year, without taking into consideration the offsetting of balance within the same tax jurisdiction, is as follows:

	ECL allowances charge on financial assets	Recoverable tax losses	Total
At 1 January 2024	93,879	3,522	97,401
Credited to the consolidated statement of comprehensive income	9,567	792	10,359
At 31 December 2024	103,446	4,314	107,760
At 1 January 2025	103,446	4,314	107,760
Credited/(charged) to the consolidated statement of comprehensive income	11,426	(4,260)	7,166
At 31 December 2025	114,872	54	114,926

As at 31 December 2025, it is estimated that deferred income tax assets will be reversed over one year (2024: same).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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27. DEFERRED INCOME TAX (Continued)

(b) Deferred income tax liabilities

	2025	2024
The balance comprises temporary differences attributable to:		
Net gains from investment properties	12,485	19,117
Net gains from financial instruments at FVPL	6,260	4,240
Total deferred income tax liabilities	18,745	23,357
Offsetting of deferred income tax assets pursuant to off-setting provisions	(801)	(4,386)
Net deferred income tax liabilities	17,944	18,971

The movement in deferred income tax liabilities during the year, without taking into consideration the offsetting of balance within the same tax jurisdiction, is as follows:

	Net gains from investment properties	Net gains from financial instruments at FVPL	Total
At 1 January 2024	23,300	2,417	25,717
(Credited)/charged to the consolidated statement of comprehensive income	(4,183)	1,823	(2,360)
At 31 December 2024	19,117	4,240	23,357
At 1 January 2025	19,117	4,240	23,357
(Credited)/charged to the consolidated statement of comprehensive income	(6,632)	2,020	(4,612)
At 31 December 2025	12,485	6,260	18,745

As at 31 December 2025, it is estimated that deferred income tax liabilities will be reversed over one year (2024: same).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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28. FINANCIAL ASSETS BY CATEGORY

	Note	2025		Total
		At FVPL	At AC	
Other current assets	30	—	44,188	44,188
Loans to customers	25	—	2,470,175	2,470,175
Finance lease receivables	26	—	129,045	129,045
Financial assets at FVPL	32	127,649	—	127,649
Cash at bank and cash on hand	33	—	216,671	216,671
		127,649	2,860,079	2,987,728

	Note	2024		Total
		At FVPL	At AC	
Other current assets	30	—	28,752	28,752
Loans to customers	25	—	2,517,986	2,517,986
Financial assets held under resale agreement	31	—	217,863	217,863
Finance lease receivables	26	—	99,135	99,135
Financial assets at FVPL	32	119,859	—	119,859
Cash at bank and cash on hand	33	—	147,893	147,893
		119,859	3,011,629	3,131,488

29. INVENTORIES

	2025	2024
Consumer goods	3,291	2,519

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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30. OTHER CURRENT ASSETS

	2025	2024
Advances to suppliers	15,752	17,609
Repossessed assets	5,642	5,638
Other receivables, net	44,188	28,752
Other receivables, gross	45,217	29,893
Less: ECL allowances	(1,029)	(1,141)
	65,582	51,999

31. FINANCIAL ASSETS HELD UNDER RESALE AGREEMENT

	2025	2024
Financial assets held under resale agreement, gross	—	221,390
Less: ECL allowances	—	(3,527)
Financial assets held under resale agreement, net	—	217,863

32. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2025	2024
Equity securities	107,320	99,429
Structured deposits (notes (a), (b))	20,329	20,430
	127,649	119,859

Notes:

- (a) The interest rates of structured deposits are correlated to the foreign exchange rates agreed with respective banks.
- (b) As at 31 December 2025, structured deposits with principal amount of RMB20.0 million (2024: RMB20.0 million) have been pledged with a bank to secure borrowings with principal amount of RMB19.0 million (2024: RMB19.0 million) (note 37(b)).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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33. CASH AT BANK AND CASH ON HAND

	2025	2024
Cash on hand	12	1,659
Demand deposits with banks	158,625	134,316
Deposits with securities company	1,312	96
Term deposits with banks with original maturities over 3 months, net	56,722	11,822
Term deposits with banks with original maturities over 3 months, gross	56,722	11,986
Less: ECL allowances	—	(164)
	216,671	147,893

As at 31 December 2025, deposits with a bank of RMB77.8 million (2024: RMB11.7 million) have been pledged for notes payable of RMB97.8 million (2024: RMB31.7 million) (note 38).

Cash at bank and cash on hand are denominated in the following currencies:

	2025	2024
RMB	200,777	142,285
USD	43	63
HKD	15,851	5,545
	216,671	147,893

Cash and cash equivalents of the Group are determined as follows:

	2025	2024
Cash at bank and cash on hand	216,671	147,893
Less: Unrestricted term deposits pledged with banks with original maturities over 3 months	(56,722)	(11,822)
	159,949	136,071

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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34. SHARE CAPITAL

	Number of shares	Ordinary shares HKD	Ordinary shares RMB
Issued and fully paid			
As at 31 December 2025	1,090,335,000	10,903,350	8,662,017
As at 31 December 2024	1,090,335,000	10,903,350	8,662,017

There are no movements in ordinary shares during the year.

35. SHARE PREMIUM AND OTHER RESERVES

	Other reserves					Total
	Share premium	Capital reserve	Statutory reserve	General reserve	Share-based payments reserve <i>(note (a))</i>	
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	604,478	498,574	77,715	4,417	6,533	1,191,717

Note:

(a) **Share-based payments**

The Group approved on 13 September 2016 to grant of share options to enable eligible participants as incentives or rewards for their contribution or potential contribution. The options have a contractual option term of five years expired on 12 September 2021. The Group has no legal or constructive obligation to repurchase or settle the options in cash.

During the years ended 31 December 2025 and 2024, no ordinary shares are issued by the Company in connection with share-based payments scheme.

36. RETAINED EARNINGS

	2025	2024
At 1 January	713,240	682,650
Profit for the year attributable to owners of the Company	52,582	50,485
Dividends provided for or paid	(29,898)	(19,895)
At 31 December	735,924	713,240

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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37. BORROWINGS

	2025	2024
Non-current		
Bank borrowings (note (a))	189,000	334,000
Current		
Bank borrowings (note (a) and (b))	467,688	425,020
Borrowings from other companies (note (c))	85,473	115,520
Borrowings from micro-finance companies (note (d))	67,500	95,000
Borrowings from the Group's former and existing employees (note (e))	113,254	128,043
Borrowings from the Ultimate Shareholders (note (f))	10,000	10,000
	743,915	773,583
	932,915	1,107,583

The Group's borrowings are all denominated in RMB.

Notes:

(a) As at 31 December 2025, bank borrowing with principal amount of RMB169.5 million (2024: RMB180.0 million) bears a floating interest rate of the 5-year Loan Prime Rate minus 35 bps (2024: same), with Zhonghui Financial Building as the pledge (notes 21 and 23). It is repaid in a scheduled instalments within 10 to 13 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowing with principal amount of RMB nil million (2024: RMB60.0 million) bears a fixed interest rate of nil per annum (2024: 4.2% per annum). It is secured by all shares of a subsidiary of the Group and guaranteed by two subsidiaries of the Group. It is repaid in a scheduled instalments within 4 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowing with principal amount of RMB nil million (2024: RMB32.0 million) bears a fixed interest rate of nil per annum (2024: 4.0%). It is secured by a subsidiary of the Group. It is repaid in a scheduled instalments within 7 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

As at 31 December 2025, bank borrowings with total principal amount of RMB159.5 million (2024: RMB85.0 million) bear fixed interest rate ranging from 3.0% to 4.05% per annum (2024: 3.5% to 4.5% per annum). They are guaranteed by a subsidiary of the Group/secured by loans to a customer amounting RMB171.0 million (2024: RMB42.0 million)/guaranteed by Jiangsu Wuzhong Group Co., Ltd. ("Wuzhong Group"). They are repaid in a scheduled instalments within 1 to 3 years. As at 31 December 2025 and 2024, there are no undrawn bank borrowing facilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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37. BORROWINGS (Continued)

Notes: (Continued)

- (b) Current bank borrowings are all with maturity within one year and bear fixed interest rates ranging from 0.4% to 6.0% per annum (2024: 2.6% to 6.5% per annum) as at 31 December 2025.

As at 31 December 2025, bank borrowings with principal amount of RMB8.0 million (2024: RMB nil) are pledged by the ROU asset and guaranteed by Group subsidiaries (note 21).

As at 31 December 2025, bank borrowings with principal amount of RMB30.0 million (2024: RMB nil) are pledged by the investment property and guaranteed by Group subsidiaries (note 23).

As at 31 December 2025, bank borrowings with principal amount of RMB19.0 million (2024: RMB19.0 million) are secured by structured deposits of RMB20.0 million (2024: RMB20.0 million) (note 32).

As at 31 December 2025, bank borrowings with principal amount of RMB85.0 million (2024: RMB86.0 million) are guaranteed by Wuzhong Group and Wuzhong Jiaye (note 42(b)).

As at 31 December 2025, bank borrowings with principal amount of RMB30.0 million (2024: RMB70.0 million) are guaranteed by Wuzhong Group (note 42(b)).

As at 31 December 2025, bank borrowings with principal amount of RMB10.0 million (2024: RMB10.0 million) are guaranteed by Suzhou Guofa Financing Guarantee Co., Ltd.

As at 31 December 2025, bank borrowing with principal amount of RMB40.0 million (2024: RMB10.0 million) is guaranteed by Jiangsu Jinchuang Financing Re-guarantee Co., Ltd.

- (c) As at 31 December 2025, borrowings from other companies bear fixed interest rates ranging from 6.5% to 9.0% per annum (2024: same).
- (d) As at 31 December 2025, borrowings from micro-finance companies with principal amount of RMB48.0 million (2024: RMB40.0 million) are guaranteed by Wuzhong Jiaye (note 42(b)).
- (e) As at 31 December 2025, borrowings from the Group's employees bear a fixed interest rates of 7.5% per annum (2024: same).
- (f) As at 31 December 2025, borrowings from one of the Ultimate Shareholders bear a fixed interest rate of 7.5% per annum (2024: same).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

38. OTHER CURRENT LIABILITIES

	2025	2024
Construction payables	2,426	14,899
Advance from transferee of financial assets	5,175	19,150
Advances on sales	—	13
Advances on consultancy fee income	—	450
Accrued employee benefits	10,312	5,686
Turnover tax and other tax payable	3,294	3,676
Resale agreement deposit	—	50,000
Notes payables (note (a))	97,810	31,746
Other financial liabilities (note (b))	14,475	13,978
	133,492	139,598

Notes:

- (a) As at 31 December 2025, all (2024: same) notes payable are secured by deposits with a bank of RMB77.8 million (2024: RMB11.7 million) (note 33).
- (b) As at 31 December 2025, the Group's other financial liabilities are non-interest bearing. The fair value approximates their carrying amounts due to their short maturities (2024: same).

39. CASH FLOW INFORMATION

(a) Cash used in operating activities

	2025	2024
Profit before income tax	99,074	96,013
Adjustments for		
Depreciation and amortisation	6,227	6,204
Net gains on derecognition of financial assets measured at amortised cost	—	(2,316)
Interest expense	47,163	56,734
Loss on disposal of property, plant and equipment	385	—
Net exchange differences	3,246	428
Change in operating assets and liabilities		
Increase in term deposit with banks	(44,900)	(7,182)
Increase in financial assets at FVPL	(7,790)	(4,283)
Decrease in investment properties	26,527	16,727
Increase in trade receivables	(15,074)	(12,597)
Decrease in other current assets	719	29,641
Decrease/(increase) in loans to customers	46,362	(151,654)
(Increase)/decrease in finance lease receivables	(29,910)	5,618
Increase/(decrease) in financial assets held under resale agreement	217,863	(17,848)
Increase/(decrease) in other current liabilities	6,367	(2,579)
Cash generated from operating activities	356,259	12,906

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

39. CASH FLOW INFORMATION (Continued)

(b) Net debt reconciliation

	2025	2024
Net debt		
Cash and cash equivalents (note 33)	159,949	136,071
Borrowings (note 37)	(932,915)	(1,107,583)
Net debt	(772,966)	(971,512)

	Other current assets	Liabilities from financing activities	Total
	Cash and cash equivalents	Borrowings	
Net debt as at 1 January 2024	137,274	(934,219)	(796,945)
Cash flows	(775)	(173,364)	(174,139)
Foreign exchange adjustments	(428)	—	(428)
Net debt as at 31 December 2024	136,071	(1,107,583)	(971,512)
Net debt as at 1 January 2025	136,071	(1,107,583)	(971,512)
Cash flows	27,124	174,668	201,792
Foreign exchange adjustments	(3,246)	—	(3,246)
Net debt as at 31 December 2025	159,949	(932,915)	(772,966)

(c) Disposal of subsidiaries

On 16 December 2024, the Group disposed all equity interests in Suzhou Huifang Dingqian Information Technology Service Company Limited and Suzhou Huifang Hezhang Enterprise Management Consulting Company Limited.

Net assets at the date of disposal are as follows:

	2024
Investment properties	70,833
Consideration satisfied by:	
Cash	14,166
Deferred cash consideration (recorded in loans to customers at the end of the reporting period)	56,667
	70,833

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

40. CONTINGENCIES

As at 31 December 2025 and 2024, the Group does not have any significant contingent liabilities.

41. COMMITMENTS

Capital commitments in respect of private equity funds

	2025	2024
Suzhou Cibe Management Consulting Partnership (LP) (“Suzhou Cibe”) (note (a))	6,868	42,868
Suzhou Qianhui Tongcui Venture Capital Partnership (LP) (“Qianhui Tongcui”) (note (b))	10,000	10,000
Suzhou Kangli Junzhuo Digital Economy Industry Investment Fund Partnership (LP) (“Kangli Junzhuo”) (note (c))	5,210	5,000
Suzhou Zhongxin Hengyuan Venture Investment Partnership (LP) (“Zhongxin Hengyuan”) (note (d))	675	—
Suzhou Qianrong Yuanfeng Venture Investment Partnership (LP) (“Qianrong Yuanfeng”) (note (e))	615	—
Suzhou Wuzhong Tiankai Huirui Venture Investment Partnership (LP) (“Wuzhong Tiankai”) (note (f))	3,000	—
	26,368	57,868

Notes:

- (a) The committed capital injection to Suzhou Cibe is RMB45.0 million, of which RMB6.87 million (2024: RMB42.9 million) has not been paid by the Group as at 31 December 2025 following a capital reduction of RMB36.0 million on 17 April 2025.
- (b) The committed investment injection to Qianhui Tongcui is RMB20.0 million, of which RMB10.0 million (2024: RMB10.0 million) has not been paid by the Group as at 31 December 2025.
- (c) The committed investment injection to Kangli Junzhuo is RMB10.0 million, of which RMB5.2 million (2024: RMB5.0 million) has not been paid by the Group as at 31 December 2025 following a capital reduction of RMB0.2 million in 2025.
- (d) The committed investment injection to Zhongxin Hengyuan is RMB10.0 million, of which RMB0.6 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.
- (e) The committed investment injection to Qianrong Yuanfeng is RMB20.0 million, of which RMB0.6 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.
- (f) The committed investment injection to Wuzhong Tiankai is RMB20.0 million, of which RMB3.0 million (2024: RMB Nil) has not been paid by the Group as at 31 December 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

42. RELATED PARTY TRANSACTIONS

(a) Name and relationship with related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions of the Group. Parties are also considered to be related if they are subject to common control. Members of directors, key management and their close family member are also considered as related parties.

Name of related party	Nature of relationship
Wuzhong Jiaye	Direct equity holder of Wuzhong Pawnshop and controlled by the Ultimate Shareholders
Wuzhong Group	Controlled by the Ultimate Shareholders
BVI companies wholly owned by each of the Ultimate Shareholders ("BVI entities owned by the Ultimate Shareholders")	Related parties controlled by each of the Ultimate Shareholders
Tricor Services Limited (卓佳專業商務有限公司) ("Tricor")	Company Secretary
Shenzhen Zuanying Internet Co., Ltd. (深圳鑽盈互聯網有限公司)	Associate of the Group
Suzhou Cibe	Associate of the Group

(b) Significant transactions with related parties

	2025	2024
Consultancy fee income received from Wuzhong Group	1,140	934
Sales of goods to Wuzhong Group	157	—
Bank borrowings guaranteed by Wuzhong Group and Wuzhong Jiaye (in principal amount at year-end) (note 37(b))	85,000	86,000
Bank borrowings guaranteed by Wuzhong Group (in principal amount at year-end) (note 37(b))	30,000	70,000
Borrowings from micro-finance companies guaranteed by Wuzhong Jiaye (in principal amount at year-end) (note 37(d))	48,000	40,000
Borrowings from one of the Ultimate Shareholders (in principal amount at year-end) (note 37(f))	10,000	10,000

(c) Balances with related parties

	2025	2024
Amounts due to related parties		
Due to BVI entities owned by the Ultimate Shareholders	633	633

As at 31 December 2025, the amounts due to executive directors of the Company are RMB2.0 million (2024: RMB2.0 million) (note 19(d)).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

42. RELATED PARTY TRANSACTIONS (Continued)

(d) Key management personnel compensation

Key management comprises six (2024: six) members including the executive directors, the vice president, the assistant to the president and the chief risk officer. The compensation paid or payable to key management for employee services is shown below:

	2025	2024
Basic salaries	4,065	3,715
Discretionary bonuses	792	1,544
Pension and other social security obligations	684	695
	5,541	5,954

As at 31 December 2025 and 2024, there is no balance of loans to customers or borrowings held by directors or key management.

(e) Key management personnel services provided by management entity

For the year ended 31 December 2025, the Group paid RMB415 thousand (2024: RMB717 thousand) to Tricor for the company secretary services.

43. SUBSEQUENT EVENTS

Proposed final dividend

A final dividend in respect of the year ended 31 December 2025 of HK\$0.03 per share, amounting to a total dividend of HK\$32.7 million (equivalent to approximately RMB29.5 million), is to be proposed at the 2026 annual general meeting. These consolidated financial statements do not reflect this dividend payable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

44. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY

	<i>Note</i>	2025	2024
ASSETS			
Non-current assets			
Investments in subsidiaries		362,718	362,718
Total non-current assets		362,718	362,718
Current assets			
Other receivables		—	166
Amounts due from subsidiaries		608,497	609,422
Dividends receivable		55,970	52,119
Cash at bank and cash on hand		422	1,800
Total current assets		664,889	663,507
Total assets		1,027,607	1,026,225
EQUITY			
Equity attributable to owners of the Company			
Share capital	34	8,662	8,662
Share premium		961,968	961,968
Other reserve		6,533	6,533
Retained earnings		46,187	45,164
Total equity		1,023,350	1,022,327
LIABILITIES			
Current liabilities			
Amounts due to related parties		633	633
Dividends payable		1,262	1,262
Other current liabilities		2,362	2,003
Total current liabilities and total liabilities		4,257	3,898
Total equity and liabilities		1,027,607	1,026,225

Approved by the Board on 27 March 2026 and is signed on its behalf by:

Wu Min
Executive Director

Qiu Wei
Executive Director

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

44. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENT OF THE COMPANY (Continued)

	Share premium	Other reserve	Retained earnings
At 1 January 2024	961,968	6,533	40,691
Profit for the year	—	—	24,368
Dividends provided for or paid	—	—	(19,895)
At 31 December 2024	961,968	6,533	45,164
At 1 January 2025	961,968	6,533	45,164
Profit for the year	—	—	30,921
Dividends provided for or paid	—	—	(29,898)
At 31 December 2025	961,968	6,533	46,187

45. BENEFITS AND INTERESTS OF DIRECTORS

Directors' and chief executive's emoluments

The remuneration of each director and the chief executive is set out below:

	Salaries	Discretionary bonuses	Employer's contribution to a retirement benefit scheme	Estimated monetary value of other benefits	Fees	Total
2025						
<i>Executive directors:</i>						
Wu Min (吳敏)	1,318	237	48	79	—	1,682
Qiu Wei (邱蔚)	720	267	48	79	—	1,114
Zhang Changsong (張長松)	767	216	48	78	—	1,109
Yao Wenjun (姚文軍)	660	440	48	78	—	1,226
<i>Independent non-executive directors:</i>						
Liang Jianhong (梁劍虹)	—	—	—	—	304	304
Tse Yat Hong (謝日康)	—	—	—	—	277	277
Feng Ke (馮科)	—	—	—	—	277	277
<i>Non-executive directors:</i>						
Ling Xiaoming (凌曉明) (note (a))	—	—	—	—	—	—
Deng LinYan (鄧林燕) (note (b))	—	—	—	—	—	—
Mao Zhuchun (毛竹春) (note (d))	—	—	—	—	—	—
	3,465	1,160	192	314	858	5,989

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2025
(All amounts in RMB thousands unless otherwise stated)

45. BENEFITS AND INTERESTS OF DIRECTORS (Continued)

Directors' and chief executive's emoluments (Continued)

	Salaries	Discretionary bonuses	Employer's contribution to a retirement benefit scheme	Estimated monetary value of other benefits	Fees	Total
2024						
<i>Executive directors:</i>						
Wu Min (吳敏)	1,221	510	47	89	—	1,867
Qiu Wei (邱蔚)	720	459	47	76	—	1,302
Zhang Changsong (張長松)	717	110	47	88	—	962
Yao Wenjun (姚文軍)	660	110	47	76	—	893
<i>Independent non-executive directors:</i>						
Liang Jianhong (梁劍虹)	—	—	—	—	318	318
Tse Yat Hong (謝日康)	—	—	—	—	318	318
Feng Ke (馮科)	—	—	—	—	318	318
<i>Non-executive directors:</i>						
Zhang Shu (張姝) (note (c))	—	—	—	—	—	—
Ling Xiaoming (凌曉明) (note (a))	—	—	—	—	—	—
Mao Zhuchun (毛竹春) (note (d))	—	—	—	—	—	—
	3,318	1,189	188	329	954	5,978

Notes:

- (a) Ling Xiaoming ceased to be the non-executive director from 7 March 2025.
- (b) Deng Linyan has been appointed to be the non-executive director from 7 March 2025.
- (c) Zhang Shu ceased to be the non-executive director from 26 April 2024.
- (d) Mao Zhuchun has been appointed to be the non-executive director from 26 April 2024

DEFINITIONS

In this annual report, unless the context otherwise requires, the following terms shall have the meaning set out below.

“Articles of Association”	the articles of association of our Company (as amended from time to time)
“Audit Committee”	the audit committee of the Company
“Board” or “Board of Directors”	the board of directors of our Company
“CG Code”	Corporate Governance Code contained in Appendix C1 to the Listing Rules
“Changsha Pawnshop”	Changsha Furong District Huifang Pawnshop Co., Ltd.* (長沙市芙蓉區匯方典當有限責任公司), a limited liability company established in the PRC on 9 December 2021, which is an indirect wholly-owned subsidiary of our Company
“China” or “the PRC”	the People’s Republic of China excluding, for the purpose of this annual report, Hong Kong, Macau and Taiwan
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended or supplemented from time to time
“Company” or “our Company”	China Huirong Financial Holdings Limited, a company incorporated in the Cayman Islands with limited liability on 11 November 2011, and, except where the context otherwise requires, all of its subsidiaries, or where the context refers to the time before it became the holding company of its present subsidiaries, its present subsidiaries
“Contractual Arrangements”	a series of contracts entered into by Huifang Tongda, Huifang Technology, the PRC Operating Entity, Wuzhong Jiaye, Hengyue Consulting and the PRC Shareholders (as the case may be), details of which are described in the section headed “Our History and Reorganisation — Contractual Arrangements” in the Prospectus
“Director(s)”	the director(s) of our Company
“Dongshan Micro-finance”	Suzhou Dongshan Technology Microfinance Co., Ltd.* (蘇州市東山科技小額貸款有限公司), a limited liability company established in the PRC on 26 December 2012, formerly known as Suzhou Wuzhong District Dongshan Agricultural Microfinance Co., Ltd.* (蘇州市吳中區東山農村小額貸款有限公司), which is an indirect holding subsidiary of our Company
“Fuzhou Pawnshop”	Fuzhou Huifang Pawnshop Co., Ltd.* (福州市匯方典當有限責任公司), a limited liability company established in the PRC on 23 August 2023, which is an indirect wholly-owned subsidiary of our Company
“Global Offering”	the Hong Kong public offering and the international offering of Shares
“Group”, “our Group”, “we”, “our” or “us”	our Company, its subsidiaries and the PRC Operating Entity (the financial results of which have been consolidated and accounted for as the subsidiary of our Company by virtue of the Contractual Arrangements) or, where the context so requires, in respect of the period before our Company became the holding company of our present subsidiaries (or before such associated companies of our Company), the business operated by such subsidiaries or their predecessors (as the case may be)

DEFINITIONS (CONTINUED)

“Hengyue Consulting”	Suzhou Xinqu Hengyue Management Consulting Co., Ltd.* (蘇州新區恆悅管理諮詢有限公司), a limited liability company established under the laws of the PRC on 22 October 2007, one of the direct shareholders of the PRC Operating Entity
“HK\$”	Hong Kong dollars, the lawful currency of Hong Kong
“HKFRSs”	Hong Kong Financial Reporting Standards issued by Hong Kong Institute of Certified Public Accountants
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Huida Dingchen”	Sichuan Huida Dingchen Technology Co., Ltd.* (四川匯達鼎宸科技有限公司), a limited liability company established in the PRC on 17 July 2015, formerly known as Sichuan Aomeishu Technology Company Ltd* (四川奧美殊科技有限公司), which is an indirect wholly-owned subsidiary of our Company
“Huida Factoring”	Suzhou Huida Commercial Factoring Company Limited* (蘇州匯達商業保理有限公司), a limited liability company established in the PRC on 30 May 2016, which is an indirect holding subsidiary of our Company
“Huifang Anda”	Suzhou Huifang Anda Insurance Agency Company Limited* (蘇州匯方安達保險代理有限公司), a limited liability company established in the PRC on 16 November 2004, formerly known as Nanjing Shun'an Insurance Agency Company Limited* (南京舜安保險代理有限公司), which is an indirect holding subsidiary of our Company
“Huifang Dinghe”	Suzhou Huifang Dinghe Business Management Company Limited* (蘇州匯方鼎合商業管理有限公司), a limited liability company established in the PRC on 22 May 2023
“Huifang Dingqian”	Suzhou Huifang Dingqian Information Technology Services Co., Ltd.* (蘇州匯方鼎乾信息科技服務有限公司), a limited liability company established in the PRC on 24 September 2024, which is an indirect holding subsidiary of our Company
“Huifang Dingwu”	Suzhou Huifang Dingwu Information Technology Services Co., Ltd.* (蘇州匯方鼎吳信息科技服務有限公司), a limited liability company established in the PRC on 16 December 2024, which is an indirect wholly-owned subsidiary of our Company
“Huifang Financial Leasing”	Suzhou Huifang Financial Leasing Co., Ltd.* (蘇州匯方融資租賃有限公司), a limited liability company established in the PRC on 16 May 2023, which is an indirect holding subsidiary of our Company
“Huifang Investment”	Huifang Investment Limited* (匯方投資有限公司), a limited liability company incorporated under the laws of Hong Kong on 5 December 2011 and a wholly-owned subsidiary of our Company
“Huifang Jiada”	Suzhou Huifang Jiada Information Technology Company Limited* (蘇州匯方嘉達信息科技有限公司), a limited liability company established in the PRC on 15 December 2016, which is an indirect wholly-owned subsidiary of our Company
“Huifang Rongcui”	Suzhou Huifang Rongcui Management Consulting Co., Ltd.* (蘇州匯方融萃企業管理諮詢有限公司), a limited liability company established in the PRC on 29 June 2021, which is an indirect holding subsidiary of our Company

DEFINITIONS (CONTINUED)

“Huifang Rongtong”	Suzhou Huifang Rongtong SME Guided Turnover Loan Fund (Limited Partnership)* (蘇州匯方融通中小微企業轉貸引導基金合夥企業(有限合夥)), a limited partnership company established in the PRC on 1 September 2017, which is an indirect holding subsidiary of our Company
“Huifang Supply Chain”	Suzhou Huifang Supply Chain Management Co., Ltd.* (蘇州市匯方供應鏈管理有限公司), a limited liability company established in the PRC on 25 May 2018, which is an indirect wholly-owned subsidiary of our Company
“Huifang Technology”	Suzhou Huifang Management Consulting Co., Ltd.* (蘇州匯方管理諮詢有限公司), a wholly foreign-owned enterprise established under the laws of the PRC on 29 December 2011, which is an indirect wholly owned subsidiary of our Company. On 12 December 2013, the name of Suzhou Huifang Management Consulting Co. Ltd.* (蘇州匯方管理諮詢有限公司) was changed to Suzhou Huifang Technology Co. Ltd.* (蘇州匯方科技有限公司) upon the approval from Administration for Industry and Commercial of Suzhou, Jiangsu
“Huifang Tongcui”	Suzhou Huifang Tongcui Enterprise Management Consulting Partnership (Limited Partnership)* (蘇州匯方同萃企業管理諮詢合夥企業(有限合夥)), a limited partnership company established in the PRC on 23 May 2022, which is an indirect holding subsidiary of our Company
“Huifang Tongda”	Suzhou Huifang Tongda Management Consulting Co., Ltd.* (蘇州匯方同達管理諮詢有限公司), a limited liability company established in the PRC on 10 February 2012 which is an indirect wholly-owned subsidiary of our Company. On 11 December 2013, the name of Suzhou Huifang Tongda Management Consulting Co., Ltd.* (蘇州匯方同達管理諮詢有限公司) was changed to Suzhou Huifang Tongda Information Technology Co., Ltd.* (蘇州匯方同達信息科技有限公司) upon the approval from Administration for Industry and Commercial of Wuzhong, Suzhou
“Listing”	the listing of the Shares on the Main Board of the Stock Exchange
“Listing Date”	28 October 2013 on which the Shares are listed on the Stock Exchange
“Listing Rules”	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended or supplemented from time to time
“Memorandum of Association”	the memorandum of association of our Company (as amended from time to time)
“Model Code”	the Model Code for Securities Transaction by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules
“Nanchang Pawnshop”	Nanchang Huifang Pawnshop Co., Ltd.* (南昌市匯方典當有限責任公司), a limited liability company established in the PRC on 2 December 2022, which is an indirect holding subsidiary of our Company
“Nanjing Yiling”	Nanjing Yiling Culture and Art Co., Ltd.* (南京藝瓏文化藝術有限公司), a limited liability company established in the PRC on 8 May 2021, which is an indirect holding subsidiary of our Company

DEFINITIONS (CONTINUED)

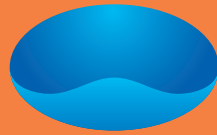
“PRC Operating Entity” or “Wuzhong Pawnshop”	Suzhou Wuzhong Pawnshop Co., Ltd.* (蘇州市吳中典當有限責任公司), a limited liability company established under the laws of the PRC on 21 December 1999, formerly known as 吳縣市吳中典當行有限公司 (Wuxian Wuzhong Pawnshop Co., Ltd.), a company which we do not own but the financial results of which have been consolidated and accounted for as a subsidiary of our Company by virtue of the Contractual Arrangements
“PRC Shareholders”	Mr. Zhu Tianxiao, Mr. Zhang Xiangrong, Mr. Ge Jian, Mr. Chen Yannan, Mr. Wei Xingfa, Mr. Yang Wuguan and Mr. Zhuo You, who are the ultimate and indirect shareholders of the Company. None of the PRC Shareholders is a director or chief executive member of the Company
“Prospectus”	prospectus of the Company dated 16 October 2013 in relation to the Global Offering
“Qianhui Investment”	Suzhou Qianhui Zhitou Investment Management Co., Ltd.* (蘇州乾匯智投資本管理有限公司), a limited liability company established in the PRC on 12 June 2020
“Qianhui Tongcui”	Suzhou Qianhui Tongcui Venture Capital Partnership (LP)* (蘇州乾匯同萃創業投資合夥企業(有限合夥)), a limited partnership established under the laws of the PRC on 25 July 2022
“Qingdao Wanchen”	Qingdao Wanchen Buliang Property Company Limited* (青島萬宸不良資產處置有限公司), a limited liability company established in the PRC on 31 October 2019 which is an indirect wholly-owned subsidiary of our Company
“Reporting Year”	the year ended 31 December 2025
“RMB”	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)”	ordinary shares(s) in the capital of the Company with normal value of HK\$0.01 each
“Shareholder(s)”	holder(s) of the Shares
“Sifang Investment”	Sifang Investment Limited* (四方投資有限公司), a limited liability company incorporated under the laws of the British Virgin Islands on 22 November 2011 and a wholly-owned subsidiary of the Company
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“Suzhou Cibe”	Suzhou Cibe Management Consulting Partnership (LP)* (蘇州次貝企業管理諮詢合夥企業(有限合夥)), a limited partnership company established in the PRC on 16 April 2021, the Company indirectly jointly controls it
“Ultimate Shareholders”	Zhu Tianxiao (朱天曉), Zhang Xiangrong (張祥榮), Ge Jian (葛健), Chen Yannan (陳雁南), Wei Xingfa (魏興發), Yang Wuguan (楊伍官) and Zhuo You (卓有)

DEFINITIONS (CONTINUED)

“Wuzhong Group”	Jiangsu Wuzhong Group Co., Ltd.* (江蘇吳中集團有限公司), a limited liability company established under the laws of the PRC on 26 May 1992, formerly known as Jiangsu Wuzhong Group Co.* (江蘇吳中集團公司)
“Wuzhong Jiaye”	Jiangsu Wuzhong Jiaye Group Co., Ltd.* (江蘇吳中嘉業集團有限公司), a limited liability company established under the laws of the PRC on 25 April 2005, formerly known as Jiangsu Wuzhong Jiaye Investment Co., Ltd.* (江蘇吳中嘉業投資有限公司), one of the direct shareholders of the PRC Operating Entity
“Zhongli Communication”	Jiangsu Zhongli Communication Technology Co., Ltd.* (江蘇仲利通信科技有限公司), a limited liability company established in the PRC on 8 May 2015, formerly known as Suzhou Huifang Rongda Internet Technology Company Limited* (蘇州匯方融達網路科技有限公司), which is an indirect wholly-owned subsidiary of our Company

* For identification purpose only

In this annual report, the terms “associate”, “close associate”, “connected person”, “connected transaction”, “controlling shareholder”, “subsidiary” and “substantial shareholder” shall have the meanings given to such terms in the Listing Rules, unless the context otherwise requires.



CHINA HUIRONG FINANCIAL HOLDINGS LIMITED
中國匯融金融控股有限公司