



**Champion Alliance International Holdings Limited**  
**冠均國際控股有限公司**

(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1629

**2025** ANNUAL REPORT



Leading in **Innovation**  
Striving for **Excellence**

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## CORPORATE INFORMATION

### Stock code

1629

### Name of directors

Mr. Chen Chen (*Chairman and Executive Director*)  
Mr. Chen Xiaolong (*Executive Director*)  
Mr. Hu Enfeng (*Executive Director*)  
Mr. Li Aiguo (*Executive Director*)  
Ms. Luo Yanhong (*Executive Director*)  
Mr. Chen Hua (*Independent non-executive Director*)  
Mr. Zhao Zhendong (*Independent non-executive Director*)  
Mr. Chin Chi Ho Stanley  
(*Independent non-executive Director*)

### Registered office

P.O. Box 31119 Grand Pavilion  
Hibiscus Way, 802 West Bay Road  
Grand Cayman KY1-1205  
Cayman Islands

### Headquarters in the PRC

Dongping Economic Development Zone  
Shandong Province  
PRC

### Principal place of business in Hong Kong

Unit E, 22/F, Tower A  
Billion Centre  
1 Wang Kwong Road  
Kowloon Bay  
Kowloon  
Hong Kong

### Company's website

[www.championshipintl.com](http://www.championshipintl.com)

(Note: the information contained in this website does not form part of this report)

### Company secretary

Ms. Leung Mei King

### Authorised representatives

Mr. Chen Chen  
Ms. Leung Mei King

### Audit committee

Mr. Chin Chi Ho Stanley (*Chairman*)  
Mr. Chen Hua  
Mr. Zhao Zhendong

### Remuneration committee

Mr. Chen Hua (*Chairman*)  
Mr. Chen Chen  
Mr. Zhao Zhendong

### Nomination committee

Mr. Chen Chen (*Chairman*)  
Mr. Zhao Zhendong  
Mr. Chin Chi Ho Stanley  
Ms. Luo Yanhong (*appointed on 26 June 2025*)  
Mr. Chen Hua (*appointed on 26 June 2025*)

### Principal share registrar

Vistra (Cayman) Limited  
P.O. Box 31119 Grand Pavilion  
Hibiscus Way, 802 West Bay Road  
Grand Cayman KY1-1205  
Cayman Islands

### Hong Kong branch share registrar

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

### Principal bankers

China Merchants Bank  
Bank of China Limited

### Legal adviser as to Hong Kong laws

Michael Li & Co.  
19th Floor, Prosperity Tower  
39 Queen's Road East  
Central, Hong Kong

### Auditor

CCTH CPA Limited  
Unit 1510–1517, 15/F., Tower 2  
Kowloon Commerce Centre  
No. 51 Kwai Cheong Road  
Kwai Chung, New Territories  
Hong Kong

## CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the board (the "Board") of directors (the "Directors") of Champion Alliance International Holdings Limited (the "Company" or "Champion Alliance International Holdings"), I am pleased to present the annual report of the Company and its subsidiaries (collectively, the "Group") for the year ended 31 December 2025 ("Year" or "Reporting Period").

During the Reporting Period, the Group's revenue increased 14.8% to approximately RMB135.2 million. Gross profit for the Reporting Period amounted to approximately RMB19.2 million, representing a year-on-year increase of approximately 6.2%. Gross profit margin was approximately 14.2%. Loss attributable to shareholders of the Company amounted to approximately RMB26.4 million, as compared with profit attributable to owners of the Company of approximately RMB3.1 million for the corresponding period of financial year 2024. Such decrease was primarily due to the provision for impairment of trade receivables and other receivables of approximately RMB32.7 million.

Looking back at 2025, China's economy demonstrated strong resilience in its recovery, supported by proactive fiscal policies and moderately loose monetary measures emphasized by the Central Economic Work Conference (CEWC), with a focus on stimulating domestic demand and enhancing household consumption among middle- and low-income groups. Compared to the sharp decline in 2022, the volatile recovery in 2023, and the slight adjustments in 2024, the economic environment in 2025 became more stable, with property market pressures gradually easing, consumer confidence rebounding, and steady demand growth in essential consumer goods sectors such as household paper and hygiene products. The sanitary paper and household paper market continued to expand steadily, driven by accelerating urbanization and middle-class expansion, where consumers' preference for high-quality and environmentally friendly products is increasingly evident, and market competition is shifting toward innovation and sustainability. Under this macroeconomic backdrop, the Group continued to focus on its core business in household paper and hygiene products, achieving improved gross profits through strengthened cost controls, supply chain optimization, and increased sales volumes in core segments, despite ongoing pressures from raw material price fluctuations and market competition.

Looking forward, the Group remains confident in the long-term vitality of China's economy. With policies continuing to prioritize structural reforms, including expanding domestic demand, promoting employment stability, and controlling inflation, the consumer goods sector will benefit from sustained growth. The household paper and hygiene products market is expected to expand further, benefiting from strengthened hygiene awareness post-global health events and environmental trends under the "dual-carbon" goals. The Group will seize these opportunities, deepen cooperation with our extensive network of corporate clients, expand market share through horizontal and vertical integrations, and explore merger and acquisition opportunities to strengthen our product portfolio. We will continue to invest in innovation, such as developing sustainable hygiene solutions, and optimize distribution networks to penetrate high-growth suburban and emerging markets, ensuring a leading edge in competition. Through these strategies, the Group will not only address potential challenges, such as raw material fluctuations, but also achieve sustainable growth and create long-term value for shareholders.

On behalf of the Board, I would like to express my gratitude to the continuous trust and support of all shareholders, investors, business partners and customers. The management team and all staff members of the Group will continue to strive for better results for the Group together and bringing higher returns to the shareholders.

**Chen Chen**

*Chairman and Executive Director*

Hong Kong, 31 March 2026

## MANAGEMENT DISCUSSION AND ANALYSIS

Champion Alliance International Holdings Limited (the “Company”, together with its subsidiaries, the “Group”) is principally engaged in the (i) trading of household paper products and hygiene products and manufacturing of hygiene products, and (ii) property leasing.

### BUSINESS REVIEW

#### i. Household Paper and Hygiene Products

The Group’s household paper and hygiene products segment trades household paper and hygiene products and manufactures hygiene products in the PRC. The Group’s household paper and hygiene products business currently has over 400 corporate customers, with sales network spanning across Shandong, Beijing, Tianjin, Hebei, Henan, Shaanxi, Jiangsu, Anhui, Liaoning, Jilin and Heilongjiang.

The household paper market in PRC is expected to continue its expansion over the next several years, driven by factors such as increased consumer awareness of hygiene, urbanization and rising disposable income. PRC remains to be the country generating the highest revenue in household paper market globally. The market is expected to grow at a compound annual growth rate of approximately 5.5% from 2025 to 2033. Looking ahead, the volume in household paper market is forecasted to experience continual growth, and an anticipated growth of approximately 2.7% in 2026. As the middle class in the PRC expands, there is a heightened demand for quality domestic paper products, including facial tissues and paper towels. The demand for environmentally sustainable household paper products in certain regions of the PRC has been observed to rise. While traditional brick-and-mortar stores remain as the most significant channel of distribution, it has been observed that E-commerce platforms have rapidly risen to become crucial distribution channels.

During the Reporting Period, revenue of this segment was approximately RMB123.2 million, representing an increase of approximately 17.5% as compared to the corresponding period in 2024.

#### ii. Property Leasing

The Group’s property leasing segment leases out the factory, equipment and the land for the new energy business which is operated by an independent third party.

During the Reporting Period, revenue of this segment was approximately RMB12 million.

# MANAGEMENT DISCUSSION AND ANALYSIS

## FINANCIAL REVIEW

### Revenue

For the year ended 31 December 2025, total revenue of the Group was approximately RMB135.2 million, representing an increase of approximately RMB17.5 million from the total revenue of approximately RMB117.7 million for the corresponding period in 2024.

The following table sets forth the breakdown of the Group's revenue for the year ended 31 December 2025 and 2024:

	For the year ended 31 December		Change %
	2025 RMB'000	2024 RMB'000	
Household paper and hygiene products	<b>123,164</b>	104,848	17.5
Property leasing	<b>12,019</b>	12,865	(6.6)
Total	<b>135,183</b>	117,713	14.8

### Gross Profit and Gross Profit Margin

The Group's gross profit increased from approximately RMB18.1 million for the year ended 31 December 2024 to approximately RMB19.2 million for the year ended 31 December 2025. Gross profit margin decreased from approximately 15.3% for the year ended 31 December 2024 to approximately 14.2% for the year ended 31 December 2025.

### Other Income and Gains

For the year ended 31 December 2025, the Group's other income and gains mainly consisted of bank interest income, other interest income, subsidy income, government grants, and other income. The other income and gains decreased by approximately 18.3% to approximately RMB1.8 million for the year ended 31 December 2025 from approximately RMB2.2 million for the year ended 31 December 2024. The decrease was mainly due to the decrease in waiver of other payable during the Reporting Period.

### Selling and Distribution Expenses

During the Reporting Period, selling and distribution expenses mainly consisted of (i) costs of transportation expenses, (ii) staff costs, and (iii) other expenses. The Group's selling and distribution expenses increased by approximately 51.1% from approximately RMB2.5 million for the year ended 31 December 2024 to approximately RMB3.7 million for the year ended 31 December 2025. The increase in selling and distribution expenses was mainly due to the increase in transportation cost.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Administrative Expenses

For the year ended 31 December 2025, administrative expenses mainly consisted of (i) staff costs, (ii) entertainment expenses, (iii) office expenses and (iv) legal and professional fee. Administrative expenses increased from approximately RMB7.2 million for the year ended 31 December 2024 to approximately RMB7.8 million for the year ended 31 December 2025. The increase in administrative expenses of the Group was mainly due to the increase in staff cost for the Reporting Period.

### Finance Costs

Finance costs mainly consisted of interest expenses from bank and other borrowings, imputed interest on rental deposit received and interest on lease liabilities. Finance costs increased from approximately RMB0.8 million for the year ended 31 December 2024 to approximately RMB1.3 million for the year ended 31 December 2025. The increase was mainly attributable to the addition of other borrowings and increase in the interest rate of other borrowings.

### Income Tax Expense

The Group's income tax expense was approximately RMB5.7 million for the year ended 31 December 2025. The Group's income tax expense was approximately RMB0.7 million in the corresponding period in 2024.

### Loss/Profit Attributable to Owners of the Company

For the year ended 31 December 2025, the Group's loss attributable to owners of the Company was approximately RMB26.4 million, as compared with profit attributable to owners of the Company of approximately RMB3.1 million for the corresponding period in 2024.

## LIQUIDITY AND FINANCIAL RESOURCES

### Net Current Assets

The Group recorded net current assets of approximately RMB175.6 million as at 31 December 2025, while the net current assets as at 31 December 2024 was approximately RMB160.1 million.

### Borrowings and Gearing Ratio

The total debts of the Group as at 31 December 2025 were approximately RMB26.4 million (as at 31 December 2024: RMB21.9 million). The Group's gearing ratio increased from approximately 6.6% as at 31 December 2024 to approximately 8.7% as at 31 December 2025. The increase in the gearing ratio was primarily a result of the increase in total debt. Gearing ratio was calculated by dividing total debt (which mainly consisted of other borrowings) by total equity as at the dates indicated and multiplied by 100%.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Capital Expenditure

During the year ended 31 December 2025, the Group's total capital expenditure amounted to approximately RMB2.7 million, which was mainly used in plant and machinery and office equipment (year ended 31 December 2024: RMB3.9 million).

### Treasury Policies

The Group adopts a prudent approach with respect to treasury and funding policies, with a focus on risk management and transactions that are directly related to the underlying business of the Group.

### Capital Structure

The capital structure of the Group consists of equity attributable to owners of the Company, which comprises issued share capital and reserves. During the year ended 31 December 2025, there had been no change in the number of issued shares in the Company (the "Shares").

### Contingent Liabilities

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

### Foreign Exchange Risk

The Group's transactions were mainly conducted in RMB, the functional currency of certain subsidiaries of the Group, and the major receivables and payables were denominated in RMB. The Group's exposure to foreign currency risk related primarily to certain bank balances and cash and other payables maintained in Hong Kong dollars ("HK\$"). The Group did not use derivative financial instruments to hedge against the volatility associated with foreign currency transactions and other financial assets and liabilities arising in the ordinary course of business during the year ended 31 December 2025 (year ended 31 December 2024: nil).

### Human Resources and Remuneration

As at 31 December 2025, the Group employed 48 employees (as at 31 December 2024: 41) with total staff costs of approximately RMB6.3 million incurred for the year (year ended 31 December 2024: approximately RMB4.6 million). The increase in staff costs of the Group was mainly due to the increase in employees. The Group's remuneration packages are generally structured with reference to market terms and individual merits.

### Final Dividend

The Board proposed not to declare any final dividend for the year ended 31 December 2025 (year ended 31 December 2024: nil).

## MANAGEMENT DISCUSSION AND ANALYSIS

### Use of Net Proceeds from the Listing

The Company listed its Shares on the Stock Exchange on 25 November 2016. Net proceeds from the Listing (after deduction of the underwriting commission and relevant expenses) were approximately HK\$42.2 million (equivalent to approximately RMB37.6 million), which has been applied in the manner as disclosed in the Prospectus.

Reference is made to the announcement of the Company dated 11 February 2026 (the "Announcement"). During the year ended 31 December 2025, the Company has utilised part of the remaining balance of the net proceeds from the Listing in the amount of RMB1.698 million for the purpose of upgrading production equipment and the remaining amount of RMB17.121 million (the "Remaining Proceeds") was yet to be utilised as at 31 December 2025. After the Board's careful consideration and reassessment of the need to purchase and upgrade both production equipment and facilities and non-production facilities, the Company expected to delay the use of the Remaining Proceeds and the expected timeline for utilization of the Remaining Proceeds is extended and updated, details of which are disclosed in the table below. For further details regarding the extension of the utilisation timeline of the Remaining Proceeds, please refer to the Announcement.

As at 31 December 2025, the net proceeds from the Listing has been utilised as follows:

Use of net proceeds from the Listing	Adjusted use of net proceeds in the manner and proportion as stated in the Prospectus RMB'000	Approximate % of total actual net proceeds	Actual amount utilised from the Listing Date up to 31 December 2025 RMB'000	Balance as at 31 December 2025 RMB'000	Expected timeline for the remaining use of net proceeds (Note)
					For the year ending 31 December 2026 RMB'000
Purchase and upgrade of production equipment, as well as expansion and maintenance of the production facilities	23,303	62%	10,486	12,817	12,817
Expansion and upgrade of non-production facilities, including but not limited to warehouse and other supporting facilities	5,638	15%	1,334	4,304	4,304
Business development expenditures, including expanding the geographical coverage of sales network and research and development expenditures relating to the purchase of research and development equipment and to future research and development projects	4,886	13%	4,886	–	–
Working capital and general corporate purposes	3,758	10%	3,758	–	–
	37,585	100%	20,464	17,121	17,121

Note: The expected timeline for utilising the remaining net proceeds is based on the best estimation of the future market conditions made by the Group. It will be subject to change based on the current and future development of market conditions.

As at 31 December 2025, unutilised proceeds amounted to approximately HK\$19.1 million (equivalent to approximately RMB17.1 million), which will be invested in production plant, equipment upgrade and technique development. The unutilised portion of the net proceeds have been placed as interest bearing deposits with licensed banks as restricted cash in the PRC. As at the date of this report, the Directors do not anticipate any change to the plan as to use of net proceeds.

Save for the business plan disclosed in the Prospectus or in this report, there is no other plan for material investments or capital assets as at 31 December 2025.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Capital Commitments

As at 31 December 2025, the Group had capital commitments of approximately RMB21,000 in terms of acquisition of property, plant and equipment (as at 31 December 2024: RMB21,000).

### PRINCIPAL RISKS AND UNCERTAINTIES

The following are some principal risks and uncertainties facing the Group, which may pose material and adverse effects on its business, financial condition or results of operations:

#### Reliance on Major Customers

For the year ended 31 December 2025, revenue from our five largest customers amounted to approximately RMB45.7 million, which accounted for approximately 33.8% of our total revenue for the year.

In order to reduce such reliance and widen our customer base, the Group plans to proactively expand into new markets as well as new products range for easing the risk of concentration on income sources.

### FUTURE OUTLOOK

Looking ahead to 2026, China's economy will continue its trajectory toward high-quality and sustainable development, with a GDP growth target set at "4.5%–5%", guiding policy efforts to strengthen employment, curb inflation, and expand domestic demand. Structural reforms will particularly focus on consumer industries that impact daily life, including hygiene and household essentials, as accelerating urbanization and rising middle-class incomes drive sustained consumption upgrades, with the overall consumer goods market expected to maintain steady expansion.

For the Group, 2026 will bring significant opportunities in the household paper and hygiene products market. The industry as a whole presents a positive outlook, with market forecasts indicating that China's sanitary paper and household paper market scale will grow from approximately RMB370 billion in 2025 to about RMB380 billion, with an annual growth rate of approximately 2.7%, primarily driven by heightened hygiene awareness following global health events, shifting consumer preferences toward premium and eco-friendly products, and steadily rising demand in second- and third-tier cities. Market competition will center on quality, hygiene, and environmental responsibility, with sustainable product lines expected to grow continuously, providing the Group with ideal space to expand its share.

Leveraging its extensive sales network and over 400 corporate clients, the Group will further penetrate untapped regions, particularly in rapidly growing suburban and emerging cities. We plan to meet consumers' comprehensive demands for price, quality, and sustainability by launching innovative products, such as eco-friendly hygiene supplies compliant with "dual-carbon" standards. At the same time, strengthening cooperation with local retailers and distributors will help deepen regional coverage with expected sales channel expansion.

In addition, the Group intends to focus on supply chain optimization to address raw material price fluctuations and enhance product differentiation through technological innovation, such as developing scenario-based hygiene solutions (e.g., specialized kitchen paper towels or baby hygiene products). In summary, as China's economic recovery deepens, the Group will fully leverage the growth potential in household paper and hygiene products. Through strategic innovation, market diversification, and disciplined execution – drawing lessons from the volatility in 2022–2024 – we will lay a solid foundation for robust growth and value creation in 2026.

## DIRECTORS' REPORT

The Directors are pleased to present to the shareholders of the Company (the "Shareholders") this report together with the audited consolidated financial statements for the year ended 31 December 2025.

### PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. Details of the principal activities and other particulars of the Company's subsidiaries are set out in note 1 to the consolidated financial statements in this report.

### RESULTS

The results of the Group for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 66 of this report.

### SEGMENTAL INFORMATION

The segmental information of the Group are set out in note 6 to the consolidated financial statements.

### SUBSIDIARIES

Details of the Company's subsidiaries as at 31 December 2025 are set out in note 32 to the consolidated financial statements.

### BUSINESS REVIEW

A fair review of the Group's business, including the likely future developments, principal risks and uncertainties faced by the Group, analysis using key financial performance indicators, are discussed under the sections headed "Chairman's Statement" and "Management Discussion and Analysis" in this report. Such discussion forms an integral part of this report. In addition, the financial risk management objectives and policies of the Group are set out in note 39 to the consolidated financial statements.

### FINAL DIVIDEND

The Board proposed not to declare any final dividend for the Year (2024: nil).

### ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The annual general meeting of the Company is scheduled to be held on Thursday, 25 June 2026 (the "2026 AGM"). Notice and circular of the 2026 AGM will be delivered to Shareholders in accordance with the Listing Rules and the articles of association of the Company in due course. For the purpose of determining Shareholders who are entitled to attend and vote at the 2026 AGM, the register of members of the Company will be closed from Monday, 22 June 2026 to Thursday, 25 June 2026 (both dates inclusive), during which period no transfer of shares will be registered. In order to be eligible to attend and vote at the 2026 AGM, all completed share transfer instruments accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, not later than 4:30 p.m. on Thursday, 18 June 2026. The record date for the purpose of determining the eligibility of the shareholders to attend and vote at the annual general meeting is therefore 25 June 2026.

## DIRECTORS' REPORT

### MAJOR CUSTOMERS AND SUPPLIERS

During the Year, the aggregate sales attributable to the Group's five largest customers accounted for approximately 33.8% (2024: 33.3%) of the total sales for the Year and the sales attributable to the largest customer included therein accounted for approximately 12.1% of the total sales for the Year (2024: 10.9%).

The aggregate purchases attributable to the Group's five largest suppliers accounted for approximately 89% (2024: 87.1%) of the total purchases for the Year and the purchase attributable to the largest supplier included therein accounted for approximately 80.9% of the total purchases for the Year (2024: 78.3%).

None of the Directors, their close associates (as defined in the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules")) or any Shareholders to the Company (which, to the best knowledge of the Directors, own more than 5% of the Shares) had any interests in the Group's five largest customers or suppliers.

### 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 customers and enhancing co-operation with its business partners.

The Group maintains a very stable and experienced management team and places great emphasis on training its employees such as by providing induction training for new employees, on-the-job training, team building training and external training. The Group also organised various social activities occasionally to create a harmonious working environment for the employees.

During the Year, the Group maintained good relationship with its customers and generally maintained a high contract renewal rate with the ten largest customers to keep abreast of market development and potential business opportunities.

The Group has maintained stable and long-established business relationships with its major suppliers. We do not foresee any difficulty in procurement nor experienced any production disruption due to shortage of raw materials.

### PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Group during the Year are set out in note 16 to the consolidated financial statements in this report.

### BANK AND OTHER BORROWINGS

Details of bank and other borrowings of the Group as at 31 December 2025 are set out in note 27 to the consolidated financial statements in this report.

## DIRECTORS' REPORT

### SHARE CAPITAL

There was no change in the number of issued Shares and the issued share capital during the Year.

Details of the movement of the Company's share capital are set out in note 29 to the consolidated financial statements in this report.

### SUMMARY FINANCIAL INFORMATION

A five-year financial summary of the results and the assets and liabilities of the Group is set out on page 126 of this report.

### PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's articles of association (the "Articles") or the laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated.

### RELIEF OF TAXATION

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

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

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the listed securities of the Company on the Stock Exchange, by private arrangement or by way of a general offer throughout the Year.

### RESERVES

Movements in the reserves of the Company and the Group during the Year are set out in note 30 to the consolidated financial statements and in the consolidated statement of changes in equity, respectively, in this report.

## DIRECTORS' REPORT

### USE OF NET PROCEEDS FROM THE LISTING

The Company listed its Shares on the Stock Exchange on 25 November 2016. Net proceeds from the Listing (after deduction of the underwriting commission and relevant expenses) were approximately HK\$42.2 million (equivalent to approximately RMB37.6 million), which has been applied in the manner as disclosed in the Prospectus.

Reference is made to the announcement of the Company dated 11 February 2026 (the "Announcement"). During the year ended 31 December 2025, the Company has utilised part of the remaining balance of the net proceeds from the Listing in the amount of RMB1.698 million for the purpose of upgrading production equipment and the remaining amount of RMB17.121 million (the "Remaining Proceeds") was yet to be utilised as at 31 December 2025. After the Board's careful consideration and reassessment of the need to purchase and upgrade both production equipment and facilities and non-production facilities, the Company expected to delay the use of the Remaining Proceeds and the expected timeline for utilization of the Remaining Proceeds is extended and updated, details of which are disclosed in the table below. For further details regarding the extension of the utilisation timeline of the Remaining Proceeds, please refer to the Announcement.

As at 31 December 2025, the net proceeds from the Listing has been utilised as follows:

Use of net proceeds from the Listing	Adjusted use of net proceeds in the manner and proportion as stated in the Prospectus <i>RMB'000</i>	Approximate % of total actual net proceeds	Actual amount utilised from the Listing Date up to 31 December 2025 <i>RMB'000</i>	Balance as at 31 December 2025 <i>RMB'000</i>	Expected timeline for the remaining use of net proceeds <i>(Note)</i>
					For the year ending 31 December 2026 <i>RMB'000</i>
Purchase and upgrade of production equipment, as well as expansion and maintenance of the production facilities	23,303	62%	10,486	12,817	12,817
Expansion and upgrade of non-production facilities, including but not limited to warehouse and other supporting facilities	5,638	15%	1,334	4,304	4,304
Business development expenditures, including expanding the geographical coverage of sales network and research and development expenditures relating to the purchase of research and development equipment and to future research and development projects	4,886	13%	4,886	–	–
Working capital and general corporate purposes	3,758	10%	3,758	–	–
	37,585	100%	20,464	17,121	17,121

*Note:* The expected timeline for utilising the remaining net proceeds is based on the best estimation of the future market conditions made by the Group. It will be subject to change based on the current and future development of market conditions.

As at 31 December 2025, unutilised proceeds amounted to approximately HK\$19.1 million (equivalent to approximately RMB17.1 million), which will be invested in production plant, equipment upgrade and technique development. The unutilised portion of the net proceeds have been placed as interest bearing deposits with licensed banks as restricted cash in the PRC. As at the date of this report, the Directors do not anticipate any change to the plan as to use of net proceeds.

## DIRECTORS' REPORT

### CONNECTED AND RELATED PARTY TRANSACTIONS

During the Year, there was no connected transaction or continuing connected transaction of the Company under Chapter 14A of the Listing Rules which are required to comply with any of the reporting, announcement or independent shareholders' approval requirements under the Listing Rules. Material related party transactions entered into by the Group during the Year are set out in note 35 to the consolidated financial statements in this report. These related party transactions did not constitute connected transactions or continuing connected transactions within the meaning of the Listing Rules.

### DIRECTORS

As at the date of this report, the Directors are:

#### Executive Directors

Mr. Chen Chen (*Chairman*)  
Mr. Chen Xiaolong  
Mr. Hu Enfeng  
Mr. Li Aiguo  
Ms. Luo Yanhong

#### Independent non-executive Directors

Mr. Chen Hua  
Mr. Zhao Zhendong  
Mr. Chin Chi Ho Stanley

In accordance with article 112 of the Articles, any Director appointed by the Board to fill a casual vacancy shall hold office only until the first general meeting of the Company after his appointment and be subject to re-election at such meeting. Any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following annual general meeting of the Company and shall then be eligible for re-election.

Pursuant to article 108 of the Articles, at each annual general meeting, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then the number nearest to but no less than one-third, shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. Any Directors so to retire shall be (i) those who wishes to retire and not to offer himself for election; (ii) those who have not been subject to retirement by rotation in the three years preceding the annual general meeting; and (iii) those 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 Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot. A retiring Director shall be eligible for re-election.

In accordance with the above provisions of the Articles, Mr. Chen Chen, Mr. Hu Enfeng, and Mr. Li Aiguo will retire by rotation at the 2026 AGM and will offer themselves for re-election at the 2026 AGM.

## DIRECTORS' REPORT

### DIRECTORS' SERVICE AGREEMENTS

Each of the executive Directors has entered into a service agreement with the Company for an initial fixed term of three years commencing from their respective date of appointment, namely 20 November 2018, 10 December 2018, 29 December 2023 or 10 May 2024. The term of service shall be renewed and extended automatically by three years on the expiry of such initial term and on the expiry of every successive period of three years thereafter, unless terminated by either party thereto in accordance with the terms thereof.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company for an initial term of three years commencing from their respective date of appointment, namely 20 November 2018 or 1 February 2021. The term of service shall be renewed and extended automatically by three years upon the expiry of such initial term and on the expiry of every successive period of three years thereafter, unless terminated by either party thereto in accordance with the terms thereof.

Save as disclosed above, none of the Directors has an unexpired service contract with the Company which is not determinable by the Company within one year without payment of compensation, other than statutory compensation.

### BIOGRAPHIES OF THE DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and senior management of the Group are set out on pages 58 to 60 of this report.

### EMOLUMENT POLICY

The Group recruited and promoted individual persons according to their strength and development potential. The Group determined the remuneration packages of all employees (including the Directors) with reference to individual performance and current market rate.

The remuneration committee of the Board is responsible for making recommendations to the Board on the Company's policy and structure for all Directors and senior management remuneration, having regard to market competitiveness, individual performance and achievement. None of the Directors will determine their own remuneration.

### EMOLUMENTS OF DIRECTORS AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the emoluments of the Directors and the five highest paid individuals of the Group are set out in notes 11 and 12 to the consolidated financial statements, respectively.

## DIRECTORS' REPORT

### DIRECTORS' INTERESTS IN CONTRACTS

Save and except for those disclosed under the paragraph headed "Connected and Related Party Transactions" above, no transaction, arrangement or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director or any entity connected with a Director had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time for the Year.

### MANAGEMENT CONTRACTS

No contracts, other than employment contracts, concerning the management and administration of the whole or any substantial part of the business of the Group were entered into or existed for the Year.

### DIRECTORS' INDEMNITIES AND INSURANCE

Subject to the applicable laws, every Director shall be entitled to be indemnified by the Company against all costs, charges, losses, expenses and liabilities incurred by him in the execution and discharge of his duties or in relation thereto pursuant to the Articles. Such provisions were in force during the course of the Year and remained in force as of the date of this report.

### RETIREMENT BENEFIT SCHEME CONTRIBUTIONS

Details of the employer's costs charged to the consolidated profit or loss for the Year and the retirement benefit scheme contributions of the Group are set out in note 10 to the consolidated financial statements in this report.

### DISTRIBUTABLE RESERVES

Under the Companies Law of the Cayman Islands, the Company's distributable reserves as at 31 December 2025 amounted to approximately RMB122 million.

### DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN THE SECURITIES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

During the year ended and as at 31 December 2025, none of the Directors or chief executive of the Company had or was deemed to have interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong (the "SFO")) (i) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) which were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein; or (iii) which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") contained in Appendix C3 to the Listing Rules.

## DIRECTORS' REPORT

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

So far as is known to the Directors, as at 31 December 2025, the following persons (not being Directors or chief executive of the Company) had, or were deemed to have, interests or short positions in the shares, underlying shares or debentures of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were required to be recorded in the register of interests required to be kept by the Company under section 336 of the SFO:

Name	Capacity	Total number of Shares held (long position)	Approximate percentage of interests
Champion Alliance International Corporation	Beneficial owner ( <i>Note i</i> )	350,000,000	64.09%
Mr. Chen Shuming ("Mr. Chen")	Interest of controlled corporation ( <i>Note i</i> )	350,000,000	64.09%
Ms. Chen Xiuchun	Interest of spouse ( <i>Note ii</i> )	350,000,000	64.09%
CM Asset Management (Hongkong) Company Limited	Investment manager	45,704,000	8.37%
Shareholder Value Fund	Beneficial owner	45,704,000	8.37%

Notes:

- i. These Shares were beneficially owned by Champion Alliance International Corporation, which is wholly-owned by Mr. Chen.
- ii. Ms. Chen Xiuchun is the spouse of Mr. Chen, who in turn beneficially owns the entire issued share capital of Champion Alliance International Corporation, and is deemed to be interested in all the Shares in which Mr. Chen is interested pursuant to the SFO.

Save as disclosed above, as at 31 December 2025 the Directors were not aware of any other person (other than the Directors or chief executive of the Company) who had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were required to be recorded in the register of interests required to be kept by the Company under section 336 of the SFO.

### SHARE OPTION SCHEME

A share option scheme (the "Scheme") was conditionally adopted by the written resolutions of all Shareholders passed on 3 November 2016. As of 1 January 2025 and 31 December 2025, the total number of share options available for grant under the scheme mandate of the Scheme were 50,000,000 share options. No service provider sub-limit was set under the Scheme. The total number of shares available for issue under the Scheme were 50,000,000 shares, representing approximately 9.16% of the total issued share capital of the Company of 546,092,537 shares as at the date of the Annual Report.

Furthermore, as of the date of this report, no option had been granted, agreed to be granted, exercised, cancelled or lapsed under the Scheme.

## DIRECTORS' REPORT

### Purpose of the Scheme

The purpose of the Scheme is to enable the Group to grant options to the eligible participants as incentive or rewards for their contribution to the Group and/or to enable the Group to recruit and retain high-caliber employees and attract human resources that are valuable to the Group or any entity in which any member of the Group holds any equity interest (the "Invested Entity").

### Qualifying Participants

Subject to the provisions in the Scheme, the Board shall be entitled but shall not be bound at any time within a period of 10 years commencing from the date of adoption of the Scheme to make an offer to any person belonging to the following classes:

- (i) any employee (whether full time or part time, including the Directors (including any non-executive Director and independent non-executive Director), any of its subsidiaries or any Invested Entity;
- (ii) any supplier of goods or services to any member of the Group or any Invested Entity;
- (iii) any customer of any member of the Group or any Invested Entity;
- (iv) any person or entity that provides research, development or other technological support to any member of the Group or any Invested Entity;
- (v) any shareholder of any member of the Group or any Invested Entity or any holder of any securities issued by any member of the Group or any Invested Entity;
- (vi) any adviser (professional or otherwise), consultant, individual or entity who in the opinion of the Directors has contributed or will contribute to the growth and development of the Group; and
- (vii) any other group or class of participants who have contributed or may contribute by way of joint venture, business alliance or other business arrangement to the development and growth of the Group.

### Maximum Number of the Shares

The maximum number of the Shares in respect of which options may be granted under the Scheme and under any other share option schemes of the Company (excluding, for this purpose, Shares which would have been issuable pursuant to options which have lapsed in accordance with the terms of the Scheme or any other share option scheme of the Company) must not in aggregate exceed 10% of the total number of Shares in issue as at Listing Date, being 546,092,537 Shares. The Company may, subject to the issue of a circular, the shareholders' approval in general meeting and/or such other requirements prescribed under the Listing Rules, refresh this limit at any time to 10% of the Shares in issue as at the date of the shareholders' approval and/or grant options beyond the 10% limit to eligible participants specifically identified by the Board. The above is subject to the condition that the maximum number of the Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Scheme and any other share option schemes of the Company at any time shall not exceed 30% of the Shares in issue from time to time.

## DIRECTORS' REPORT

### Maximum Entitlement of Each Eligible Participant

The total number of the Shares issued and which may fall to be issued upon exercise of the options granted under the Scheme and any other share option schemes of the Company (including both exercised and outstanding options) to each participant in any 12-month period shall not exceed 1% of the issued share capital of the Company for the time being. Any further grant of options in excess of this 1% limit shall be subject to the issue of a circular, the approval of the Shareholders in general meeting and/or other requirements prescribed under the Listing Rules.

### Time of Acceptance and Exercise of an Option

The options granted under the Scheme may remain open for acceptance for a period of up to 21 days from the date on which the options are offered to eligible participants. Upon acceptance of the option, the eligible person shall pay HK\$1 to the Company as consideration for the grant.

An option may be exercised in accordance with the terms of the Scheme at any time during a period to be determined and notified by the Directors to the grantee thereof, and in the absence of such determination, from the date of acceptance of the offer of such option to the earlier of (i) the date on which such option lapses under the relevant provisions of the Scheme; and (ii) the date falling 10 years from the offer date of that option.

### Subscription Price for Shares

The subscription price in respect of any option granted under the Scheme shall be at the discretion of the Directors, save that such price shall not be less than the highest of:

- (i) the closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for trade in one or more board lots of the Shares on the offer date;
- (ii) the average closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the offer date; and
- (iii) the nominal value of a Share.

### DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Year, none of the Directors or any of their respective associates had any interest in a business which competes or is likely to compete, either directly or indirectly, with the business of the Group.

### CONTROLLING SHAREHOLDERS' INTEREST

There were no contracts of significance between the Company or any of its subsidiaries and a controlling shareholder or any of its subsidiaries nor any contracts of any significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder or any of its subsidiaries.

## DIRECTORS' REPORT

### CORPORATE GOVERNANCE

The Company has complied with the code provisions set out in the Corporate Governance Code in Appendix C1 of the Listing Rules during the Year.

As a publicly listed company, the Directors recognise the importance of good corporate governance standards and internal procedures so as to achieve effective accountability and enhance Shareholders' value. Details of the corporate governance are set out in the section headed "Corporate Governance Report" in this report.

### ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to the long-term sustainability of the environment and communities in which it operates. The Company sees sustainable development as the key for a corporation to succeed and therefore, it aims to seek a win-win situation for the Group, society and environment by balancing between the creation of economic value and the impact on the environment.

In order to meet the requirements of the PRC government and clients and establish a positive corporate image, the Group has formulated environmental protection policies and guidelines to enhance its environmental protection management, including forming an environmental protection committee to oversee and supervise our environmental protection management and to monitor the implementation of environmental protection policies and guidelines.

### COMPLIANCE WITH LAWS AND REGULATIONS

The Group and its activities are subject to requirements under various laws. These include, among others, the Environmental Protection Law of the People's Republic of China 《中華人民共和國環境保護法》, Law of the People's Republic of China on Prevention and Control of Pollution From Environmental Noise 《中華人民共和國環境噪聲污染防治法》, Law of the People's Republic of China on Appraising of Environment Impacts 《中華人民共和國環境影響評價法》, Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes 《中華人民共和國固體廢物污染環境防治法》 and Decision of the State Council on Several Issues Concerning Environmental Protection 《國務院關於環境保護若干問題的決定》. The Company seeks to ensure compliance with these requirements through various measures such as internal controls, training and oversight of various business units at different levels of the Group. The Group highly values the importance of ensuring compliance with applicable legal and regulatory requirements.

During the Year, as far as the Company is aware, there was no material breach of or non-compliance with applicable laws, rules and regulations by the Group that have a significant impact on the operations of the Group.

### AUDIT COMMITTEE

The Company established the audit committee of the Board on 3 November 2016 with written terms of reference in compliance with Rule 3.22 of the Listing Rules and provision D.3.3 of the Corporate Governance Code set out in Appendix C1 to the Listing Rules. The audit committee consists of three independent non-executive Directors, namely Mr. Chin Chi Ho Stanley (as chairman), Mr. Chen Hua and Mr. Zhao Zhendong.

The consolidated financial statements of the Group for the Year together with the notes attached thereto have been reviewed by the Audit Committee. The Audit Committee is of the opinion that the consolidated financial statements of the Group comply with the applicable accounting standards, the Listing Rules and that adequate disclosure has been made.

## DIRECTORS' REPORT

### DONATIONS

No charitable donations were made by the Group during the Year.

### CONFIRMATION OF INDEPENDENCE

The Company has received from the independent non-executive Directors confirmations of independence (including an annual confirmation from each of the independent non-executive Directors) pursuant to Rule 3.13 of the Listing Rules and considers that all the independent non-executive Directors are independent of the Company under the Listing Rules.

### SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, as at the date of this report, there is sufficient public float of more than 25% of the Company's issued shares as required under the Listing Rules.

### AUDITOR

The financial statements of the Company for the year ended 31 December 2025 have been audited by CCTH CPA Limited who will hold office until the conclusion of the next AGM.

An ordinary resolution will be proposed at the forthcoming annual general meeting of the Company to re-appoint CCTH CPA Limited as the auditor of the Company.

On behalf of the Board

**Chen Chen**

*Chairman and executive Director*

Hong Kong, 31 March 2026

## CORPORATE GOVERNANCE REPORT

### OVERVIEW

As a publicly listed company, the Directors recognise the importance of good corporate governance standards and internal procedures so as to achieve effective accountability and enhance Shareholders' value. The Company has complied with all applicable code provisions of the Corporate Governance Code (the "CG Code") as set out in Appendix C1 to the Listing Rules for the Year.

### MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") on terms no less exacting than those set out in Appendix C3 to the Listing Rules as the code of conduct regarding directors' securities transactions. Having made specific enquiry of all Directors, each of them confirmed that he or she has complied in full with the Model Code for the Year.

### THE BOARD OF DIRECTORS

The Board consists of eight Directors, comprising five executive Directors and three independent non-executive Directors. The main functions of the Board include the approval of the Group's overall business plans and strategies, monitoring the implementation of these policies and strategies and the management of the Company as well as overseeing the corporate governance functions of the Company.

The Board comprises the following Directors:

#### Executive Directors

Mr. Chen Chen  
Mr. Chen Xiaolong  
Mr. Hu Enfeng  
Mr. Li Aiguo  
Ms. Luo Yanhong

#### Independent non-executive Directors

Mr. Chen Hua  
Mr. Zhao Zhendong  
Mr. Chin Chi Ho Stanley

The independent non-executive Directors are expressly identified in all corporate communications pursuant to the Listing Rules. The list of Directors (by category) is also disclosed in all corporate communications issued by the Company pursuant to the Listing Rules from time to time.

Ms. Luo Yanhong had obtained legal advice relating to director's duties and responsibilities under applicable laws and regulations on 10 May 2024 from a law firm qualified to advise on Hong Kong law pursuant to Rule 3.09D of the Listing Rules, and had confirmed that she understood her obligations as a Director of the Company.

In accordance with the above provisions of the Articles, Mr. Chen Chen, Mr. Hu Enfeng, and Mr. Li Aiguo will retire by rotation at the 2026 AGM and will offer themselves for re-election at the 2026 AGM.

## CORPORATE GOVERNANCE REPORT

There are no financial, business, family or other material relationships among the Directors. The biographical details of the Directors are set out in the section entitled “Biographies of Directors and Senior Management” in this report.

In compliance with Rule 3.10(1) of the Listing Rules, the Board currently comprises three independent non-executive Directors representing one-third of the Board. Each of the independent non-executive Directors has confirmed by annual confirmation that he has complied with the independence criteria set out in Rule 3.13 of the Listing Rules. The Company considers that all the three independent non-executive Directors are independent under these independence criteria and are capable to effectively exercise independent judgement. The Directors are experienced in a range of corporate and industry expertise. Amongst the three independent non-executive Directors, Mr. Chin Chi Ho Stanley has the appropriate professional qualifications or accounting or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The Board is responsible for the leadership and control of the Company and overseeing the Group’s businesses, strategic decisions, funding and performance, as well as corporate governance practices. The day-to-day management, administration and operation of the Company are delegated to the chief executive officer and the senior management of the Company. The delegated functions and work tasks are periodically reviewed. Approvals must be obtained from the Board prior to any significant transactions entered into by the aforesaid officers.

The Board is responsible for performing the corporate governance functions set out in provision A.2.1 of the CG Code. As at the date of this report, the Board has reviewed and monitored: (a) the Company’s corporate governance policies and practices, (b) training and continuous professional development of Directors and senior management, (c) the Company’s policies and practices on compliance with legal and regulatory requirements, (d) the Company’s code of conduct, and (e) the Company’s compliance with the CG Code disclosures requirements.

The Board has delegated various responsibilities to the Board committees including the audit committee (the “Audit Committee”), the remuneration committee (the “Remuneration Committee”) and the nomination committee (the “Nomination Committee”) of the Board (collectively, the “Board Committees”). Further details of the Board Committees are set out below.

### CONTINUOUS PROFESSIONAL DEVELOPMENT

All newly appointed Directors will receive comprehensive, formal and tailored induction on the first occasion of their appointment so as to ensure that they have appropriate understanding of the business of the Company and the obligation and responsibility of being a Director. Directors’ training is an ongoing process.

Pursuant to the provision C.1 of the CG Code, all Directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution to the Board remains informed and relevant.

## CORPORATE GOVERNANCE REPORT

During the Year, all Directors have participated in continuous professional development to develop and refresh their knowledge and skills in relation to their contribution to the Board. The individual training record of each Director received during the Year is summarised below:

Name of Directors	Attending training course(s)/ reading materials
Mr. Chen Chen	✓
Mr. Chen Xiaolong	✓
Mr. Hu Enfeng	✓
Mr. Li Aiguo	✓
Ms. Luo Yanhong	✓
Mr. Chen Hua	✓
Mr. Zhao Zhendong	✓
Mr. Chin Chi Ho Stanley	✓

### BOARD MEETINGS AND DIRECTORS' ATTENDANCE

Provision C.5.1 of the CG Code prescribes that at least four regular Board meetings should be held in each year at approximately quarterly intervals with active participation of majority of directors, either in person or through other electronic means of communication. The Board will schedule to have at least four regular meetings in a year. Other board meetings will be held if necessary.

During the Year, the Board convened 4 Board meetings and the Company convened an annual general meeting ("2025 AGM"). The attendance records of the respective Directors are set out below:

	Attendance/Number of meetings	
	Board meetings	2025 AGM
Mr. Chen Chen	4/4	1/1
Mr. Chen Xiaolong	4/4	1/1
Mr. Hu Enfeng	4/4	1/1
Mr. Li Aiguo	4/4	1/1
Ms. Luo Yanhong	4/4	1/1
Mr. Chen Hua	4/4	1/1
Mr. Zhao Zhendong	4/4	1/1
Mr. Chin Chi Ho Stanley	4/4	1/1

## CORPORATE GOVERNANCE REPORT

### DIRECTORS' SERVICE AGREEMENTS

Each of the executive Director has entered into a service agreement with the Company for an initial fixed term of three years commencing from 20 November 2018, 10 December 2018, 29 December 2023 or 10 May 2024. The term of service shall be renewed and extended automatically by three years on the expiry of such initial term and on the expiry of every successive period of three years thereafter, unless terminated by either party thereto in accordance with the terms thereof.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company for an initial term of three years commencing from the 20 November 2018 or 1 February 2021. The term of service shall be renewed and extended automatically by three years upon the expiry of such initial term and on the expiry of every successive period of three years thereafter, unless terminated by either party in accordance with the terms thereof.

Save as disclosed above, none of the Directors has or is proposed to have an unexpired contract with the Company which is not determinable by the Company within one year without payment of compensation other than statutory compensation.

### CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Mr. Chen Chen is the Chairman of the Board, and Mr. Chen Xiaolong is the CEO. During the year, the Company has complied with Code Provision C.2.1 which stipulates that the roles of chairman and chief executive officer should be separated and should not be performed by the same individual.

### REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Particulars regarding Directors' remuneration and the five highest paid individuals as required to be disclosed pursuant to Appendix C1 to the Listing Rules are set out in notes 11 and 12 to the consolidated financial statements in this report.

### BOARD COMMITTEES

The Board has established (i) Audit Committee; (ii) Remuneration Committee; and (iii) Nomination Committee with defined terms of reference. The terms of reference of the board Committees, which explain their respective role and the authority delegated to them by the Board, are available on the websites of the Company and the Stock Exchange. The board committees are provided with sufficient resources to discharge their duties and, upon reasonable request, are able to seek independent professional advice and other assistance under appropriate circumstances, at the Company's expenses.

## CORPORATE GOVERNANCE REPORT

### Audit Committee

The Company has established the Audit Committee on 3 November 2016 with written terms of reference in compliance with Rule 3.21 of the Listing Rules and provision D.3.3 of the CG Code set out in Appendix C1 to the Listing Rules. The Audit Committee consists of three independent non-executive Directors, namely Mr. Chin Chi Ho Stanley (as chairman), Mr. Chen Hua and Mr. Zhao Zhendong. The primary duties of the Audit Committee are, among others, to make recommendation to the Board on the appointment, reappointment and removal of external auditor, review the financial statements and material advice in respect of financial reporting, oversee the financial reporting process, internal control, risk management systems and audit process and perform other duties and responsibilities assigned by the Board.

The members of the Audit Committee should meet at least twice a year. During the Year, the Audit Committee had held 2 meetings, during which the Audit Committee had reviewed, *inter alia*, the external auditor's statutory audit scope for the Year and their independence; the consolidated financial statements of the Group for the year ended 31 December 2024 and for the six months ended 30 June 2025, including the accounting principles and practices adopted by the Group, as well as the risk management and internal control systems of the Group.

The attendance records of the respective members of the Audit Committee are set out below:

	<b>Number of meetings held during the Year</b>
Mr. Chin Chi Ho Stanley ( <i>Chairman</i> )	2/2
Mr. Chen Hua	2/2
Mr. Zhao Zhendong	2/2

### Remuneration Committee

The Company has established the Remuneration Committee on 3 November 2016 with written terms of reference in compliance with Rule 3.26 of the Listing Rules and provision E.1.2 of the CG Code. The Remuneration Committee consists of two independent non-executive Directors, namely Mr. Chen Hua (as chairman) and Mr. Zhao Zhendong, and one executive Director, Mr. Chen Chen. The primary duties of the Remuneration Committee are, among others, to review and approve the management's remuneration proposals, make recommendations to the Board on the remuneration packages of the Directors and senior management and ensure none of the Directors determine their own remuneration.

The members of the Remuneration Committee should meet at least once a year. During the Year, the Remuneration Committee had held 1 meeting, during which the Remuneration Committee had reviewed, *inter alia*, the remuneration packages for individual executive Directors and senior management and had made recommendations to the Board. The attendance records of the respective members of the Remuneration Committee are set out below:

	<b>Number of meetings held during the Year</b>
Mr. Chen Hua ( <i>Chairman</i> )	1/1
Mr. Chen Chen	1/1
Mr. Zhao Zhendong	1/1

## CORPORATE GOVERNANCE REPORT

### **Nomination Committee**

The Company has established the Nomination Committee on 3 November 2016 with written terms of reference in compliance with provision B.3.1 of the CG Code. The Nomination Committee consists of two executive Directors, Mr. Chen Chen (as chairman), Ms. Luo Yanhong (appointed on 26 June 2025) and three independent non-executive Directors, namely Mr. Chen Hua (appointed on 26 June 2025), Mr. Zhao Zhendong and Mr. Chin Chi Ho Stanley. The primary duties of the nomination committee are, among others, to review the structure, size and composition of the Board and, make recommendations on the selection of individuals nominated for directorships and assess the independence of independent non-executive Director. A summary of the nomination policy adopted by the Board is set out below.

### ***Nomination Criteria***

When making recommendations regarding the appointment of any proposed candidate to the Board or reappointment of any existing member(s) of the Board, the Nomination Committee shall consider a variety of factors including without limitation the following in assessing the suitability of the proposed candidate:

- (a) reputation for integrity;
- (b) accomplishment, experience and reputation in the business and other relevant sectors relating to the Company and/or its subsidiaries;
- (c) commitment in respect of sufficient time and attention to the Company's business;
- (d) diversity in all aspects, including but not limited to gender, age, cultural/educational and professional background, skills, knowledge and experience;
- (e) the ability to assist and support management and make significant contributions to the Company's success;
- (f) compliance with the criteria of independence as prescribed in the Listing Rules for the appointment of an independent non-executive Director; and
- (g) any other relevant factors as may be determined by the Nomination Committee from time to time.

## CORPORATE GOVERNANCE REPORT

### **Nomination Procedures**

The Company has put in place the following director nomination procedures:

#### *Appointment of New and Replacement Directors*

- (i) If the Board determines that an additional or replacement Director is required, it will deploy multiple channels for identifying suitable director candidates, including referral from Directors, Shareholders, management and advisors of the Company and external executive search firms.
- (ii) Upon compilation and interview of the list of potential candidates, the relevant Nomination Committee will shortlist candidates for consideration by the Nomination Committee/Board based on the selection criteria and such other factors that it considers appropriate. The Board has the final authority on determining suitable director candidate for appointment.

#### *Re-election of Directors and Nomination from Shareholders*

- (i) Where a retiring Director, being eligible, offers himself for re-election, the Board shall consider and, if considered appropriate, recommend such retiring Director to stand for re-election at a general meeting. A circular containing the requisite information on such retiring Director will be sent to shareholders prior to a general meeting in accordance with the Listing Rules.
- (ii) Any Shareholder who wishes to nominate a person to stand for election as a Director at a general meeting must lodge with the company secretary of the Company within the lodgment period specified in the relevant circular (a) a written nomination of the candidate, (b) written confirmation from such nominated candidate of his willingness to stand for election, and (c) biographical details of such nominated candidate as required under the Listing Rules. Particulars of the candidate so proposed will be sent to all Shareholders for information by a supplementary circular.

Any member of the Nomination Committee may call for a meeting anytime when it is necessary. During the Year, the Nomination Committee had held 3 meetings, during which the Nomination Committee had reviewed, *inter alia*, the terms of reference for the Nomination Committee, the appointment of Ms. Luo Yanhong and Mr. Chen Hua as committee members, the structure, size and composition of the Board and had assessed the independence of the independent non-executive Directors. The attendance records of the respective members of the Nomination Committee are set out below:

	<b>Number of meetings held during the Year</b>
Mr. Chen Chen	3/3
Ms. Luo Yanhong ( <i>appointed on 26 June 2025</i> )	2/3
Mr. Zhao Zhendong	3/3
Mr. Chin Chi Ho Stanley	3/3
Mr. Chen Hua ( <i>appointed on 26 June 2025</i> )	2/3

## CORPORATE GOVERNANCE REPORT

### BOARD DIVERSITY POLICY

The Company recognises and embraces the benefits of having a diversified Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage and believes that greater diversity of directors is good for corporate governance and is committed:

- To attract and retain candidate(s) for Board with a combination of competencies from the widest possible pool of available talents.
- To maintain a Board with diversity perspectives at all levels, in particular, those aligning with the Company's strategy and objectives.
- To assess regularly the diversity profile of the Board and, where applicable, senior management prepared for Board positions under the succession planning of the Company and the progress on achieving diversity objectives, if any.
- To ensure that the selection and nomination of Board positions are appropriately structured so that a diverse range of candidates can be considered.
- To set up appropriate procedures for development of a broader and more diverse pool of skilled and experienced senior management that would be prepared for Board positions.
- To ensure that changes to the Board's composition can be managed without undue disruption.

The Board therefore adopted the board diversity policy which aims to build and maintain a Board with a diversity of directors, in terms of skills, experience, knowledge, expertise, culture, independence, age and gender. These differences will be taken into account in determining the optimum composition of the Board. The Nomination Committee will discuss the measurable objectives for implementing diversity on the Board from time to time and recommend them to the Board for adoption. The Nomination Committee will report annually on the composition of the Board under diversified perspectives, and monitor the implementation of this policy to ensure the effectiveness of this policy. It will also discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

For the purpose of implementation of the board diversity policy, the following measurable objectives were adopted:

1. at least one-third of the members of the Board shall be independent non-executive Directors;
2. at least one of the members of the Board shall have obtained accounting or other professional qualifications; and
3. at least one director of a different gender who genuinely possess the necessary skills, experience and caliber appropriate to the Company's business.

The Board has achieved the measurable objectives in the board diversity policy.

### DIRECTORS' RESPONSIBILITIES IN RESPECT OF FINANCIAL STATEMENTS

The Directors are responsible for the preparation of the financial statements that give a true and fair view of the state of affairs of the Group and of the results and cash flow for that period. The financial statements are prepared in accordance with the Hong Kong Financial Reporting Standards. The statement of the external auditor of the Company about its responsibilities on the financial statements is set out in the independent auditor's report contained in this report.

## CORPORATE GOVERNANCE REPORT

### EXTERNAL AUDITOR'S REMUNERATION

The Company has engaged CCTH CPA Limited as its external auditor for the Year until the conclusion of the forthcoming annual general meeting. There was no disagreement between the Board and the Audit Committee on the selection, appointment, resignation or dismissal of the external auditor.

For the year ended 31 December 2025, the fees in respect of audit of the consolidated financial statements of the Company for the Year and non-audit services provided to the Group by the auditor amounted to approximately RMB1 million and RMB0.1 million respectively. The non-audit services consist of interim results review. The provision of these services by external auditors to the Company and the Group were cost effective and efficient due to their knowledge and understanding of the operations of the Company and the Group.

### DIVIDEND POLICY

Pursuant to the dividend policy adopted by the Board, the Company may declare and distribute dividends to the Shareholders, provided that the Group records a distributable profit under the laws of the Cayman Islands and that the declaration and distribution of dividends does not affect the normal operations of the Group. In deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account, *inter alia*: (i) the general financial condition of the Group; (ii) capital and debt level of the Group; (iii) future cash requirements and availability for business operations, business strategies and future development needs; (iv) any restrictions on payment of dividends that may be imposed by the Group's lenders; (v) the general market conditions; and (vi) any other factors that the Board deems appropriate. The payment of the dividend by the Company is also subject to any restrictions under the Companies Law of the Cayman Islands and the articles of association of the Company. Any final dividend for a financial year will be subject to Shareholders' approval. The dividend policy will continue to be reviewed from time to time and there can be no assurance that a dividend will be proposed or declared in any specific periods.

### RISK MANAGEMENT AND INTERNAL CONTROLS

The Board is responsible for the risk management and internal control of the Group and for reviewing their effectiveness in order to safeguard the Shareholders' investment and the Group's assets. Appropriate policies and procedures have been designed to ensure maintenance of proper accounting records for the provision of reliable financial information for internal use or for publication, ensure compliance of applicable laws, rules and regulations.

Procedures have been set up for safeguarding assets against improper use or disposal, control over capital expenditure, maintaining proper financial and accounting records and ensuring the reliability of financial information used for business and publication. Key risks that may impact on the Group's performance are appropriately identified and managed. Qualified management of the Group maintains and monitors the risk management and internal control systems on an ongoing basis and reports to the Audit Committee at regular meetings. The Board has conducted its annual review of the effectiveness of the risk management and internal control system of the Group, is reasonably satisfied that the Group has fully complied with the CG Code in respect of risk management and internal controls during the Year and considers said systems effective and adequate. The systems and internal control can only provide reasonable and not absolute assurance against material misstatement or loss, rather than eliminate the risks of failure to achieve business objectives.

## CORPORATE GOVERNANCE REPORT

The principal risks and uncertainties for the Group can be found in the section entitled “Management Discussion and Analysis” and note 39 to the consolidated financial statements in this report.

### COMPANY SECRETARY

The company secretary of the Company is Ms. Leung Mei King, whose biography details are set out in the section headed “Biographies of Directors and Senior Management” in this report.

Ms. Leung has been informed of the requirement of the Rules 3.28 and 3.29 of the Listing Rules, and she confirmed that she had attained no less than 15 hours of relevant professional training during the Year.

### ALTERATIONS TO THE CONSTITUTIONAL DOCUMENTS

There has been no significant change in the Company’s constitutional documents during the Year. The amended and restated memorandum and articles of association of the Company are available on the websites of the Stock Exchange and the Company.

### SHAREHOLDERS’ RIGHTS AND COMMUNICATION WITH SHAREHOLDERS

The Company aims to, via its corporate governance structure, enable all the Shareholders an equal opportunity to exercise their rights in an informed manner and allow all the Shareholders to engage actively with the Company. Under the Articles, the shareholder communication policy and other relevant internal procedures of the Company, the Shareholders enjoy, among others, the following rights:

#### Participation at General Meetings

The general meetings of the Company provide an opportunity for communication between the Shareholders and the Board. An annual general meeting of the Company shall be held in each year and at the place as may be determined by the Board. Each general meeting, other than an annual general meeting, shall be called an extraordinary general meeting (“EGM”). The 2025 AGM was held on 26 June 2025. A circular containing among other things, further information relating to the 2026 AGM will be dispatched to the Shareholders in accordance with the Articles and the Listing Rules.

#### Right to put Enquiries to the Board

Shareholders may send their enquiries and concerns to the Board by addressing them to the company secretary of the Company at Unit E, 22/F, Tower A, Billion Centre, 1 Wang Kwong Road, Kowloon Bay, Kowloon, Hong Kong. The company secretary of the Company is responsible for forwarding communications relating to matters within the Board’s direct responsibilities to the Board and communications relating to ordinary business matters, such as suggestions and inquiries, to the chief executive officer of the Company.

## CORPORATE GOVERNANCE REPORT

### Convening of EGM and Putting Forward Proposals at General Meetings

In accordance with the article 64 of the Articles, the Board may whenever it thinks fit convene EGMs. EGMs shall also be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one tenth of the paid up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or the company secretary of the Company at Unit E, 22/F, Tower A, Billion Centre, 1 Wang Kwong Road, Kowloon Bay, Kowloon, Hong Kong for the purpose of requiring an EGM to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may convene a physical meeting at only one location which will be the principal meeting place, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

### Procedures for Nomination of Director

In accordance with the article 113 of the Articles, no person, other than a retiring Director, shall, unless recommended by the Board for election, be eligible for election to the office of Director at any general meeting, unless a notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his willingness to be elected shall have been lodged at the Company's principal office in Hong Kong at Unit E, 22/F, Tower A, Billion Centre, 1 Wang Kwong Road, Kowloon Bay, Kowloon, Hong Kong or at the Hong Kong branch share registrar of the Company at Tricor Investor Services Limited 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong. The period for lodgment of the notices required under this Article will commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least seven days.

### Shareholders' Communication Policy

Transparency is a fundamental principle of sound corporate governance. To this end, the Board has established the Shareholders' Communication Policy designed to ensure shareholders receive timely and relevant information about the Company. This enables them to engage effectively with the Company and to exercise their rights as shareholders in an informed manner. The Policy is subject to continuous review to maintain its effectiveness and relevance.

The Company employs a variety of communication channels to reach shareholders. Key corporate publications – including annual and interim financial reports, circulars and announcements – are made available on the Company's website at [www.championshipintl.com](http://www.championshipintl.com) and on the website of the Stock Exchange. These documents are also delivered to shareholders within the timeframes prescribed by the Listing Rules. In addition, other information that may be of interest to shareholders and the wider public is also accessible on the Company's website.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## REPORTING FRAMEWORK

This Environmental, Social and Governance (“ESG”) report (“ESG Report”) is prepared by the Company. This ESG Report is published in accordance with the Environmental, Social and Governance Reporting Code (the “ESG Reporting Code”) as set out in Appendix C2 to the Listing Rules and the “comply or explain” provisions contained therein. A complete index is inserted in the last chapter of this ESG Report for reference. Information relating to the Group’s corporate governance practices has been set out in the Corporate Governance Report, which is included in this annual report.

### ESG Governance Structure

ESG matters and reporting are overseen by the Board. The Board periodically conducts ESG assessment by identifying potential impacts, risks, and opportunities posed to the operation, reviews senior management and functional departments’ competence in executing ESG responsibilities. The Group has the relevant departments to collect information, fill in and report data through, among others, questionnaires and researches. The Board has identified, reviewed and assessed the ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues, including the ESG risks to the renewable energy business of the Group. The Board has examined and assessed our performance in various aspects within the ESG scope such as environmental, employment and other social aspects. The Board has reviewed the progress made and has continuously ensured the effectiveness of the ESG risk control.

### Reporting Principles, Scope and Reporting Period

This ESG Report covers our strategies, accomplishments and ongoing measures to enhance our ESG performance, while identifying ESG risks and challenges that induce significant impacts to our operations and are of the greatest interest or concern to stakeholders for the period from 1 January to 31 December 2025 (the “Reporting Period”). In this regard, this ESG report contains qualitative and quantitative information about our approaches, initiatives and priorities in achieving our ESG objectives and managing relevant risks.

Our Hong Kong office is mainly used for administrative purpose, where freshwater is mainly supplied through common amenities in the leased office spaces for our employees’ daily general hygiene needs, and it emits, discharges immaterial amounts of wastewater, hazardous and non-hazardous wastes, and greenhouse gas through its minimal consumption of electricity and energy.

Therefore, for our reporting on the environmental aspect, this ESG report will mainly discuss the impact of our operations in Shandong Province, unless otherwise stated.

The Group has applied the following reporting principles in preparing the ESG report:

1. **Materiality:** in identifying and assessing the environmental, social and governance issues that have a material impact on the ESG report, we have performed substantial assessments and researches by ways of, among others, communicating with relevant stakeholders and viewing historical documents and information, and, in line with the Group’s mission and vision as well as the core items of the ESG report. The Board has determined the relevant ESG issues as disclosed in the ESG Report which are sufficiently important to investors and other stakeholders that they should be reported.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

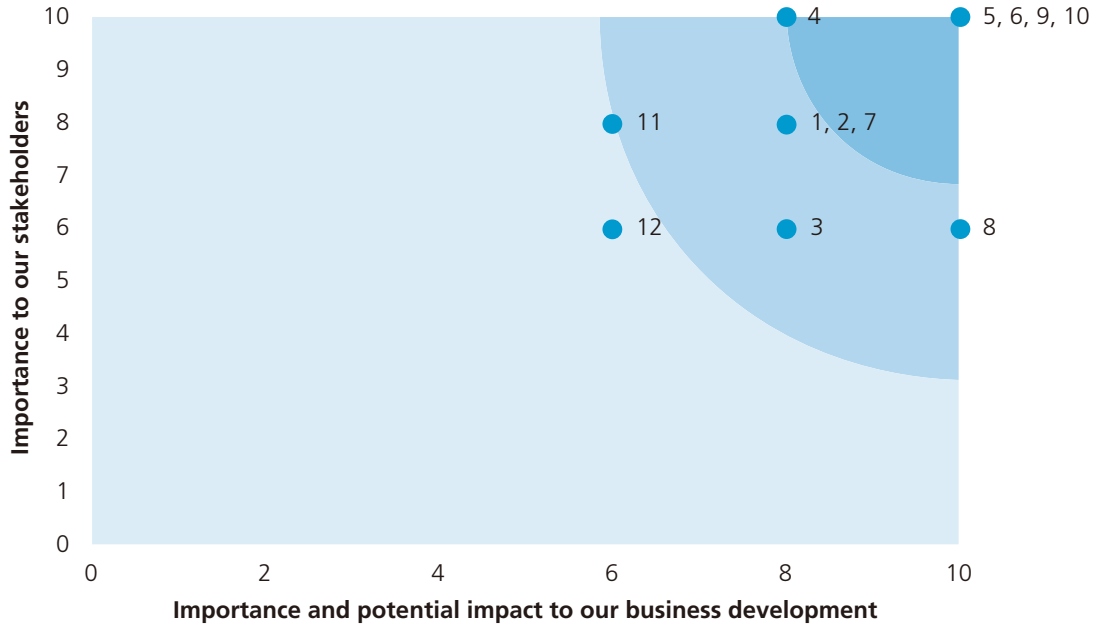
2. **Quantitative:** We have established the management system in terms of social responsibility and environmental protection based on our own business characteristics so as to enhance the Company's ESG policies and management system. We actively strengthen our ESG performance by consistently reviewing and improving our management systems. We endeavor to promote the culture of environmental protection and social responsibility so as to facilitate the incorporation of the ESG concept into the business operation and promote the sustainable development of the Company. The Group calculates key performance indicators ("KPIs") with reference to Part C "Comply or explain" Provisions of the ESG Reporting Code issued by the Stock Exchange, and discloses them in a quantitative manner where appropriate. This qualitative and quantitative information covers mainly the Group's principal business operations of (i) trading of household paper products and hygiene products and manufacturing of hygiene products; and (ii) property leasing, during the Reporting Period. These businesses were mainly operated in the Group's headquarters and its self-owned production facility and the plants in Shandong Province.
3. **Balance:** Our ESG report provides an objective and unbiased picture of our business performance. The report avoids selections, omissions or presentation formats that might inappropriately influence a decision of or judgment by the report reader.
4. **Consistency:** Our ESG Report has applied and will continue using consistent methodologies to allow for meaningful comparisons of ESG information and data over time. There is no change to the methods used affecting a meaningful comparison in our ESG Report.

### Materiality Assessment

This report serves as a key channel to communicate our ESG approaches with our stakeholders. Hence, we have conducted a materiality assessment which examines the importance of various issues to our stakeholders as well as the potential impact to our business development. The findings and results of the materiality assessment were set out below in the materiality matrix:

		Stakeholders	Company
1	Employee development	8	8
2	Reward to employee	8	8
3	Employee rights and equal opportunities	6	8
4	Occupational health and safety	10	8
5	Corporate governance	10	10
6	Product and service quality	10	10
7	Supply chain management	8	8
8	Financial performance	6	10
9	Customer privacy/intellectual property rights	10	10
10	Business ethics and anti-corruption	10	10
11	Environmental policy and impact	8	6
12	Community investment	6	6

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



- Issues that are of most critical and material to our stakeholders and with greatest impact on our business success
- Issues that are important to both our stakeholders and our business development
- Issues that are relatively less important to both our stakeholders and our business development



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### Stakeholder Groups, Their Concerns and How We Engage with Them

We understand that stakeholder engagement plays a pivotal role to our continuous effort in improving our ESG standard. Therefore, we have built and maintained for our shareholders, customers, employees, suppliers, other stakeholders and all interested parties various communication channels. We also endeavour to provide our stakeholders with clear information about our approaches to business operation and ESG issues. These include, but are not limited to, statutory announcements, circulars, financial reports, shareholders' meetings, corporate websites and electronic correspondence.

Stakeholder groups	Key topics of interest	How we engage
Employees	Labour rights; Employee engagement; Promotion and development opportunities; Health and safety	Staff newsletter; Staff training; Staff appraisal and survey
Shareholders and investors	Financial performance; Corporate governance; Compliance and ESG performance	Results announcement and financial reports; Shareholders' meeting/investor meeting
Customers	Quality and pricing of services and products; Protection of data privacy and intellectual property	After-sales survey and follow-up communication; Promotional and marketing collaterals
Suppliers/business partners	Responsible supply chains; Business continuity and conduct; Product specifications and quality expectations; Fair competition	Supplier visits and meeting; Feedback on service and products
Governments and regulators	Corporate governance; Relevant regulated information; Labour rights; Economic contributions; Environmental impact and compliance; Business continuity and sustainability	Financial reports; Disclosure in accordance with relevant regulations
Non-government organisations and local communities	Environmental protection commitment; Community support and engagement	Meeting and call with relevant organisations

We value opinions on the Group's approaches on the ESG aspects upon reading the ESG Report. Please share with us via:

Postal address: Unit E, 22/F, Tower A, Billion Centre, 1 Wang Kwong Road, Kowloon Bay, Kowloon, Hong Kong  
Tel No.: (852) 3622 2148  
Fax No.: (852) 3971 0870

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### ACHIEVING SUSTAINABLE DEVELOPMENT OF THE COMPANY AND THE COMMUNITY

We are committed to supporting to our employees through all sorts of difficulties that they and their families may encounter, while implementing stricter workplace hygiene and safety protocols. We also strengthened our communication with suppliers, business partners and regulators so that we could address major issues that have or may have material impact to the communities, such as climate change, suppressed economic development, and so on.

Throughout the years, sustainability has been central to our business. While we have a well-defined governance framework to ensure board-level oversight and management of our ESG priorities across the Group, we are also building on these strong foundations to accelerate progress towards a sustainable future and create a better tomorrow for all our stakeholders. We engage with the communities in which we operate and involve our employees in the process to improve our sustainability efforts, with an aim to progress our ESG strategy from the traditional risk mitigation approach to value creation for all our stakeholders.

### REPORTING ON ENVIRONMENTAL ASPECTS

We operate an environmental management system that is based on ISO14001-2015 certification and governed by a Safety and Environmental Protection Department since 2018. The department is responsible for reinforcing the Group's environmental control, designing relevant system and providing environmental training for employees. We have a robust system in place to manage our environmental risks and emission levels to ensure that we comply with all relevant government requirements. The Group has made continuous efforts to adopt policies, including forming an environmental protection committee to oversee and supervise our environmental protection management, help improve our environmental stewardship.

In addition, we believe that it is critical that our employees share the same values to protect our environment. Hence, we have stepped up our efforts in promoting environmental awareness among our employees. We often issue various notices to remind them of our environmental protection measures and provide updates and information about environmental issues and the Group's latest environmental initiatives. We have also codified and drawn up a set of safety and environmental protection manual for employees to heighten their awareness and arrange relevant training.

During the Reporting Period, there was no incident of non-compliance with relevant environmental laws and regulations relating to air and greenhouse gas emissions, discharge into water and land, and generation of hazardous and non-hazardous waste that have a significant impact on the Group. The Group also confirmed that during the Reporting Period, our business operation had not encountered any punishment by respective governmental authorities due to violation of the above laws and regulations.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## A. ENVIRONMENTAL

### Emission and Resource Stewardship

During the Reporting Period, the Group has complied with relevant laws and regulations that have significant impacts on the Group relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. These laws and regulations include, but not limited to, the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), Law of the People's Republic of China on Prevention and Control of Pollution From Environmental Noise (《中華人民共和國環境噪聲污染防治法》), Law of the People's Republic of China on Appraising of Environment Impacts (《中華人民共和國環境影響評價法》), Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes (《中華人民共和國固體廢物污染環境防治法》), PRC Law on Air Pollution Control (《中華人民共和國大氣污染防治法》) and Decision of the State Council on Several Issues Concerning Environmental Protection (《國務院關於環境保護若干問題的決定》).

Throughout the years, we have implemented effective measures to reduce wastage and consumption levels of resources in our facilities and offices. Relevant training and information are provided to our employees to adequately communicate these measures and to raise their awareness. When situation allows, we always seek to upgrade our production technology and enhance business processes to achieve better energy and water efficiency.

During the Reporting Period, we did not encounter any challenges to access fresh water source, nor did we see that our business has brought negative impact to the access and quality of fresh water to our communities. We call on our factory workers and employees from time to time to enhance water efficiency and actively manage consumption of potable water or water for production use.

#### A.1 Emissions

##### *Air Emissions*

The Group has not owned any business related vehicles and was not involved in gaseous fuel consumption for its business operation. There were no sulphur oxides, nitrogen oxides and respiratory suspended particle emissions from its operation during the Reporting Period.

##### *Greenhouse Gas and Exhaust Gas Emissions*

A stringent production control system is critical to achieve our goals to minimising direct and indirect greenhouse gas emissions and reducing energy consumption. Ongoing measures such as enhancing production and energy efficiency, upgrading production technology, adopting green building design are under regular reviews to ensure that the Group operates in a high environmental level.

We are mindful of the environmental risks a business may have along its supply chain. Therefore, while we strive to embed and sustain a comprehensive environmental protection system within our production and operating processes, we also communicate with our suppliers and business partners to gain a stronger understanding and assurance of their environmental control levels.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### Metrics and Targets

The principal source of the Group's GHG emissions were purchased electricity (Scope 2), with immaterial Scope 1 related GHG emissions. To minimize GHG emissions, the Group has continued to set its target in reducing the GHG emission intensity. In order to achieve this target, the Group actively implements the concept of energy-saving and maintains efficient use of resources. To achieve this target, the Group has also formulated rules and regulations to achieve electricity conservation and efficient use of electricity among a range of lighting, machinery and equipment, and air-conditioning equipment. In addition, the Group embraces green practices by propagating environmental protection messages to employees by posting notices and environmental posters in office areas to raise their awareness and promote best practices in environmental management.

### GHG Emissions and Waste Management

GHG Emissions	Unit	Quantity 2025	2024
Scope 1 – direct emission fuel consumption	tonne of CO <sub>2</sub> -e	0	N/A
Scope 2 – indirect emission electricity consumption	tonne of CO <sub>2</sub> -e	82	102
<b>Total</b>	tonne of CO <sub>2</sub> -e	<b>82</b>	102
GHG emissions intensity	tonnes of CO <sub>2</sub> -e/ million revenue	<b>0.61</b>	0.87
<b>Other Emissions</b>			
Wastewater	tonnes	<b>1</b>	0
Wastewater produced intensity	tonnes/million revenue	<b>0.007</b>	0.000
Hazardous wastes	tonnes	<b>1</b>	1
Hazardous wastes produced intensity	tonnes/million revenue	<b>0.007</b>	0.008
Non-hazardous wastes	tonnes	<b>4</b>	4
Non-hazardous wastes produced intensity	tonnes/million revenue	<b>0.030</b>	0.033

### Waste Treatment and Reduction

We are committed to minimise our environmental footprint by implementing effective waste management and reduction strategies in line with sustainable practices. Our approach focuses on reducing waste generation, promoting resource efficiency, and ensuring responsible waste treatment across our operations, including product manufacturing, packaging, and administrative processes.

We integrate the widely recognised "3R" principles – Reduce, Reuse, and Recycle – into our operations to enhance environmental performance. To reduce waste, we continuously optimise our manufacturing processes to improve efficiency and minimise material usage. Where feasible, we reuse materials such as paper and other recoverable resources within our production and office activities. For recycling, we systematically classify operational waste by type, ensuring that recyclable materials, including paper, packaging, and other by-products, are diverted from disposal and channeled into appropriate recycling streams.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Non-recyclable waste, such as toner cartridges, ink cartridges, and large water bottles, is managed responsibly. These materials are either collected by qualified subcontractors specialising in waste handling or disposed of in designated areas as specified by the property management office of our premises. We maintain regular monitoring and strict adherence to established operating procedures to prevent unnecessary waste and ensure compliance with environmental standards.

### *Making Environmental-friendly Products*

Making products that are more environmental-friendly is important to our journey to reduce waste and our carbon footprint. We invest in research and development to consistently launch new household paper products with increased recycled content or resources that are more eco-friendly. We explore raw materials that are easily accessible and create lower environmental impact from sourcing and using of them, such as materials that are reusable or degradable.

Our team of household paper product operation boasts extensive professional experience and endeavours to conduct research on measures to protect natural resources. These initiatives include monitoring of and improving traceability of supply source and avoiding over-consumption and preventing acts that threaten the sustainability of resource use, as well as prioritising the procurement and selection of wood pulp certified by China Forest Certification Council, Forest Stewardship Council, Programme for the Endorsement of Forest Certification Schemes or other certification schemes, and resisting procurement and use of wood pulp from illegal logging.

### **A.2 Use of Resources**

The Group actively implements the concept of energy-saving and maintains efficient use of resources. To achieve this target, the Group has also formulated rules and regulations to achieve electricity conservation and efficient use of electricity among a range of lighting, machinery and equipment, and air-conditioning equipment.

The Group applies the following energy saving measures in the workplace: (i) lights and electrical appliances must be turned off when not in use; (ii) staff is reminded to switch off lights and air-conditioning in the meeting room and production facilities when it is not in use; (iii) the room temperature is reminded to be maintained at 25°C to save energy; (iv) video and telephone conferencing instead of face-to-face meetings are arranged where possible; (v) the Group encourages employees to reduce the use of paper by assessing the necessity of printing and by encouraging duplex printing where appropriate.

During the Reporting Period, the Group's energy consumption performance was as follows:

Resource Consumption Data:

Consumption	Unit	Quantity	
		2025	2024
Water	tonnes	<b>2,246</b>	551
Water consumption intensity	tonnes/million revenue	<b>16.6</b>	4.7
Purchased Electricity	kWh	<b>194,773</b>	212,769
Purchased Electricity consumption intensity	kWh/million revenue	<b>1,440.8</b>	1,807.7

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

During the Reporting Period, the Group's energy consumption intensity decreased by approximately 8.5% due to a more stringent control in production facility, thus the Group is in process of achieving its environmental goals. Moving forward, the Group will continue to refine its energy-saving measures and evaluate their effectiveness. On the other hand, water was mainly used in the production facilities site, and water consumption intensity has increased due to the differences in production of products, however, the Group will continually monitor its performance and avoid any unnecessary water consumption in the future.

In terms of packaging material, as product packaging is being outsourced, the use of packaging material is not considered a material ESG aspect of the Group. However, the Group encourages suppliers to reduce the use of packaging materials.

### **A.3 The Environment and Natural Resources**

The Group believes that corporate development should not come at the expense of the environment and natural resources and accepts responsibility for minimizing the negative environmental impacts of its business operations as an ongoing commitment to good corporate citizenship. The Group remains conscious of its potential impacts, therefore regularly assess the environmental risks of its business model, and adopts preventive measures to reduce risks and ensures compliance with relevant laws and regulations.

The Group believes it is important to provide a pleasant and safe working environment. Air quality is therefore monitored, with air-purifying equipment installed in both office and production facilities. Air ventilation systems have also been cleaned periodically. Employees at the production facilities have also been given masks to ensure minimal inhaling of any dust particles. Our operations may create certain mechanical noise from the use of machinery and equipment, although minimal. To minimise such noise pollutions, we perform regular maintenance and repair works for our machinery and equipment to ensure that they function normally. Otherwise, we would replace them with new ones or more technologically advanced models. We also make sure that these machinery and equipment operate only in hours allowed by relevant regulations.

### **A.4 Climate Change**

Global climate change leads to a range of environmental consequences, including ocean acidification, the melting of snow and ice, a persistent rise in global temperatures, and an increased incidence of extreme weather events. These phenomena exert prolonged effects on socio-economic systems worldwide. Acknowledging the critical need to address and mitigate significant climate-related challenges, the Group is committed to managing potential climate-induced risks that could influence its business operations. This proactive stance underscores the Group's recognition of climate change as a pivotal factor in its strategic planning.

The Group has comprehensively considered potential climate change related issues with reference to the recommendations of the Task Force on Climate related Financial Disclosures ("TCFD"). During the Reporting Period, a climate risk assessment exercise was conducted to identify and assess the potential risks and opportunities in the Group's operations, facilitating the formulation of its climate risk mitigation measures. The Group has identified the potential impacts on the Group's business arising from the following risks:



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### *Physical Risk*

Acute physical risks stem from discrete events, notably weather-related incidents such as storms, floods, wildfires, or heatwaves, which pose threats to production infrastructure and disrupt supply chains. Such disruptions could impair the Group's capacity to fulfill customer demand, thereby jeopardising operational continuity and straining relationships with clients. To enhance resilience, the Group has implemented contingency measures tailored to a spectrum of weather-related contingencies. These measures include reasonable adjustments to production schedules to ensure the uninterrupted transport of raw and supplementary materials, as well as the sustained functionality of facilities, thereby attenuating the adverse effects of climate-induced disruptions.

### Chronic Physical Risks

Chronic physical risks, in contrast, emerge from gradual, long-term shifts in climatic conditions, such as rising temperatures, sea-level elevation, diminished water availability, biodiversity decline, and alterations in land and soil productivity. These changes have the potential to affect the storage and manufacturing environments critical to the Group's operations. To mitigate these impacts, the Group has adopted strategies designed to minimise the influence of evolving weather patterns on storage conditions, ensuring operational stability amidst chronic climate shifts.

### *Transition Risk*

#### Policy and Legal Risk

Given its primary engagement in (i) trading of household paper products and hygiene products and manufacturing of hygiene products, and (ii) property leasing, the Group perceives its exposure to policy and legal risks associated with climate change as relatively modest. During the Reporting Period, the Group encountered no third-party litigation related to climate issues nor instances of non-compliance with climate-specific regulations, reinforcing the stability of its current operational framework.

#### Technology Risk

In addressing technological risks, the Group has consistently directed resources toward improving the production processes for household hygiene products, with an emphasis on reducing environmental impacts. Looking forward, the Group will continue to explore additional technological advancements to further optimise its operations, aligning innovation with sustainability objectives to mitigate climate-related technological challenges.

#### Market Risk

Consumer preferences have gradually shifted to renewable and sustainable products, thus the household paper products and hygiene products business may be affected by climate-related changes. To counter this, the Group is committed to minimise its environmental footprint and will maintain vigilant oversight of market trends to adapt its offerings accordingly, ensuring alignment with evolving consumer expectations.

#### Reputational Risk

To align with public sentiment on climate change, the Group has embedded environmental considerations into its operational practices. By closely monitoring the carbon footprint of its activities and investigating further avenues to lessen its environmental impact, the Group seeks to bolster its reputation as a socially responsible entity, fostering trust among stakeholders in an increasingly climate-conscious landscape.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### *Our Role in Fighting Climate Change*

Since the PRC government announced its 2060 carbon neutrality target in September 2020, the country has unveiled multiple environmental policies and action plans under the 1+N policy framework. In September 2021, the Central Government released the Working Guidance for Carbon Dioxide Peaking and Carbon Neutrality (《關於完整準確全面貫徹新發展理念做好碳達峰碳中和工作的意見》), which outlines key measures and approaches for achieving the country's goal of carbon neutrality; and in October 2021, the State Council of the PRC released the Action Plan for Carbon Dioxide Peaking Before 2030 (《2030年前碳達峰行動方案》), which outlines key objectives to be included in the following two Five-Year Plans to reach peak carbon emissions by 2030.

China's President Xi Jinping has extended his vision in building a Beautiful China in the coming years. Efforts must be made to significantly improve urban and rural living environment, support high-quality development with a high-quality ecological environment. Chinese government is expected to further the fight against pollution and promote carbon emissions peaking and carbon neutrality.

These align with the strong focus on energy transition in the 14th Five-Year-Plan released in March 2021. The government has pledged to increase the non-fossil fuel share of total energy to 20% by 2025 and 80% by 2050. Other key environmental targets announced by the PRC government includes:

- 40% of new vehicles fueled by new energy by 2030 (up from 13% in 2021)
- CO<sub>2</sub> emission per unit of GDP to drop over 65% by 2030 (vs 2005)
- CO<sub>2</sub> emissions per unit of GDP: decrease 18% by 2025
- Good urban air quality for 87.5% of days/year by 2025
- Forest coverage rate of 24.1% by 2025

Therefore, we expect local governments, and central or local ministries will continue to roll out sector-specific measures and environmental targets to support the country's dual-carbon goals. These new measures and targets, such as new greenhouse gas limits, requirement to adopt renewable energy, will hold companies accountable for delivering an effective environmental strategies in business operations. All of these imply financial and social impact to our business and wide-scale of changes in operational structure.

In the forthcoming period, we will sustain close collaboration with our suppliers, jointly developing contingency measures to address potential supply chain disruptions or other pertinent challenges. Simultaneously, we will also keep a watchful eye on updates in environmental regulations while pursuing advancements in knowledge and technological innovation.

The Group is continuously formulating its strategy and establishing specific targets to minimise its carbon footprint. Over the long term, these strategic adaptations are anticipated to strengthen the Group's ability to effectively manage climate-related risks and enhance its resilience in response to such challenges.



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## B. SOCIAL

### B.1 Employment

#### *Employment*

Employment Data	Unit	Quantity 2025	2024
Total employees	no. of people	<b>48</b>	41
By gender			
– Male	percentage	<b>48</b>	59
– Female		<b>52</b>	41
By employment type			
– Permanent	percentage	<b>100</b>	100
– Full-time contracted		<b>0</b>	0
By rank			
– Senior executives and executives	percentage	<b>22</b>	22
– Others		<b>78</b>	78
By age			
– Below 30	percentage	<b>13</b>	15
– 30–39		<b>25</b>	29
– 40–49		<b>58</b>	54
– 50–59		<b>4</b>	2
– 60 or above		<b>0</b>	0
By geographical region			
– China	percentage	<b>96</b>	95
– Hong Kong		<b>4</b>	5
New employees			
– Male	no. of people	<b>9</b>	10
– Female		<b>2</b>	18
Employee loss			
– Male	no. of people	<b>2</b>	1
– Female		<b>2</b>	0

Our success to build a sustainable business stems on our ability to attract, retain and motivate a highly skilled and productive workforce. We have invested reasonably in attracting and developing the right talent that brings valuable knowledge and skills to our operations. We are also dedicated to creating a work environment that encourages our employees to thrive and to maximise their potential.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Our employee handbook and other employee training materials set out the defining characteristics of our culture and business, and what we expect of our employees. They are available to all our staff members to help them grow the right, necessary skills to deliver what our customers need, making sure that they feel valued in their role in our company, and equipping them with the mindsets and skills for their career development.

### *Recruitment and remuneration policies*

The Group endeavours to provide a fair, safe and respectful workplace environment for our staff. The Group has formulated and strictly implemented a set of comprehensive human resources management system, which is in compliance with the Employment Ordinance (Chapter 57 of the Laws of Hong Kong) (《僱傭條例》), the Minimum Wage Ordinance (Chapter 608 of the Laws of Hong Kong) (《最低工資條例》), the Employees' Compensation Ordinance (Chapter 282 of the Laws of Hong Kong) (《僱員補償條例》), the PRC Labour Law (《中華人民共和國勞動法》), the PRC Labour Contract Law (《中華人民共和國勞動合同法》) and other prevailing laws and regulations.

Our recruitment programmes promote the creation of quality jobs for our existing and potential employees based on our business needs. We provide fair and adequate remuneration that aligns with market condition, industry standard and job performance for our staff members to afford a respectable standard of living.

The Group also ensures that we provide adequate employee benefits and welfare that are stipulated by the relevant laws and regulations, such as social insurance, mandatory provident fund and housing provident fund, as well as medical insurance and reasonable amount of annual leave and working hours for our employees.

### *Equal opportunity, inclusion and diversity*

We are an equal opportunities employer and we aim to attract, recruit, develop and promote our people based on merit and irrespective of age, gender, sexual orientation, social background or ethnicity. Our employees have different perspectives and ways of working. We aim to foster diversity including ensuring a good mix and balance of gender and people from different background in our workforce. We also aim to create a culture where employees feel comfortable to work in.

We do not tolerate any form of discrimination as set out in the mandatory requirements of our Code of Business Conduct and our Employee Handbook. We have enabled a whistle-blowing system where employees can report any discrimination or mistreatment at work, and the Group will pursue internal investigation and take rectifying measures.

### *Dismissal policy*

In situations of serious employee misconduct or underperformance at an unacceptable level, our human resources department will follow a series of procedures to terminate his or her employment contract. Terms and conditions relating to dismissal are enumerated in employment contract and other employment policy manual and would be done according to the relevant labour laws and regulations.

During the Reporting Period, there was no incident of non-compliance with the relevant laws and regulations that have a significant impact on the Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination and other benefits and welfare.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### B.2 Health and Safety

To ensure workplace safety, we primarily aim to achieve zero work-related fatalities, reduce the number and severity of incidents, and learn from any incidents and near misses, so that we can continually improve our performance in this space. We seek to have a better and stronger understanding of how incidents and near misses happen as we carry out thorough investigations and subsequently take necessary actions to prevent repeat incidents and make sure that lessons learnt are shared across our operations. During the Reporting Period and the past three years, there were no work-related fatalities, nor any injuries.

We have formulated and will continued to refine our bespoke safety guidelines and protocols for each of our operations, which are based on the Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong) (《職業安全及健康條例》), the PRC Labour Law and other relevant laws, administrative regulations, national standards and industrial standards. We also stress the importance of encouraging active reporting and investing in health and safety training and resources.

We intend to form a “safety-first” workplace culture and look to create a closer alignment between our leadership and employees to develop a more safety-conscious awareness across the Group to hold everyone within our organisation accountable for their actions and for maintaining their health and workplace safety.

In respect of occupational injuries sustained by an employee as a result of an accident arising out of and in the course of employment, or occupational diseases specified in the Employees’ Compensation Ordinance (Chapter 282 of the Laws of Hong Kong) (《僱員補償條例》) or other applicable laws, or permanent loss of earning capacity, the Group will offer compensation pursuant to relevant regulations, guidelines and employee agreements. The Group believes that its work environment and nature do not entail material safety risks to its employees.

#### *Employee wellbeing*

The pandemic has fundamentally and permanently heightened awareness of employees’ physical and mental wellbeing, a priority that remains central to our organizational culture well into the post-pandemic era. We recognize that employee health and psychological resilience directly influence product quality, workplace safety, operational continuity, and our ability to meet heightened consumer demand for environmentally sustainable hygiene-related products.

While the nature of our manufacturing operations limits full-scale remote work for production teams, we have maintained and expanded flexible working arrangements to support employees in transitioning back to normalized routines and achieving better work-life integration. For non-production roles, we continue to offer hybrid working models alongside tools for virtual collaboration and digital documentation. For production-floor employees, we implement practical flexibility through adjustable shift patterns and start/end times (where production flow permits) and compressed workweeks or self-scheduling options within agreed team rosters. These measures help alleviate commuting fatigue, support family responsibilities, and improve overall job satisfaction in a physically demanding environment.

We have also sustained high standards of workplace sanitation, provision of personal protective equipment beyond regulatory minimums. During the Reporting Period, we had not experienced any material or prolonged stoppages of production due to equipment failure and we had not experienced any severe accidents during our production process. We have also complied with all relevant laws and regulations that have significant impacts on the Group relating to the provision of a safe working environment and the protection of our employees from occupational hazards.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### B.3 Development and Training

Training statistics	Unit	Quantity	
		2025	2024
Total number of employees trained	no. of people	<b>38</b>	28
Trained employees as a percentage of total number of employees	percentage	<b>79</b>	68
Total training hours			
By gender			
– Male	no. of hours	<b>442</b>	240
– Female		<b>224</b>	432
Average training hours			
By gender			
– Male	no. of hours	<b>18</b>	24
– Female		<b>17</b>	24
Total training hours			
By position			
– Executives	no. of hours	<b>160</b>	96
– Others		<b>666</b>	576
Average training hours			
By position			
– Executives	no. of hours	<b>20</b>	24
– Others		<b>18</b>	24

Delivering learning and development opportunities for our employees has always been an integral part of our business success. We aim to empower our employee to succeed as we foster a learning environment that has an equitable and fair processes for employment and progression. These learning opportunities include functional training programmes that encourage everyone to take control of their career development as we aim to support them to realise their potential and enhance their capabilities.

Our training and development programmes cover both internal and external trainings surrounding business ethics, risk and compliance culture, industry knowledge, regulatory requirements, operation management, and so on. We believe these learning programmes will help the Group build a sustainable business and the next generation of business leaders.

These training programmes are connected with our employee development and reward policies, which are designed to develop, motivate, reward and retain high calibre employees to deliver business success. Although participating and completing our training programme does not automatically guarantee immediate career progression, we offer ample opportunities for promotion and a significantly enhanced role, given the continued growth of the Group.

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### B.4 Labour Standard

Our policy is to respect the dignity, wellbeing and human rights of our employees, the workers in our supply chain and the communities in which we operate. We believe acting ethically and responsibly is the right thing to do for our business. Child labour, forced labour and modern slavery are not acceptable in our company. We focus on addressing the root causes of child labour, including lack of awareness and moral poverty. We provide detailed guidelines and protocols for tackling the risks in our recruitment process, which is in strict compliance with the Employment Ordinance (Chapter 57 of the Laws of Hong Kong), Labour Law of the PRC and Regulations on Labour Security Supervision issued by the State Council of the PRC, and takes reference to international labour standards in formulating internal guidance and labour system. All recruitment procedures and promotions are strictly supervised by the Group's human resources management system.

Our guidelines outline our position and what we consider as best practices, and strictly monitor all employees (including directors and all levels of staff) to eradicate all violations. Employees' rights are clearly described in employee manual and employment contracts as they are encouraged to speak out if they are exploited or forced to work unethically against their will. The Group will conduct investigations, punishment or dismissal of employees who violate our policy. If necessary, the Group will further improve the labour mechanism against illegal behaviours.

### Operating Practices

### B.5 Supply Chain Management

We aim to develop a responsible supply chain to mitigate the social and environmental issues related to the sourcing of service and commodities for our business use. We believe sustainability is an integral part of our sourcing and procurement activities. That idea extends to the products and services we purchase, contractual agreements that we enter into, and business partners that we work with. We strive to ensure minimum standards, such as acceptable labour conditions, compliance with environmental laws, and transparency related to health and safety, and data security. During the Reporting Period, the Group has a list of 73 suppliers, all from Mainland China.

Regarding household paper products and hygiene products the PRC government promulgated the Safety Assessment Management System of Household Paper and Paper Products, Chemicals and Raw Materials (GB/T36420-2018) (《生活用紙和紙製品、化學品及原料安全評價管理體系》) since 1 January 2019 with an aim to lay down stricter requirements on production process of household paper and paper products, as well as safety control of chemicals and raw materials. The Group has adopted necessary measures to meet relevant standards.

#### ***Procurement policy***

We choose suppliers based on their business records, products and services quality, cost, after-sale services and transportation and other factors. We periodically invite suppliers to provide us samples for pre-assessment and our procurement department maintains a list of qualified suppliers which have passed our internal assessment as potential suppliers for future purchases.

We usually do not enter into any long-term supply contracts with our suppliers, but we have been able to maintain a stable and long-term relationship with our major suppliers. We also ask our suppliers and business partners to take reasonable efforts to monitor their own supply chain and ensure that their own supply chain policies align with our supplier code to encourage good ESG practices.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

For the purpose of selecting a supplier for procurement of raw materials, we typically invite our pre-assessed suppliers to participate in a fair, just and open tendering procedure and we assess the tenders based on their quality, price and our purchasing history. Once a supplier is selected after the close of a tender, we typically enter into a fair and reasonable supply contract with the supplier to avoid any exploitation before placing orders to procure the raw materials we require. In addition, provisions for environmental protection are incorporated into certain contracts, requesting contractors and/or suppliers to strictly observe the requirements of environmental protection.

### ***ESG Consideration in Supply Chain Management***

Other than assessing our suppliers on the quality, cost, service and delivery of their products, we also assess them based on their commitments to environmental performances, as provisions for environmental protection are incorporated into certain contracts, requesting suppliers to strictly observe the requirements of environmental protection. The management team also periodically visits the sites of the suppliers to inspect the quality of the environmental, health and safety conditions. Suppliers on the approved list will be evaluated on safety performances such as compliance with Occupational Safety and Health Ordinance, as well as their knowledge on sustainable operating practices and environmental concepts.

### **B.6 Product Responsibility**

#### ***Quality-first***

Our “quality-first” policy formalises how we strive to deliver defect-free products, processes and capabilities that create sustainable value for our brands. Our customers trust in the quality of our products and their needs are constantly evolving as the industry is also advancing with higher environmental and regulatory requirements. To ensure that we meet our customers’ needs and the changing industry trends, and maintain our good reputation within the industry, we implement stringent quality control management and pursue innovation with the aim to not only meet these needs but to anticipate them.

At the same time, our production department works closely with the quality control department throughout the production process to ensure each production process is carried out in accordance with the quality standard. Before we deliver our final products to customers, our quality control department conducts quality assessment on each batch of final products to check that the products have been produced in accordance with the applicable standards and approved production processes. Only those final products that have fulfilled all testing requirements are delivered to our customers.

We maintain an effective quality control system covering all the major production processes, from procurement of raw materials, operation of machineries, to proper use of materials and packaging, in order to prevent product defects. During the Reporting Period, the Board was not aware of any material non-compliance with the laws and regulations, and none of the products sold were subject to recalls for safety and health reasons.

#### ***Customer-first***

Gaining customer satisfaction is one of the most important factors in solidifying our market leadership. To maintain our competitive advantages, we put extensive efforts to engage with our existing and potential customers, understand their needs, so that we can improve our product and service quality through research and development, and produce products that not only suits their needs, but also create new demands in the industry.



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We have also adopted a unified sales return policy which applies to all of our products and all customers. After receiving our products and prior to giving its final confirmation of acceptance, our customers may request us to reprocess any products which fail to meet their required product specifications. On the other hand, request for product return after a customer's final confirmation of acceptance will only be accepted if there is any product quality issue and upon re-examination of the alleged defective product by our production department, quality control department and sales department.

During the Reporting Period, there were no material claims or complaints brought against the Group by its customers.

### ***Privacy and intellectual property policies***

We are well aware of the importance of intellectual property rights as our core production technology and critical production processes are crucial to our continued success and development. Any infringement of our intellectual property rights may seriously affect our business and reputation. Therefore, we aspire to protect our patents, brand, trademark and other intellectual property rights and eradicate all infringement of our intellectual property rights. We also ensure that our business operation processes are in compliance with the Trademark Law of the PRC (《中華人民共和國商標法》), the Implementation Rules of the PRC Patent Law (《中華人民共和國專利法實施條例》), the Contract Law of the PRC (《中華人民共和國合同法》), the Intellectual Property Law of the PRC (《中華人民共和國知識產權法》), the Anti-unfair Competition Law (《反不正當競爭法》) and other relevant laws, administrative regulations, national standards and industrial standards.

We also have a privacy policy, pursuant to which all personal and corporate data must be collected in compliance with all relevant privacy laws. We requested our staff to protect our customers' privacy and handle all commercially sensitive or confidential information in strict confidence. When cooperating with other companies, the Group enters into corresponding confidentiality agreements, whereby collection, use, storage and deletion of data including third-party patent technology are regulated, while the scope within which such confidential information can be informed of is delimited, in order to prevent any misuse or leaks.

### ***Advertising and labelling***

To attract clients, we carry out marketing and promotional works in an appropriate manner. We have been in compliance with all applicable laws and standards enacted by the government and industry associations. All promotion activities are only conducted upon confirmation that the requirements on the use of brand and advertising solutions of products and services are met, so as to avoid any misleading, inaccurate or exaggerating information. The Group will seek legal advice when necessary. We ensure that consumers are provided with sufficient and accurate information on our services to make informed choices.

During the Reporting Period, the Group has complied with all relevant laws and regulations that have a significant impact on the Group relating to health and safety, advertising, labelling and privacy matters of its products and services. There was no loss sustained by the Group's customers that are caused by leaks of customers' privacy data or other service problems; there was also no material complaints or damage claim from customers in respect of poor product or service quality.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### B.7 Anti-corruption

#### *Anti-corruption, extortion, fraud and money-laundering*

Our Board and management lead by example to create and promote a workplace culture where ethical principles and business conduct are expected and encouraged. We strive to achieve the highest legal, moral and ethical standards in all of our corporate activities and strictly follows the anti-corruption framework governed by the Criminal Law and the Anti-Unfair Competition Law of the PRC, as well as Hong Kong's Anti-Money Laundering and Counter-Terrorist Financing Ordinance. Our commitment to anti-bribery and anti-corruption is articulated in the Group's Code of Conduct, which pinpoints our whole supply chain from upstream suppliers to downstream end-customers, thereby ensuring that our directors and every employee clearly understand our strong stance of "zero-tolerance" against any corruption, fraudulence, extortion, money laundering and bribes.

Our Code of Conduct covers anti-corruption measures about recruitment and promotion, procurement and sale, as well as internal audit. These measures include, but are not limited to, verification of the identity and relationship of employees to avoid hiring people who have close relationships with the Group's employees and management with unreasonable clauses; thorough inspection of clients' capital source to prevent money-laundering; stringent monitoring of procurement process to prohibit staff from taking benefits for facilitating the clients to obtain procurement contracts in a dishonest manner. In addition to setting up audit committee, nomination committee and remuneration committee as required by the Listing Rules, the Group also engages external compliance and legal advisors and auditor to ensure that the Company's results announcement and other disclosures fulfill the relevant requirements.

During the Reporting Period, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees. The Group was also not aware of any material noncompliance with related laws and regulations concerning bribery, extortion, fraud and money laundering that would have a significant impact on the Group.

#### *Whistle-blowing policy*

Any stakeholders of the Group, including employees, customers and suppliers are encouraged to speak up and raise concerns about any violation of relevant laws and our internal Code of Conduct. We provide multiple reporting channels to report any wrongdoing and misconduct anonymously as we undertake to safeguard their identity. Reported issues are reviewed, verified and analysed by our management and designated staff. Cases in which an employee does not comply with our code of conduct or policies may constitute grounds for disciplinary action or termination of employment. We will also cooperate with regulatory authorities and law enforcement agencies to report issues that violate the anti-corruption laws. The Group will further improve the mechanism to safeguard against illegal behaviour when necessary.

During the Reporting Period, there was no major incident of non-compliance with the relevant laws and regulations that have a significant impact on the Group relating to corruption, bribery, extortion, fraud and money laundering.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### *Anti-Corruption Training*

To strengthen the understanding of relevant applicable laws and regulations, trainings on ethical business conduct is provided to all management level staff and above, while the Group also focuses on risk assessment and employee training to identify and mitigate potential risks of unethical conduct and law violations.

All directors of the Company are provided with detailed induction training on our governance structure upon their appointment. In addition, they will receive regular internal trainings on various corporate governance and ESG matters, such as major accounting, compliance, legal and regulatory updates, as well as information on best practice in relation to anti-corruption programmes. During the Reporting Period, all directors and management level staff members have completed their anti-corruption training, with an approximate average time of 3 hours.

### **B.8 Community Investment**

We seek to create and contribute to social value in the communities through bringing positive social and economic benefits that are generated by our core business. We aspire to build meaningful long-term relationships with the communities where we operate in. As part of our initiatives to support the government's objective to eradicate extreme poverty and achieve common prosperity, we employ local people and purchase local goods and services through our supply chains when possible. The Group actively explores options in coordinating charitable activities and collaborating with other organisations in different areas, such as education, culture, poverty relief, and so on. We aim to demonstrate positive influence of corporate values by raising employees' awareness of caring for the community and mutual help.

During the Reporting Period, the Group has invested multiple days in organizing and assisting in community events and charitable activities. Moving forward, we continuously hope to build the corporate culture of "lending a helping hand" through setting up an example by ourselves. We also encourage our staff to actively participate in community activities and promote the relationship between our employees and community.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## THE ESG REPORTING CODE CONTENT INDEX OF THE STOCK EXCHANGE OF HONG KONG LIMITED

Mandatory Disclosure Requirements	Section/Statement
Governance Structure	The ESG Governance Structure
Reporting Principles	Reporting Principles, Scope and Reporting Period
Reporting Boundary	Reporting Principles, Scope and Reporting Period

Subject Areas, Aspects, General Disclosures and KPIs	Description	Section/Declaration
<b>Aspect A1: Emissions</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Emissions and Resource Stewardship
KPI A1.1	The types of emissions and respective emissions data.	A.1 – Emissions
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	A.1 – Emissions
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	A.1 – Emissions
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	A.1 – Emissions
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	A.1 – Emissions
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	A.1 – Emissions



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## Subject Areas, Aspects,

General Disclosures and KPIs	Description	Section/Declaration
<b>Aspect A2: Use of Resources</b>		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	A.2 – Use of Resources
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	A.2 – Use of Resources
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	A.2 – Use of Resources
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	A.2 – Use of Resources
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	A.2 – Use of Resources
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	A.2 – Use of Resources
<b>Aspect A3: The Environment and Natural Resources</b>		
General Disclosure	Policies on minimizing the issuer's significant impacts on the environment and natural resources.	A.3 – The Environment and Natural Resources
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	A.3 – The Environment and Natural Resources
<b>Aspect A4: Climate Change</b>		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	A.4 – Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	A.4 – Climate Change

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Subject Areas, Aspects, General Disclosures and KPIs	Description	Section/Declaration
<b>Aspect B1: Employment</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	B.1 – Employment
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	B.1 – Employment
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	B.1 – Employment
<b>Aspect B2: Health and Safety</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer  relating to providing a safe working environment and protecting employees from occupational hazards.	B.2 – Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	B.2 – Health and Safety
KPI B2.2	Lost days due to work injury.	B.2 – Health and Safety
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	B.2 – Health and Safety
<b>Aspect B3: Development and Training</b>		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	B.3 – Development and Training
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	B.3 – Development and Training
KPI B3.2	The average training hours completed per employee by gender and employee category.	B.3 – Development and Training

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## Subject Areas, Aspects,

General Disclosures and KPIs	Description	Section/Declaration
<b>Aspect B4: Labour Standards</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	B.4 – Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	B.4 – Labour Standards
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	B.4 – Labour Standards
<b>Aspect B5: Supply Chain Management</b>		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	B.5 – Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	B.5 – Supply Chain Management
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	B.5 – Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	B.5 – Supply Chain Management
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	B.5 – Supply Chain Management
<b>Aspect B6: Product Responsibility</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	B.6 – Product Responsibility

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Subject Areas, Aspects, General Disclosures and KPIs	Description	Section/Declaration
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	B.6 – Product Responsibility
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	B.6 – Product Responsibility
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	B.6 – Product Responsibility
KPI B6.4	Description of quality assurance process and recall procedures.	B.6 – Product Responsibility
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	B.6 – Product Responsibility
<b>Aspect B7: Anti-corruption</b>		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	B.7 – Anti-corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	B.7 – Anti-corruption
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	B.7 – Anti-corruption
KPI B7.3	Description of anti-corruption training provided to directors and staff.	B.7 – Anti-corruption
<b>Aspect B8: Community Investment</b>		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	B.8 – Community Investment
KPI 8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	B.8 – Community Investment
KPI 8.2	Resources contributed (e.g. money or time) to the focus area.	B.8 – Community Investment

## BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

### CHAIRMAN AND EXECUTIVE DIRECTOR

**Mr. CHEN Chen**, aged 35, is the sales director of the Group's office in Beijing. He graduated from Beijing Sport University in July 2012 with a bachelor's degree in education. Mr. Chen has served as a village official for university students in Beijing since July 2012 and received the honour of outstanding village official for university students.

Since September 2015, he has served as sales manager and sales director respectively at Shandong Jiexin Paper Co., Ltd.\* (山東潔昕紙業股份有限公司), a company engaged in the manufacturing of household paper and personal hygiene products in China. Mr. Chen has been the individual sales leader for five consecutive years, and also led his team to win the honour of outstanding team for five consecutive years.

### EXECUTIVE DIRECTORS

**Mr. CHEN Xiaolong**, aged 39, is an executive Director and chief executive officer of the Group. Mr. Chen has over 10 years of experience in the paper manufacturing industry. He graduated from the University of Northumbria at Newcastle, the United Kingdom, and was awarded a bachelor's degree of science in sport management in June 2012.

Since July 2012, Mr. Chen has been working as the chief operating officer (經營總裁) at Dongshun Group (東順集團) ("Dongshun Group"), a company that engages in the manufacturing of household papers and personal hygiene products in the PRC.

Mr. Chen has been serving as the vice president of Shandong Private Entrepreneurs Association\* (山東省民營企業家協會) since 2017 and has also been a member of the Society of Entrepreneurs & Ecology (阿拉善SEE生態協會) for a term of one year since December 2017. He is a committee member of the 13th Taian City Committee of the PRC Political Consultative Conference\* (中國人民政治協商會議泰安市政協委員). In December 2021, Mr. Chen was awarded the 13th "Jinan Influential"\* (影響濟南) entrepreneurial figure.

**Mr. HU Enfeng**, aged 62, is an executive Director and the chief financial officer of the Group. He obtained a certificate as an auditor conferred by the Audit Bureau of the PRC (中華人民共和國審計署) in November 1992 and further obtained the qualification as a senior accountant certified by Hubei Province Township Professional Technical Senior Position Review Committee\* (湖北省鄉鎮企業專業技術高級職務評審委員會) in April 2002. He also obtained a certificate of a top-up degree (專升本科) course in accounting from Northeast Normal University (東北師範大學) through professional online education in July 2017.

From July 1988 to October 2002, Mr. Hu successively worked as the auditor (審計員), vice manager (副所長) and manager (所長) at Hubei Henganxin Accounting Company Limited\* (湖北恒安信會計師事務所) (formerly known as Ying City Audit Firm\* (應城市審計事務所)). From November 2002 to August 2004, he worked at Dongshun Group and took up various roles, including the financial manager (財務部經理) and the assistant to the chairman of the board (董事長助理). From August 2004 to August 2015, he had been working at Guangdong Jovo Energy Group Co., Ltd. (廣東九豐能源集團有限公司) with the last position held as the vice president (副總裁) and the general manager (總經理) of the liquefied natural gas ("LNG") department. From August 2015 to December 2017, he was the president (總裁) in the area of LNG in the PRC of a group company, namely Pacific Oil & Gas Company Limited\* (太平洋油氣有限公司). Since March 2018, he has been acting as the assistant to the chairman of the board (董事長助理) in Dongshun Group.

## BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

**Mr. Li Aiguo**, aged 47, has over 20 years of experience in the paper industry. He graduated from Wuhan University with a bachelor's degree in law in June 2003. Mr. Li has been engaged in the household paper industry since August 2005. Since June 2020, he has served as the production department manager of Shandong Jiexin Paper Co., Ltd.\* (山東潔昕紙業股份有限公司), a company engaged in the manufacturing of household paper and personal hygiene products in China. Mr. Li received the May 1st Labor Medal of Heilongjiang Province in May 2017 and the title of Technical Expert of Dongping County in December 2020. He obtained three utility model patents in the paper industry for the company from 2021 to 2022.

**Ms. LUO Yanhong**, aged 47, graduated from Jinan University majoring in fashion design in July 2002. She was employed as a reporter at New Century Leader Magazine\* (新世紀領導者雜誌社) from July 2002 to November 2005, and was awarded the honor of the best reporter in the industry (行業最佳記者榮譽) multiple times. Between December 2005 to December 2014, she served as an editor at Qilu Style Editing Center\* (齊魯風采編輯中心) and Xinhua Net\* (新華網). She then progressed to serving as the administrative director of Shandong Tax International Trade Company Limited\* (山東塔西國際貿易有限公司). From July 2019 to present, she has worked as a sales manager at Yongfang (Jinan) Hygiene Products Company Limited\* (永芳(濟南)衛生用品有限公司), a company engaged in manufacturing household paper and personal hygiene products in China.

### INDEPENDENT NON-EXECUTIVE DIRECTORS

**Mr. CHEN Hua**, aged 58, is an independent non-executive Director, the chairman of the Remuneration Committee and a member of the Audit Committee. He has more than 33 years of experience in the field of economics and finance. He graduated from Southwestern University of Finance and Economics (西南財經大學), the PRC, and was awarded a bachelor's degree in economics (major in statistics) in July 1989. Between July 1989 and September 2002, Mr. Chen Hua served various roles, including deputy chief of the sub-branch and department manager of the branch, of the Industrial and Commercial Bank of China. He obtained a master's degree in science from Shandong University (山東大學), the PRC, in December 2001 and a doctorate degree in economics from Soochow University (蘇州大學), the PRC, in June 2005. He was the professor and the head of the regional competitiveness assessment center (區域競爭力評價中心) of the Shandong Economics University\* (山東經濟學院) from March 2005 to July 2007 and the vice president of the taxation and finance institute of Shandong Economics University\* (山東經濟學院財稅金融研究所) from July 2007 to July 2009. From September 2010 to April 2013, he was an applied economics postdoctoral researcher at the Fiscal Science Research Institute of the Ministry of Finance of the PRC\* (中華人民共和國財政部財政科學研究所). Since November 2014, he has been the head of the finance research institute of Shandong University of Finance and Economics\* (山東財經大學當代金融研究所).

Mr. Chen served as a committee member of the 11th Shandong Province Committee of the PRC Political Consultative Conference\* (中國人民政治協商會議山東省政協委員) and was appointed as a budgetary review consultant\* (預算審查顧問) by the Shandong Province Standing Committee of National People's Congress (山東省人大常委會) in September 2018.

From April 2015 to May 2021, Mr. Chen has been an independent non-executive director of Bank of Qingdao Co., Ltd. (H Shares Stock Code: 3866 and Preference Shares Stock Code: 4611), whose shares are listed on the Main Board of the Stock Exchange. He is currently the independent director of Shandong State-owned Assets Investment Holdings Company Limited (山東省國有資產投資控股有限公司), Shandong Bocon International Port Company Limited (山東寶港國際港務股份有限公司) and Jining Hongrun Food Company Limited (濟寧鴻潤食品股份有限公司). From July 2021, Mr. Chen was appointed as the Independent director of Bank of Rizhao Co., Ltd (日照銀行股份有限公司) and Impulse (Qingdao) Health Tech Co., Ltd (青島英派斯健康科技股份有限公司).

## BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

**Mr. ZHAO Zhendong**, aged 62, is an independent non-executive Director, a member of the Audit Committee, a member of the Remuneration Committee and a member of the Nomination Committee. He has over 40 years of experience in the paper manufacturing industry. Mr. Zhao completed a two-year paper manufacturing program at Shandong Province Light Industry School\* (山東省輕工業學校) in July 1984. He obtained a diploma in chemistry from Shandong Normal University (山東師範大學) in July 1990 and an undergraduate diploma in economics from China Communist Party Central Party School Correspondence College\* (中共中央黨校函授學院) in December 1993. Mr. Zhao also obtained the qualification as a senior engineer conferred by Shandong Province Light Industry Technical Position Senior Review Committee\* (山東省輕工工程技術職務高級評審委員會) in October 2002.

Between July 1984 and December 1997, Mr. Zhao worked as a technician and an assistant engineer at Shandong Paper Group Head Office\* (山東紙業集團總公司). From January 1998 to April 2005, he served as the engineer, senior engineer and deputy secretary general of Shandong Province Paper Manufacturing Industry Association\* (山東省造紙行業協會). From April 2005 to May 2020, he had been serving as the secretary general and vice president of Shandong Province Paper Manufacturing Industry Association\* (山東省造紙行業協會). From June 2020, he was appointed as the vice president of Shandong Paper Association\* (山東省造紙行業協會), and an executive council member (常務理事) of Shandong Papermaking Society\* (山東造紙學會). From March 2022, he was appointed as the vice president (副理事長) of China Paper Association\* (中國造紙協會).

**Mr. CHIN Chi Ho Stanley**, aged 43, is an independent non-executive Director. He has over 20 years of experience in the areas of audit, financial management, corporate governance and operations in capital markets. Mr. Chin has obtained a Master of Business Administration degree from the University of Hong Kong. He was admitted as a Certified Public Accountant in 2009 and served as an audit specialist in PricewaterhouseCoopers and KPMG for 7 years. He has also been awarded the qualification of Financial Risk Manager in 2009 and Chartered Financial Analyst in 2010. Mr. Chin has extensive experience serving as senior management for different Hong Kong listed companies. Mr. Chin is currently the Independent non-executive director of Peking University Resources (Holdings) Company Limited, a company incorporated in Bermuda with limited liability and the issued shares of which are listed on the Main Board of the Stock Exchange (stock code: 00618). He is also the independent non-executive director of Tsun Yip Holdings Limited, a company incorporated in Cayman Islands with limited liability and the issued shares of which are listed on the Growth Enterprise Market of the Stock Exchange (stock code: 08356).

### COMPANY SECRETARY

**Ms. LEUNG Mei King**, aged 50, has been appointed as the company secretary of the Company since October 2021. She is responsible for accounting and financial matters as well as company secretarial matters of the Group.

Ms. Leung holds a bachelor degree in Accountancy from The Hong Kong Polytechnic University. She is a member of the Hong Kong Institute of Certified Public Accountants. Ms. Leung has over 20 years of experience in the field of auditing, accounting and financial management in a range of auditing firms and Hong Kong listed companies. In between July 2022 and January 2026, she was the company secretary of Peking University Resources (Holdings) Company Limited, a company incorporated in Bermuda with limited liability and the issued shares of which are listed on the Main Board of the Stock Exchange (stock code: 00618).

\* For identification purpose only

## INDEPENDENT AUDITOR'S REPORT



**TO THE SHAREHOLDERS OF CHAMPION ALLIANCE INTERNATIONAL HOLDINGS LIMITED**  
*(incorporated in the Cayman Islands with limited liability)*

### OPINION

We have audited the consolidated financial statements of Champion Alliance International Holdings Limited (the "Company") and its subsidiaries (hereinafter collectively referred to as the "Group") set out on pages 66 to 125, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with 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 Hong Kong Companies Ordinance.

### BASIS FOR OPINION

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

### KEY AUDIT MATTERS

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

## INDEPENDENT AUDITOR'S REPORT

### KEY AUDIT MATTERS *(Continued)*

#### Revenue recognition

Refer to Notes 6 and 7 to the consolidated financial statements and related accounting policies in Note 4(q) to the consolidated financial statements.

The Group recognised revenue in total of RMB123,164,000 from sale of household paper and hygiene products for the year ended 31 December 2025.

We identified revenue recognition from sale of household paper and hygiene products as a key audit matter because revenue is one of the key performance indicators of the Group and the amount of revenue for the year is significant to the consolidated statement of profit or loss and other comprehensive income.

Our response:

Our audit procedures in relation to the revenue recognition included the following:

- Obtaining an understanding of and assessing the design, implementation and operating effectiveness of key internal controls over revenue recognition;
- Assessing the appropriateness of the Group's revenue recognition policy under HKFRS 15 by inspecting a sample of representative contracts with customers and the respective documents supporting the timing of transfer of control of goods;
- Assessing the existence and identity of a sample of new customers of the Group during the year by performing background searches on these customers; and
- Assessing whether revenue had been recognised in the appropriate accounting period and in accordance with the terms of the sales contracts by comparing a sample of sales transactions recorded immediately before and after the year end with relevant underlying documents, which included delivery notes and documentation indicating the customers' acknowledgement of delivery of the goods sold.

## INDEPENDENT AUDITOR'S REPORT

### OTHER INFORMATION IN THE ANNUAL REPORT

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

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

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

### RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

## INDEPENDENT AUDITOR'S REPORT

### 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. This report is made solely to you, as a body, in accordance with the terms of our engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

As part of an audit in accordance with 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 purpose of the group audit. We remain solely responsible for our audit opinion.

## INDEPENDENT AUDITOR'S REPORT

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(Continued)*

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

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

From the matters communicated with the directors, 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.

#### **CCTH CPA Limited**

*Certified Public Accountants*

**Shek Man Hei Kimmy**

Practising Certificate Number: P07274

Hong Kong

31 March 2026

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

For the year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
Revenue	7	135,183	117,713
Cost of sales		(115,995)	(99,648)
Gross profit		19,188	18,065
Other income and gains	8	1,771	2,168
Selling and distribution expenses		(3,731)	(2,469)
Administrative expenses		(7,836)	(7,203)
Impairment of trade receivables, net	22(b)	(4,160)	(8,729)
Impairment of other receivables, net	23	(28,549)	–
Finance costs	9	(1,277)	(772)
(Loss)/profit before income tax	10	(24,594)	1,060
Income tax expense	13	(5,732)	(722)
<b>(LOSS)/PROFIT FOR THE YEAR</b>		<b>(30,326)</b>	338
Other comprehensive income/(expense):			
<i>Item that will not be reclassified subsequently to profit or loss:</i>			
– Exchange differences on translation from functional currency to presentation currency		1,158	(409)
Other comprehensive income/(expense) for the year		1,158	(409)
<b>TOTAL COMPREHENSIVE EXPENSE FOR THE YEAR</b>		<b>(29,168)</b>	(71)

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2025

	<i>Notes</i>	<b>2025</b> <b>RMB'000</b>	2024 <i>RMB'000</i>
<b>(LOSS)/PROFIT FOR THE YEAR ATTRIBUTABLE TO:</b>			
Owners of the Company		<b>(26,422)</b>	3,094
Non-controlling interests		<b>(3,904)</b>	(2,756)
		<b>(30,326)</b>	338
<b>TOTAL COMPREHENSIVE (EXPENSE)/INCOME ATTRIBUTABLE TO:</b>			
Owners of the Company		<b>(25,264)</b>	2,685
Non-controlling interests		<b>(3,904)</b>	(2,756)
		<b>(29,168)</b>	(71)
<b>(LOSS)/EARNINGS PER SHARE</b>			
– Basic and diluted ( <i>RMB cents per share</i> )	14	<b>(4.84)</b>	0.57



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	16	77,043	92,437
Investment properties	17	101,767	103,689
Right-of-use assets	18(a)	445	2,223
Computer software	19	–	–
Total non-current assets		179,255	198,349
<b>CURRENT ASSETS</b>			
Inventories	21	6,791	5,799
Trade receivables	22	31,479	31,351
Prepayments, deposits and other receivables	23	35,871	67,561
Cash and cash equivalents	24	131,797	119,214
Total current assets		205,938	223,925
<b>CURRENT LIABILITIES</b>			
Trade payables	25	10,525	15,662
Other payables and accruals	26	17,118	22,829
Income tax payable		1,751	1,121
Other borrowings	27	–	21,898
Lease liabilities	18(b)	462	1,797
Deferred government grants	28	524	524
Total current liabilities		30,380	63,831
<b>NET CURRENT ASSETS</b>		175,558	160,094
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		354,813	358,443

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
<b>NON-CURRENT LIABILITIES</b>			
Other payables	26	2,094	1,988
Lease liabilities	18(b)	–	462
Deferred government grants	28	21,298	21,821
Other borrowings	27	26,417	–
Total non-current liabilities		49,809	24,271
<b>NET ASSETS</b>		305,004	334,172
<b>EQUITY</b>			
Share capital	29	4,838	4,838
Reserves	30	223,801	249,065
Equity attributable to owners of the Company		228,639	253,903
Non-controlling interests		76,365	80,269
<b>TOTAL EQUITY</b>		305,004	334,172

**Chen Chen**  
Director

**Hu Enfeng**  
Director

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

	Attributable to owners of the Company							Non-controlling interests	Total
	Share capital	Share premium account	Merger reserve	Exchange fluctuation reserve	PRC statutory reserve	Retained profits	Total		
	RMB'000	RMB'000	RMB'000 (Note 30(b))	RMB'000	RMB'000 (Note 30(c))	RMB'000	RMB'000	RMB'000	RMB'000
<b>At 1 January 2024</b>	4,838	160,113*	56,341*	(708)*	8,309*	22,325*	251,218	83,025	334,243
Profit/(loss) for the year	-	-	-	-	-	3,094	3,094	(2,756)	338
Other comprehensive expense:									
– Exchange differences on translation from functional currency to presentation currency	-	-	-	(409)	-	-	(409)	-	(409)
<b>Total comprehensive (expense)/income for the year</b>	-	-	-	(409)	-	3,094	2,685	(2,756)	(71)
Transfer to PRC statutory reserve	-	-	-	-	1,642	(1,642)	-	-	-
<b>At 31 December 2024 and 1 January 2025</b>	<b>4,838</b>	<b>160,113*</b>	<b>56,341*</b>	<b>(1,117)*</b>	<b>9,951*</b>	<b>23,777*</b>	<b>253,903</b>	<b>80,269</b>	<b>334,172</b>
Loss for the year	-	-	-	-	-	(26,422)	(26,422)	(3,904)	(30,326)
Other comprehensive income:									
– Exchange differences on translation from functional currency to presentation currency	-	-	-	1,158	-	-	1,158	-	1,158
<b>Total comprehensive income/(expense) for the year</b>	-	-	-	1,158	-	(26,422)	(25,264)	(3,904)	(29,168)
Transfer to PRC statutory reserve	-	-	-	-	1,549	(1,549)	-	-	-
<b>At 31 December 2025</b>	<b>4,838</b>	<b>160,113*</b>	<b>56,341*</b>	<b>41*</b>	<b>11,500*</b>	<b>(4,194)*</b>	<b>228,639</b>	<b>76,365</b>	<b>305,004</b>

\* These reserve accounts comprise the consolidated reserves of RMB223,801,000 (2024: RMB249,065,000) in the consolidated statement of financial position as at 31 December 2025.

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
<b>Cash flows from operating activities</b>			
(Loss)/profit before income tax		<b>(24,594)</b>	1,060
Adjustments for:			
Bank interest income	8	<b>(100)</b>	(215)
Other interest income	8	<b>(10)</b>	(7)
Subsidy income	8	<b>(523)</b>	(699)
Depreciation of property, plant and equipment	16	<b>18,044</b>	18,334
Finance costs	9	<b>1,277</b>	772
Depreciation of right-of-use assets	18(a)	<b>1,778</b>	1,334
Impairment of trade receivables, net	22(b)	<b>4,160</b>	8,729
Impairment of other receivables, net	23	<b>28,549</b>	–
Depreciation of investment properties	17	<b>1,922</b>	1,912
Amortisation of computer software	19	–	5
Waiver of other payable	8	–	(600)
Cash flows before working capital changes		<b>30,503</b>	30,625
(Increase)/decrease in inventories		<b>(992)</b>	50,722
(Increase)/decrease in trade receivables		<b>(4,288)</b>	154
Decrease/(increase) in prepayments, deposits and other receivables		<b>1,694</b>	(65,589)
Decrease in trade payables		<b>(5,137)</b>	(863)
(Decrease)/increase in other payables and accruals		<b>(5,453)</b>	6,157
Exchange alignments		<b>1,199</b>	2,157
<b>Cash generated from operations</b>		<b>17,526</b>	23,363
Income tax paid, net		<b>(5,102)</b>	(2,331)
<b>Net cash generated from operating activities</b>		<b>12,424</b>	21,032
<b>Cash flows from investing activities</b>			
Interest received		<b>100</b>	215
Purchase of property, plant and equipment		<b>(2,650)</b>	(75)
Purchase of investment properties		–	(279)
<b>Net cash used in investing activities</b>		<b>(2,550)</b>	(139)

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	<i>Notes</i>	<b>2025</b> <b>RMB'000</b>	2024 <i>RMB'000</i>
<b>Cash flows from financing activities</b>	34		
Proceeds from other borrowings		<b>4,665</b>	–
Other interest paid		<b>(44)</b>	(72)
Principal portion of lease payments		<b>(1,797)</b>	(1,278)
Repayment to amount due to a former shareholder of a subsidiary		–	(11,665)
<b>Net cash generated from/(used in) financing activities</b>		<b>2,824</b>	(13,015)
<b>Net increase in cash and cash equivalents</b>		<b>12,698</b>	7,878
<b>Cash and cash equivalents at beginning of year</b>		<b>119,214</b>	111,030
<b>Effect of exchange rate changes on cash and cash equivalents</b>		<b>(115)</b>	306
<b>Cash and cash equivalents at end of year</b>		<b>131,797</b>	119,214
<b>Analysis of cash and cash equivalents</b>			
Cash and bank balances	24	<b>131,797</b>	119,214

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 1. GENERAL

Champion Alliance International Holdings Limited (the “Company”) is a limited liability company incorporated in the Cayman Islands and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). The registered office address of the Company is P.O. Box 31119 Grand Pavilion, Hibiscus Way, 802 West Bay Road, Grand Cayman KY1-1205, Cayman Islands and the Company’s principal place of business in Hong Kong is located at Unit E, 22nd Floor, Tower A, Billion Centre, 1 Wang Kwong Road, Kowloon Bay, Hong Kong.

The Company is an investment holding company. The Group, comprising the Company and its subsidiaries, is principally involved in the following activities:

- trading of household paper and hygiene products and manufactures hygiene products in Mainland China.
- leasing of properties which are located in the mainland (“Mainland China”) of the People’s Republic of China (the “PRC” or “China”); and

In the opinion of the directors of the Company, the Company’s immediate holding company and the ultimate holding company is Champion Alliance International Corporation, which is incorporated in the British Virgin Islands (the “BVI”), and the Company’s ultimate controlling party is Mr. Chen Shuming.

## 2. BASIS OF PREPARATION

### (a) Statement of compliance

These consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, the financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange.

### (b) Basis of measurement

These consolidated financial statements have been prepared under the historical cost basis.

### (c) Functional and presentation currency

The functional currency of the Company is Hong Kong dollars, while these consolidated financial statements are presented in Renminbi (“RMB”). As the management ordinarily uses RMB for management reporting purposes, the directors of the Company consider that it is more appropriate to adopt RMB as the Group’s and the Company’s presentation currency. All values are rounded to the nearest thousand (RMB’000) except when otherwise indicated.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 3. ADOPTION OF HKFRS ACCOUNTING STANDARDS

### (a) Adoption of amended HKFRS Accounting Standards – effective on 1 January 2025

The Hong Kong Institute of Certified Public Accountants has issued an amended HKFRS Accounting Standards that is first effective for the current accounting period of the Group:

Amendments to HKAS 21	<i>Lack of Exchangeability</i>
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The amendments to HKAS 21 has no material impact on the Group's results and financial position for the current or prior period. The Group has not early applied any new or amended HKFRS Accounting Standards that are not yet effective for the current accounting period.

### (b) New or amended HKFRS Accounting Standards that have been issued but are not yet effective

The following amended HKFRS Accounting Standards, potentially relevant to the Group's financial statements, have been issued, but are not yet effective and have not been early adopted by the Group. The Group's current intention is to apply these changes on the date they become effective.

HKFRS 18	<i>Presentation and Disclosure in Financial Statements<sup>2</sup></i>
HKFRS 19 and its amendments	<i>Subsidiaries without Public Accountability: Disclosures<sup>2</sup></i>
Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments<sup>1</sup></i>
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity<sup>1</sup></i>
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture<sup>3</sup></i>
Amendments to HKAS 21	<i>Translation to a Hyperinflationary Presentation Currency<sup>2</sup></i>
Annual Improvements to HKFRS Accounting Standards – Volume 11	<i>Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7<sup>1</sup></i>

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

<sup>2</sup> Effective for annual/reporting periods beginning on or after 1 January 2027.

<sup>3</sup> No mandatory effective date yet determined but available for adoption.

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 3. ADOPTION OF HKFRS ACCOUNTING STANDARDS *(Continued)*

### (b) New or amended HKFRS Accounting Standards that have been issued but are not yet effective *(Continued)*

#### ***HKFRS 18 Presentation and Disclosure in Financial Statements***

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

HKFRS 18 will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. The application of the new standard is expected to affect the presentation of the statement of profit or loss and disclosures in the future financial statements. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group's consolidated financial statements.

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

### (a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

When the Company has, directly or indirectly, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

In the Company's statement of financial position, investments in subsidiaries are stated at cost less impairment loss, if any. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (a) Basis of consolidation *(Continued)*

The financial statements of the subsidiaries are prepared for the same reporting period as the Company. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. Adjustments are made to bring into any dissimilar accounting policies that may exist.

Profit or loss and each component of other comprehensive income are attributed to the shareholders of the Company. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises (i) the assets (including goodwill) and liabilities of the subsidiary, (ii) the carrying amount of any non-controlling interest and (iii) the cumulative translation differences recorded in equity; and recognises (i) the fair value of the consideration received, (ii) the fair value of any investment retained and (iii) any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

### (b) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (b) Fair value measurement *(Continued)*

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

### (c) Property, plant and equipment

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any accumulated impairment losses.

The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The estimated useful lives of different categories of property, plant and equipment are as follows:

Plant and buildings	5 to 20 years
Machinery	5 to 20 years
Furniture and fixtures	5 to 10 years
Motor vehicles	5 to 10 years

Construction in progress is stated at cost less impairment losses. Cost comprises direct costs of construction as well as borrowing costs capitalised during the periods of construction and installation. Capitalisation of these costs ceases and the construction in progress is transferred to the appropriate class of property, plant and equipment when substantially all the activities necessary to prepare the assets for their intended use are completed. No depreciation is provided for in respect of construction in progress until it is completed and ready for its intended use.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (c) Property, plant and equipment *(Continued)*

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in profit or loss in the period the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

### (d) Investment property

Investment property is an interest in land and building (including the leasehold property held as a right-of-use asset) which would otherwise meet the definition of an investment property) held to earn rental income and/or for capital appreciation, rather than for use in the production or supply of goods or services or for administrative purposes; or for sale in the ordinary course of business. Such property is stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on the straight-line basis to write off the cost of an investment property over its estimated useful life of 5 to 50 years.

Any gain or loss on the retirement or disposal of an investment property is recognised in profit or loss in the period of the retirement or disposal.

### (e) Computer software

Computer software acquired separately is measured on initial recognition at cost. The useful life of computer software is assessed to be finite.

Computer software is subsequently amortised over the useful economic life of 5 years and assessed for impairment whenever there is an indication that an item of computer software may be impaired. The amortisation period and the amortisation method for computer software are reviewed at least at each financial year end.

An item of computer software is derecognised on disposal or no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in profit or loss in the period the computer software is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant computer software.

### (f) Research and development costs

All research costs are charged to profit or loss as incurred.

Expenditure incurred on projects to develop new products is capitalised and deferred only when the Group can demonstrate the technical feasibility of completing the intangible asset arising from the projects so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the project and the ability to measure reliably the expenditure during the development. Product development expenditure which does not meet these criteria is expensed when incurred.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (g) Leasing

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### ***Group as a lessor***

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on the straight-line basis over the lease terms and is included in other income in profit or loss. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents, if any, are recognised as other income in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, are accounted for as finance leases.

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

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

#### (a) *Right-of-use assets*

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on the straight-line basis over the following depreciation periods, which are the shorter of the lease terms and the estimated useful lives of the assets:

Leasehold land	41 to 50 years
Plant and equipment	2 years



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (g) Leasing *(Continued)*

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

##### (a) *Right-of-use assets (Continued)*

If ownership of the leased asset is transferred to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Group's right-of-use assets are separately presented on the face of the consolidated statement of financial position.

##### (b) *Short-term leases*

The Group applies the short-term lease recognition exemption to its short-term leases of plant, machinery and equipment (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option).

Lease payments on short-term leases are recognised as an expense on the straight-line basis over the lease term.

### (h) Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, deferred tax assets and financial assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (i) Investments and other financial assets

#### *Initial recognition and measurement*

Financial assets are all classified, at initial recognition, as subsequently measured at amortised cost.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value plus transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset (debt instrument) to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets (debt instruments) with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets (debt instruments) refers to how it manages its financial assets (debt instruments) in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets (debt instruments), or both. Financial assets (debt instruments) classified and measured at amortised cost are held within a business model with the objective to hold financial assets (debt instruments) in order to collect contractual cash flows, while financial assets (debt instruments) classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets (debt instruments) which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

#### *Subsequent measurement*

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (i) Investments and other financial assets *(Continued)*

#### ***Impairment***

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

#### (a) *General approach*

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (lifetime ECLs).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### (i) Investments and other financial assets *(Continued)*

##### **Impairment** *(Continued)*

##### (a) *General approach (Continued)*

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables which apply the simplified approach as detailed below.

- Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

##### (b) *Simplified approach*

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (i) Investments and other financial assets *(Continued)*

#### ***Derecognition***

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

### (j) Financial liabilities

#### ***Initial recognition and measurement***

Financial liabilities are all classified, at initial recognition, as financial liabilities measured at amortised cost, which are recognised initially at fair value and net of directly attributable transaction costs.

#### ***Subsequent measurement***

After initial recognition, financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (j) Financial liabilities *(Continued)*

#### ***Derecognition***

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

### (k) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

### (l) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average basis and, in the case of work in progress and finished goods, comprises direct materials, direct labour and an appropriate proportion of overheads. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

### (m) Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and demand deposits that are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at banks, including term deposits, and assets similar in nature to cash, which are not restricted as to use.

### (n) Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in profit or loss.



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (o) Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (o) Income tax *(Continued)*

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

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

### (p) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Where the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, which it is intended to compensate, are expensed. Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

### (q) Revenue recognition

#### ***Revenue from contracts with customers***

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (q) Revenue recognition *(Continued)*

#### **Revenue from contracts with customers** *(Continued)*

For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in HKFRS 15.

#### (a) Sale of goods

Sale of household paper and hygiene products

Revenue from the sale of household paper and hygiene products is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the products.

Some contracts for the sale of household paper and hygiene products provide customers with volume rebates. The volume rebates give rise to variable consideration.

Retrospective volume rebates may be provided to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the most likely amount method is used for contracts with a single-volume threshold and the expected value method for contracts with more than one volume threshold. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The requirements on constraining estimates of variable consideration are applied and a refund liability for the expected future rebates is recognised.

#### **Revenue from other sources**

- (a) Rental income is recognised on the straight-line basis over the lease terms.
- (b) Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (r) Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

### (s) Employee benefits

#### (a) Retirement benefit schemes

The Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance for those employees who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees' basic salaries and are charged to profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

The employees of the Group's subsidiaries which operate in Mainland China are required to participate in a central pension scheme operated by the local municipal government. These subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

### (t) Borrowing costs

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



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

### (u) Foreign currencies

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currency of the Company and certain subsidiaries is Hong Kong dollar. As at the end of the reporting period, the assets and liabilities of these entities are translated into RMB at the exchange rate prevailing at the end of the reporting period and their statements of profit or loss are translated into RMB at the weighted average exchange rate for the year. The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

For the purpose of the consolidated statement of cash flows, the cash flows of the Company and subsidiaries which have Hong Kong dollar as their functional currency are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of the Company and these subsidiaries which arise throughout the year are translated into RMB at the weighted average exchange rate for the year.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES

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

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

In the process of applying the Group's accounting policies, management has made the following key judgements, estimations and assumptions, which have the most significant effect on the amounts recognised in the consolidated financial statements:

#### (a) Impairment of property, plant and equipment and right-of-use assets

The recoverable amount calculation requires the management of the Group to estimate higher of fair value less costs of disposal and value in use of those assets as the recoverable amount.

Property, plant and equipment and right-of-use assets are stated at cost less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate.

When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the cash generating unit to which the assets belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts. Where the actual future cash flows are less than expected, a material impairment loss may arise. The fair value less costs of disposal of certain assets have been determined from market available information.

As at 31 December 2025, the carrying amount of property, plant and equipment was RMB77,043,000 (2024: RMB92,437,000), and the carrying amount of right-of-use assets was RMB445,000 (2024: RMB2,223,000). Based on the management assessment, no impairment loss was recognised for property, plant and equipment and right-of-use assets for the years ended 31 December 2025 and 2024. Details are set out in Notes 16 and 18(a) respectively.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES *(Continued)*

#### (b) Useful lives and residual values of property, plant and equipment

The Group's management determines the useful lives, residual values and related depreciation charges for the Group's property, plant and equipment. This estimate is based on the historical experience of the actual useful lives and residual values of property, plant and equipment of similar nature and functions. It could change significantly as a result of technical innovations and competitor actions in response to severe industry cycles. Management will increase the depreciation charge when useful lives and residual values are less than previously estimated, or it will write off or write down technically obsolete or non-strategic assets that have been abandoned or sold. Actual economic lives may differ from estimated useful lives. Periodic review could result in a change in depreciable lives and therefore depreciation in the future periods.

#### (c) Allowance for inventories

The Group makes allowance for inventories based on an assessment of the net realisable value of inventories. Allowance is applied to inventories where events or changes in circumstances indicate that the net realisable value is lower than the cost of inventories. The identification of obsolete inventories requires the use of judgement and estimates on the conditions and usefulness of the inventories. The management may consider the aging analysis, the current market trends, and makes an estimate of net realisable value for obsolete and slow-moving inventories that are no longer popular in the market with reference to subsequent sales or usage information.

Where the actual outcome or expectation of the net realisable value of inventories is different from the original estimate, such difference will impact the carrying value of inventories and allowance for inventories in the period in which such estimate has changed. The carrying amount of inventories at 31 December 2025 was RMB6,791,000 (2024: RMB5,799,000). For the years ended 31 December 2025 and 2024, no allowance for inventories was recognised.

#### (d) Provision for expected credit losses on trade and other receivables

The Group uses a provision matrix to calculate ECLs for trade and other receivables, by applying ECL rates to different ageing groups of debtors. The ECL rate of each ageing group is determined by the Group based on the average of historical incurred credit loss experience on each ageing group in the past years and, where material, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group's historical credit loss experience and forecast of economic conditions may not be representative of a customer's actual default in the future and significant management estimates are required in the estimates. When the actual outcome or expectation in future is different from the original estimates, such differences will impact on the carrying amounts of trade receivables and the amount of ECLs provided or reversed in the periods in which such estimates have been changed. Details of the ECLs on the Group's trade and other receivables are disclosed in Note 39(c) to the consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 6. OPERATING SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services and has the following reportable operating segments:

- (a) the household paper and hygiene products segment: trading of household paper and hygiene products and manufactures hygiene products in Mainland China; and
- (b) the property leasing segment: leasing out the factory, equipment and the land for the new energy business which is operated by an independent third party.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profit/(loss), which is a measure of adjusted (loss)/profit before income tax. The adjusted (loss)/profit before income tax is measured consistently with the Group's (loss)/profit before income tax except that certain bank and other interest income, finance costs as well as head office and corporate income and expenses are excluded from such measurement.

### Segment revenue and results

	Household paper and hygiene products		Property leasing		Total	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
<b>Segment revenue</b> (Note 7)						
Revenue from external customers	<b>123,164</b>	104,848	<b>12,019</b>	12,865	<b>135,183</b>	117,713
<b>Segment results</b>	<b>21,394</b>	21,282	<b>(7,862)</b>	(6,974)	<b>13,532</b>	14,308
Bank and other interest income					<b>110</b>	222
Corporate and other unallocated expenses					<b>(36,959)</b>	(12,698)
Finance costs					<b>(1,277)</b>	(772)
(Loss)/profit before income tax					<b>(24,594)</b>	1,060

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 6. OPERATING SEGMENT INFORMATION *(Continued)*

### Segment assets and liabilities

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

### Other segment information

	Household paper and hygiene products		Property leasing		Total	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
Depreciation of property, plant and equipment	21	2	18,023	18,332	18,044	18,334
Depreciation of investment properties	–	–	1,922	1,912	1,922	1,912
Depreciation of right-of-use assets	1,778	1,334	–	–	1,778	1,334
Amortisation of computer software	–	5	–	–	–	5
Capital expenditure*	2,470	3,614	180	297	2,650	3,911

\* Capital expenditure consists of additions to property, plant and equipment, investment properties and right-of-use assets.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 6. OPERATING SEGMENT INFORMATION *(Continued)*

### Geographical information

No geographical information is presented as the Group's revenue is solely derived from Mainland China and all of the Group's non-current assets were located in Mainland China for both years.

### Information about major customers

During the year ended 31 December 2025, one (2024: one) external customer individually contributed 10% or more to the Group's total revenue for the year and the revenue generated from sales to each of these customers is set out below:

	<b>2025</b> <b>RMB'000</b>	2024 <i>RMB'000</i>
Household paper and hygiene products segment:		
Customer B	<b>16,345</b>	–
Property leasing segment:		
Customer A	<b>N/A (Note)</b>	12,865

*Note:* This customer did not contribute over 10% of total revenue of the Group for the year ended 31 December 2025.

## 7. REVENUE

An analysis of the Group's revenue is as follows:

	<b>2025</b> <b>RMB'000</b>	2024 <i>RMB'000</i>
Sale of goods	<b>123,164</b>	104,848
Rental income	<b>12,019</b>	12,865
	<b>135,183</b>	117,713

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 7. REVENUE (Continued)

Notes:

### (a) Disaggregated revenue information

Year ended 31 December 2025

Segments	Household paper and hygiene products <i>RMB'000</i>	Property leasing <i>RMB'000</i>	Total <i>RMB'000</i>
<b>Type of goods or services</b>			
Sale of household paper and hygiene products	123,164	–	123,164
Total revenue from contracts with customers	123,164	–	123,164
<b>Timing of revenue recognition</b>			
Goods transferred at point in time	123,164	–	123,164
Total revenue from contracts with customers	123,164	–	123,164
Rental income	–	12,019	12,019
Total revenue	123,164	12,019	135,183

### Geographical market

All revenue from contracts with customers were generated in Mainland China.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 7. REVENUE (Continued)

Notes: (Continued)

### (a) Disaggregated revenue information (Continued)

Year ended 31 December 2024

<b>Segments</b>	Household paper and hygiene products <i>RMB'000</i>	Property leasing <i>RMB'000</i>	Total <i>RMB'000</i>
<b>Type of goods or services</b>			
Sale of household paper and hygiene products	104,848	–	104,848
Total revenue from contracts with customers	104,848	–	104,848
<b>Timing of revenue recognition</b>			
Goods transferred at point in time	104,848	–	104,848
Total revenue from contracts with customers	104,848	–	104,848
Rental income	–	12,865	12,865
Total revenue	104,848	12,865	117,713

#### **Geographical market**

All revenue from contracts with customers were generated in Mainland China.

### (b) Performance obligations

Information about the Group's performance obligations is summarised below:

#### **Sale of goods**

The performance obligation is satisfied upon delivery of the household paper and hygiene products and payment is generally due within 30 days from delivery. Some household paper and hygiene products sales contracts provide customers with volume rebates which give rise to variable consideration subject to constraint.

The transaction prices allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) of RMB1,632,000 (2024: RMB1,243,000) as at 31 December 2025 are expected to be recognised as revenue within one year. The amount disclosed does not include variable consideration which is constrained.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 8. OTHER INCOME AND GAINS

	<b>2025</b>	2024
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
Bank interest income	<b>100</b>	215
Other interest income	<b>10</b>	7
Subsidy income	<b>523</b>	699
Government grants*	<b>3</b>	24
Other income	<b>1,135</b>	623
Waiver of other payable	–	600
	<b>1,771</b>	2,168

\* For the year ended 31 December 2025 and 2024, the Group obtained government grants from the PRC government supporting the Group's vocational skills training. There were no conditions to be fulfilled or contingencies related to those grants for the year.

## 9. FINANCE COSTS

	<b>2025</b>	2024
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
Interest on other borrowings	<b>1,127</b>	600
Interest on lease liabilities	<b>44</b>	72
Imputed interest on rental deposit received	<b>106</b>	100
	<b>1,277</b>	772

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 10. (LOSS)/PROFIT BEFORE INCOME TAX

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

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Cost of inventories sold	<b>96,221</b>	78,124
Depreciation of property, plant and equipment	<b>18,044</b>	18,334
Less: Amount included in cost of sales	<b>(18,044)</b>	(18,334)
	–	–
Depreciation of investment properties	<b>1,922</b>	1,912
Less: Amount included in cost of sales	<b>(1,922)</b>	(1,912)
	–	–
Depreciation of right-of-use assets	<b>1,778</b>	1,334
Less: Amount included in cost of sales	<b>(1,778)</b>	(1,334)
	–	–
Amortisation of computer software*	–	5
Lease payments not included in the measurement of lease liabilities*	<b>60</b>	51
Auditor's remuneration*		
– annual audit	<b>1,000</b>	1,000
– other services	<b>92</b>	107
	<b>1,092</b>	1,107
Impairment of trade receivables, net	<b>4,160</b>	8,729
Impairment of other receivables, net	<b>28,549</b>	–
Employee benefit expenses <sup>^</sup> (including directors' remuneration):		
– Salaries, bonus and benefits in kind	<b>5,757</b>	4,175
– Retirement benefit scheme contributions	<b>519</b>	458
	<b>6,276</b>	4,633

\* This item is included in "Administrative expenses" on the face of the consolidated statement of profit or loss and other comprehensive income.

<sup>^</sup> During the years ended 31 December 2025 and 2024, no contribution was forfeited (by the Group on behalf of its employees who leave the scheme prior to vesting fully in such contributions) under the retirement benefit schemes which may be used by the Group to reduce the contribution payable in the future years. Accordingly, no forfeited contribution was utilised during the years ended at 31 December 2025 and 2024. As at 31 December 2025 and 2024, there was no forfeited contribution available to reduce the Group's future level of contribution to the retirement benefit schemes.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 11. DIRECTORS' REMUNERATION

Directors' remuneration for the year, disclosed pursuant to The Rules Governing The Listing of Securities on the Stock Exchange, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Fees	<b>2,095</b>	1,977
Other emoluments:		
Retirement benefit schemes	–	33
	<b>2,095</b>	2,010

An analysis of the directors' remuneration, on a named basis, is as follows:

### For the year ended 31 December 2025

	Fees	Salaries, allowances and benefits in kind	Defined contribution scheme contributions	Total remuneration
	<b>RMB'000</b>	<b>RMB'000</b>	<b>RMB'000</b>	<b>RMB'000</b>
<i>Executive directors</i>				
Mr. Chen Chen	<b>1,104</b>	–	–	<b>1,104</b>
Mr. Chen Xiaolong	<b>17</b>	–	–	<b>17</b>
Mr. Hu Enfeng	<b>552</b>	–	–	<b>552</b>
Mr. Li Aiguo	<b>55</b>	–	–	<b>55</b>
Ms. Luo Yanhong	<b>110</b>	–	–	<b>110</b>
	<b>1,838</b>	–	–	<b>1,838</b>
<i>Independent non-executive directors</i>				
Mr. Chen Hua	<b>55</b>	–	–	<b>55</b>
Mr. Zhao Zhendong	<b>55</b>	–	–	<b>55</b>
Mr. Chin Chi Ho Stanley	<b>147</b>	–	–	<b>147</b>
	<b>257</b>	–	–	<b>257</b>
	<b>2,095</b>	–	–	<b>2,095</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 11. DIRECTORS' REMUNERATION (Continued)

For the year ended 31 December 2024

	Fees <i>RMB'000</i>	Salaries, allowances and benefits in kind <i>RMB'000</i>	Defined contribution scheme contributions <i>RMB'000</i>	Total remuneration <i>RMB'000</i>
<i>Executive directors</i>				
Mr. Chen Chen	466	–	–	466
Mr. Chen Shuming <sup>1</sup>	–	–	–	–
Mr. Chen Xiaolong	573	–	33	606
Mr. Hu Enfeng	554	–	–	554
Mr. Li Aiguo	55	–	–	55
Ms. Luo Yanhong <sup>2</sup>	71	–	–	71
	1,719	–	33	1,752
<i>Independent non-executive directors</i>				
Mr. Chen Hua	55	–	–	55
Mr. Zhao Zhendong	55	–	–	55
Mr. Chin Chi Ho Stanley	148	–	–	148
	258	–	–	258
	1,977	–	33	2,010

<sup>1</sup> Mr. Chen Shuming was resigned as an executive director resigned on 10 May 2024.

<sup>2</sup> Ms. Luo Yanhong was appointed as an executive director on 10 May 2024.

Fees, salaries, allowances and benefits in kind paid to or for the executive directors of the Company are generally emoluments paid or receivable in respect of those persons' other services in connection with the management of the affairs of the Company and its subsidiaries.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 12. FIVE HIGHEST PAID INDIVIDUALS

Of the five individuals with the highest emoluments in the Group, two (2024: four) were directors of the Company whose emoluments are included in the disclosures in Note 11 above. The emolument of the remaining three (2024: one) individual was as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Salaries, allowances and benefits in kind	<b>1,030</b>	109
Retirement benefit schemes	<b>50</b>	16
	<b>1,080</b>	125

The number of non-director highest paid individuals whose remuneration fell within the following band is as follows:

	<b>Number of employees</b>	
	<b>2025</b>	2024
Nil to HK\$1,000,000 (equivalent to Nil to RMB920,000)	<b>3</b>	1

No emoluments were paid by the Group to any of the five highest paid individuals of the Company as (i) bonuses which are discretionary or based on the performance of the Company, the Group or any member of the Group; (ii) an inducement to join or upon joining the Group; or (iii) compensation for loss of office for the years ended 31 December 2025 and 2024.

### 13. INCOME TAX EXPENSE

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

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Current tax – Hong Kong:		
– tax for the year	<b>1</b>	2
Current tax – Mainland China:		
– tax for the year	<b>5,731</b>	4,923
– over-provision in respect of prior years	<b>–</b>	(4,203)
Income tax expense	<b>5,732</b>	722

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 13. INCOME TAX EXPENSE *(Continued)*

Hong Kong Profits Tax is calculated at 16.5% on estimated assessable profit for the year.

Taxes on profits assessable in Mainland China have been calculated at the applicable tax rate of 25% on the estimated assessable profits for the year, based on the prevailing legislation, interpretations and practices in respect thereof.

The income tax expense for the years ended 31 December 2025 and 2024 can be reconciled to the (loss)/profit before income tax per the consolidated statement of profit or loss and other comprehensive income as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
(Loss)/profit before income tax	<b>(24,594)</b>	1,060
Tax expense at the statutory tax rates	<b>(5,736)</b>	666
Tax effect of revenue not taxable for tax purposes	<b>(142)</b>	(376)
Tax effect of expenses not deductible for tax purposes	<b>9,697</b>	2,856
Over-provision of income tax expense in respect of prior years	–	(4,203)
Tax effect of tax losses not recognised	<b>1,914</b>	1,780
Tax effect of tax concession	<b>(1)</b>	(1)
Income tax expense	<b>5,732</b>	722

## 14. (LOSS)/EARNINGS PER SHARE

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

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
<b>(Loss)/earnings</b>		
(Loss)/profit for the year attributable to owners of the Company	<b>(26,422)</b>	3,094
	<b>2025</b>	2024
<b>Number of shares</b>		
Weighted average number of ordinary shares	<b>546,092,537</b>	546,092,537

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 14. (LOSS)/EARNINGS PER SHARE *(Continued)*

	2025 <i>RMB cents</i>	2024 <i>RMB cents</i>
(Loss)/earnings per share		
– Basic and diluted <i>(RMB cents per share)</i>	<b>(4.84)</b>	0.57

Diluted (loss)/earnings per share amount was the same as basic (loss)/earnings per share amount as there were no potential dilutive ordinary shares outstanding for the years ended 31 December 2025 and 2024.

## 15. DIVIDEND

The board of directors does not recommend the payment of any dividend for the year ended 31 December 2025 (2024: Nil).

## 16. PROPERTY, PLANT AND EQUIPMENT

### Year ended 31 December 2025

	Plant and buildings <i>RMB'000</i>	Machinery <i>RMB'000</i>	Furniture and fixtures <i>RMB'000</i>	Motor vehicles <i>RMB'000</i>	Total <i>RMB'000</i>
At 1 January 2025:					
Cost	4,586	146,387	280	53	151,306
Accumulated depreciation	(4,550)	(54,161)	(121)	(37)	(58,869)
Net carrying amount	36	92,226	159	16	92,437
Net carrying amount:					
At 1 January 2025	36	92,226	159	16	92,437
Additions	–	2,650	–	–	2,650
Depreciation provided during the year	(4)	(18,028)	–	(12)	(18,044)
At 31 December 2025	32	76,848	159	4	77,043
At 31 December 2025:					
Cost	4,586	149,037	280	53	153,956
Accumulated depreciation	(4,554)	(72,189)	(121)	(49)	(76,913)
Net carrying amount	32	76,848	159	4	77,043

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 16. PROPERTY, PLANT AND EQUIPMENT *(Continued)*

Year ended 31 December 2024

	Plant and buildings <i>RMB'000</i>	Machinery <i>RMB'000</i>	Furniture and fixtures <i>RMB'000</i>	Motor vehicles <i>RMB'000</i>	Total <i>RMB'000</i>
At 1 January 2024:					
Cost	4,548	146,350	280	53	151,231
Accumulated depreciation	(4,548)	(35,841)	(121)	(25)	(40,535)
Net carrying amount	–	110,509	159	28	110,696
Net carrying amount:					
At 1 January 2024	–	110,509	159	28	110,696
Additions	38	37	–	–	75
Depreciation provided during the year	(2)	(18,320)	–	(12)	(18,334)
At 31 December 2024	36	92,226	159	16	92,437
At 31 December 2024:					
Cost	4,586	146,387	280	53	151,306
Accumulated depreciation	(4,550)	(54,161)	(121)	(37)	(58,869)
Net carrying amount	36	92,226	159	16	92,437

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 17. INVESTMENT PROPERTIES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
At 1 January:		
Cost	<b>105,772</b>	105,493
Accumulated depreciation	<b>(2,083)</b>	(171)
Net carrying amount	<b>103,689</b>	105,322
Net carrying amount:		
At 1 January	<b>103,689</b>	105,322
Additions	–	279
Depreciation provided during the year	<b>(1,922)</b>	(1,912)
At 31 December	<b>101,767</b>	103,689
At 31 December		
Cost	<b>105,772</b>	105,772
Accumulated depreciation	<b>(4,005)</b>	(2,083)
Net carrying amount	<b>101,767</b>	103,689

Pursuant to the Lease Agreement dated on 6 November 2023, the Group leased the plant and buildings, machinery and leasehold land which located in Shandong province, the PRC for rental income. The plant and buildings and leasehold land were reclassified as investment properties upon the handover date on 15 November 2023. The fair value of investment properties and the machinery being leased out as at 31 December 2025 were RMB217,980,000 (2024: RMB229,330,000), which had been arrived at on the basis of a valuation carried out on that date by an independent professional qualified valuer using the direct comparison method or residual method. In estimating the fair value of properties, the highest and best use of properties is their current use. The valuation was arrived at by reference to comparable market transactions for similar properties. The fair value measurement of the Group's investment property is using significant unobservable inputs (Level 3) as defined in HKFRS 13.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 18. LEASES

### The Group as a lessor

As at 31 December 2025, the Group leases its investment properties (Note 17) in Shandong province (2024: Shandong province), the PRC under an operating lease arrangement. Rental income recognised by the Group during the year was RMB12,019,000 (2024: RMB12,865,000).

At 31 December 2025 and 2024, the undiscounted lease payments receivable by the Group in future periods under the non-cancellable operating lease with its tenant are as follows:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Within one year	<b>14,004</b>	13,596
After one year but within two years	–	14,004
Total	<b>14,004</b>	27,600

### The Group as a lessee

The Group has lease arrangements as a lessee for various items of land and plant and equipment.

Lump sum payments were made upfront to acquire the leased land from the owners with lease periods of 50 years (2024: 50 years), and no ongoing payments will be made under the terms of these land leases. Leases of plant and equipment have a remaining lease term of 1 year (2024: 2 years). Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

#### (a) *Right-of-use assets*

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

	<b>Plant and equipment</b> <i>RMB'000</i>
At 1 January 2024	–
Additions	3,557
Depreciation provided during the year	(1,334)
At 31 December 2024 and 1 January 2025	<b>2,223</b>
Depreciation provided during the year	<b>(1,778)</b>
At 31 December 2025	<b>445</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 18. LEASES (Continued)

### The Group as a lessee (Continued)

#### (b) Lease liabilities

The carrying amount of the Group's lease liabilities and the movements during the year are as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
At 1 January	<b>2,259</b>	–
Additions	–	3,537
Interest expenses	<b>44</b>	72
Lease payments	<b>(1,841)</b>	(1,350)
	<hr/>	<hr/>
At 31 December	<b>462</b>	2,259
	<hr/>	<hr/>
	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Lease liabilities payables:		
Within one year	<b>462</b>	1,797
Within a period of more than one year but not exceeding two years	–	462
	<hr/>	<hr/>
Less: Amount due for settlement within 12 months shown under current liabilities	<b>(462)</b>	(1,797)
	<hr/>	<hr/>
Amount due for settlement after 12 months shown under non-current liabilities	–	462
	<hr/>	<hr/>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 18. LEASES (Continued)

### The Group as a lessee (Continued)

#### (c) Other lease information

The amounts recognised in profit or loss in relation to leases are as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Interest on lease liabilities	<b>44</b>	72
Depreciation of right-of-use assets	<b>1,778</b>	1,334
Expense relating to short-term leases	<b>60</b>	51
	<hr/>	<hr/>
Total amount recognised in profit or loss	<b>1,882</b>	1,457

## 19. COMPUTER SOFTWARE

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
At 1 January	–	5
Amortisation provided during the year	–	(5)
	<hr/>	<hr/>
At 31 December	–	–

## 20. DEFERRED TAX

- (a) Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in Mainland China. A lower withholding tax rate may be applied if there is a tax treaty between Mainland China and the jurisdiction of the foreign investors. The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in Mainland China.

At 31 December 2025 and 2024, no deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in Mainland China. In the opinion of the directors, it is not probable that these subsidiaries will distribute such earnings in the foreseeable future. As at 31 December 2025, the aggregate temporary differences associated with investments in subsidiaries in Mainland China for which deferred tax liabilities have not been recognised amounted to RMB165,036,000 (2024: RMB183,998,000).

- (b) As at 31 December 2025, the Group has tax losses arising from subsidiaries operated in Mainland China of RMB34,683,000 (2024: RMB28,739,000) which are available for offsetting against future taxable profits of these subsidiaries for a period of five years. Deferred tax assets have not been recognised in respect of these losses as the future profitability of the subsidiaries from which these tax losses arose is not assured and hence it is not considered probable that taxable profits will be available against which the tax losses can be utilised.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 21. INVENTORIES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Raw materials	2,513	2,167
Work in progress	68	1
Finished goods	4,210	3,631
	<b>6,791</b>	5,799

## 22. TRADE RECEIVABLES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Trade receivables	45,765	41,477
Less: Impairment ( <i>Note (b)</i> )	<b>(14,286)</b>	(10,126)
Trade receivables – net	<b>31,479</b>	31,351

Notes:

- (a) The Group's trading terms with its customers for the sale of goods and provision of processing services are mainly on credit. For new customers, payment in advance is normally required. The credit period is generally 30 days for customers of household paper and hygiene products and 30 to 150 days for customers of new energy operation. Each customer has a maximum credit limit. The Group seeks to maintain strict control over its outstanding receivables to minimise the credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

An ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date and net of impairment, is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Within 1 month	3,011	1,817
1 to 2 months	1,114	186
2 to 3 months	1,114	178
3 to 4 months	1,114	233
Over 4 months	25,126	28,937
	<b>31,479</b>	31,351

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 22. TRADE RECEIVABLES (Continued)

Notes: (Continued)

(b) The movement in provision for impairment of trade receivables is as follows:

	<b>2025</b> <b>RMB'000</b>	2024 RMB'000
At 1 January	<b>10,126</b>	1,397
Impairment recognised, net	<b>4,160</b>	8,729
At 31 December	<b>14,286</b>	10,126

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on the average of historical incurred credit loss experience on each ageing group of trade receivables. Generally, trade receivables are written off if they are not considered recoverable by the Group and are not subject to enforcement activity.

As at 31 December 2025, included in the Group's trade receivables balance are debtors with aggregate carrying amount of RMB28,468,000 (2024: RMB29,534,000) (after making impairment loss of RMB14,286,000 (2024: RMB10,126,000)) which are past due as at that date. Out of the past due balances, RMB25,126,000 (2024: RMB28,937,000) has been past due 90 days or more and is not considered in default as the Group has agreed with the debtors for the settlement of trade receivables based on the agreed-upon repayment schedule.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

### As at 31 December 2025

	Current RMB'000	Past due			Total RMB'000
		Less than 1 month RMB'000	1 to 3 months RMB'000	Over 3 months RMB'000	
Gross receivables	3,011	1,139	2,267	39,348	45,765
Less: Expected credit losses	–	(25)	(39)	(14,222)	(14,286)
Net trade receivables	3,011	1,114	2,228	25,126	31,479
ECL rate	–	2.2%	1.7%	36.1%	31.2%

### As at 31 December 2024

	Current RMB'000	Past due			Total RMB'000
		Less than 1 month RMB'000	1 to 3 months RMB'000	Over 3 months RMB'000	
Gross receivables	1,817	186	411	39,063	41,477
Less: Expected credit losses	–	–	–	(10,126)	(10,126)
Net trade receivables	1,817	186	411	28,937	31,351
ECL rate	–	–	–	25.9%	24.4%

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 23. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Deposits and other receivables (Note (a))	63,827	65,774
Prepayments	593	1,787
Less: Impairment (Note (b))	<b>(28,549)</b>	–
	<b>35,871</b>	67,561

Notes:

- (a) As at 31 December 2025, other receivables mainly attributable to the receivable arising from sales of coal with an amount of approximately RMB60,869,000 (2024: RMB62,869,000). As disclosed in the Company's Announcement dated on 6 November 2023, the Group entered into a coal supply framework agreement with a state-owned enterprise to supply coal at the prevailing market price. As the market price of the coal is stable, the Group did not derive any profit from coal supply.
- (b) The movement in provision for impairment of other receivables is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
At 1 January	–	–
Impairment recognised, net	<b>28,549</b>	–
At 31 December	<b>28,549</b>	–

### 24. CASH AND CASH EQUIVALENTS

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Cash and bank balances	<b>131,797</b>	119,214

Notes:

- (a) At 31 December 2025, the cash and bank balances of the Group denominated in RMB amounted to RMB127,029,000 (2024: RMB116,108,000). The RMB is not freely convertible into other currencies, however, under Mainland China's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.
- (b) Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 25. TRADE PAYABLES

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Trade payables (Note)	<b>10,525</b>	15,662

Note: The trade payables are non-interest bearing and are normally settled on 30-day terms.

An ageing analysis of the trade payables as at the end of the reporting period, based on the invoice date, is as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Within 1 month	<b>846</b>	6,162
1 to 2 months	–	61
2 to 3 months	–	13
Over 3 months	<b>9,679</b>	9,426
	<b>10,525</b>	15,662

## 26. OTHER PAYABLES AND ACCRUALS

	Notes	<b>2025</b>	2024
		<b>RMB'000</b>	RMB'000
Contract liabilities	(a)	<b>1,632</b>	1,243
Refund liabilities		<b>488</b>	426
Rental deposit received		<b>2,094</b>	1,988
Amounts due to directors	(b)	<b>190</b>	190
Other payables	(c)	<b>4,432</b>	9,362
VAT payables		<b>7,438</b>	7,864
Accruals		<b>2,938</b>	3,744
Total other payables and accruals		<b>19,212</b>	24,817
Less: Non-current portion		<b>(2,094)</b>	(1,988)
Current portion		<b>17,118</b>	22,829

Movements in contract liabilities are as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
As at 1 January	<b>1,243</b>	1,102
Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at beginning of year	<b>(1,243)</b>	(1,102)
Increase in contract liabilities as a result of receiving deposits	<b>1,632</b>	1,243
As at 31 December	<b>1,632</b>	1,243

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 26. OTHER PAYABLES AND ACCRUALS (Continued)

Notes:

- (a) Contract liabilities as at 31 December 2025 and 2024 represented advance payments received from customers for the sale of household paper and hygiene products which will be recognised as revenue as the performance obligation is satisfied.
- (b) The amounts due to directors are unsecured, interest-free and no fixed terms of repayment.
- (c) As at 31 December 2025, other payables mainly related to utility and transportation with amounts of approximately RMB4,165,000 (2024: RMB8,419,000). The amount was unsecured, interest-free and repayable on demand.

## 27. OTHER BORROWINGS

	2025			2024		
	Interest rate per annum %	Maturity	Total RMB'000	Interest rate per annum %	Maturity	Total RMB'000
Other borrowings repayable upon maturity:						
Other loans – unsecured (Note)	5.00	2027	26,417	3.00	2024	21,898

Note: The Group's other loans with the total principal amount of HK\$26,650,000 (equivalent to approximately RMB23,915,000) (2024: HK\$21,650,000 (equivalent to approximately RMB20,423,000)) were obtained from an independent third party. As at 31 December 2024, the loans are unsecured, bear interest at 3% per annum and repayable by 30 April 2024. During the current year, the lender granted an extension for repayment of the loan to 31 December 2027 and the interest rate on the loan was adjusted to 5% per annum with effect from 28 February 2025.

## 28. DEFERRED GOVERNMENT GRANTS

	2025 RMB'000	2024 RMB'000
As at 1 January	22,345	23,044
Amortisation provided for the year	(523)	(699)
As at 31 December	21,822	22,345
Current liabilities	524	524
Non-current liabilities	21,298	21,821
	21,822	22,345

A subsidiary of the Group received subsidies from government authorities in Mainland China for the purchase of land to support the development of the new energy operation business of the Group.

The subsidies are interest-free and will be amortised over the expected useful lives of the relevant assets in accordance with the Group's accounting policy set out in Note 4(p) to these financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 29. SHARE CAPITAL

	2025			2024		
	Number	HK\$'000	RMB'000 equivalent	Number	HK\$'000	RMB'000 equivalent
Authorised:						
Ordinary shares of HK\$0.01 each	1,000,000,000	10,000		1,000,000,000	10,000	
Issued and fully paid:						
Ordinary shares of HK\$0.01 each						
At the beginning and the end of the year	546,092,537	5,461	4,838	546,092,537	5,461	4,838

## 30. RESERVES

### The Group

- (a) The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity.
- (b) The merger reserve represents the difference between (i) the amounts at which the assets and liabilities are recorded under a business combination under common control in prior years, net of any reserves of the acquired entities; and (ii) the fair value of consideration paid for the business combination.
- (c) The PRC statutory reserve is the reserve set aside in accordance with the PRC Companies Law as applicable to the Group's subsidiaries established in Mainland China. None of the Group's PRC statutory reserve as at 31 December 2025 and 2024 was distributable in the form of cash dividends.

### The Company

	Share premium account RMB'000	Contributed surplus RMB'000	Exchange fluctuation reserve RMB'000	Accumulated losses RMB'000	Total RMB'000
At 1 January 2024	160,113	56,341	13,489	(84,701)	145,242
Loss for the year	–	–	–	(4,733)	(4,733)
Other comprehensive income	–	–	3,800	–	3,800
At 31 December 2024 and 1 January 2025	160,113	56,341	17,289	(89,434)	144,309
Loss for the year	–	–	–	(4,906)	(4,906)
Other comprehensive expense	–	–	(4,187)	–	(4,187)
At 31 December 2025	160,113	56,341	13,102	(94,340)	135,216

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 31. COMPANY'S STATEMENT OF FINANCIAL POSITION

	<i>Notes</i>	<b>2025</b> <b>RMB'000</b>	2024 RMB'000
<b>NON-CURRENT ASSETS</b>			
Investments in subsidiaries		<b>60,764</b>	60,764
Amounts due from subsidiaries		<b>122,354</b>	128,621
<hr/>			
Total non-current assets		<b>183,118</b>	189,385
<hr/>			
<b>CURRENT ASSETS</b>			
Prepayments and other receivables		<b>194</b>	62
Cash and bank balances		<b>4,400</b>	2,522
<hr/>			
Total current assets		<b>4,594</b>	2,584
<hr/>			
<b>CURRENT LIABILITIES</b>			
Other payables and accruals		<b>2,361</b>	3,051
Amounts due to subsidiaries		<b>18,880</b>	17,873
Other borrowings	27	–	21,898
<hr/>			
Total current liabilities		<b>21,241</b>	42,822
<hr/>			
<b>NET CURRENT LIABILITIES</b>		<b>(16,647)</b>	(40,238)
<hr/>			
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>166,471</b>	149,147
<hr/>			
<b>NON-CURRENT LIABILITIES</b>			
Other borrowings	27	<b>26,417</b>	–
<hr/>			
Total non-current liabilities		<b>26,417</b>	–
<hr/>			
<b>NET ASSETS</b>		<b>140,054</b>	149,147
<hr/>			
<b>EQUITY</b>			
Share capital	29	<b>4,838</b>	4,838
Reserves	30	<b>135,216</b>	144,309
<hr/>			
Total equity		<b>140,054</b>	149,147
<hr/>			

On behalf of the Board

**Chen Chen**  
Director

**Hu Enfeng**  
Director

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 32. PARTICULARS OF PRINCIPAL SUBSIDIARIES

Particulars of the Company's principal subsidiaries, which are all indirectly held by the Company, as at 31 December 2025 and 2024 are as follows:

Name of subsidiaries	Place of registration/ operations	Paid up capital	Percentage of equity attributable to the Company		Principal activities
			2025	2024	
冠均華盈(山東)新能源 有限公司* (“Shandong New Energy”)	PRC/Mainland China	–	100%	100%	Investment holding
冠均(山東)貿易 有限公司*	PRC/Mainland China	–	100%	100%	Trading of household paper products
冠均(濟南)日用品 有限公司#	PRC/Mainland China	–	100%	100%	Trading of household paper and hygiene products and manufacturing of hygiene products
中煤東能(山東)清潔能源 有限公司® (“China Coal”)	PRC/Mainland China	RMB110,000,000	51%	51%	Property leasing

\* These entities are registered as limited liability companies under PRC Law and each of them has a registered capital of RMB50,000,000 which should be fully paid up by 31 December 2030. At the date of approval of these financial statements, no capital has been paid up for each of these entities.

# This entity is registered as a limited liability company under PRC Law and has a registered capital of RMB10,000,000 which should be fully paid up by 24 September 2029. At the date of approval of these financial statements, no capital has been paid up for the entity.

® This entity is registered as a limited liability company under PRC Law and has a registered capital of RMB200,000,000 which should be fully paid up by 31 December 2050. At the date of approval of these financial statements, RMB110,000,000 has been paid up for the entity.

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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## 33. NON-CONTROLLING INTERESTS

As at 31 December 2025 and 2024, China Coal, a 51% (2024: 51%) owned subsidiary of the Company, has material non-controlling interests ("NCI"). The NCI of another subsidiary that is not 100% owned by the Group is considered to be immaterial.

Summarised financial information in relation to China Coal, before intra-group eliminations, is presented below together with amounts attributable to NCI:

	For the year ended	
	31 December	
	2025	2024
	RMB'000	RMB'000
Revenue	<b>12,019</b>	12,865
Loss for the year	<b>(7,967)</b>	(5,625)
Total comprehensive expense	<b>(7,967)</b>	(5,625)
Loss allocated to NCI	<b>(3,904)</b>	(2,756)
Dividend paid to NCI	–	–
Cash flows from operating activities	<b>24</b>	(1,872)
Cash flows from investing activities	<b>(180)</b>	(297)
Net cash outflows	<b>(156)</b>	(2,169)
	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Non-current assets	<b>176,306</b>	196,072
Current assets	<b>10,231</b>	3,872
Current liabilities	<b>(7,007)</b>	(12,028)
Non-current liabilities	<b>(23,392)</b>	(23,810)
Accumulated NCI	<b>(76,365)</b>	(80,269)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

#### Changes in liabilities arising from financing activities

	Other borrowings <i>RMB'000</i>	Lease liabilities <i>RMB'000</i>	Total <i>RMB'000</i>
At 1 January 2025	21,898	2,259	24,157
Changes from cash flows:			
Interest paid	–	(44)	(44)
Principal portion of lease payments	–	(1,797)	(1,797)
Proceeds from other borrowings	4,665	–	4,665
Total changes from financing cash flows	4,665	(1,841)	2,824
Exchange alignments	(1,273)	–	(1,273)
Other changes:			
Interests on other borrowings	1,127	–	1,127
Interest on lease liabilities	–	44	44
Total other changes	1,127	44	1,171
At 31 December 2025	26,417	462	26,879

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

### Changes in liabilities arising from financing activities (Continued)

	Included in other payables and accruals	Other borrowings	Lease liabilities	Total
	Amount due to a former shareholder of a subsidiary RMB'000			
At 1 January 2024	11,665	20,583	–	32,248
Changes from cash flows:				
Repayment to amount due to a former shareholder of a subsidiary	(11,665)	–	–	(11,665)
Interest paid	–	–	(72)	(72)
Principal portion of lease payments	–	–	(1,278)	(1,278)
<b>Total changes from financing cash flows</b>	<b>(11,665)</b>	<b>–</b>	<b>(1,350)</b>	<b>(13,015)</b>
Exchange alignments	–	715	–	715
Other changes:				
Addition of lease liabilities	–	–	3,537	3,537
Interests on other borrowings	–	600	–	600
Interest on lease liabilities	–	–	72	72
<b>Total other changes</b>	<b>–</b>	<b>600</b>	<b>3,609</b>	<b>4,209</b>
At 31 December 2024	–	21,898	2,259	24,157

## 35. RELATED PARTY TRANSACTIONS

(a) Save as disclosed elsewhere in these financial statements, the Group had no other material transactions and outstanding balances with related parties during the years ended 31 December 2025 and 2024 or as at these dates.

### (b) Compensation of key management

Remuneration of key management personnel, who are directors of the Company, during the year were disclosed in Note 11 to the consolidated financial statements.

## 36. CONTINGENT LIABILITIES

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 37. CAPITAL COMMITMENTS

	2025 RMB'000	2024 RMB'000
Commitments for the acquisition of:		
– Property, plant and equipment	21	21

## 38. FINANCIAL INSTRUMENTS BY CATEGORY

All financial assets and liabilities of the Group as at 31 December 2025 and 2024 are classified as financial assets and liabilities at amortised cost, respectively.

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise other borrowings and cash and bank balances. The main purpose of these financial instruments is to finance the Group's operations. The Group has various other financial instruments such as trade and other receivables, and trade and other payables, which arise directly from its operations.

The main risks arising from the Group's financial instruments are (a) interest rate risk; (b) foreign currency risk; (c) credit risk; and (d) liquidity risk. The Group does not have any written risk management policies and guidelines. However, the board of directors meets periodically to analyse and formulate measures to manage the Group's exposure to these risks. Generally, the Group introduces conservative strategies on its risk management. As the Group's exposure to these risks is kept to a minimum, the Group has minimal use of derivatives and other instruments for trading purposes. The board of directors reviews and agrees policies for managing each of these risks and they are summarised as follows:

### (a) Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's cash at banks with floating interest rates.

If interest rates had been 100 basis points (2024: 100 basis point) higher/lower and all other variables were held constant, the Group's loss before income tax for the year ended 31 December 2025 would have increased/decreased by RMB1,318,000 (2024: profit before income tax increased/decreased by RMB1,192,000).

### (b) Foreign currency risk

Currency risk to the Group is minimal as most of the Group's transactions are carried in RMB.

### (c) Credit risk

As at 31 December 2025, the Group had concentration of credit risk as 72% (2024: 94%) of trade receivables were due from the Group's former customer in discontinued operation. In view of the history of business dealings with this debtor and the sound collection history of receivable due from this debtor, the management believes that there is no material credit risk inherent in the Group's outstanding receivable balances due from this debtor. The directors of the Company considered the Group's credit risk of these receivable balances to be low.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

### (c) Credit risk *(Continued)*

#### **Maximum exposure and year-end staging**

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and the counterparty has good history of repayment, the Group's exposure to bad debts is not significant.

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit risk	Description	Trade receivables	Other financial assets/other items
Low risk	The counterparty has a low risk of default and does not have any past-due amounts	Lifetime ECL – not credit-impaired	12m ECL
Watch list	Debtor frequently repays after due dates but usually settle in full	Lifetime ECL – not credit-impaired	12m ECL
Doubtful	Amount is not less than 30 days past due or there have been significant increases in credit risk since initial recognition through information developed internally or external resources	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
Loss	Amount is not less than 90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

#### (c) Credit risk *(Continued)*

##### **Maximum exposure and year-end staging** *(Continued)*

The tables below detail the credit risk exposures of the Group's financial assets, which are subject to ECL assessment:

	<b>Internal credit rating</b>	<b>12m or lifetime ECL</b>	<b>Total RMB'000</b>
At 31 December 2025			
Trade receivables	<b>Doubtful</b>	<b>Lifetime ECL (not credit- impaired)</b>	<b>35,762</b>
Trade receivables	<b>Low risk</b>	<b>Lifetime ECL (simplified approach)</b>	<b>10,003</b>
Financial assets included in deposits and other receivables	<b>Doubtful</b>	<b>Lifetime ECL (not credit- impaired)</b>	<b>53,866</b>
Financial assets included in deposits and other receivables	<b>Low risk</b>	<b>12m ECL</b>	<b>9,961</b>
Cash and cash equivalents	<b>Low risk</b>	<b>12m ECL</b>	<b>131,797</b>
At 31 December 2024			
Trade receivables	Doubtful	Lifetime ECL (not credit- impaired)	37,762
Trade receivables	Low risk	Lifetime ECL (simplified approach)	3,715
Financial assets included in deposits and other receivables	Low risk	12m ECL	65,774
Cash and cash equivalents	Low risk	12m ECL	119,214

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

### (d) Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans and other borrowings.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments is as follows:

	<b>Carrying amount</b> <i>RMB'000</i>	<b>On demand and within one year</b> <i>RMB'000</i>	<b>More than one year but less than two years</b> <i>RMB'000</i>	<b>Total contractual undiscounted payments</b> <i>RMB'000</i>
<b>At 31 December 2025</b>				
Trade payables	<b>10,525</b>	<b>10,525</b>	–	<b>10,525</b>
Other payables and accruals	<b>19,212</b>	<b>17,118</b>	<b>2,200</b>	<b>19,318</b>
Other borrowings	<b>26,417</b>	–	<b>29,125</b>	<b>29,125</b>
Lease liabilities	<b>462</b>	<b>464</b>	–	<b>464</b>
	<b>56,616</b>	<b>28,107</b>	<b>31,325</b>	<b>59,432</b>
<b>At 31 December 2024</b>				
Trade payables	15,662	15,662	–	15,662
Other payables and accruals	24,817	22,829	2,200	25,029
Other borrowings	21,898	21,898	–	21,898
Lease liabilities	2,259	1,840	464	2,304
	64,636	62,229	2,664	64,893

### (e) Capital management

The primary objectives of the Group's capital 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 maximise the shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Company may adjust the dividend payment to its shareholders or issue new shares to increase capital. No changes were made in the objectives, policies or processes for managing capital during the years ended 31 December 2025 and 2024.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 December 2025

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

### (e) Capital management *(Continued)*

The Group monitors capital using a gearing ratio, which is total debt divided by the total equity. Total debt includes other borrowings. The gearing ratios as at the end of the reporting periods were as follows:

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
Total debt	<b>26,417</b>	21,898
Total equity	<b>305,004</b>	334,172
Gearing ratio	<b>8.66%</b>	6.6%

## 40. APPROVAL OF FINANCIAL STATEMENTS

The consolidated financial statements were approved and authorised for issue by the board of directors on 31 March 2026.



## FIVE-YEAR FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years, as extracted from the published audited financial statements is set out below.

### CONSOLIDATED RESULTS

	2021	2022	2023	2024	2025
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Revenue	492,414	334,008	245,991	117,713	<b>135,183</b>
Gross Profit	102,858	73,314	30,076	18,065	<b>19,188</b>
Profit/(loss) for the year	24,271	(13,233)	12,184	338	<b>(30,326)</b>

### CONSOLIDATED ASSETS, LIABILITIES AND EQUITY

	2021	2022	2023	2024	2025
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
<b>Assets</b>					
Non-current assets	290,140	236,106	216,023	198,349	<b>179,255</b>
Current assets	378,709	214,197	211,746	223,925	<b>205,938</b>
Total assets	668,849	450,303	427,769	422,274	<b>385,193</b>
<b>Liabilities</b>					
Current liabilities	302,169	63,417	57,453	63,831	<b>30,380</b>
Non-current liabilities	26,559	65,008	36,073	24,271	<b>49,809</b>
Total liabilities	328,728	128,425	93,526	88,102	<b>80,189</b>
<b>Equity</b>					
Total equity	340,121	321,878	334,243	334,172	<b>305,004</b>