

# TAYANG 大洋

**Ta Yang Group Holdings Limited**

**大洋集團控股有限公司**

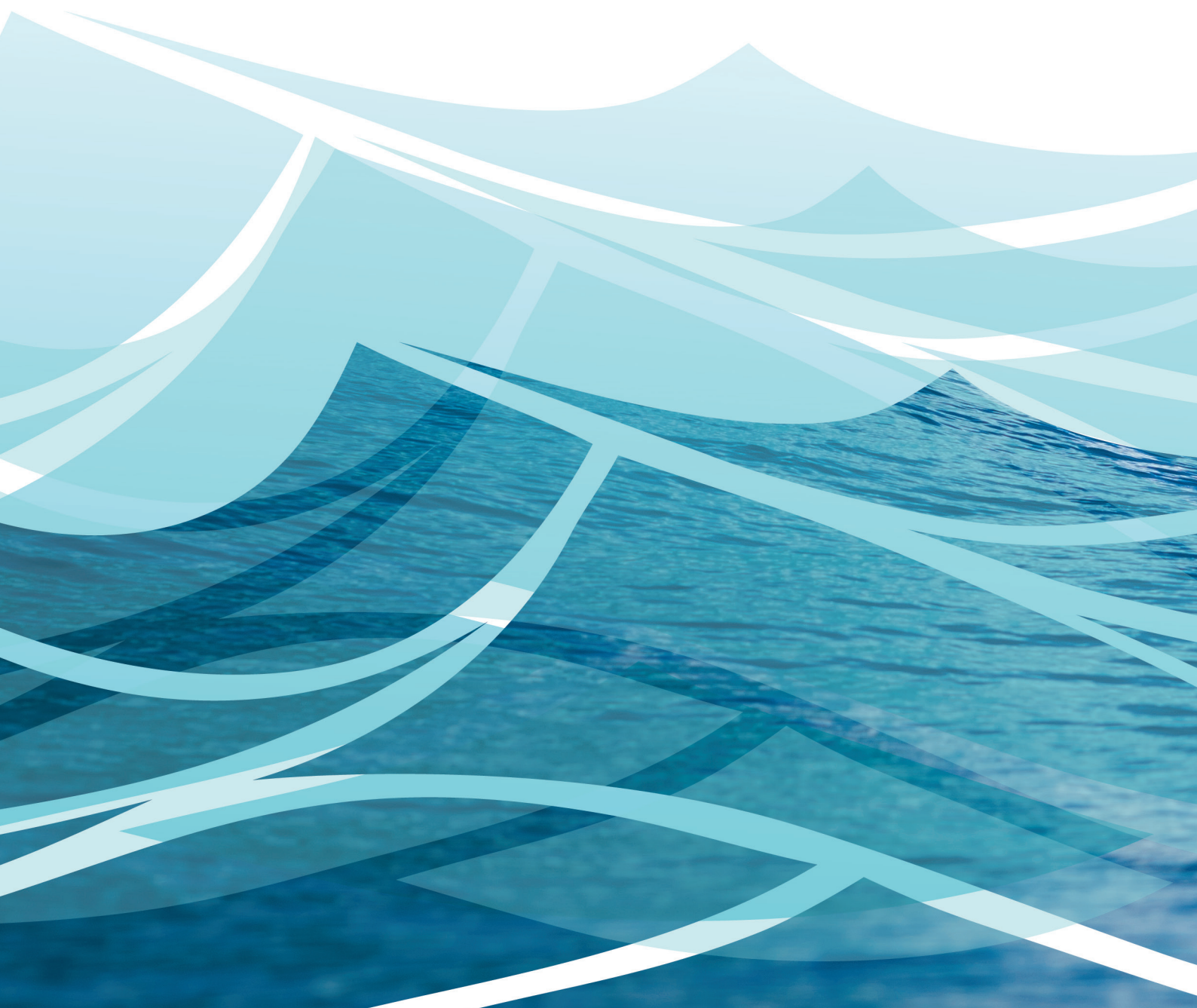
*(incorporated in the Cayman Islands with limited liability)*

*(於開曼群島註冊成立之有限公司)*

**(Stock Code 股份代號 : 1991)**

# 2025

ANNUAL REPORT 年報



# Contents 目錄

<b>2</b>	Corporate Information 公司資料	<b>93</b>	Consolidated Statement of Profit or Loss and Other Comprehensive Income 綜合損益及其他全面收益表
<b>5</b>	Chairlady's Statement 主席報告	<b>94</b>	Consolidated Statement of Financial Position 綜合財務狀況表
<b>9</b>	Directors' Profile 董事簡介	<b>96</b>	Consolidated Statement of Changes in Equity 綜合權益變動表
<b>15</b>	Management Discussion and Analysis 管理層討論與分析	<b>98</b>	Consolidated Statement of Cash Flows 綜合現金流量表
<b>29</b>	Corporate Governance Report 企業管治報告	<b>100</b>	Notes to the Consolidated Financial Statements 綜合財務報表附註
<b>67</b>	Report of the Directors 董事會報告	<b>226</b>	Financial Summary 財務概要
<b>86</b>	Independent Auditor's Report 獨立核數師報告	<b>227</b>	Definitions 釋義
<b>92</b>	Consolidated Statement of Profit or Loss 綜合損益表		

# Corporate Information

## 公司資料

### DIRECTORS

#### Executive Directors

Ms. Shi Qi (*Chairlady*)  
Mr. Li Jiuhua (*Chief Executive Officer*)  
Mr. Gao Feng (resigned on 23 December 2025)

#### Non-Executive Directors

Mr. Han Lei  
Mr. Gu Shixiang  
Mr. Law Wai Ip Vincent (appointed on 6 February 2026)  
Mr. Wang Dongzhu (appointed on 16 January 2026)  
Mr. Chan Tsun Hong Philip (resigned on 6 February 2026)

#### Independent Non-Executive Directors

Mr. Zhang Li (appointed on 6 January 2026)  
Ms. Zhang Li (appointed on 16 January 2026)  
Dr. Xie Jun (appointed on 6 January 2026)  
Mr. Chan Siu Tat (resigned on 16 January 2026)  
Ms. Wang Lina (resigned on 17 April 2025)  
Mr. Zheng Changxing (resigned on 18 February 2025)  
Dr. Feng Xin (appointed on 18 February 2025 & resigned on 6 January 2026)

### COMMITTEES

#### Executive Committee

Mr. Li Jiuhua (*Chairman*)  
Ms. Shi Qi

#### Audit Committee

Ms. Zhang Li (*Chairman*) (appointed on 16 January 2026)

Mr. Zhang Li (appointed on 6 January 2026)  
Dr. Xie Jun (appointed on 6 January 2026)  
Mr. Chan Siu Tat (*Chairman*) (resigned on 16 January 2026)

Ms. Wang Lina (resigned on 17 April 2025)  
Dr. Feng Xin (appointed on 18 February 2025 & resigned on 6 January 2026)

### 董事

#### 執行董事

施琦女士(*主席*)  
李九華先生(*行政總裁*)  
高峰先生(於二零二五年十二月二十三日辭任)

#### 非執行董事

韓磊先生  
顧世祥先生  
羅偉業先生(於二零二六年二月六日獲委任)  
王冬竹先生(於二零二六年一月十六日獲委任)  
陳俊匡先生(於二零二六年二月六日辭任)

#### 獨立非執行董事

張利先生(於二零二六年一月六日獲委任)  
張麗女士(於二零二六年一月十六日獲委任)  
謝俊博士(於二零二六年一月六日獲委任)  
陳少達先生(於二零二六年一月十六日辭任)  
王麗娜女士(於二零二五年四月十七日辭任)  
鄭昌幸先生(於二零二五年二月十八日辭任)  
馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

### 委員會

#### 執行委員會

李九華先生(*主席*)  
施琦女士

#### 審核委員會

張麗女士(*主席*)(於二零二六年一月十六日獲委任)  
張利先生(於二零二六年一月六日獲委任)  
謝俊博士(於二零二六年一月六日獲委任)  
陳少達先生(*主席*)(於二零二六年一月十六日辭任)  
王麗娜女士(於二零二五年四月十七日辭任)  
馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

# Corporate Information

## 公司資料

### Remuneration Committee

Dr. Xie Jun (*Chairman*) (appointed on 6 January 2026)

Ms. Zhang Li (appointed on 16 January 2026)

Ms. Shi Qi

Dr. Feng Xin (*Chairman*)

(appointed on 18 February 2025 & resigned on 6 January 2026)

Mr. Chan Siu Tat (resigned on 16 January 2026)

### Nomination Committee

Ms. Zhang Li (*Chairman*) (appointed on 16 January 2026)

Dr. Xie Jun (appointed on 6 January 2026)

Ms. Shi Qi

Mr. Chan Siu Tat (*Chairman*) (resigned on 16 January 2026)

Dr. Feng Xin (appointed on 18 February 2025 & resigned on 6 January 2026)

### AUTHORISED REPRESENTATIVES

Ms. Shi Qi

Ms. Leong Kai Weng Subrina (appointed on 9 May 2025)

Ms. Xu Jiayuan (resigned on 11 April 2025)

Mr. Lam Kai Kei (appointed on 11 April 2025 & resigned on 9 May 2025)

### COMPANY SECRETARY

Ms. Leong Kai Weng Subrina (appointed on 9 May 2025)

Ms. Xu Jiayuan (resigned on 11 April 2025)

Mr. Lam Kai Kei (appointed on 11 April 2025 & resigned on 9 May 2025)

### AUDITOR

Rongcheng (Hong Kong) CPA Limited  
(Formerly known as CL Partners CPA Limited)

*Certified Public Accountants*

*(Registered Public Interest Entity Auditor)*

### REGISTERED OFFICE

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

### 薪酬委員會

謝俊博士(*主席*)(於二零二六年一月六日獲委任)

張麗女士(於二零二六年一月十六日獲委任)

施琦女士

馮昕博士(*主席*)

(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

陳少達先生(於二零二六年一月十六日辭任)

### 提名委員會

張麗女士(*主席*)(於二零二六年一月十六日獲委任)

謝俊博士(於二零二六年一月六日獲委任)

施琦女士

陳少達先生(*主席*)(於二零二六年一月十六日辭任)

馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

### 授權代表

施琦女士

梁佳穎女士(於二零二五年五月九日獲委任)

許佳媛女士(於二零二五年四月十一日辭任)

林啟基先生(於二零二五年四月十一日

獲委任及於二零二五年五月九日辭任)

### 公司秘書

梁佳穎女士(於二零二五年五月九日獲委任)

許佳媛女士(於二零二五年四月十一日辭任)

林啟基先生(於二零二五年四月十一日

獲委任及於二零二五年五月九日辭任)

### 核數師

容誠(香港)會計師事務所有限公司  
(前稱先機會計師行有限公司)

*執業會計師*

*(註冊公眾利益實體核數師)*

### 註冊辦事處

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

# Corporate Information

## 公司資料

### PRINCIPAL PLACE OF BUSINESS IN HONG KONG

22/F, H Code  
45 Pottinger Street  
Central  
Hong Kong

### PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Suntera (Cayman) Limited  
Suite 3204, Unit 2A  
Block 3, Building D  
P.O. Box 1586, Gardenia Court  
Camana Bay, Grand Cayman  
KY1-1100, Cayman Islands

### HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Union Registrars Limited  
Suites 3301-04, 33/F  
Two Chinachem Exchange Square  
338 King's Road, North Point  
Hong Kong

### PRINCIPAL BANKERS

Dongguan Rural Commercial Bank Co., Ltd.  
China CITIC Bank International Limited  
DBS Bank (Hong Kong) Limited

### COMPANY WEBSITE

<http://www.tayanggroup.com>

### FINANCIAL YEAR END

31 December

### STOCK CODE

1991

### 香港主要營業地點

香港  
中環  
砵甸乍街45號  
H Code 22層全層

### 股份過戶及登記總處

Suntera (Cayman) Limited  
Suite 3204, Unit 2A  
Block 3, Building D  
P.O. Box 1586, Gardenia Court  
Camana Bay, Grand Cayman  
KY1-1100, Cayman Islands

### 香港股份登記及過戶分處

聯合證券登記有限公司  
香港  
北角英皇道338號  
華懋交易廣場2期  
33樓3301-04室

### 主要往來銀行

東莞農村商業銀行股份有限公司  
中信銀行(國際)有限公司  
星展銀行(香港)有限公司

### 公司網站

<http://www.tayanggroup.com>

### 財政年度年結日

十二月三十一日

### 股份代號

1991

# Chairlady's Statement

## 主席報告

Dear Shareholders and stakeholders,

On behalf of the board of directors (the “**Board**”) of Ta Yang Group Holdings Limited (the “**Company**”), I am pleased to present the annual report of the Company and its subsidiaries (the “**Group**”) for the year ended 31 December 2025.

### BUSINESS REVIEW AND STRATEGIC TRANSFORMATION

For the year ended 31 December 2025, the Group was primarily engaged in (i) the designing and manufacturing of silicone rubber products (“**Silicone Rubber Business**”); (ii) the provision of international digital marketing services (“**Digital Marketing Business**”); (iii) the operation of retail business in the UK (“**Retail Business**”); and (iv) the provision of healthcare and hotel services (“**Healthcare and Hotel Business**”).

Looking back at 2025, the global economy made slow progress amidst turbulence, with geopolitical conflicts and trade barriers creating considerable uncertainty for global supply chains. A report by the International Monetary Fund (IMF) indicates that global economic growth in 2025 stood at approximately 3.2%. Despite a complex and volatile external environment, the Chinese economy has demonstrated remarkable resilience, achieving the annual GDP growth target of 5.0%. Against this challenging yet opportunity-filled macroeconomic backdrop, the Group has marked a truly landmark year in its development. Not only have we established a solid foothold in the traditional manufacturing sector, but we have also taken decisive strategic steps towards transforming ourselves into a builder of the Web 4.0 digital ecosystem, guided by a forward-looking vision. Thanks to the collective efforts of all our staff and the management team’s strategic planning, the Group successfully embarked on a transition from a manufacturing-centric model to an intelligent growth model in 2025.

各位股東及持份者：

本人謹代表大洋集團控股有限公司(「**本公司**」)董事會(「**董事會**」)，欣然呈報本公司及其附屬公司(「**本集團**」)截至二零二五年十二月三十一日止年度之年度報告。

### 業務回顧與戰略轉型

截至二零二五年十二月三十一日止年度，本集團的主要業務板塊包括：(i)矽膠產品的設計及製造(「**矽膠業務**」)；(ii)提供國際數字營銷服務(「**數字營銷業務**」)；(iii)於英國經營零售業務(「**零售業務**」)；及(iv)提供醫療及酒店服務(「**醫療及酒店業務**」)。

回顧二零二五年，全球經濟在震盪中緩步前行，地緣政治衝突與貿易壁壘為全球供應鏈帶來了諸多不確定性。國際貨幣基金組織(IMF)的報告顯示，二零二五年全球經濟增長約為3.2%。儘管外部環境複雜多變，但中國經濟展現出強大韌性，全年國內生產總值(GDP)實現了5.0%的增長目標。在這一充滿挑戰與機遇的宏觀背景下，本集團迎來了發展歷程中極具里程碑意義的一年。我們不僅在傳統製造業領域穩紮穩打，更以前瞻性的視野，堅定地邁出了向Web 4.0數字生態構建者轉型的戰略步伐。憑藉全體員工的共同努力與管理層的精準佈局，本集團在二零二五年成功開啟了從製造邏輯向智能增長的躍升。

# Chairlady's Statement

## 主席報告

As the cornerstone of the Group, our silicone business has built up a wealth of industrial expertise and a high-quality global customer base over the past thirty years. In 2025, faced with fluctuating raw material prices and intensifying market competition, we are continuing to optimise our product portfolio, shifting our focus towards high-value-added sectors such as medical devices, new energy vehicle components and smart wearable devices. Survey data indicates that the global silicone market reached approximately US\$24.26 billion in 2025 and is expected to maintain steady growth. Leveraging its two major production bases in Dongguan and Huzhou, the Group has deepened its commitment to green and smart manufacturing, thereby not only ensuring the efficient utilisation of production capacity but also providing an indispensable supply chain safeguard for future smart hardware R&D.

Since the acquisition of Beijing Jusheng Technology in 2023, the digital marketing business has rapidly grown to become a key revenue pillar for the Group. In 2025, this division further refined its precision marketing strategies based on big data and artificial intelligence, providing efficient traffic conversion solutions for clients in sectors such as finance, gaming and education. The Group has established a global traffic marketing and operational system covering major social media platforms both domestically and internationally. The application of automated content generation and advertising placement technologies has reduced customer acquisition costs and improved operational efficiency.

Meanwhile, the Group's EKAU supermarket brand maintained stable operations throughout 2025. Following the introduction of live-streaming sales and MCN operations, the UK supermarket business combined high-quality products from its physical stores with online e-commerce traffic, thereby further expanding the brand's influence and sales channels.

矽膠業務作為本集團的核心基石，在過去三十年間積累了深厚的工業底蘊與優質的全球客戶資源。二零二五年，面對原材料價格波動與市場競爭加劇，我們持續推進產品結構優化，向高附加值的醫療器械、新能源汽車配件及智能穿戴設備領域傾斜。調查數據顯示，全球矽膠市場規模在二零二五年達到了約242.6億美元，並預計將保持穩健增長。本集團依託東莞與湖州兩大生產基地，深化綠色與智能製造，不僅確保了產能的高效釋放，也為後續的智能硬件研發提供了無可替代的供應鏈保障。

自二零二三年收購北京巨省科技以來，數字營銷業務已迅速成長為本集團的重要收入支柱。在二零二五年，該板塊進一步深化了基於大數據與人工智能的精準營銷策略，為金融、遊戲、教育等行業客戶提供了高效的流量轉化方案。本集團構建了覆蓋海內外主流社交平台的全球流量營銷運營體系，自動化內容生成與投放技術的應用，降低了獲客成本，提升了運營效率。

與此同時，本集團的EKAU超市品牌在二零二五年保持了穩定的運營態勢。英國超市業務在引入直播帶貨與MCN運營模式後，將線下實體店的優質產品與在線電商流量相結合，進一步擴大了品牌影響力與銷售渠道。

# Chairlady's Statement

## 主席報告

The Web 4.0 and AI+RWA dual-drive strategy represents the Group's most exciting breakthrough in 2025. In 2025, the Group officially launched its AI transformation blueprint, marking a full-scale entry into the fields of artificial intelligence and the tokenisation of real-world assets (RWA). In the field of artificial intelligence, we recognise that AI digital human is moving from the conceptual stage towards industrial implementation. Leveraging the technological expertise of Jusheng Technology, our Group is committed to developing AI digital human that integrate machine learning, natural language processing and sentiment analysis, whilst strategically targeting three trillion-yuan-scale sectors: education, gaming and healthcare. In the digital asset sector, the Group is committed to deeply integrating the cash flows of traditional enterprises with blockchain technology. The RWA tokenisation market is currently experiencing explosive growth, with the global market size projected by industry reports to reach US\$16 trillion by 2030.

### OUTLOOK

Looking ahead to 2026, the global economy continues to face the dual challenges of geopolitical tensions and inflation, with the IMF forecasting global growth of 3.1% in 2026. However, the tide of technological innovation is unstoppable. The Group will continue to adhere to its "industry + technology" development philosophy, ensuring that traditional businesses generate a steady cash flow whilst fully advancing its strategic transformation.

As the cornerstone of the Group, the silicone business will remain a key focus area for future development. We will further expand our presence in high-value-added sectors such as medical devices, new energy vehicle components and smart wearable devices, increase investment in research and development, and enhance the technological sophistication and customisation capabilities of our products. Meanwhile, the Group plans to carry out smart upgrades at its two major production bases in Dongguan and Huzhou. By introducing automated production lines and digital management systems, the Group aims to further reduce production costs and improve delivery efficiency. In addition, we will actively expand into overseas markets, particularly to tap into emerging demand in Southeast Asia and the Middle East, with the aim of establishing our silicone business as an indispensable link in the global supply chain. Management believes that with over three decades of industry experience and ongoing investment in innovation, the silicone business will continue to provide the Group with a steady cash flow and a source of growth.

Web 4.0與AI+RWA雙輪驅動戰略是本集團二零二五年最令人振奮的突破。本集團已於二零二五年正式發佈了AI轉型藍圖，全面進軍人工智能與真實世界資產(RWA)代幣化領域。在人工智能領域，我們深刻認識到AI數字人正從概念走向產業落地。本集團依託巨省科技的技術積澱，致力於開發融合機器學習、自然語言處理及情緒感知技術的AI數字人，並精準佈局教育、遊戲與大健康三大萬億級賽道。在數字資產領域，本集團致力於將傳統企業的現金流與區塊鏈技術深度融合。RWA代幣化市場正迎來爆發式增長，根據行業報告預計到二零三零年全球市場規模將達到16萬億美元。

### 未來展望

展望二零二六年，全球經濟仍面臨地緣政治與通脹的雙重考驗，IMF預計二零二六年全球增長率為3.1%。然而，科技創新的浪潮勢不可擋。本集團將繼續堅持「實業+科技」的發展理念，在確保傳統業務穩健產生現金流的同時，全力推進戰略轉型。

矽膠業務作為本集團的立業之本，仍將是未來發展的重點板塊。我們將進一步深化在醫療器械、新能源汽車配件及智能穿戴設備等高附加值領域的佈局，加大研發投入，提升產品技術含量與定制化能力。同時，本集團計劃對東莞與湖州兩大生產基地進行智能化升級改造，通過引入自動化生產線與數字化管理系統，進一步降低生產成本、提升交付效率。此外，我們將積極拓展海外市場，特別是東南亞及中東地區的新興需求，力爭將矽膠業務打造為全球供應鏈中不可或缺的關鍵一環。管理層相信，憑藉三十餘年的行業積澱與持續的創新投入，矽膠業務將繼續為本集團提供穩健的現金流與增長動力。

# Chairlady's Statement

## 主席報告

Meanwhile, the Group will actively explore capital market initiatives (such as potential rights issue scheme) to provide robust financial support for the development of its core digital asset pool, the research and development of AI digital avatar technology, and the expansion of its RWA ecosystem. Management believes that Hong Kong's well-established regulatory framework for virtual assets will provide a solid foundation for compliance in relation to these innovative businesses.

### FINAL DIVIDEND

No dividend for the year ended 31 December 2025 (2024: Nil) is recommended by the Board.

### APPRECIATION

On behalf of the Board, I would like to extend our sincere appreciation to the support and trust of all of our business partners and Shareholders for their support. I would also extend my gratitude and appreciation to all the Directors, management and staff for their exceptional wisdom, hard work and dedication throughout the year. Ta Yang Group is now at the forefront of the digital economy, and we look forward to working hand in hand with you all to build an even brighter future and generate sustained and substantial returns for our Shareholders.

**Shi Qi**  
Chairlady

Hong Kong, 29 May 2026

同時，本集團亦將積極探討通過資本市場運作（如潛在的供股計劃）來為核心數字資產池建設、AI數字人技術研發及深化RWA生態佈局提供強有力的財務支持。管理層相信，香港完善的虛擬資產監管框架將為創新業務提供堅實的合規保障。

### 末期股息

董事會建議不派發截至二零二五年十二月三十一日止年度的股息（二零二四年：無）。

### 致謝

本人謹代表董事會，向所有業務合作夥伴及股東的鼎力支持與信任致以最誠摯的謝意。同時，我也要感謝全體董事、管理層及員工在過去一年裡，面對轉型挑戰時所展現出的卓越智慧、辛勤付出與無私奉獻。大洋集團正站在數字經濟時代的風口，我們期待與各位攜手並進，共創更加輝煌的未來，為股東創造持續且豐厚的回報。

主席  
施琦

香港，二零二六年五月二十九日

# Directors' Profile

## 董事簡介

### EXECUTIVE DIRECTORS

**Ms. Shi Qi**, aged 46, was appointed as an executive Director on 6 April 2016. Ms. Shi is the Chairlady, and a member of each of the executive committee of the Company (the "**Executive Committee**"), the nomination committee of the Company (the "**Nomination Committee**") and the remuneration committee of the Company (the "**Remuneration Committee**"). She has obtained a master's degree of business administration from Centenary College, New Jersey, majoring in finance in May 2009. She has more than 12 years of experiences in corporate reorganization, corporate and project financing, investments in real estate, securities and non- securities assets and risk management. In 2009, she founded Seven Ocean Investments Limited ("**Seven Ocean**"), and under her leadership, Seven Ocean has developed from a small scale financing company to a company that principally engages in providing financing and corporate solutions and consultancy services, and large scale medical and healthcare development projects. In 2015, she invested in the development of Central Maine Healthcare Institute, which delivers quality healthcare services in Auburn, Maine (USA). She will also be responsible for the on-going management and daily operation of the Central Maine Healthcare Institute. She has also invested in the construction of the Central Leisure Park\* (中央休閒公園) in Tongzhou Xincheng\* (通州新城), Beijing, a public infrastructure covering an area of approximately 42.62 hectares and providing sports, entertainment, medical and healthcare related services. She was responsible for financing, devising the conceptual design and the implementation plan and monitoring and managing the progress of the construction. She will also be responsible for the project's subsequent operation and maintenance for 30 years.

Ms. Shi, the sole director and the ultimate beneficial owner of the controlling shareholder of the Company, is deemed to be interested in 79,687,549 Shares, representing approximately 46.33% of the issued share capital of the Company as at the date of this annual report.

### 執行董事

**施琦女士**，46歲，於二零一六年四月六日獲委任為執行董事。施女士為主席以及本公司執行委員會（「**執行委員會**」）、本公司提名委員會（「**提名委員會**」）及本公司薪酬委員會（「**薪酬委員會**」）各自的成員。彼於二零零九年五月修畢紐澤西世紀學院工商管理碩士學位，主修金融。彼在企業重組、企業及項目融資、房地產投資、證券及非證券資產及風險管理方面擁有逾12年經驗。於二零零九年，彼創辦Seven Ocean Investments Limited（「**Seven Ocean**」），在彼之帶領下，Seven Ocean由一間小型融資公司發展為一間主要從事提供融資及企業解決方案與諮詢服務，以及大型醫療及保健發展項目的公司。於二零一五年，彼投資開發中緬因州醫養中心，該中心於美國緬因州奧本市提供優質保健服務。彼亦將負責中緬因州醫養中心的持續管理及日常營運。彼亦投資參與北京通州新城中央休閒公園的建設，公園佔地約42.62公頃，提供運動、娛樂、醫療保健相關服務。彼負責該項目的融資、概念性方案設計及項目實施性方案設計，以及監察及管理建設進度。彼亦將負責該項目其後30年的營運及維護工作。

施女士為本公司控股股東的唯一董事及最終實益擁有人，彼被視為為79,687,549股股份（相當於本年報日期本公司已發行股本約46.33%）中擁有權益。

## Directors' Profile

### 董事簡介

**Mr. Li Jiu Hua**, aged 62, was appointed as an executive Director, the Chief Executive Officer and the chairman of the Executive Committee on 1 November 2022. Mr. Li graduated from the Xiamen University in the PRC with a bachelor degree in Finance in 2003, and obtained a master degree in business administration from the Jiangxi University of Finance and Economics in the PRC in 2011. He has over 37 years of experience in the securities and finance industries. He was (i) the deputy chief executive officer of China Huarong International Holdings Limited, a subsidiary of China Huarong Asset Management Co., Ltd. (a company listed on the Stock Exchange with stock code of 2799) from March 2017 to August 2017; (ii) an executive director of Zhong Ji Longevity Science Group Limited (“**Zhong Ji**”, a company listed on the Stock Exchange with stock code of 767) from September 2017 to January 2020, and also the chief executive officer of Zhong Ji from October 2017 to January 2020; (iii) the chairman of Zhong Bang International Holdings Limited and the assistant to general manager for Jiangxi Ganjiang Traditional Chinese Medicine Branch Chuangcheng Construction Investment Group Co., Ltd. (江西贛江中醫藥科創城建設投資集團有限公司) from February 2020 to November 2021; and (iv) the executive director and chief executive officer of Zhong Ji from December 2021 to April 2022.

### NON-EXECUTIVE DIRECTORS

**Mr. Han Lei**, aged 56, was appointed as a non-executive Director on 6 April 2016. He has more than 24 years of entertainment and performing experience in the music industry and had received numerous awards in the industry. He has participated in CCTV Spring Festival Evening Galas, charity performances, cultural and tourism promotion performances, etc. Other than his entertainment career, he also actively participates in various political associations and social campaigns. He was a member of the tenth session of All-China Youth Federation (中華全國青年聯合會). He was appointed as the “Celebrity of Health\*” (健康名人) by the preceding Kang Yi Wang\* (康易網) and the image ambassador in “Yao Yang” public pension project\* (「曜陽」養老公益項目) conducted by Red Cross Society of China.

**Mr. Gu Shixiang**, aged 59, was appointed as a non-executive Director on 28 December 2022. Mr. Gu graduated from Anhui Agricultural University and has over 20 years of experience in management. He was last employed by China Landlord Group Limited as the chief executive officer.

**李九華先生**，62歲，於二零二二年十一月一日獲委任為執行董事、行政總裁及執行委員會主席。李先生於二零零三年畢業於中國廈門大學，取得金融學學士學位，並於二零一一年取得中國江西財經大學工商管理碩士學位。彼於證券及金融行業積逾37年經驗。彼曾(i)於二零一七年三月至二零一七年八月擔任中國華融資產管理股份有限公司(聯交所上市公司，股份代號：2799)的附屬公司中國華融國際控股有限公司助理行政總裁；(ii)於二零一七年九月至二零二零年一月擔任中基長壽科學集團有限公司(「**中基**」，聯交所上市公司，股份代號：767)執行董事，並於二零一七年十月至二零二零年一月擔任中基行政總裁；(iii)於二零二零年二月至二零二一年十一月擔任中邦國際控股有限公司主席及江西贛江中醫藥科創城建設投資集團有限公司總經理助理；及(iv)於二零二一年十二月至二零二二年四月擔任中基執行董事兼行政總裁。

### 非執行董事

**韓磊先生**，56歲，於二零一六年四月六日獲委任為非執行董事。彼於音樂行業擁有超過24年的娛樂及表演經驗，曾獲業內多個獎項。彼曾參與中央電視台春節聯歡晚會、慈善表演、文化及旅遊推廣等多項表演。除娛樂事業外，彼亦積極參與多個政治組織及社會運動。彼為中華全國青年聯合會第十屆委員會委員。彼亦為前康易網的「健康名人」及中國紅十字會舉辦的「曜陽」養老公益項目的形象大使。

**顧世祥先生**，59歲，於二零二二年十二月二十八日獲委任為非執行董事。顧先生畢業於安徽農業大學，並擁有超過20年管理經驗。彼最後受聘於中國土地世家集團有限公司擔任行政總裁。

## Directors' Profile

### 董事簡介

**Mr. Wang Dongzhu**, aged 62, was appointed as a non-executive Director on 16 January 2026. He possesses over twenty years of experience in the fields of e-commerce and corporate management, with expertise in industrial planning, technological innovation applications, and development strategies for small and medium-sized enterprises. He has served as the chairman of Fujian Xunwang Network Technology Co., Ltd.\* (福建訊網網絡科技股份有限公司) since 2010. In 2022, Mr. Wang was appointed as vice president of China Association of Small and Medium Commercial Enterprises\* (中國中小商業企業協會) and in 2024, he was appointed as vice president of China Electronic Commerce Association\* (中國電子商會).

Mr. Wang has been recognized as a Senior Economist from the Fujian Provincial Department of Human Resources and Social Security\* (福建省人力資源和社會保障廳) since 2015 and was honored with the title of National Outstanding Entrepreneur\* (全國優秀企業家) for the 2021–2022 period by the China Enterprise Confederation\* (中國企業聯合會) and the China Enterprise Directors Association\* (中國企業家協會). Mr. Wang completed the Executive Master of Business Administration (EMBA) program at Xiamen University in 2022.

**Mr. Law Wai Ip Vincent**, aged 51, was appointed as a non-executive Director on 6 February 2026. He has extensive experience in corporate governance, compliance, and mergers and acquisitions. He served as the company secretary and authorized representative of Asia Television Holdings Limited (stock code: 707) from December 2018 to April 2021 and as the company secretary and authorized representative of Success Dragon International Holdings Limited (stock code: 1182) from September 2019 to March 2020, respectively. He is currently the Chief Operating Officer of Mason Group Holdings Limited (previous stock code: 273) and a director of several subsidiaries, responsible for overseeing operations and fulfilling his responsibilities in compliance and company secretarial functions.

Mr. Law is an associate member of The Hong Kong Chartered Governance Institute and The Chartered Governance Institute UK & Ireland. Mr. Law holds a Master of Science degree with distinction in Professional Accounting and Corporate Governance from the City University of Hong Kong, a Master of Philosophy degree from the Chinese University of Hong Kong, and a Bachelor of Science (Honors) degree from Hong Kong Baptist University.

**王冬竹先生**，62歲，於二零二六年一月十六日獲委任為非執行董事。彼於電子商務及企業管理領域擁有逾二十年經驗，專精於產業規劃、技術創新應用與中小企業發展戰略。彼自二零一零年起出任福建訊網網絡科技股份有限公司董事長，並於二零二二年獲委任為中國中小商業企業協會副會長及於二零二四年獲委任為中國電子商會副會長。

王先生自二零一五年起獲福建省人力資源和社會保障廳授予高級經濟師資格，並於二零二一年至二零二二年度獲中國企業聯合會及中國企業家協會頒授「全國優秀企業家」榮譽稱號。王先生於二零二二年完成廈門大學高級經理工商管理領袖班課程(EMBA)。

**羅偉業先生**，51歲，於二零二六年二月六日獲委任為非執行董事。彼在企業管治、合規及併購方面擁有豐富經驗。彼於二零一八年十二月至二零二一年四月及二零一九年九月至二零二零年三月分別擔任亞洲電視控股有限公司(股份代號：707)之公司秘書及授權代表及勝龍國際控股有限公司(股份代號：1182)之公司秘書及授權代表。彼現任茂宸集團控股有限公司集團(前股份代號：273)首席營運總監及若干子公司之董事，負責監督運營，並履行合規和公司秘書職責。

羅先生是香港公司治理公會及英國公司治理公會的會士。羅先生於香港城市大學獲得理學碩士學位的優異照章(專業會計與企業管治)、香港中文大學獲得哲學碩士學位及於香港浸會大學獲得理學士(榮譽)學位。

## Directors' Profile

### 董事簡介

#### INDEPENDENT NON-EXECUTIVE DIRECTORS

**Mr. Zhang Li**, aged 53, was appointed as an independent non-executive Director on 6 January 2026. He has extensive experience in finance and capital markets. He has been engaged in the investment and management business in the financial market for more than 20 years, focusing on securities investment and investment banking. Prior to joining the Company, Mr. Zhang served as (i) an executive director and the co-chairman from April 2016 to July 2016 of Daohe Global Group Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 915); (ii) an executive director of Renaissance Asia Silk Road Group Limited (formerly known as China Billion Resources Limited) from April 2018 to September 2019, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 274); (iii) an executive director and a co-chairman from June 2016 to May 2021 of Up Energy Development Group Limited (delisted from the Main Board of the Stock Exchange, previous stock code: 307); (iv) a non-executive director from October 2019 to November 2019, and re-designated as an executive director from November 2019 to February 2023 of Madison Holdings Group Limited, the shares of which are listed on GEM of the Stock Exchange (stock code: 8057); (v) a non-executive director from June 2021 to September 2022 of Kelfred Holdings Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 1134); (vi) an executive director and a co-chairman from July 2023 to May 2024 of China First Capital Group Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 1269); (vii) the chairman of the board and an executive director since October 2025 of Value Convergence Holdings Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 821) and (viii) the co-chairman of the board and an executive director since January 2026 of China International Development Corporation Limited, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 264).

Mr. Zhang obtained a Bachelor's degree in Economics from Northwest University of Political Science and Law (西北政法大學) ("NWUPL") (previously Northwest School of Political Science and Law (西北政法學院)) in 1998. He now engages as (i) the dean of the Guangdong-Hong Kong-Macao Greater Bay Branch of the Economics and Law Research Institute of NWUPL (西北政法大學經濟與法研究院粵港澳大灣區分院) since August 2022; (ii) a visiting professor of school of economics of NWUPL since August 2022; and (iii) the executive dean of the Law Institute of Securities and Financial Crimes of NWUPL (西北政法大學證券金融犯罪研究院) since June 2025.

#### 獨立非執行董事

**張利先生**，53歲，於二零二六年一月六日獲委任為獨立非執行董事。彼於金融及資本市場方面具有豐富經驗。彼於金融市場從事投資及管理業務超過20年，專注於證券投資及投資銀行方面。加入本公司前，張先生曾擔任：(i)道和環球集團有限公司(其股份於聯交所主板上市，股份代號：915)之執行董事兼聯席主席(由二零一六年四月至二零一六年七月)；(ii)復興亞洲絲路集團有限公司(前稱中富資源有限公司)(其股份於聯交所主板上市，股份代號：274)之執行董事(由二零一八年四月至二零一九年九月)；(iii)優派能源發展集團有限公司(已由聯交所主板退市，原股份代號：307)之執行董事兼聯席主席(由二零一六年六月至二零二一年五月)；(iv)麥迪森控股集團有限公司(其股份於聯交所GEM上市，股份代號：8057)之非執行董事(由二零一九年十月至二零一九年十一月)及執行董事(由二零一九年十一月至二零二三年二月)；(v)恒發光學控股有限公司(其股份於聯交所主板上市，股份代號：1134)之非執行董事(由二零二一年六月至二零二二年九月)；(vi)中國首控集團有限公司(其股份於聯交所主板上市，股份代號：1269)之執行董事兼聯席主席(由二零二三年七月至二零二四年五月)；(vii)滙盈控股有限公司(其股份於聯交所主板上市，股份代號：821)之董事會主席及執行董事(自二零二五年十月起)；及(viii)中聯發展控股集團有限公司(其股份於聯交所主板上市，股份代號：264)之董事會聯席主席及執行董事(自二零二六年一月起)。

張先生於一九九八年取得西北政法大學(「西北政法大學」，前稱為西北政法學院)經濟學士學位。彼現擔任：(i)西北政法大學經濟與法研究院粵港澳大灣區分院院長(自二零二二年八月起)；(ii)西北政法大學經濟學院客座教授(自二零二二年八月起)；及(iii)西北政法大學證券金融犯罪研究院執行院長(自二零二五年六月起)。

## Directors' Profile

### 董事簡介

**Dr. Xie Jun**, aged 43, was appointed as an independent non-executive Director on 6 January 2026. He possesses over 16 years of experience in financial investment, digital assets and technology management, specializing in fintech innovation, cross-border capital operations and strategic investment planning. Dr. Xie served as the secretary general of the Information Technology Research Center of the National Academy of Governance from September 2009 to October 2013. Dr. Xie served as the vice general manager of Shenzhen Dvision Co., Ltd., the shares of which are listed on the ChiNext Market of Shenzhen Stock Exchange (stock code: 300167), from May 2022 to August 2023. From October 2013 to October 2023, he has served as the president and executive director of China Health Industry Fund, and concurrently served as the director of Anhua Agricultural Insurance Co., Ltd.\* (安華農業保險股份有限公司) and the dean of Anhua Insurance Research Institute. From October 2023 to April 2025, Dr. Xie has served as the chairman of China Great Wall Computer Import & Export Corporation\* (中國長城計算機進出口公司). Dr. Xie has been appointed as the president of Asia Pacific Investment Bank Limited\* (亞太投資銀行有限公司) and the president of Asia Digital Bank Limited\* (亞洲數字銀行有限公司) since April 2025. Dr. Xie has been appointed as the president of Asia Pacific Technology & Development Investment Bank Limited, the president and chief executive officer of Asia Digital Development Bank Limited and the chairman of Asia Digital Asset Exchange Limited since December 2025. In terms of academic research, Dr. Xie conducted postdoctoral research in computer science and technology at Tsinghua University from March 2011 to September 2013, and subsequently conducted postdoctoral research in computer science and technology at the National Academy of Governance from January 2014 to December 2016.

**Ms. Zhang Li**, aged 48, was appointed as an independent non-executive Director on 16 January 2026. She has over twenty years of experience in the fields of financial management and financial services, specializing in wealth management, corporate training, and cross-border investment businesses. She also possesses comprehensive professional accounting capabilities.

**謝俊博士**，43歲，於二零二六年一月六日獲委任為獨立非執行董事。彼擁有逾十六年金融投資、數字資產及科技管理領域之經驗，專精於金融科技創新、跨境資本運作及戰略投資佈局。謝博士在二零零九年九月至二零一三年十月期間擔任國家行政學院信息化與信息技術研究中心秘書長。謝博士在二零二二年五月至二零二三年八月期間於深圳市迪威迅股份有限公司(其股份於深圳證券交易所創業板上市，股份代號：300167)擔任副總經理。於二零一三年十月至二零二三年十月，彼出任中國健康產業基金總裁及執行董事，並同時兼任安華農業保險股份有限公司董事及安華保險研究院院長。在二零二三年十月至二零二五年四月期間，謝博士擔任中國長城計算機進出口公司董事長。謝博士自二零二五年四月起獲委任為亞太投資銀行有限公司行長及亞洲數字銀行有限公司行長。謝博士自二零二五年十二月起獲委任為亞太科技發展投資銀行有限公司行長、亞洲數字發展銀行有限公司行長兼首席執行長，以及亞洲數字資產交易所有限公司董事長。在學術研究方面，謝博士曾於二零一一年三月至二零一三年九月在清華大學計算機科學與技術學科從事博士後研究工作，其後於二零一四年一月至二零一六年十二月在國家行政學院計算機科學與技術學科從事博士後研究工作。

**張麗女士**，48歲，於二零二六年一月十六日獲委任為獨立非執行董事。彼於財務管理及金融服務領域擁有逾二十年經驗，專精於財富管理、企業培訓及跨境投資業務，亦具備全面的專業會計能力。

## Directors' Profile

### 董事簡介

From January 2006 to January 2009, Ms. Zhang served as an accounting manager at Capital Industry Holdings Limited. From February 2009 to February 2016, she worked as a senior lecturer at Beijing Zhongbo Chengtong International Technology Training Co., Ltd. Ms. Zhang subsequently joined AIA International Limited in July 2016, where she held the position of senior district manager (資深區域經理) until September 2025. She has been serving as a director at Direct Power International Limited since March 2006 and a managing director at Best Success Capital Investment Limited since March 2020. Since December 2025, Ms. Zhang joined Chow Tai Fook Life Insurance Limited as a regional director and is responsible for regional business development and management.

Ms. Zhang holds a bachelor of technology degree in cost and management accounting from Tshwane University of Technology. She has also been a fellow member of the Association of Chartered Certified Accountants since 2010.

\* For identification purpose only

張女士於二零零六年一月至二零零九年一月期間於首都產業控股有限公司擔任會計經理。彼於二零零九年二月至二零一六年二月期間出任北京中博誠通國際技術培訓有限公司高級講師。張女士其後於二零一六年七月至二零二五年九月加入香港友邦保險國際有限公司(AIA International Limited)任職資深區域經理。彼自二零零六年三月起擔任Direct Power International Limited董事及自二零二零年三月起擔任晉晟創富有限公司董事總經理。張女士自二零二五年十二月起加入香港周大福人壽保險有限公司擔任分域總監，負責區域業務發展與管理。

張女士持有茨瓦尼科技大學(Tshwane University of Technology)成本與管理會計技術學士學位。彼自二零一零年起為特許公認會計師公會資深會員。

# Management Discussion and Analysis

## 管理層討論與分析

### BUSINESS REVIEW

For the year ended 31 December 2025, the Group was principally engaged in (i) the design and production of silicone rubber products (“**Silicone Rubber Business**”); (ii) the provision of international digital marketing services (“**Digital Marketing Business**”); (iii) the operation of retail businesses in the United Kingdom (“**Retail Business**”); and (iv) the provision of healthcare and hotel services (“**Healthcare and Hotel Business**”).

In 2025, as the Group’s traditional core business, the Silicone Rubber Business leveraged over three decades of industry experience and a stringent quality control system to consolidate cooperation with existing customers while actively expanding market share in high value-added sectors such as new energy vehicles and photovoltaic components. Both domestic sales and export volumes maintained relatively stable during the year. Following the completion of its asset restructuring in the second half of 2024, the overseas Retail Business focused throughout 2025 on enhancing brand value and maintaining customer loyalty and steadily expanding sales performance. The Digital Marketing Business, serving as a key growth driver of the Group, maintained stable profitability during the year, contributing positively to the Group’s overall results. During the year under review, the Group, while solidifying the stable operation of its existing businesses, actively deployed innovative initiatives. The management recognises that reliance on a single manufacturing model may not meet long-term development needs, and thus began planning a strategic transformation towards the Web4.0 sector from the beginning of the year. After nearly a year of preparation, the Group has completed the top-level design for the new business, opening up a new growth curve for the Group. Looking ahead, the Group has resolved to (i) maintain existing silicone rubber product categories, expand the application of new silicone technologies and enhance brand influence; (ii) maintain existing customer resources, provide precise traffic investment services and internet marketing solutions, and improve segment profitability; (iii) operate the overseas retail business, leveraging the emerging advantages of overseas e-commerce platforms to fully expand sales performance; (iv) steadily advance its Web 4.0-focused strategic transformation, utilising artificial intelligence (AI) digital humans as a core enabler, and exploring the development of a new value circulation mechanism through the tokenization of Real World Assets (RWA).

### 業務回顧

截至二零二五年十二月三十一日止年度，本集團主要從事(i)設計及生產硅橡膠產品(「**硅橡膠業務**」)；(ii)提供國際數位營銷服務(「**數位營銷業務**」)；(iii)運營英國零售業務(「**零售業務**」)；及(iv)提供醫療保健及酒店服務(「**醫療保健及酒店業務**」)。

於二零二五年，硅橡膠業務作為本集團的主營業務，利用逾三十年的行業經驗及嚴格的品質管控體系，鞏固與現有客戶的合作，同時積極拓展新能源汽車及光伏組件等高附加值領域的市場份額。年內，內銷及出口量均保持相對穩定。隨著於二零二四年下半年完成其資產重組，海外零售業務於二零二五年全年專注於提升品牌價值及維護客戶忠誠度，以及穩步拓展銷售表現。作為本集團的主要增長推動力，數位營銷業務全年保持穩定盈利，對本集團的整體表現貢獻良好。於回顧期間，本集團在鞏固既有業務穩健運營的同時，積極推行創新舉措。管理層意識到倚賴單一製造模式可能無法滿足長期發展需求，因而自年初開始規劃向Web4.0領域的戰略轉型。經近一年的準備，本集團已完成新業務的頂層設計，為本集團開啟新的增長曲線。展望未來，本集團決定(i)維持現有硅橡膠產品品類，拓展新型硅膠技術的應用，並提升品牌影響力；(ii)維持現有客戶資源，提供精準流量投放服務及互聯網營銷方案，提升分部盈利能力；(iii)營運海外零售業務，利用海外電商平台的新興優勢全面拓展銷售表現；(iv)穩步推進其以Web4.0為核心的戰略轉型，運用人工智能(AI)數字人作為核心推手，並透過現實世界資產(RWA)的代幣化探索新型價值流通機制的發展。

# Management Discussion and Analysis

## 管理層討論與分析

For the year ended 31 December 2025, the Group's results recorded (i) revenue of approximately HK\$758,153,000 (2024: approximately HK\$970,061,000), representing a decrease of 21.84% compared to the same period in 2024; (ii) a loss for the year of approximately HK\$72,676,000 (2024: loss of approximately HK\$53,139,000), marking an increase in loss compared to the same period in 2024; and (iii) loss per share of approximately HK49.69 cents (2024: loss per share of approximately HK48.68 cents).

### Silicone Rubber Business

For the year ended 31 December 2025, the Silicone Rubber Business remained one of the stable sources of revenue for the Group, consistently providing robust cash flow. With over three decades of deep cultivation in the silicone rubber production field, the Group aims for high-standard production and high-quality output, earning favor from customers worldwide over the years. As an established operator in the traditional manufacturing industry, the Group operates two factories located in Dongguan and Huzhou, China, both of which are equipped with comprehensive facilities and advanced machinery. Facing challenges from the evolving global dynamics and increasing competition, the factories' R&D teams have remain committed to developing applications of new silicone materials across various fields, integrating traditional silicone production with new silicone technologies, and actively promoting the development and application of new environmentally friendly silicone materials covering categories such as new energy vehicles, photovoltaic components, aerospace materials, medical devices, consumer electronic products, and beauty products. The Silicone Rubber Business principally focuses on the manufacture and sale of products such as new energy vehicle components, photovoltaic components, medical devices, consumer electronic products and peripheral items, as well as various daily necessities, with customers covering regions such as Asia, Europe, and North America. As the world's largest producer and exporter of silicone rubber, China maintains a significant share in the global market. The Group, being the only listed company in Hong Kong primarily engaged in silicone rubber manufacturing, has over the years, established strong and stable relationships with numerous well-known brands, consistently supplying high-quality silicone rubber products to major manufacturers.

截至二零二五年十二月三十一日止年度，本集團業績錄得(i)收益約758,153,000港元(二零二四年：約970,061,000港元)，較二零二四年同期下降約21.84%；(ii)年內虧損約72,676,000港元(二零二四年：虧損約53,139,000港元)，較二零二四年同期虧損增加；及(iii)每股虧損約49.69港仙(二零二四年：每股虧損約48.68港仙)。

### 硅橡膠業務

截至二零二五年十二月三十一日止年度，硅橡膠業務依然是本集團穩定的收益來源之一，持續為本集團提供強勁的現金流。本集團在硅橡膠生產領域深耕三十餘載，以高標準生產及高品質輸出為目標，多年來深受全球客戶青睞。作為傳統製造業的成熟經營者，本集團經營位於中國東莞及湖州的兩間工廠，均設施齊備，機器先進。面對不斷演變的全球態勢及競爭增加的挑戰，工廠的研發團隊仍然致力於新型硅橡膠材料在各領域的應用開發，將傳統硅橡膠生產與新型硅橡膠科技相融合，並積極推動新型環保硅橡膠材料的研發與應用，涵蓋新能源汽車、光伏組件、航空航天材料、醫療器械、消費電子產品及美妝產品等品類。硅橡膠業務主要專注於製造及銷售產品，例如新能源汽車零部件、光伏組件、醫療器械、消費電子產品及周邊品項，以及各類日用產品，客戶遍及亞洲、歐洲及北美等地區。作為全球最大的硅橡膠生產國及出口國，中國在全球市場中佔有重要份額。本集團作為香港唯一一家主要從事製造硅橡膠的上市公司，多年來其與眾多知名品牌建立強而穩定的關係，持續為各大廠商供應高質量的硅橡膠產品。

# Management Discussion and Analysis

## 管理層討論與分析

### Digital Marketing Business

Since its inception, the Digital Marketing Business has evolved over the past two years to become another key pillar business of the Group. Unlike traditional manufacturing, digital marketing is a modern marketing method arising from the continuous development of internet big data and artificial intelligence. The development of this business benefits from technological progress, changes in consumer behavior, and market demand drivers. In recent years, more and more consumers have adopted online consumption as their primary daily shopping channel, while their usage and dependence on social media have increased significantly. Therefore, major brands and merchants have also focused their marketing efforts primarily on mainstream social media and large shopping platforms.

The Digital Marketing Business effectively leverages merchants' increasing demand for internet-based marketing by utilising extensive customer data, to analyse user behavior, interests, and preferences across different demographics, thereby enabling precise advertising and personalized marketing strategies. Based on its operational trade record, digital marketing has assisted a diverse range of merchants to accurately identify customer groups, thereby enhancing profit conversion and driving revenue growth. As a result, it has become one of the most widely adopted and effective marketing approaches in the current market landscape.

The Group's investee, Jusheng Technology Co., Ltd. ("**Jusheng Technology**"), is a professional digital marketing service company. As a leading operator service provider for Douyin (TikTok) in Mainland China, it offers comprehensive services including account setup and management, content strategy development, video production, audience engagement, data analysis, e-commerce operation, live streaming and advertising placement, and brand advertising solutions. Jusheng Technology's current clientele includes numerous merchants and brands across industries such as finance, gaming, automotive, education, and FMCG, including well-known Mainland brands like Jiangzhong Group, Yunnan Baiyao, and Fan Deng Reading. Jusheng Technology adheres to the philosophy of "enabling brands to communicate better with consumers," continuously innovating and optimizing services to support clients' business growth. In 2025, although sales revenue from this business segment declined amid intensified market competition, the segment's profitability improved significantly, making a positive contribution to the Group's overall results. The Group remains confident in the long term growth potential of this high-demand digital commerce segment and intends to continue to increase strategic investment to drive further development.

### 數位營銷業務

自其成立以來，數位營銷業務經過過去兩年的演變，已成為本集團的另一關鍵支柱業務。有別於傳統製造業，數位營銷為一種隨著互聯網大數據及人工智能持續發展而產生的現代營銷方式。該業務的發展受益於技術進步、消費者行為變化及市場需求的推動。近年來，愈來愈多的消費者將線上消費作為主要的日常購物渠道，同時對社交媒體的使用率及依賴度顯著提升。因此，各大品牌和商家亦將營銷重點主要集中於主流社交媒體及大型購物平台。

數位營銷業務有效利用商家對網絡營銷日益增長的需求，透過運用海量客戶數據以分析不同人群的用戶行為、興趣及偏好，從而實現精準的廣告投放及個性化的營銷策略。根據其營運交易紀錄，數位營銷協助多元化的商家精準識別客戶群體，從而提升利益轉化率並推動收入增長。因此，其已成為目前市場環境下最廣泛採用且最有效的營銷方式之一。

本集團之投資對象巨省科技有限公司（「**巨省科技**」）是一家專業的數位營銷服務公司。作為中國內地抖音(TikTok)的領先運營服務商，其提供全面的服務，包括賬號開設與管理、內容策略制定、視頻製作、觀眾參與、數據分析、電商運營、直播及廣告投放，以及品牌廣告解決方案。巨省科技的現有客戶涵蓋金融、遊戲、汽車、教育及快消等多個行業，其中包括江中集團、雲南白藥及樊登讀書等知名內地品牌。巨省科技秉持「讓品牌更好地與消費者溝通」的理念，不斷創新及優化服務，以支持客戶業務增長。於二零二五年，儘管在市場競爭加劇的情況下該業務板塊的銷售收入有所下降，惟盈利能力顯著提升，對本集團整體業績作出正面貢獻。本集團對該高需求數位板塊的長期增長潛力仍然充滿信心，並有意持續加大戰略投資以推動進一步發展。

# Management Discussion and Analysis

## 管理層討論與分析

### Retail Business

For the year ended 31 December 2025, the Group continued its refined the operation of its UK retail business. The UK supermarket, EKAU, positioned as a lifestyle supermarket, curates a selection of popular food and daily necessities from China, Japan, South Korea, Southeast Asia, and other regions. Product categories include food items (such as snacks, pastries, frozen foods, condiments, and fresh fruits and vegetables), daily and personal care products, household cleaning items, and decorations. Additionally, the supermarket provides Chinese, Japanese, and Korean-style fast food and specialty beverages, bringing authentic and diverse Oriental elements to local consumers. Its differentiated product mix has enabled it to attract Asian culture enthusiasts and local consumers, steadily enhancing brand recognition and customer loyalty. During the year, the segment continued to enhance the in-store shopping experience and maintained long-term collaborative relationships with suppliers, distributors, and regional partners, ensuring consistent product quality and stable supply.

### Healthcare and Hotel Business

For the year ended 31 December 2025, the Healthcare and Hotel Business has been considered a business segment of lower strategic importance, and its operations are currently in a stagnant phase. The Group is continuously monitoring opportunities and exploring methods to realize the value of its investment in this segment.

### BUSINESS PROSPECTS

Looking ahead, the Group remains committed to driving the growth and innovation of its core business segments while steadily advancing its strategic transformation centered on Web4.0, exploring new opportunities to enhance profitability and product market share.

### 零售業務

截至二零二五年十二月三十一日止年度，本集團持續改善其英國零售業務營運。英國超市EKAU定位為生活超市，精選一系列來自中國、日本、韓國、東南亞及其他地區的流行食品及生活用品。產品品類包括食品（如零食、糕點、冷凍食品、調味品及蔬果生鮮）、日常及個人護理用品、居家清潔用品及裝飾品。此外，超市亦提供中式、日式及韓式風味的快餐及特色飲品，為本地消費者帶來原汁原味且多元的東方元素。其差異化的產品組合使其得以吸引亞洲文化愛好者及本地消費者，品牌認受性及客戶忠誠度穩步提升。於本年度，業務板塊持續改善店內購物體驗，並與供應商、分銷商及區域合作夥伴保持長期合作關係，以確保產品品質一致及供應穩定。

### 醫療保健及酒店業務

截至二零二五年十二月三十一日止年度，醫療保健及酒店業務已被視為本集團戰略重要性較低的業務分部，其營運目前處於停滯階段。本集團正持續留意機會並探索變現其於該分部投資價值的方法。

### 業務展望

展望未來，本集團仍致力於推動其核心業務板塊的增長與創新，同時穩步推進以Web4.0為核心的戰略轉型，探索新的機遇以提升盈利能力及產品市場佔有率。

# Management Discussion and Analysis

## 管理層討論與分析

### Silicone Rubber Business

Over the long term, China, as the world's largest producer and exporter of silicone rubber, has consistently held a significant position in the global silicone manufacturing market. Owing to its excellent high-temperature resistance, corrosion resistance, insulation properties, and biocompatibility, silicone rubber is widely applied in electronics, medical, automotive, construction, and consumer goods sectors. In 2026, driven by high-tech industries such as new energy, 5G communication, drones, robotics, and medical equipment, demand for silicone across various industries is expected to remain robust. The Group will actively respond to changes in market demand for silicone products, continuing to provide high-quality silicone products to long-term customers while staying abreast of trends and developments in upstream and downstream industries.

Accordingly, the Group will continue to implement its established development strategy of advancing both traditional silicone product manufacturing and the development and application of new environmentally friendly silicone materials. The Group will maintain its commitment in investing in R&D for new silicone rubber, with innovation, market expansion, and sustainable development as operational goals. It will further strengthen innovation in environmentally friendly silicone materials and upgrade existing production infrastructure to develop next-generation solutions and expand market coverage. The new environmentally friendly silicone products designed, developed, and produced by the Group cover categories such as new energy vehicles, photovoltaic components, aerospace materials, medical devices, consumer electronics, and beauty products. In 2026, leveraging its mature manufacturing capabilities and robust internal control system, the Group will enhance the applicability, environmental friendliness, diversity, and durability of its products, comprehensively upgrade, and explore the demand for silicone products in emerging industries, ensuring it maintains a leading position in technological and market development.

### 硅橡膠業務

長期以來，中國作為全球最大的硅橡膠生產國和出口國，其硅橡膠製造業在全球市場中一直佔據重要地位。硅橡膠因其優異的耐高溫、耐腐蝕、絕緣性及生物相容性，廣泛應用於電子、醫療、汽車、建築及消費品等領域。二零二六年，在新能源、5G通信、無人機、機器人及醫療設備等高科技行業的推動下，各產業對硅橡膠的需求預期將保持強勁。本集團將積極應對硅橡膠產品的市場需求變化，在繼續為長期客戶提供高質量硅橡膠產品的同時，緊密掌握上下游產業的趨勢及發展。

因此，本集團將繼續推行既有的發展策略，同時推進傳統硅橡膠產品製造及新型環保硅橡膠材料的研發與應用。本集團將繼續致力於投資於新型硅橡膠的研發，以創新、市場擴展及可持續發展作為經營目標，進一步強化環保硅橡膠材料的創新，並升級現有生產基礎設施，以開發新一代解決方案並拓展市場覆蓋範圍。本集團設計、研發及生產的新型環保硅橡膠產品涵蓋新能源汽車、光伏組件、航空航天材料、醫療器械、消費電子及美妝產品等品類。於二零二六年，本集團將憑藉其成熟的製造能力與健全的內控體系，加強產品的適用性、環保性、多樣性及耐用性，全面升級並探究新興行業對硅橡膠產品的需求，確保在技術及市場發展方面保持領先地位。

# Management Discussion and Analysis

## 管理層討論與分析

### Digital Marketing Business

The Group's Digital Marketing Business will continue to serve a diverse range of manufacturers and brands by providing customised traffic investment solutions tailored to client's needs. Through big data precision screening of target consumers, it aims to optimise conversion rates and enhance market effectiveness. As a pioneer in the internet e-commerce traffic service sector in Mainland China, Jusheng Technology has gained recognition from a wide range of brand clients through precise target customer positioning and improved advertising efficiency. In 2026, Jusheng Technology will continue to expand its leading advantage in the Digital Marketing Business. With continuous technological innovation and optimization, the Group intends to utilise more cutting-edge technological means to improve the accuracy and efficiency of advertising placement. The continuous enhancement of big data analytics capabilities will enable our information flow advertising to reach target audiences more precisely thereby further reinforcing the role of digital marketing as an effective promotional channel in the current environment.

Jusheng Technology will further strengthen team building, attract more industry experts, and form a high-quality service team to provide superior customer service. It will also expand cooperation with well-known domestic and international brands, developing more innovative marketing solutions to meet clients' diverse needs. Overall, internet marketing and traffic investment will evolve with precision, personalization, innovation, and immersive experiences as key characteristics. The Group will closely monitor development trends in the digital marketing industry and flexibly adjust strategies to adapt to the continuously evolving and iterating internet marketing environment.

### 數位營銷業務

本集團的數位營銷業務將繼續服務多元化的製造商及品牌，根據客戶需求，提供定制化的流量投放解決方案。透過大數據對目標消費者的精準篩選，旨在優化轉化率並提升市場效益。作為中國內地互聯網電商流量服務的先行者，巨省科技憑藉精準的目標客戶定位及提升的廣告投放效率，已獲得眾多品牌客戶的認可。於二零二六年，巨省科技將繼續擴大其在數位營銷業務的領先優勢。透過持續的技術創新與優化，本集團擬運用更多前沿技術手段以提升廣告投放的準確性及效率。隨著大數據分析能力的不斷增強，本集團的信息流廣告將更精準地觸達目標受眾，從而進一步鞏固數位營銷在當前環境下作為有效推廣渠道的角色。

巨省科技將進一步加強團隊建設，吸引更多行業專才，組建高素質的服務團隊以提供卓越的客戶服務。同時，亦將拓展與國內外知名品牌的合作，開發更多創新的營銷解決方案，以滿足客戶多元化的需求。整體而言，互聯網營銷及流量投放將以精準化、個性化、創新性及沉浸式體驗為主要特徵持續演進。本集團將密切關注數位營銷行業的發展趨勢，並靈活調整策略，以適應不斷演化及迭代的互聯網營銷環境。

# Management Discussion and Analysis

## 管理層討論與分析

### Retail Business

Following the asset restructuring of the UK retail business, the Group will continue to develop the existing supermarket brand, broaden product offerings, and improve operational systems. The UK supermarket business operation has established a solid foundation in London, with a relatively stable customer base possessing sound spending power. In light of the presence of competing branded retail supermarkets in adjacent areas, which may dilute consumer spending, the Group will strengthen its product selection, deepen its understanding of consumer preferences within its target customer base, enhance customer loyalty with the aim of building a strong, high-quality brand image over the long term. It will leverage mature and efficient logistics chains to introduce popular products to the UK market. Concurrently, the Group will continue promoting its brand through digital channels such as Douyin, enhancing brand visibility through both online and offline channels, and providing consumers with a superior shopping experience through innovative business models and services.

### Healthcare and Hotel Business

The Group will continue the integration and disposal of assets related to this segment in 2026.

### Web4.0 Strategic Transformation and Other Potential Opportunities

2025 marked the inaugural year of the Group's transition from traditional manufacturing to a leader in the digital economy. Facing the global digital economy wave and the advent of the Web4.0 era, the Group keenly perceived the strategic opportunities of the digital economy age, precisely anchoring its strategy on three core drivers: Artificial Intelligence (AI), Real World Asset (RWA) tokenization, and the Hong Kong policy ecosystem, striving to open up the "data-asset-value" conversion route.

During the year, the Group proposed allocating funds toward several strategic initiatives, including the research and development of AI digital humans, the establishment of underlying asset portfolios and on-chain solutions for Real World Assets (RWA), and the acquisition of strategic digital assets such as Ethereum (ETH) to serve as reserves supporting new business operations.

### 零售業務

在完成英國零售業務的資產重組後，本集團將繼續發展現有超市品牌，擴大產品品類，完善經營制度。本集團英國超市業務營運已在倫敦建立了穩固基礎，客戶群體相對穩定且具備良好的消費能力。鑑於臨近區域存在競爭品牌零售超市，或會攤薄消費者支出，因此，本集團將強化其選品，深入了解目標客戶群體的消費偏好，提升客戶忠誠度，以建立長期穩健而優質的品牌形象。本集團將憑藉成熟高效的物流鏈，將受歡迎的商品引入英國市場。同時，本集團將持續透過抖音等數位渠道推廣品牌，並通過線上與線下渠道提升品牌知名度，藉由創新的商業模式與服務，為消費者提供更優質的購物體驗。

### 醫療保健及酒店業務

本集團將在二零二六年繼續對該板塊的相關資產進行整合及處置。

### Web4.0戰略轉型及其他潛在商機

二零二五年標誌著本集團由傳統製造業向數字經濟領域轉型的首個年度。面對全球數字經濟浪潮及Web4.0時代的到來，本集團敏銳地洞察到數字經濟時代的戰略機遇，並將戰略精準聚焦於三大核心驅動力：人工智能(AI)、現實世界資產(RWA)代幣化及香港政策生態，致力於開啟「數據—資產—價值」轉化之路。

年內，本集團建議撥款用於多項戰略性舉措，包括人工智能數字人研發、現實世界資產(RWA)底層資產組合及鏈上解決方案的建立，以及收購以太坊(ETH)等戰略性數字資產，作為支持新業務運營的儲備。

# Management Discussion and Analysis

## 管理層討論與分析

In 2026, the Group will steadily advance its strategic transformation centered on Web4.0, utilising Artificial Intelligence (AI) digital humans as core technological enablers and constructing a new value circulation mechanism through the tokenization of Real World Assets (RWA). The Group will focus on three key areas: education, gaming, and health and wellness, actively promoting data standardization, asset digital expression, and global value synergy. Looking ahead, the Group will undertake more RWA businesses, and build a global AI digital entrepreneurship platform, fostering the deep integration of intelligent assets across diverse industries. The Group believes that this strategic transformation will become a new growth engine, laying a solid foundation for the Group's long-term development in the digital content field and providing an efficient value growth ecosystem for global investors, partners, and individual users, thereby contributing to the high-quality and sustainable development of the global digital economy.

### FINANCIAL REVIEW

#### Revenue

For the year ended 31 December 2025, the Group recorded total revenue of approximately HK\$758,153,000 (2024: approximately HK\$970,061,000), representing a decrease of approximately 21.84% compared to the same period in 2024.

#### Silicone Rubber Business

Revenue for the year ended 31 December 2025, was approximately HK\$223,301,000 (2024: approximately HK\$244,030,000), accounting for approximately 29.45% of the Group's total revenue (2024: approximately 25.16%).

#### Digital Marketing Business

Revenue for the year ended 31 December 2025, was approximately HK\$530,210,000 (2024: approximately HK\$627,161,000), accounting for approximately 69.93% of the Group's total revenue (2024: approximately 64.65%).

#### Retail Business

The retail segment's profitability has sharply declined, with revenue of approximately HK\$4,642,000 for the year ended 31 December 2025 (2024: approximately HK\$98,870,000), accounting for approximately 0.61% of the Group's total revenue (2024: approximately 10.19%).

於二零二六年，本集團將穩步推進以Web4.0為核心的戰略轉型，並以人工智能(AI)數字人作為核心技術，通過現實世界資產(RWA)代幣化構建新價值流通機制。本集團將聚焦教育、遊戲及健康養生三大領域，積極推動數據標準化、資產數字化表達及全球價值協同。展望未來，本集團將開展更多RWA業務，並建立全球人工智能數字創業平台，推動智能資產於不同行業的深度融合。本集團相信，此次戰略轉型將成為新的增長引擎，為本集團在數字內容領域的長期發展奠定堅實基礎，並為全球投資者、合作夥伴及個人用戶提供高效的價值增長生態系統，從而促進全球數字經濟的高質量及可持續發展。

### 財務回顧

#### 收益

截至二零二五年十二月三十一日止年度，本集團錄得總收益約758,153,000港元(二零二四年：約970,061,000港元)，較二零二四年同期下降約21.84%。

#### 硅橡膠業務

截至二零二五年十二月三十一日止年度錄得收益約223,301,000港元(二零二四年：約244,030,000港元)，佔本集團總收益約29.45%(二零二四年：約25.16%)。

#### 數位營銷業務

截至二零二五年十二月三十一日止年度錄得收益約530,210,000港元(二零二四年：約627,161,000港元)，佔本集團總收益約69.93%(二零二四年：約64.65%)。

#### 零售業務

零售板塊的盈利能力顯著下跌，截至二零二五年十二月三十一日止年度錄得收益約4,642,000港元(二零二四年：約98,870,000港元)，佔本集團總收益約0.61%(二零二四年：約10.19%)。

# Management Discussion and Analysis

## 管理層討論與分析

### Healthcare and Hospitality Business

Performance in this segment remained weak, with revenue of approximately HK\$0 for the year ended 31 December 2025 (2024: approximately HK\$0).

### Gross Profit

For the year ended 31 December 2025, gross profit was approximately HK\$88,453,000 (2024: approximately HK\$116,587,000), representing a decrease of approximately 24.13% compared to the same period in 2024. The gross profit margin for the year was approximately 11.7% (2024: approximately 12%).

### Other Income and Net Gains

Other income and net gains for the year ended 31 December 2025, amounted to approximately HK\$-1,337,000 (2024: approximately HK\$13,770,000), marking a significant decrease compared to the same period in 2024..

### Expenses

Selling and distribution expenses for the year ended 31 December 2025, were approximately HK\$12,739,000 (2024: approximately HK\$24,384,000), a decrease of approximately 47.76% compared to the same period in 2024.

Administrative expenses for the year ended 31 December 2025, were approximately HK\$111,537,000 (2024: approximately HK\$120,611,000), a decrease of approximately 7.52% compared to the same period in 2024.

### Loss Attributable to Owners of the Company

For the year ended 31 December 2025, the Group recorded a loss attributable to owners of the Company of approximately HK\$73,345,000 (2024: loss of approximately HK\$63,632,000), representing an increase of approximately 15.26% compared to the same period in 2024. The loss per share for the year was approximately HK49.69 cents (2024: approximately HK48.68 cents), an increase in loss of approximately 2.07% compared to the same period in 2024.

### 醫療保健及酒店業務

該板塊表現仍然疲弱，截至二零二五年十二月三十一日止年度錄得收益約零港元(二零二四年：約零港元)。

### 毛利

截至二零二五年十二月三十一日止年度，毛利約為88,453,000港元(二零二四年：約116,587,000港元)，較二零二四年同期減少約24.13%。年內，毛利率為約11.7%(二零二四年：約12%)。

### 其他收入及收益淨額

截至二零二五年十二月三十一日止年度的其他收入及收益淨額約為-1,337,000港元(二零二四年：約13,770,000港元)，與二零二四年同期相比顯著下降。

### 開支

截至二零二五年十二月三十一日止年度，銷售及分銷開支約為12,739,000港元(二零二四年：約24,384,000港元)，較二零二四年同期下降約47.76%。

截至二零二五年十二月三十一日止年度，行政開支約為111,537,000港元(二零二四年：約120,611,000港元)，較二零二四年同期下降約7.52%。

### 本公司擁有人應佔虧損

截至二零二五年十二月三十一日止年度，本集團錄得本公司擁有人應佔虧損約73,345,000港元(二零二四年：虧損約63,632,000港元)，較二零二四年同期增加約15.26%。年內每股虧損約為49.69港仙(二零二四年：約48.68港仙)，較二零二四年同期虧損增加約2.07%。

# Management Discussion and Analysis

## 管理層討論與分析

### KEY RISKS AND UNCERTAINTIES

The Group's operations, financial position, and prospects are subject to various risks and uncertainties. The risk factors outlined below may directly or indirectly cause the Group's operating performance, financial position, and development prospects to differ significantly from expectations or past performance. These factors are not exhaustive, and there may be other risks and uncertainties not yet identified by the Group or currently not apparent, but which may become significant in the future.

#### Business Risks

In the long term, the performance of the Group's silicone rubber business may be affected by fluctuations in raw material prices, changes in market demand for finished products, and international trade barriers. For example, the silicone rubber business requires inventory of raw materials, and the Group has not entered into any significant contracts to hedge against price fluctuations. Therefore, any price volatility in raw materials could pressure the Group's costs and affect the competitiveness of its products. Failure to adapt to and successfully address changing demand and raw material supply could adversely impact business performance and development prospects. Additionally, some countries and regions have imposed trade barriers on Chinese silicone products, such as anti-dumping duties and technical trade barriers. The Group needs to actively address these challenges by improving product quality, strengthening brand building, and diversifying its markets.

The digital marketing business relies heavily on internet marketing and traffic promotion as its primary source of revenue. It is somewhat influenced by internet regulatory policies and depends on the stability of client relationships. Therefore, the Group must ensure compliance with regulatory rules, stay aligned with broader marketing trends, and enhance its competitiveness and client satisfaction.

As many products sold by the retail business are sourced from overseas, the segment has high supply chain demands. Reliance on imported products means that changes in logistics costs, international situations, and tariff policies could affect product costs and sales cycles. Additionally, the low entry barriers in the retail industry result in intense competition, including price wars that may compress profit margins. Exchange rate fluctuations may also impact the profitability of the supermarket business.

### 主要風險及不確定因素

本集團的營運、財務狀況及前景均受到風險及不確定因素的影響。下文載列的風險因素可能直接或間接導致本集團的經營業績、財務狀況及發展前景與其預期或過往業績有重大差異。此等因素並不全面，亦可能存在其他不為本集團所識別或目前可能並不明顯但日後可能轉為重大的風險及不確定因素。

#### 業務風險

長遠而言，本集團硅橡膠業務的表現可能會受到原材料價格波動，成品市場需求變化，以及國際貿易壁壘等因素的影響。例如，硅橡膠業務對於原材料有庫存要求，而本集團並無訂立任何重大合約以對沖該等價格波動。因此，該等原材料的任何價格波動均會對本集團的成本造成壓力，進而影響其成品的競爭力。若未能適應及成功應對不斷變化的需求及原材料供應，可能會對業務表現及發展前景造成不利影響。此外，部分國家和地區對中國硅膠產品設置了貿易壁壘，如反傾銷稅和技術性貿易壁壘。本集團需要通過提高產品質量、加強品牌建設和拓展多元化市場，積極應對這些挑戰。

數位營銷業務依賴互聯網營銷和流量推廣作為主要的收益來源，該業務一定程度上受到互聯網監管政策的影響，且對客戶關係的持續穩定性有一定依賴。因此，本集團應確保數位營銷業務在經營過程中遵守監管規則，即時跟進大環境的營銷趨勢並與其保持一致，提升自身競爭力和客戶滿意度。

零售業務因所售產品大量來自海外，對產品的供應鏈有較高的需求。許多產品依賴進口，物流成本的變化和國際局勢及關稅政策的更改，都可能影響到商品的成本和銷售週期。與此同時，由於零售業入門門檻較低導致競爭激烈，包括可能面臨價格戰對利潤壓縮的挑戰。匯率波動也可能影響超市業務的利潤。

# Management Discussion and Analysis

## 管理層討論與分析

### Industry Risks

All of the Group's business segments operate in highly competitive industries. The silicone rubber business faces competition not only from other silicone rubber products but also from new material products. As competitors expand product categories, reduce prices, improve quality, or launch promotions, competition may intensify. If the Group fails to compete effectively with existing or new competitors, it may not be able to maintain its current business scale and operating performance. Meanwhile, the digital marketing business, being internet-based, could face significant operational challenges if macro policies impose stricter regulations or higher entry barriers on the internet marketing sector.

### Credit Risks

As of 31 December 2025, the Group's total current assets amounted to approximately HK\$478,272,000, while total current liabilities were approximately HK\$688,833,000. The Group's bank balances and cash are tight compared to its current liabilities. If receivables are not fully recovered, the Group may not have sufficient resources to repay its short-term debts.

### Event Risks

Event risks refer to risks arising from unexpected events such as natural disasters or industrial accidents that could negatively impact the Group's operating performance and financial position. Such events may disrupt the Group's operations, increase the prices of raw materials and outsourced services, and exacerbate other risks and uncertainties faced by the Group. Due to the unpredictability of such event risks, there is no guarantee that the Group's response measures will be sufficient.

### 行業風險

本集團所有業務分部均在極具競爭力的行業經營。硅橡膠業務不僅面臨其他硅橡膠企業的競爭，亦面臨新材料產品的競爭。隨著本集團競爭對手擴展產品類別、降低售價、提高質量或進行促銷，競爭或會加劇。若本集團未能成功與現有或新的競爭對手競爭，則可能無法維持其現有業務規模及經營業績。與此同時，數位營銷業務是依託於互聯網運營的企業，倘若宏觀政策對互聯網營銷領域進行諸多限制和設置更高的准入門檻，則有可能對該業務的運營產生較為嚴重的打擊。

### 信貸風險

截至二零二五年十二月三十一日，本集團的流動資產總值約為478,272,000港元，流動負債總額約為688,833,000港元。本集團的銀行結餘及現金較其流動負債緊張。倘應收款項未能悉數收回，本集團可能並無足夠資源償還其到期的短期債務。

### 事件風險

事件風險指因自然災害或工業事故等意外事件而對本公司的經營業績及財務狀況造成負面影響的風險。該等事件可能中斷本集團營運、提高原材料及外包服務的價格，並加劇本集團面臨的其他風險及不確定性。由於該等事件風險的不可預測性，概不能保證本集團的響應措施屬充足。

# Management Discussion and Analysis

## 管理層討論與分析

### LIQUIDITY AND FINANCIAL RESOURCES

For the year ended 31 December 2025, the Group's major source of funds was cash generated from operating and financing activities, and the Group's liquidity remained stable compared with the corresponding period in 2024.

### 現金流量及財務資源

截至二零二五年十二月三十一日止年度，本集團的主要資金來源為經營及融資活動產生的現金，與二零二四年同期相比，本集團的流動資金狀況維持在相近水平。

		2025 二零二五年	2024 二零二四年
Cash and cash equivalents (HK\$'000)	現金及現金等價物(千港元)	23,886	11,924
Current ratio	流動比率	0.70	0.74
Quick ratio	速動比率	0.65	0.68
Gearing ratio*	資本負債比率*	433.14	6.00

\* The gearing ratio of the Group was calculated by dividing total borrowings by total equity.

\* 本集團的資本負債比率以借款總額除以權益總額計算。

### CAPITAL STRUCTURE

On 26 May 2025, the Company held an extraordinary general meeting and an ordinary resolution was passed to approve the consolidation of every ten issued and unissued ordinary shares of par value of HK\$0.1 each in the share capital of the Company into one consolidated share of par value of HK\$1.0 each in the share capital of the Company. The share consolidation became effective on 28 May 2025 and the total number of issued shares of the Company became 131,346,700 shares. For details of the share consolidation, please refer to the announcements of the Company dated 16 April 2025 and 26 May 2025, and the circular of the Company dated 30 April 2025.

On 9 June 2025, the Company has completed the subscription of shares under general mandate, a total of 12,000,000 shares at the subscription price of HK\$1.00 per subscription share were issued and the total number of issued shares of the Company became 143,346,700. For details of the subscription, please refer to the announcements of the Company dated 1 April 2025, 7 April 2025 and 9 June 2025.

### 資本架構

於二零二五年五月二十六日，本公司舉行股東特別大會，並通過一項普通決議案，批准將本公司股本中每十股面值0.1港元的已發行及未發行普通股合併為每股面值1.0港元的合併股份。股份合併於二零二五年五月二十八日生效，本公司已發行股份總數變更為131,346,700股。有關股份合併詳情，請參閱本公司日期為二零二五年四月十六日及二零二五年五月二十六日之公告，以及本公司日期為二零二五年四月三十日之通函。

於二零二五年六月九日，本公司已根據一般授權完成認購股份，按認購價每股認購股份1.00港元合共發行12,000,000股股份，本公司已發行股份總數變更為143,346,700股。有關認購詳情，請參閱本公司日期為二零二五年四月一日、二零二五年四月七日及二零二五年六月九日之公告。

# Management Discussion and Analysis

## 管理層討論與分析

On 3 July 2025, the Company entered into the five subscription agreements (the “**Subscription Agreements**”) with the five subscribers, pursuant to which the subscribers have conditionally agreed to subscribe for, and the Company has conditionally agreed to allot and issue under general mandate, an aggregate of 28,660,000 subscription shares at the subscription price of HK\$1.20 per subscription share. The completion of the subscription of 8,670,000 shares, 13,600,000 shares, 3,650,000 shares and 2,740,000 shares under the Subscription Agreements took place on 19 August 2025, 1 September 2025, 15 September 2025 and 23 September 2025 respectively in accordance with the terms and conditions thereof.

As of 31 December 2025, the authorized share capital of the Company was HK\$2,000,000,000, divided into 2,000,000,000 shares with a face value of HK\$1.0 per share. As of 31 December 2025, the issued shares of the Company were 172,006,700 shares, and all Shares were fully paid and rank *pari passu* with each other in all respects.

### SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES AND AFFILIATED COMPANIES, AND FUTURE PLANS FOR MATERIAL INVESTMENTS OR ADDITIONS OF CAPITAL ASSETS

Save as disclosed in this report, the Group did not have any significant investments, material acquisition or disposal of any subsidiaries, associates or joint ventures and affiliated companies during the year ended 31 December 2025, nor were there any future plans for material investments or additions of capital assets as at 31 December 2025.

### PLEDGE OF ASSETS

Capital commitments contracted by the Group but not yet provided for in the financial statements as at 31 December 2025 were approximately HK\$4.25 million (2024: approximately HK\$6.9 million), which was mainly related to the expansion of production capacity of the Silicone Business. Such capital commitments will be financed by the net proceeds from operating activities. As at 31 December 2025, certain land and buildings, investment properties and right-of-use assets of the Group of approximately HK\$93 million (2024: approximately HK\$98 million) were pledged to secure banking facilities or bank and other borrowings granted to the Group.

於二零二五年七月三日，本公司與五名認購人訂立五份認購協議（「該等認購協議」），據此，認購人已有條件同意認購，而本公司亦已有條件同意根據一般授權配發及發行合共28,660,000股認購股份，每股認購股份的認購價為1.20港元。根據該等認購協議的條款及條件，認購該等認購協議項下之8,670,000股、13,600,000股、3,650,000股及2,740,000股已分別於二零二五年八月十九日、二零二五年九月一日、二零二五年九月十五日及二零二五年九月二十三日完成。

截至二零二五年十二月三十一日，本公司法定股本為2,000,000,000港元，分為2,000,000,000股每股面值1.0港元的股份。截至二零二五年十二月三十一日，本公司已發行股份為172,006,700股，全部股份均已繳足股款，並在各方面享有同等權利。

### 重大投資、重大收購及出售附屬公司及聯屬公司，以及有關重大投資或添置資本資產的未來計劃

除本報告所披露者外，本集團於截至二零二五年十二月三十一日止年度並無任何重大投資、重大收購或出售任何附屬公司、聯營公司或合營企業及聯屬公司，於二零二五年十二月三十一日亦無任何有關重大投資或添置資本資產的未來計劃。

### 資產質押

本集團已訂約但尚未於二零二五年十二月三十一日的財務報表內撥備的資本承擔約為4,250,000港元（二零二四年：約6,900,000港元），主要與擴大硅膠業務產能有關。該等資本承擔將以經營活動所得款項淨額撥付。於二零二五年十二月三十一日，本集團質押約93,000,000港元（二零二四年：約98,000,000港元）的若干土地及樓宇、投資物業及使用權資產以作為本集團獲授的銀行信貸或銀行及其他借款的抵押。

# Management Discussion and Analysis

## 管理層討論與分析

### CONTINGENT LIABILITIES

No material contingent liabilities of the Group were noted as at 31 December 2025 (2024: nil).

### CURRENCY MANAGEMENT AND TREASURY POLICY

For the year ended 31 December 2025, the Group's cash receipts were denominated in United States dollars ("USD"), HK\$, Pound Sterling ("GBP") and RMB, while the labour costs, manufacturing overheads, selling and administrative expenses of the Group were mostly negotiated, measured and settled in RMB. As at 31 December 2025, the majority of cash and cash equivalents were held in USD, HK\$ and RMB. As the Retail Business in the UK has become one of the principal businesses of the Group, it is expected that GBP will constitute a key functional currency of the Group in the future. Therefore, fluctuations of RMB and GBP will affect the Group's profitability. For the year ended 31 December 2025, the Group did not enter into any financial instrument for hedging purpose. The Group will closely monitor the currency movements and take appropriate measures to deal with such exchange-rate exposure.

The Group adopted a conservative approach to the cash management and investment of uncommitted funds. Unused funds were placed as short-term deposits with authorised financial institutions in Hong Kong and the PRC.

### HUMAN RESOURCES AND REMUNERATION POLICIES

As the Group is committed to improving production capacity, developing high-quality products, and expanding industry chain, experienced workers, engineers and professionals are crucial to the Group. The Group offers on-the-job training and encourages staff to attend continuous professional training in order to enhance their skills and knowledge. The Group also offers competitive remuneration packages, including quality staff quarters, medical care, insurance coverage and retirement benefits, to employees. As at 31 December 2025, the Group employed 633 permanent and temporary employees (2024: 715). The total salaries and related costs for the year ended 31 December 2025 amounted to approximately HK\$84.3 million (2024: approximately HK\$119.1 million).

### FINAL DIVIDEND

The Board does not recommend payment of final dividend for the year ended 31 December 2025 (2024: nil).

### 或然負債

於二零二五年十二月三十一日，本集團概不知悉任何重大或然負債(二零二四年：無)。

### 貨幣管理及庫務政策

截至二零二五年十二月三十一日止年度，本集團的現金收入以美元(「美元」)、港元、英鎊(「英鎊」)及人民幣計值，而本集團的人工成本、製造間接成本、銷售及行政開支主要以人民幣協商、計量及結算。於二零二五年十二月三十一日，大部分現金及現金等價物以美元、港元及人民幣持有。由於位於英國的零售業務已成為本集團的主要業務之一，預期英鎊將成為本集團未來的主要功能貨幣。因此，人民幣與英鎊的波動將對本集團的盈利能力造成影響。截至二零二五年十二月三十一日止年度，本集團並無就對沖目的訂立任何財務工具。本集團將密切監察貨幣走勢並採取適當措施應對有關匯率風險。

本集團對無指定用途的資金採取保守的現金管理及投資策略。未動用資金存放於香港及中國的認可財務機構作短期存款。

### 人力資源及薪酬政策

由於本集團致力提高生產能力、開發優質產品及擴大產業鏈，故經驗豐富的工人、工程師及專業人士對本集團至關重要。本集團提供在職培訓，並鼓勵員工參加持續專業培訓，以增進彼等的技能及知識。本集團亦向僱員提供具競爭力的薪酬方案，包括優質的員工宿舍、醫療、保險及退休福利。於二零二五年十二月三十一日，本集團聘用633名長期及臨時僱員(二零二四年：715名)。截至二零二五年十二月三十一日止年度，總薪酬及相關成本約為84,300,000港元(二零二四年：約119,100,000港元)。

### 末期股息

董事會並不建議派付截至二零二五年十二月三十一日止年度的末期股息(二零二四年：零)。

# Corporate Governance Report

## 企業管治報告

### CORPORATE GOVERNANCE PRACTICES

The Company strives to attain and maintain high standards of corporate governance best suited to the needs and interests of the Group as it believes that effective corporate governance practices are fundamental to enhancing Shareholder value and safeguarding interests of Shareholders and other stakeholders. The Board sets appropriate policies and implements corporate governance practices appropriate to the conduct and growth of the Group's business.

To the best knowledge of the Board, the Company has complied with the applicable code provisions set out in the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Listing Rules throughout the year ended 31 December 2025, except for the following.

Under Code Provision C.1.6 of the CG Code, independent non-executive Directors and other non-executive Directors, as equal Board members, should attend general meetings of the Company to gain and develop a balanced understanding of the views of the Shareholders. Mr. Han Lei, the non-executive Director, did not attend the annual general meeting of the Company held on 27 June 2025 due to his other work commitments.

Following the resignation of Ms. Wang Lina as an independent non-executive Director and a member of the audit committee of the Company on 17 April 2025, the number of independent non-executive Directors and the number of audit committee members fell below three. As a result of the foregoing, the Company is not in compliance with the requirements of (i) Rule 3.10(1) of the Listing Rules that the Board must include at least three independent non-executive Directors; and (ii) Rule 3.21 of the Listing Rules that the audit committee of the Company must comprise a minimum of three members. Following the appointments of Mr. Zhang Li and Dr. Xie Jun on 6 January 2026, the number of independent non-executive Directors was increased to three and made up of at least one-third of the Board, and the number of members of the audit committee of the Company was increased to three. In view of the above, the Company has now complied with Rule 3.10(1) and Rule 3.21 of the Listing Rules since 6 January 2026.

### 企業管治守則

本公司致力達到及維持最能迎合本集團需要及利益的高度企業管治水平，因其相信有效的企業管治常規是提升股東價值與保障股東及其他持份者權益的基石。董事會制定適當政策及實施適合本集團業務開展及增長的企業管治常規。

據董事會所深知，於截至二零二五年十二月三十一日止整個年度，本公司一直遵守上市規則附錄C1所載的企業管治守則（「企業管治守則」）載列的適用守則條文，惟下文所述者除外。

根據企業管治守則守則條文第C.1.6條，獨立非執行董事及其他非執行董事為平等的董事會成員，應出席本公司的股東大會，以全面了解股東的意見。非執行董事韓磊先生因其他工作未能出席本公司於二零二五年六月二十七日舉行的股東週年大會。

隨著王麗娜女士於二零二五年四月十七日辭任獨立非執行董事及本公司審核委員會成員後，獨立非執行董事人數及審核委員會成員人數均少於三名。由於上述情況，本公司未能遵守(i)上市規則第3.10(1)條有關董事會必須包括至少三名獨立非執行董事的規定；及(ii)上市規則第3.21條有關本公司審核委員會必須由至少三名成員組成的規定。隨著於二零二六年一月六日委任張利先生及謝俊博士後，獨立非執行董事人數增至三名，且佔董事會成員的至少三分之一，而本公司審核委員會成員人數亦增至三名。鑑於上述情況，自二零二六年一月六日起，本公司現時已遵守上市規則第3.10(1)條及第3.21條。

# Corporate Governance Report

## 企業管治報告

### DIRECTORS' SECURITIES TRANSACTIONS

The Company adopted the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules as its code of conduct regarding Directors' transactions in the securities of the Company. Specific enquiry has been made of all the Directors and all Directors confirmed that they had fully complied with the required standard of dealings and the code of conduct adopted by the Company and there was no event of non-compliance throughout the year ended 31 December 2025 and up to the date of this report.

### BOARD OF DIRECTORS

#### Composition

As at 31 December 2025 and up to the date of this report, the Board comprises the following two executive Directors, four non-executive Directors and three independent non-executive Directors ("INEDs"):

#### Executive Directors

Ms. Shi Qi (*Chairlady*)  
Mr. Li Jihua (*Chief Executive Officer*)  
Mr. Gao Feng (resigned on 23 December 2025)

#### Non-Executive Directors

Mr. Han Lei  
Mr. Gu Shixiang  
Mr. Law Wai Ip Vincent (appointed on 6 February 2026)  
Mr. Wang Dongzhu (appointed on 16 January 2026)  
Mr. Chan Tsun Hong Philip (resigned on 6 February 2026)

#### Independent Non-Executive Directors

Mr. Zhang Li (appointed on 6 January 2026)  
Ms. Zhang Li (appointed on 16 January 2026)  
Dr. Xie Jun (appointed on 6 January 2026)  
Mr. Chan Siu Tat (resigned on 16 January 2026)  
Ms. Wang Lina (resigned on 17 April 2025)  
Mr. Zheng Changxing (resigned on 18 February 2025)  
Dr. Feng Xin (appointed on 18 February 2025 & resigned on 6 January 2026)

### 董事的證券交易

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易的標準守則，作為其有關董事進行本公司證券交易的行為守則。經向全體董事作出具體查詢後，全體董事確認其於截至二零二五年十二月三十一日止整個年度及直至本報告日期已全面遵守本公司採納的規定交易標準及行為守則，且概無發生不合規事件。

### 董事會 組成

於二零二五年十二月三十一日及直至本報告日期，董事會包括以下兩名執行董事、四名非執行董事及三名獨立非執行董事（「獨立非執行董事」）：

#### 執行董事

施琦女士（主席）  
李九華先生（行政總裁）  
高峰先生（於二零二五年十二月二十三日辭任）

#### 非執行董事

韓磊先生  
顧世祥先生  
羅偉業先生（於二零二六年二月六日獲委任）  
王冬竹先生（於二零二六年一月十六日獲委任）  
陳俊匡先生（於二零二六年二月六日辭任）

#### 獨立非執行董事

張利先生（於二零二六年一月六日獲委任）  
張麗女士（於二零二六年一月十六日獲委任）  
謝俊博士（於二零二六年一月六日獲委任）  
陳少達先生（於二零二六年一月十六日辭任）  
王麗娜女士（於二零二五年四月十七日辭任）  
鄭昌幸先生（於二零二五年二月十八日辭任）  
馮昕博士（於二零二五年二月十八日獲委任及於二零二六年一月六日辭任）

# Corporate Governance Report

## 企業管治報告

The Company has maintained on the websites of the Company and the Stock Exchange an updated list of directors identifying their roles and functions and whether they are INEDs. INEDs are identified as such in all corporate communications that disclose the names of Directors.

The biographical details of the Directors are contained in the section headed Directors' Profile of this annual report. Save as disclosed, no Director has any financial, business, family or other material or relevant relationships with other Directors.

The composition of the Board is well balanced with each Director having sound industry knowledge, extensive corporate and strategic planning experience and/or expertise relevant to the business of the Group. All executive Directors, non-executive Directors and INEDs bring a variety of experience and expertise to the Company. The number of INEDs has met the minimum requirement of the Listing Rules, and represents not less than one-third of the total Board members. Further, at least one of the INEDs possesses appropriate professional accounting qualifications and/or financial management expertise.

The INEDs bring a wide range of skills and business experience to the Group. They also bring independent judgment on the issues of strategy, performance and risk through their contribution to the Board meetings and to the Board's committee meetings. The Board has received from each INED the written confirmation of his/her independence pursuant to Rule 3.13 of the Listing Rules, and considers all of them to be independent having regard to (i) their annual confirmation on independence as required under the Listing Rules; (ii) absence of involvement in the daily management of the Group; (iii) absence of any relationships or circumstances which would interfere with the exercise of their independent judgment; and (iv) absence of remuneration from the Company other than the directors' fee which is fixed, not equity-based and not performance-related.

The Board has adopted the mechanisms to ensure independent views and input are available to the Board. The Board will review the implementation and effectiveness of such mechanisms on an annual basis. During the year ended 31 December 2025, the Board reviewed the above mechanisms and considered that the above mechanisms are effective in ensuring that independent views and input are provided to the Board.

本公司已於本公司網站及聯交所網站刊登最新的董事名單，當中列明彼等的職責及職能及彼等是否為獨立非執行董事。所有披露董事姓名的公司通訊中，亦會清楚列明獨立非執行董事的身份。

董事的履歷詳情載於本年報董事簡介一節。除所披露者外，概無董事與其他董事擁有任何財務、業務、家族或其他重大或相關關係。

董事會的組成十分均衡，各董事均具備深厚的行業知識、廣泛的企業及戰略規劃經驗及／或與本集團業務相關的專業知識。所有執行董事、非執行董事及獨立非執行董事均為本公司帶來各種經驗及專業知識。獨立非執行董事的人數已符合上市規則的最低要求，並佔董事會成員總數的不少於三分之一。此外，至少有一名獨立非執行董事具備適當的專業會計資格及／或財務管理專業知識。

獨立非執行董事為本集團帶來廣泛的技能及業務經驗。彼等亦通過對董事會會議及董事會委員會會議的貢獻，對戰略、業績及風險問題作出獨立判斷。董事會已收到各獨立非執行董事根據上市規則第3.13條就其獨立性發出的書面確認，並經考慮(i)根據上市規則就獨立性作出的年度確認；(ii)並無參與本集團的日常管理；(iii)並無任何會干擾彼等行使獨立判斷的關係或情況；及(iv)除董事袍金外，本公司並無支付其他酬金，而董事袍金乃固定、並非以股權為基礎及與業績無關，而認為彼等均為獨立。

董事會已採取確保董事會獲得獨立觀點及意見的機制。董事會將每年檢討該等機制的實施情況及成效。截至二零二五年十二月三十一日止年度，董事會已檢討上述機制，並認為上述機制可有效確保向董事會提供獨立觀點及意見。

# Corporate Governance Report

## 企業管治報告

### Appointment and Re-election of Directors

All Directors (including non-executive Directors) were appointed for a specific term. Formal letters of appointment or service contracts sets out the key terms and conditions of their appointment were in place. Mr. Chan Tsun Hong Philip, Mr. Han Lei and Mr. Gu Shixiang, the non-executive Directors, have entered into formal appointment letters for a term of one to three years subject to termination by giving not less than one month's prior written notice. Mr. Chan Siu Tat, Ms. Wang Lina and Dr. Feng Xin the INEDs, have entered into formal appointment letters for a term of one to three years subject to termination by giving not less than one month's prior written notice.

According to article 84(1) of the Company's articles of association ("Articles"), at each annual general meeting (the "AGM") one-third of the Directors for the time being (or, if their number is not a multiple of three (3), the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years.

According to article 83(3) of the Articles, any person as a Director either to fill a casual vacancy on the Board or as an addition to the existing Board. Any Director so appointed shall hold office only until the first AGM of the Company after his appointment and shall then be eligible for re-election.

Pursuant to the aforesaid provisions of the Articles, (i) Ms. Shi Qi, Mr. Han Lei and Mr. Gu Shixiang will retire from office as Directors at forthcoming AGM of the Company and, being eligible, will offer themselves for re-election pursuant to article 84(1); and (ii) Mr. Law Wai Ip Vincent, Mr. Wang Dongzhu, Mr. Zhang Li, Ms. Zhang Li and Dr. Xie Jun will retire from office as Director at the forthcoming AGM of the Company and, being eligible, will offer themselves for re-election pursuant to article 83(3). The Company's circular containing detailed information of all retiring Directors pursuant to the Listing Rules will be issued in due course.

### Functions of the Board

The function of the Board is to guide the management to ensure the interests of the Shareholders are safeguarded. The Board is responsible for the oversight of the management of the Company's business and affairs with the goal of maximizing long term shareholder's value, while balancing broader stakeholder interests.

### 委任及重選董事

所有董事(包括非執行董事)均按特定任期獲委任。正式委任函件或服務合同列明其主要委任條款和條件。非執行董事陳俊匡先生、韓磊先生及顧世祥先生已訂立正式委任函件，任期一至三年，惟可於不少於一個月發出事先書面通知予以終止。獨立非執行董事陳少達先生、王麗娜女士及馮昕博士已訂立正式委任函件，任期一至三年，惟可於不少於一個月發出事先書面通知予以終止。

根據本公司組織章程細則(「細則」)第84(1)條，於每屆股東週年大會(「股東週年大會」)上，當時為數三分之一的董事(或如董事人數並非三(3)的倍數，則須為最接近但不少於三分之一的人數)須輪席退任，惟每名董事須至少每三年於股東週年大會上退任一次。

根據細則第83(3)條，任何人士均可擔任董事，以填補董事會的臨時空缺或作為現有董事會的新增成員。任何以此方式獲委任的董事的任期僅可至其獲委任後的本公司首屆股東週年大會為止，其後將符合資格膺選連任。

根據上述細則條文，(i)施琦女士、韓磊先生及顧世祥先生將於本公司應屆股東週年大會上退任，並將符合資格根據細則第84(1)條膺選連任；及(ii)羅偉業先生、王冬竹先生、張利先生、張麗女士及謝俊博士將於本公司應屆股東週年大會上退任董事，並符合資格根據細則第83條膺選連任。本公司將根據上市規則適時刊發載有全體退任董事詳情的通函。

### 董事會職能

董事會的職能是指導管理層確保股東的利益得到保障。董事會負責監督本公司業務及事務的管理，以實現長期股東價值最大化，同時平衡更廣泛的利益相關者利益。

# Corporate Governance Report

## 企業管治報告

The Board has the following main duties:

- to establish the Company's purpose, values and strategy, and culture;
- to determine material and significant corporate matters;
- to direct and supervise the businesses of the Group; and
- to ensure effectiveness on the Group's financial reporting and compliance.

The Board delegates the authority and responsibility for implementing day-to-day operations and management of the Group's businesses to the executive Directors and senior management, and certain specific responsibilities to the Board committees. The Board has matters reserved for its decisions and these include:

- long-term strategy and business plan;
- major capital projects, acquisitions or divestments;
- long-term and material funding decision;
- internal controls, risk management and compliance; and
- annual and interim financial results and shareholder communications.

When delegating aspects of the management and administration functions, the Board has given clear directions as to the powers of management, in particular, where the management should report back and obtain prior Board approval before making decisions or entering into any commitments on behalf of the Company. While offering the management substantial autonomy to run and develop the business, the Board plays a key role in structuring and monitoring the reporting systems and internal controls.

董事會有以下主要職責：

- 確立公司的宗旨、價值觀、策略及文化；
- 決定重大的公司事項；
- 指導及監督本集團的業務；及
- 確保本集團財務報告的有效性和合規性。

董事會授權執行董事及高級管理層執行本集團業務的日常營運及管理的權力及責任，並授權董事會各委員會承擔若干具體責任。董事會保留若干事項供其作出決定，其中包括：

- 長期策略及業務計劃；
- 重大資本專案、收購或撤資；
- 長期和重大資金決定；
- 內部控制、風險管理和合規；及
- 年度及中期財務業績及股東溝通。

董事會於轉授管理及行政職能時，已就管理層的權力作出明確指示，特別是管理層在代表本公司作出決定或作出任何承諾前，須向董事會提交報告及事先獲得董事會批准。董事會在給予管理層相當大的自主權來經營及發展業務的同時，在構建及監督報告制度以及內部控制方面發揮關鍵作用。

# Corporate Governance Report

## 企業管治報告

### Board meetings and Board practices

#### Number of Meetings and Directors' Attendance Records

The attendance of each Director at the Board meetings, the general meeting and the Board committees' (the "Board Committees" including, the Executive Committee, the Audit Committee, the Remuneration Committee and the Nomination Committee) meetings during the year ended 31 December 2025 is set out in the table below:

### 董事會會議及董事會慣例

#### 會議次數及董事出席記錄

各董事出席截至二零二五年十二月三十一日止年度的董事會會議、股東大會及董事委員會（「董事會委員會」，包括執行委員會、審核委員會、薪酬委員會及提名委員會）會議的情況載於下表：

		Board	Audit Committee	Remuneration Committee	Nomination Committee	Annual General Meeting held on 27 June 2025 於二零二五年六月二十七日舉行的股東週年大會	Extraordinary general meeting held on 26 May 2025 於二零二五年五月二十六日舉行的股東特別大會
		董事會	審核委員會	薪酬委員會	提名委員會		
<b>Executive Directors</b>	<b>執行董事</b>						
Ms. Shi Qi (Chairlady)	施琦女士(主席)	9/10	N/A不適用	2/2	2/2	1/1	1/1
Mr. Li Jihua (Chief Executive Officer)	李九華先生(行政總裁)	8/10	N/A不適用	N/A不適用	N/A不適用	1/1	1/1
Mr. Gao Feng (resigned on 23 December 2025)	高峰先生(於二零二五年十二月二十三日辭任)	0/10	N/A不適用	N/A不適用	N/A不適用	0/1	0/1
<b>Non-Executive Directors</b>	<b>非執行董事</b>						
Mr. Law Wai Ip Vincent (appointed on 6 February 2026)	羅偉業先生(於二零二六年二月六日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Mr. Wang Dongzhu (appointed on 16 January 2026)	王冬竹先生(於二零二六年一月十六日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Mr. Han Lei	韓磊先生	0/10	N/A不適用	N/A不適用	N/A不適用	0/1	0/1
Mr. Gu Shixiang	顧世祥先生	6/10	N/A不適用	N/A不適用	N/A不適用	1/1	1/1
Mr. Chan Tsun Hong Philip (resigned on 6 February 2026)	陳俊匡先生(於二零二六年二月六日辭任)	9/10	N/A不適用	N/A不適用	N/A不適用	1/1	1/1
<b>Independent non-executive Directors</b>	<b>獨立非執行董事</b>						
Ms. Zhang Li (appointed on 16 January 2026)	張麗女士(於二零二六年一月十六日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Mr. Zhang Li (appointed on 6 January 2026)	張利先生(於二零二六年一月六日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Dr. Xie Jun (appointed on 6 January 2026)	謝俊博士(於二零二六年一月六日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Mr. Chan Siu Tat (resigned on 16 January 2026)	陳少達先生(於二零二六年一月十六日辭任)	8/10	2/2	2/2	2/2	1/1	1/1
Ms. Wang Lina (resigned on 17 April 2025)	王麗娜女士(於二零二五年四月十七日辭任)	5/5	1/1	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Mr. Zheng Changxing (resigned on 18 February 2025)	鄭昌幸先生(於二零二五年二月十八日辭任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用
Dr. Feng Xin (appointed on 18 February 2025 and resigned on 6 January 2026)	馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)	6/9	2/2	1/1	1/1	1/1	1/1

# Corporate Governance Report

## 企業管治報告

Apart from the said meetings, matters requiring Board approval were arranged by means of circulation of written resolutions of all Board members.

In addition to regular Board meetings, under code provision C.2.7 of the CG, the chairman should at least annually hold meetings with the INEDs without the presence of other Directors (the “**Chairlady and INEDs**”). During the year, one Chairlady and INEDs Meeting was held.

The Chairlady is primarily responsible, with assistance of the company secretary of the Company (the “**Company Secretary**”), for drawing up and approving the agenda for the Board meeting and each Director may request to include any matters in the agenda. At least 14 days’ notices are given to the Directors for the regular Board meetings by the Company to facilitate their attendance. All substantive agenda items with comprehensive briefing papers are distributed to Directors at least 3 days before the Board meetings so as to ensure that the Directors may receive accurate, timely and clear information to make informed decisions. For non-regular Board meetings, reasonable advance notices are given.

The Board meetings are structured to allow open discussion. All Directors participate in discussing the strategy, operational and financial performance and internal controls of the Group. The Board may, upon reasonable request, seek independent professional advice in appropriate circumstances at the Company’s expense and ensure independent views and input are available to the Board. The Board may resolve to provide separate independent professional advice to Directors to assist them to perform their duties to the Company.

All Directors may obtain the advice and services of the Company Secretary who regularly updates the Board on governance and regulatory matters. The Company Secretary is also responsible for ensuring the procedures of the Board meetings are observed and providing the Board with opinions on matters in relation to the compliance with the procedures of Board meetings.

除上述會議外，需要董事會批准的事項均以傳閱全體董事會成員的書面決議案的方式進行安排。

除定期董事會會議外，根據企業管治守則的守則條文第C.2.7條，主席應至少每年在其他董事不在場的情況下與獨立非執行董事舉行會議（「**主席與獨立非執行董事會議**」）。年內已舉行一次主席與獨立非執行董事會議。

主席在本公司的公司秘書（「**公司秘書**」）的協助下，主要負責擬定及批准董事會會議的議程，而每位董事均可要求將任何事項列入議程。為方便董事出席董事會例會，本公司會向董事發出至少14天的通知。所有包含全面簡報文件的實質性議程項目均應在董事會會議前至少3天分發予董事，以確保董事能夠收到準確、及時及清晰的資料，從而做出知情決定。對於非定期董事會會議，應提前發出合理通知。

董事會會議的結構允許進行公開討論。所有董事均參與討論本集團的策略、營運及財務表現及內部控制。董事會可應合理要求，在適當情況下尋求獨立的專業意見，費用由本公司承擔，並確保向董事會提供獨立的意見及見解。董事會可議決向董事提供獨立的專業意見，以協助其履行對本公司的職責。

全體董事均可獲得公司秘書的建議及服務，該秘書定期向董事會通報治理及監管事宜。公司秘書亦負責確保遵守董事會會議程序，並就與遵守董事會會議程序有關的事項向董事會提供意見。

# Corporate Governance Report

## 企業管治報告

If a substantial Shareholder or a Director has a conflict of interest in a matter to be considered by the Board which the Board has determined to be material, the Company will not deal with the matter by way of written resolution or by a Board committee (except if that Board committee was specifically established for such purpose) but by a physical Board meeting. The INEDs with no material interest in the matter will attend the Board meeting to deal with the matter as appropriate subject to the Listing Rules and the Articles, as appropriate. Any Director who or whose associates have any material interest in any proposed Board resolutions shall not vote (nor be counted in the quorum) on the relevant Board resolutions.

All business transacted at the Board meetings and by written resolutions were well-documented. Draft minutes are circulated to the Directors for comment within a reasonable time after each meeting and the final version is open for Directors' inspection. Minutes of the Board meetings and written resolutions are kept by the Company and are available to all Directors.

### Induction and Continuous Professional Development for Directors

Each newly appointed Director receives a formal, comprehensive and tailored induction training sessions conducted by senior executives and external legal adviser on the first occasion of his appointment to ensure that he has a proper understanding of the Company's operations and business and is fully aware of the director's responsibilities under the Listing Rules, legal and other regulatory requirements and the Company's business and governance policies. Each newly appointed directors are required, in accordance with Rule 3.09H of the Listing Rules, to complete the required hours of continuous professional development within 18 months of their appointment, and induction training for Directors is arranged by the Company.

All Directors have also been updated on the latest development regarding the Listing Rules and other applicable regulatory requirements to ensure compliance with relevant regulations and enhance their awareness of good corporate governance practices. During the year, the Company arranged training for Directors covering, among others, Directors' duties, fundamental requirements of Board governance, major amendments to the Code Provisions and ESG requirements.

In compliance with Rule 3.09D of the Listing Rules, Dr. Feng Xin in February 2025, each of Mr. Zhang Li, Mr. Wang Dongzhu, Dr. Xie Jun, and Ms. Zhang Li in January 2026, and Mr. Law Wai Ip Vincent in February 2026, had obtained the legal advice referred to in Rule 3.09D of the Listing Rules. Each of them has confirmed that they understand their obligations as a Director of the Company.

The Company will from time to time provide briefings to all Directors to develop and refresh their duties and responsibilities.

如一名主要股東或一名董事在董事會認為屬重大事項中有利益衝突，本公司將不會以書面決議案或董事會委員會（除非該董事會委員會是為此目的而特別成立）的方式處理該事項，而會透過實際的董事會會議處理該事項。與該事項並無重大利益關係的獨立非執行董事將出席董事會會議，以在上市規則及章程細則的規限下酌情處理該事項。任何董事或其聯繫人如於任何建議的董事會決議案中擁有任何重大利益，則不得就有關的董事會決議案投票（亦不得計入法定人數）。

在董事會會議上透過書面決議案處理的所有事項均有詳細記錄。會議記錄草擬本在每次會議後的合理時間內分發予董事以徵求意見，而最終版本可供董事公開查閱。董事會會議記錄及書面決議案由本公司保存，並可供全體董事查閱。

### 董事入職及持續專業發展

每名新委任的董事在其首次獲委任時均會接受正式、全面及量身定制的入職培訓及由高級行政人員及外部法律顧問進行的培訓課程，以確保其對本公司的營運及業務有正確了解，並充分了解董事在上市規則、法律及其他監管規定以及本公司業務及管治政策項下的責任。根據上市規則第3.09H條，每名新委任董事須於獲委任後18個月內完成規定的持續專業發展時數，而本公司會安排董事進行入職培訓。

全體董事亦已就上市規則及其他適用監管要求之發展獲得最新資料，從而確保遵守相關條例，同時加強彼等對良好企業管治實踐的意識。年內，本公司為董事安排董事培訓，內容涵蓋（其中包括）董事職責、董事會管治的基本要求、守則條文的重大修訂以及環境、社會及管治要求等。

根據上市規則第3.09D條的規定，馮昕博士於二零二五年二月、張利先生、王冬竹先生、謝俊博士及張麗女士各自分別於二零二六年一月以及羅偉業先生於二零二六年二月均已取得上市規則第3.09D條所述的法律意見。彼等已各自確認其了解作為本公司董事的義務。

本公司將不時向全體董事提供簡報會，以發展及更新彼等的職責及責任。

# Corporate Governance Report

## 企業管治報告

The Directors confirmed that they have complied with the training requirements under the Listing Rules. According to the records maintained by the Company, all the Directors have participated in continuous professional development on corporate governance, updates on laws, rules and regulations and accounting/financial/management or other professional skills to develop and refresh their knowledge and skills on the roles, functions and duties of a listed company director during the year ended 31 December 2025.

董事確認彼等已遵守上市規則規定的培訓要求。根據本公司保存的記錄，全體董事於截至二零二五年十二月三十一日止年度已參與有關企業管治、法律、規則及法規更新以及會計／財務／管理或其他專業技能的持續專業發展，以發展及更新彼等在上市公司董事職務、職能及職責方面的知識及技能。

		<b>Attending training seminars/ induction training/ Reading materials</b> 出席培訓研討會／ 入職培訓／閱讀材料
<b>Executive directors</b>		
Ms. Shi Qi ( <i>Chairlady</i> )	執行董事 施琦女士(主席)	✓
Mr. Li Jiuhua ( <i>Chief Executive Officer</i> )	李九華先生(行政總裁)	✓
Mr. Gao Feng (resigned on 23 December 2025)	高峰先生(於二零二五年十二月二十三日辭任)	✓
<b>Non-executive directors</b>		
Mr. Law Wai Ip Vincent (appointed on 6 February 2026)	非執行董事 羅偉業先生(於二零二六年二月六日獲委任)	N/A不適用
Mr. Wang Dongzhu (appointed on 16 January 2026)	王冬竹先生(於二零二六年一月十六日獲委任)	N/A不適用
Mr. Han Lei	韓磊先生	✓
Mr. Gu Shixiang	顧世祥先生	✓
Mr. Chan Tsun Hong Philip (resigned on 6 February 2026)	陳俊匡先生(於二零二六年二月六日辭任)	✓
<b>Independent non-executive directors</b>		
Ms. Zhang Li (appointed on 16 January 2026)	獨立非執行董事 張麗女士(於二零二六年一月十六日獲委任)	N/A不適用
Mr. Zhang Li (appointed on 6 January 2026)	張利先生(於二零二六年一月六日獲委任)	N/A不適用
Dr. Xie Jun (appointed on 6 January 2026)	謝俊博士(於二零二六年一月六日獲委任)	N/A不適用
Mr. Chan Siu Tat (resigned on 16 January 2026)	陳少達先生(於二零二六年一月十六日辭任)	✓
Ms. Wang Lina (resigned on 17 April 2025)	王麗娜女士(於二零二五年四月十七日辭任)	✓
Mr. Zheng Changxing (resigned on 18 February 2025)	鄭昌幸先生(於二零二五年二月十八日辭任)	✓
Dr. Feng Xin (appointed on 18 February 2025 and resigned on 6 January 2026)	馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)	✓

# Corporate Governance Report

## 企業管治報告

### Directors' and officers' liability insurance

The Company has renewed directors' and officers' liabilities insurance for all the Directors and the senior management of the Company for the year ended 31 December 2025. The insurance covers them against costs, charges, expenses and liabilities arising out of the Company's activities.

### CHAIRLADY AND CHIEF EXECUTIVE OFFICER

The roles of the chairman of the board and the chief executive officer are segregated in order to reinforce their independence and accountability. For the year ended 31 December 2025, Ms. Shi Qi acted as the Chairlady while Mr. Li Jihua acted as the Chief Executive Officer. There are clear demarcations of responsibility and authority between the Chairlady and the CEO which ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

The responsibilities of the Chairlady include:

1. to ensure all Directors are properly briefed on matters to be discussed at Board meetings;
2. to ensure all Directors receive adequate, accurate, clear, complete and reliable information in a timely manner;
3. to provide leadership for the Board;
4. to ensure that the Board works effectively, performs its responsibilities and discusses all key issues in a timely manner;
5. to draw up and approve the agenda for Board meetings taking into account any matters proposed by the other Directors for inclusion in the agenda;
6. to take primary responsibility for ensuring that good corporate governance practices and procedures are in place, and to oversee implementation of the practices and procedures on corporate governance;

### 董事及高級職員責任保險

本公司已為本公司全體董事及高級管理人員續期截至二零二五年十二月三十一日止年度的董事及高級管理人員責任保險。該保險承保彼等因本公司活動而產生的成本、收費、費用及責任。

### 主席及行政總裁

董事會主席與行政總裁職責分開，以加強彼等的獨立性及問責制。截至二零二五年十二月三十一日止年度，施琦女士擔任主席，李九華先生擔任行政總裁。主席與行政總裁之間有明確的責任和權力劃分，以確保適當的權力平衡、更大的問責制及更大的董事會獨立決策能力。

主席的職責包括：

1. 確保所有董事就董事會會議將討論的事項得到適當的簡報；
2. 確保所有董事及時收到充分、準確、清晰、完整及可靠的資料；
3. 為董事會提供領導；
4. 確保理事會有效開展工作、履行職責並及時討論所有關鍵問題；
5. 擬定及批准董事會會議議程，考慮其他董事提出的列入議程的事項；
6. 主要負責確保良好的企業管治實踐及程序到位，並監督企業管治實踐及程序的實施；

# Corporate Governance Report

## 企業管治報告

- |   |  |
|---|--|
| <p>7. to give each Director an opportunity to express his/her different views at Board meetings and to voice their concerns, to encourage all Directors to fully contribute to the Board's affairs and to ensure that the Board acts in the best interests of the Company, and to allow sufficient time for discussion of issues and to ensure that Board decisions fairly reflect Board consensus;</p> | <p>7. 讓每位董事有機會在董事會會議上表達其不同觀點，表達其關注事項，鼓勵所有董事為董事會事務做出充分貢獻，確保董事會的行為符合公司的最佳利益，並留出足夠的時間討論問題，確保董事會的決定公平反映董事會的共識；</p> |
| <p>8. to ensure that appropriate steps are taken to provide effective communication with Shareholders and that their views are communicated to the Board as a whole; and</p>  | <p>8. 確保採取適當步驟與股東進行有效溝通，並將其意見整體傳達給董事會；及</p>  |
| <p>9. to promote a culture of openness and debate by facilitating the effective contribution of non-executive Directors in particular and ensuring constructive relations between executive and non-executive Directors.</p>  | <p>9. 促進公開及辯論的文化，特別是促進非執行董事的有效貢獻，並確保執行董事及非執行董事之間的建設性關係。</p>  |

The responsibilities of the CEO include:

行政總裁的職責包括：

- |  |   |
|--|---|
| <p>1. to provide leadership for the management;</p>  | <p>1. 為管理層提供領導；</p>                     |
| <p>2. to implement and to report to the Board on the Company's strategy;</p>   | <p>2. 執行並向董事會報告本公司的策略；</p>              |
| <p>3. to oversee realisation by the Company of the objectives set by the Board;</p>  | <p>3. 監督本公司實現董事會設定的目標；</p>              |
| <p>4. to provide all such information to the Board as is necessary to enable the Board to monitor the performance of the management;</p> | <p>4. 向董事會提供一切必要資料，使董事會能夠監察管理層的表現；</p>  |
| <p>5. to lead management of the Company's relationships with its stakeholders;</p>   | <p>5. 領導管理本公司與其利益相關者的關係；</p>            |
| <p>6. to put in place programs for management development and succession; and</p>  | <p>6. 制定管理層發展及繼任計劃；及</p>                |
| <p>7. to establish and maintain proper internal controls and risk management systems as well as disclosure controls and procedures.</p>  | <p>7. 建立及維護適當的內部控制及風險管理系統以及披露控制及程序。</p> |

# Corporate Governance Report

## 企業管治報告

### MANAGEMENT FUNCTIONS

In general, the daily management and administration functions of the Group have been delegated to the management except for certain matters specifically reserved to the Board for decision. The management supplied the Board with appropriate and sufficient explanation and information through financial reports, business and operational reports and budget statements, in a timely manner, to enable them to make informed decisions.

In order for the Directors to make enquires where necessary, the Directors are also provided with names and contact details of the Company's senior management and the Company Secretary to facilitate Director's access to senior management and the Company Secretary.

### INDEPENDENT NON-EXECUTIVE DIRECTORS

The INEDs support the effective discharge of the duties and responsibilities of the Board, and to bring independent views and input to the Board.

The Company has complied with Rules 3.10(1) and (2), and Rule 3.10A of the Listing Rules for the year ended 31 December 2025. The Company has received from each INED an annual confirmation of his/her independence, and the Company has assessed and considered such INED to be independent in accordance with each and the various guidelines set out in Rule 3.13 of the Listing Rules.

No equity-based remuneration with performance-related elements will be granted to INED to avoid bias in their decision-making and compromise their objective and independence.

### 管理層職能

一般而言，本集團的日常管理及行政職能已下放予管理層，但若干特別保留予董事會決定的事宜除外。管理層通過財務報告、業務及營運報告以及預算報表及時向審核委員會提供適當及充分的解釋及資料，使彼等能夠作出知情決定。

為方便董事於有需要時作出查詢，董事亦獲提供本公司高級管理人員及公司秘書的姓名及聯絡資料，以方便董事接觸高級管理人員及公司秘書。

### 獨立非執行董事

獨立非執行董事支持董事會有效履行職責及責任，並向董事會提出獨立意見及想法。

本公司於截至二零二五年十二月三十一日止年度已遵守上市規則第3.10(1)及(2)條以及第3.10A條。本公司已接獲各獨立非執行董事就其獨立性發出的年度確認書，而本公司已根據上市規則第3.13條所載的各項指引評估及認為該等獨立非執行董事具備獨立性。

本公司將不會向獨立非執行董事授予任何與表現相關的股權薪酬，以避免其決策出現偏差並損害其客觀性及獨立性。

# Corporate Governance Report

## 企業管治報告

### BOARD COMMITTEES

To assist the Board in the execution of its duties, the Board has currently delegated specific functions to four Board committees. They are the Executive Committee, the Audit Committee, the Remuneration Committee and the Nomination Committee. The Board is responsible for the functions of risk management and corporate governance functions. For the year ended 31 December 2025 and up to the date of this annual report, the composition of each committee are as follows:

#### Executive Committee

Mr. Li Jiuhua (*Chairman*)  
Ms. Shi Qi

#### Audit Committee

Ms. Zhang Li (*Chairman*) (appointed on 16 January 2026)

Mr. Zhang Li (appointed on 6 January 2026)  
Dr. Xie Jun (appointed on 6 January 2026)  
Mr. Chan Siu Tat (*Chairman*) (resigned on 16 January 2026)

Ms. Wang Lina (resigned on 17 April 2025)  
Dr. Feng Xin (appointed on 18 February 2025 and resigned on 6 January 2026)

#### Remuneration Committee

Dr. Xie Jun (*Chairman*) (appointed on 6 January 2026)

Ms. Zhang Li (appointed on 16 January 2026)  
Ms. Shi Qi  
Dr. Feng Xin (*Chairman*)  
(appointed on 18 February 2025 and resigned on 6 January 2026)  
Mr. Chan Siu Tat (resigned on 16 January 2026)

#### Nomination Committee

Ms. Zhang Li (*Chairman*) (appointed on 16 January 2026)

Dr. Xie Jun (appointed on 6 January 2026)  
Ms. Shi Qi  
Mr. Chan Siu Tat (*Chairman*) (resigned on 16 January 2026)

Dr. Feng Xin (appointed on 18 February 2025 and resigned on 6 January 2026)

### 董事會委員會

為協助董事會履行其職責，董事會目前已將特定職能轉授予四個董事委員會，分別為執行委員會、審核委員會、薪酬委員會及提名委員會。董事會負責風險管理職能及企業管治職能。於截至二零二五年十二月三十一日止年度及截至本年報日期，各委員會的組成如下：

#### 執行委員會

李九華先生(*主席*)  
施琦女士

#### 審核委員會

張麗女士(*主席*)(於二零二六年一月十六日獲委任)

張利先生(於二零二六年一月六日獲委任)  
謝俊博士(於二零二六年一月六日獲委任)  
陳少達先生(*主席*)(於二零二六年一月十六日辭任)

王麗娜女士(於二零二五年四月十七日辭任)  
馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

#### 薪酬委員會

謝俊博士(*主席*)(於二零二六年一月六日獲委任)

張麗女士(於二零二六年一月十六日獲委任)  
施琦女士  
馮昕博士(*主席*)(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)  
陳少達先生(於二零二六年一月十六日辭任)

#### 提名委員會

張麗女士(*主席*)(於二零二六年一月十六日獲委任)

謝俊博士(於二零二六年一月六日獲委任)  
施琦女士  
陳少達先生(*主席*)(於二零二六年一月十六日辭任)  
馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

# Corporate Governance Report

## 企業管治報告

All the Board committees have clear written terms of reference and have to report on their decisions and recommendation to the Board. These written terms of reference are available for access at the principal place of business of the Company in Hong Kong and each of the committee members was furnished with a copy of the respective terms of reference. The written terms of reference of the Audit Committee, the Nomination Committee and the Remuneration Committee are also available on the websites of the Company and the Stock Exchange.

All business dealt with by the Board committees were well-documented. All minutes of the Board committee meetings record in sufficient detail of the matters considered and decisions reached, including any concerns raised by members of the Board committees or dissenting views expresses. Draft and final versions of minutes are sent to all members of each respective committee for their comment and records respectively. Final versions of the minutes are kept by the Company and are open to inspection by members of the Board committees at any time.

### Executive Committee

The Executive Committee currently comprises two members, both of which are executive Directors, namely Mr. Li Jiu-hua and Ms. Shi Qi. Mr. Li Jiu-hua is the chairman of the Executive Committee.

### Responsibility of the Executive Committee

The Executive Committee's responsibilities include, among others, the following:

- to set strategies, policies, plans and operational directions for the Group;
- to manage day-to-day financial and business affairs of the Group;
- to approve projects not exceeding a monetary amount pre-determined by the Board;
- to manage funds, bank facilities, loans, inter-company loans of the Group;
- to manage the share option scheme of the Company.

所有董事會委員會均有明確的書面職權範圍，並必須向董事會報告其決定及建議。該等書面職權範圍可於本公司於香港的主要營業地點查閱，而每名委員會成員均獲提供一份各自職權範圍。審核委員會、提名委員會及薪酬委員會的書面職權範圍亦可於本公司及聯交所網站查閱。

董事委員會處理的所有事務均有詳細的檔案記錄。董事委員會會議的所有會議紀要均詳細記錄所審議的事項及作出的決定，包括董事委員會成員提出的任何關注事項或表達的不同意見。會議記錄的草稿及定稿將分別送交各委員會的所有成員，以供其評論及記錄。會議記錄的最終版本由本公司保存，並可供董事委員會成員隨時查閱。

### 執行委員會

執行委員會目前由兩名成員組成，均為執行董事，即李九華先生及施琦女士。李九華先生為執行委員會主席。

### 執行委員會的責任

執行委員會的責任包括(其中包括)以下各項：

- 為本集團制定策略、政策、計劃及營運方向；
- 管理本集團的日常財務及商業事務；
- 批准不超過董事會預先釐定的金額的項目；
- 管理本集團的資金、銀行融資、貸款、公司間貸款；
- 管理本公司的購股權計劃。

# Corporate Governance Report

## 企業管治報告

### Major works done by the Executive Committee

For the year ended 31 December 2025, the major works done by the Executive Committee were summarised as follows:

- managed day-to-day operation of the Group's businesses;
- managed overall financial performance of the Group in fulfillment of strategy, plans and budgets;
- managed the Group's capital budgets and expenditures;
- managed relationship with important stakeholders of the Group; and
- managed the share option scheme of the Company.

### Audit Committee

The Audit Committee currently comprises three members, all of which are INEDs, namely Ms. Zhang Li, Mr. Zhang Li and Dr. Xie Jun. Ms. Zhang Li is the chairman of the Audit Committee, who has appropriate professional qualifications and experience in accounting matters. None of the members of the Audit Committee is a former partner of the existing external auditors of the Company.

### Responsibility of the Audit Committee

The Audit Committee's responsibilities include, amongst others, the following:

- to report to the Board on effective financial reporting controls, internal controls and risk management;
- to monitor the integrity of the Company's financial statements, annual report and interim report, and to review significant financial reporting judgements contained therein;
- to oversee the Company's relationship with the external auditor, review auditor's letter of engagement and make recommendations to the Board on appointment, re-appointment and removal of external auditor;

### 執行委員會完成的主要工作

截至二零二五年十二月三十一日止年度，執行委員會完成的主要工作概述如下：

- 管理集團業務的日常營運；
- 管理本集團在完成戰略、計劃及預算方面的整體財務業績；
- 管理本集團的資本預算及支出；
- 管理與本集團重要利益相關者的關係；及
- 管理本集團的購股權計劃。

### 審核委員會

審核委員會目前由三名成員組成，均為獨立非執行董事，即張麗女士、張利先生及謝俊博士。張麗女士為審核委員會主席，具備適當的專業資格及在會計事宜方面擁有豐富經驗。概無審核委員會成員為本公司現有外部核數師的前任合夥人。

### 審核委員會的責任

審核委員會的責任包括(其中包括)以下各項：

- 向董事會報告有效的財務報告控制、內部控制及風險管理；
- 監督本公司財務報表、年度報告及中期報告的完整性，並審查其中所載的重大財務報告判斷；
- 監督本公司與外聘核數師的關係，審閱核數師的聘書，並就外聘核數師的委任、重新委任及罷免向董事會提出建議；

# Corporate Governance Report

## 企業管治報告

- to review and monitor external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards;
  - to review external auditor's management letter and any material queries raised by the auditor to the management and the management's response;
  - to approve the remuneration and terms of engagement of external auditor, and any questions of its resignation or dismissal;
  - to develop and implement policy on engaging an external auditor to supply non-audit services; and
  - to review the financial controls, risk management and internal control systems (including the adequacy of resources, and the effectiveness of the financial and internal audit function).
- 按照適用的標準審查及監督外聘審計師的獨立性及客觀性以及審計程序的有效性；
  - 審閱外聘核數師的管理信函及核數師向管理層提出的任何實質性問題，以及管理層的回應；
  - 批准外聘核數師的薪酬及委聘條款，以及任何有關其辭任或解僱的問題；
  - 制定及實施有關委聘外聘核數師提供非審核服務的政策；及
  - 審閱財務控制、風險管理及內部控制系統(包括資源的充足性，以及財務及內部審計職能的有效性)。

The Audit Committee has the following veto rights. The Company cannot implement any of the following matters which have been vetoed by the Audit Committee:

審核委員會擁有以下否決權。本公司不能執行以下任何經審核委員會否決之事宜：

- to approve any connected transaction within the meaning of the Listing Rules which requires an independent Shareholders' vote (unless the approval of such connected transaction is made conditional on the obtaining of the approval of the INEDs and the independent Shareholders); and
  - to employ or dismiss the Group's financial controller or the internal audit manager or persons holding similar positions.
- 批准任何須經獨立股東投票之關連交易(定義見上市規則)，惟倘該關連交易之批准在取得獨立非執行董事及獨立股東批准後方可作實則除外；及
  - 僱用或罷免本集團的財務總監或內部審核經理或擔任相類似職務之人士。

# Corporate Governance Report

## 企業管治報告

### Major works done by the Audit Committee

For the year ended 31 December 2025, the major works done by the Audit Committee were summarised as follows:

- reviewed with the management and the external auditors (if applicable) on the interim results for the six months ended 30 June 2025 and the annual results for the year ended 31 December 2025, and related announcements including the related disclosures, the integrity of financial reporting and the accounting policies adopted by the Group prior to the submission to the Board's approval;
- discussed with management on significant judgments affecting Group's consolidated financial statements;
- reviewed and discussed the risk management and internal control report including the status of implementing recommendations in previous report;
- reviewed, assessed the adequacy and effectiveness of the Company's risk management and internal controls;
- considered the re-appointment of the external auditor;
- reviewed and monitored the external auditor's independence and objectivity and the effectiveness during the audit process; and
- reviewed and monitored the external auditor's non-audit services.

During the year ended 31 December 2025, 2 meetings of the Audit Committee were held for, *inter alia*, reviewing the Group's interim and annual results, the Group's financial reporting and compliance under the CG Code, the effectiveness of the Group's risk management and internal control systems, and considering the re-election and the change of auditor of the Company, the individual attendance records of each Director at the meeting of the Audit Committee is set out on page 34 of this annual report.

The external auditor and the internal audit adviser of the Company also attended meetings of the Audit Committee by invitation.

### 審核委員會完成的主要工作

截至二零二五年十二月三十一日止年度，審核委員會完成的主要工作概述如下：

- 與管理層及外聘核數師(如適用)審閱截至二零二五年六月三十日止六個月的中期業績及截至二零二五年十二月三十一日止年度的年度業績，以及相關公告，包括相關披露、財務報告的完整性及本集團於呈交董事會批准前所採納的會計政策；
- 與管理層討論影響本集團合併財務報表的重大判斷；
- 審查並討論風險管理及內部控制報告，包括上一份報告中建議的執行情況；
- 審查、評估公司風險管理及內部控制的充分性和有效性；
- 考慮續聘外部核數師；
- 在審計過程中審查和監督外聘審計師的獨立性、客觀性及有效性；及
- 審查及監督外聘核數師的非審計服務。

於截至二零二五年十二月三十一日止年度，審核委員會已舉行兩次會議，藉以(其中包括)審閱本集團的中期及年度業績、本集團的財務報告及企業管治守則項下的合規情況、本集團風險管理及內部監控系統的有效性，以及考慮重選及更改本公司核數師，而各董事出席審核委員會會議的個別記錄載於本年報第34頁。

本公司的外部核數師及內部審計顧問亦應邀出席審核委員會會議。

# Corporate Governance Report

## 企業管治報告

### Remuneration Committee

The Remuneration Committee currently comprises three members, a majority of which are INEDs, namely Dr. Xie Jun (INED), Ms. Zhang Li (INED) and Ms. Shi Qi (executive Director). Dr. Xie Jun is the chairman of the Remuneration Committee.

### Responsibility of the Remuneration Committee

The Remuneration Committee's responsibilities include, among others, the following:

- to recommend to the Board the policy and structure for all remuneration of the Directors and the senior management of the Company;
- to review the management's remuneration proposals with reference to the Board's corporate goals and objectives;
- reviewing and making recommendations to the Board the compensation, if any, payable to the Directors and senior management of the Group in connection with any loss or termination of office or appointment;
- to determine, with delegated responsibility, the specific remuneration packages of all executive Directors and senior management;
- to recommend to the Board's approval the remuneration of non-executive Directors;
- to ensure that no Director or any of his associates is involved in deciding his own remuneration; and
- to review and approve matters relating to share option schemes of the Company in accordance to chapter 17 of the Listing Rules.

### 薪酬委員會

薪酬委員會由三名成員組成，大多數成員為獨立非執行董事，即謝俊博士（獨立非執行董事）、張麗女士（獨立非執行董事）及施琦女士（執行董事）。謝俊博士為薪酬委員會主席。

### 薪酬委員會的責任

薪酬委員會的責任包括(其中包括)以下各項：

- 向董事會建議本公司董事及高級管理層所有薪酬的政策及結構；
- 參考董事會的企業宗旨及目標，檢討管理層的薪酬建議；
- 檢討並向董事會推薦建議因任何喪失或終止職務或委任而應付予本集團董事及高級管理人員的補償(如有)；
- 根據授權職責，釐定所有執行董事及高級管理人員的具體薪酬待遇；
- 建議董事會批准非執行董事的薪酬；
- 確保董事或其任何聯繫人均不參與釐定其本身的薪酬；及
- 根據上市規則第17章，審閱及批准有關本公司購股權計劃的事宜。

# Corporate Governance Report

## 企業管治報告

### Major works done by the Remuneration Committee

For the year ended 31 December 2025, the major works done by the Remuneration Committee were summarised as follows:

- conducted the annual review of the remuneration for all Directors (including the executive Directors), based on remuneration policies and annual performances; and
- approved terms of service contracts of the executive Directors and senior management.

During the year ended 31 December 2025, since there was no share option granted under the Share Option Scheme (defined hereunder), no material matter relating to the Share Option Scheme has been reviewed by the Remuneration Committee.

During the year ended 31 December 2025, 2 meetings of the Remuneration Committee were held, the individual attendance records of each Director at the meeting of the Remuneration Committee is set out on page 34 of this annual report.

### Remuneration policy

The Company has adopted and updated a remuneration policy for the Directors and senior management. The remuneration for the executive Directors and senior management may comprise basic salary, bonus, share options and pensions. Apart from basic salary, executive Directors and senior management are eligible to receive a discretionary bonus taking into account factors such as market conditions as well as corporate and individual's performance. The remuneration of non-executive Directors may comprise basic salary without equity-based and performance-related components, and should be reviewed annually with reference to comparable companies and market condition. Remuneration adjustments may be made, after taking into account performance of the individual, contribution, responsibilities, and reference to comparable listed companies in Hong Kong.

### 薪酬委員會完成的主要工作

截至二零二五年十二月三十一日止年度，薪酬委員會完成的主要工作概述如下：

- 根據薪酬政策及年度業績，對所有董事（包括執行董事）的薪酬進行年度檢討；及
- 批准執行董事及高級管理層的服務合約的條款。

截至二零二五年十二月三十一日止年度，由於並無根據購股權計劃（定義見下文）授出購股權，故薪酬委員會並未審閱任何與購股權計劃有關的重大事宜。

於截至二零二五年十二月三十一日止年度，薪酬委員會已舉行兩次會議，各董事出席薪酬委員會會議的個人記錄載於本年報第34頁。

### 薪酬政策

本公司已採納並更新董事及高級管理人員的薪酬政策。執行董事及高級管理人員的薪酬可包括基本工資、獎金、股票期權及養老金。除基本薪金外，執行董事及高級管理人員在考慮市況、公司及個人表現等因素後，亦有資格獲得酌情花紅。非執行董事的薪酬可包括基本薪金，但不包括以股權為基礎及與業績相關的部分，並應參考可比較公司及市場狀況每年進行審查。薪酬調整可在考慮個別人士的表現、貢獻、責任及參照香港同類上市公司後作出。

# Corporate Governance Report

## 企業管治報告

The following table illustrates the elements of remuneration of executive Directors and senior management.

下表說明執行董事及高級管理人員的薪酬要素。

Remuneration 薪酬	Purpose 目的	Reward 獎勵	Policy details 政策詳情
Basic Salary	To reflect the market value of each individual	<ul style="list-style-type: none"> <li>Cash payment</li> <li>Monthly</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed annually</li> <li>Compare against selected comparable companies</li> <li>Market trend</li> </ul>
基金薪金	反映每個人的市場價值	<ul style="list-style-type: none"> <li>現金支付</li> <li>每月</li> </ul>	<ul style="list-style-type: none"> <li>每年檢討</li> <li>與選定的可比較公司對比</li> <li>市場趨勢</li> </ul>
Discretionary Bonus	To motivate employees to help the Company achieve high levels of performance and to achieve individual performance goals	<ul style="list-style-type: none"> <li>Cash payment</li> <li>Annually</li> </ul>	<ul style="list-style-type: none"> <li>Individual performance</li> <li>Market condition</li> <li>The Group performance relative to corporate targets</li> </ul>
酌情花紅	激勵員工協助本公司實現高水平的業績及達成個人表現目標	<ul style="list-style-type: none"> <li>現金支付</li> <li>每年</li> </ul>	<ul style="list-style-type: none"> <li>個人表現</li> <li>市場狀況</li> <li>與公司目標相關的本集團績效</li> </ul>
Pension	To provide appropriate and competitive post-retirement benefits	<ul style="list-style-type: none"> <li>Cash payment</li> <li>Monthly</li> </ul>	<ul style="list-style-type: none"> <li>MPF scheme</li> </ul>
退休金	提供適當及有競爭力的退休後福利	<ul style="list-style-type: none"> <li>現金支付</li> <li>每年</li> </ul>	<ul style="list-style-type: none"> <li>強積金計劃</li> </ul>

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the members of the Board and the senior management by band for the year ended 31 December 2025 is set out below:

根據企業管治守則的守則條文E.1.5條，董事會成員及高級管理層於截至二零二五年十二月三十一日止年度的薪酬範圍載列如下：

Remuneration bands (HK\$) 薪酬範圍 (港元)	Number of Individuals 人數
0–1,000,000	–
1,000,001–1,500,000	2
1,500,001–2,000,000	–

# Corporate Governance Report

## 企業管治報告

### Nomination Committee

The Nomination Committee currently comprises three members, a majority of which are INEDs, namely Ms. Zhang Li (INED), Dr. Xie Jun (INED) and Ms. Shi Qi (executive Director). Ms. Zhang Li is the chairman of the Nomination Committee.

### Responsibility of the Nomination Committee

The Nomination Committee's responsibilities include the following:

- to review the structure, size and composition of the Board;
- to review and make recommendation to the Board on the succession plan for the Directors, in particular, the Chairman/ Chairlady and the CEO;
- to identify individuals suitably qualified to become Board members and to select or to make recommendations to the Board on the selection of individuals nominated for directorships;
- to assess the independence of INEDs;
- to make recommendations to the Board on relevant matters relating to the appointment or re-appointment of Directors;
- to review the Board Diversity Policy (defined hereunder) as appropriate, and review the measurable objectives that the Board has set for implementing the Board Diversity Policy and the progress on achieving the objectives; and
- to support the regular evaluation of the performance of the Board.

### 提名委員會

提名委員會由三名成員組成，大多數成員為獨立非執行董事，即張麗女士（獨立非執行董事）、謝俊博士（獨立非執行董事）及施琦女士（執行董事）。張麗女士為提名委員會主席。

### 提名委員會的責任

提名委員會的責任包括以下各項：

- 檢討董事會的架構、規模及組成；
- 檢討董事（尤其是主席及行政總裁）的繼任計劃，並向董事會提出建議；
- 物色具備合適資格之人士成為董事會成員，以及對獲提名出任董事之人士進行甄選，或就此向董事會提供建議；
- 評核獨立非執行董事之獨立性；
- 就委任或重新委任董事的相關事宜向董事會提供建議；
- 適時審閱董事會多元化政策（定義見下文），及審閱為執行董事會多元化政策而定的任何可計量目標及達標的進度；及
- 支持定期評估董事會績效。

# Corporate Governance Report

## 企業管治報告

### Major work done by the Nomination Committee

For the year ended 31 December 2025, the major works done by the Nomination Committee were summarised as follows:

- reviewed the structure, size and composition of the Board;
- reviewed the Director retirement and rotation arrangement in the 2024 annual general meeting;
- assessed the independence of INEDs; and
- reviewed the Board diversity policy, the measurable objectives that the Board has set and the progress on achieving the objectives.

During the year ended 31 December 2025, 2 meetings of the Nomination Committee were held, the individual attendance records of the each Director at the meeting of the Nomination Committee is set out on page 34 of this annual report.

### Nomination policy

The Company has adopted and updated a nomination policy for the Directors. The Nomination Committee and the Board shall consider the following criteria in evaluating and selecting candidates for directorships:

- character and integrity;
- willingness to devote adequate time to discharge duties as a Board member and other directorships and significant commitments;
- possessing core competencies that meet the needs of the Group;
- the Board diversity policy and any measurable objectives adopted by the Company for achieving diversity on the Board; and
- the independence in case of an INED.

### 提名委員會完成的主要工作

截至二零二五年十二月三十一日止年度，提名委員會完成的主要工作概述如下：

- 檢討董事會的架構、規模及組成；
- 在二零二四年股東週年大會上檢討董事退休及輪換安排；
- 評估獨立非執行董事的獨立性；及
- 檢討董事會多元化政策、董事會設定的可衡量目標以及實現目標的進展。

於截至二零二五年十二月三十一日止年度，提名委員會已舉行兩次會議，各董事出席提名委員會會議的個人記錄載於本年報第34頁。

### 提名政策

本公司已採納及更新董事提名政策。提名委員會及董事會在評估和選擇董事職位候選人時應考慮以下標準：

- 品格及誠信；
- 是否願意投放足夠時間履行董事會成員及其他董事職務的職責及肩負重大承擔；
- 擁有本集團所需的核心技能；
- 本公司為達致董事會成員多元化而採納董事會成員多元化政策及任何可計量目標；及
- 獨立性(倘為獨立非執行董事)。

# Corporate Governance Report

## 企業管治報告

For appointment of a new Director, the Nomination Committee shall, upon receipt of the proposal on appointment of new Director and the biographical information (or relevant details) of the candidate, evaluate such candidate based on the criteria set out in the nomination policy. If the process yields one or more desirable candidates, the Nomination Committee shall rank them by order of preference based on the needs of the Company and reference check of each candidate (where applicable). The Nomination Committee shall make recommendation to the Board in respect of the appointment of appropriate candidate for directorship.

For any person that is nominated by a Shareholder for election as a director at the general meeting of the Company, the Nomination Committee and the Board shall evaluate such candidate based on the criteria as set out in the nomination policy whether such candidate is qualified for directorship and where appropriate, the Nomination Committee and the Board shall make recommendation to Shareholders in respect of the proposed election of director at the general meeting.

For re-election of a Director at a general meeting, the Nomination Committee shall review the overall contribution and service to the Company of the retiring Director including his/her attendance of Board meetings and, where applicable, general meetings, and the level of participation and performance on the Board. The Nomination Committee shall also review and determine whether the retiring director continues to meet the criteria as set out in the nomination policy. The Nomination Committee and/or the Board shall then make recommendation to the Shareholders in respect of the proposed re-election of Director at the general meeting.

### Board diversity policy

The Company recognises the benefits of having a diverse Board to enhance its performance. Accordingly, the Company adopted and updated a board diversity policy (the **"Board Diversity Policy"**) which aims to set out the approach to achieving diversity for the Board. The Nomination Committee is responsible for reviewing the structure, size and composition of the Board and making recommendations to the Board on the appointment of new Directors from time to time to ensure that it has a balanced composition of skills, experience and expertise appropriate to the requirements of the businesses of the Company.

就委任新董事而言，提名委員會應於接獲建議委任新董事及候選人履歷資料(或相關資料)後，根據提名政策所載標準評核該候選人。倘此過程涉及一名或多名合適的候選人，提名委員會應根據本公司的需求及每名候選人的證明審查(如適用)按優先次序將彼等排名。提名委員會須就委任合適候選人擔任董事向董事會提出推薦建議。

對於在本公司股東大會獲股東提名參選董事之任何人士，提名委員會及董事會應按照提名政策所載準則評核有關候選人，以釐定有關候選人是否符合資格履行董事職務，於適當情況下，提名委員會及董事會應就於股東大會上建議推選董事向股東作出推薦建議。

就於股東大會上重選董事而言，提名委員會應檢討退任董事對本公司的整體貢獻及服務，包括董事會會議及股東大會(倘適用)出席情況，以及在董事會的參與程度及表現。此外，提名委員會應檢討及釐定退任董事是否仍然符合提名政策所載標準。提名委員會及/或董事會應於其後就於股東大會上建議重選董事向股東提出推薦建議。

### 董事會多元化政策

本公司深明董事會多元化對提升其表現裨益良多。因此，本公司採納董事會多元化政策(「**董事會多元化政策**」)並加以更新，該政策旨在羅列達致董事會成員多元化的方法。提名委員會負責檢討董事會的架構、規模及組成，並不時就委任新董事向董事會提出推薦建議，以確保董事會組成在切合本公司業務需要的技能、經驗及專業知識方面取得平衡。

# Corporate Governance Report

## 企業管治報告

The Board Diversity Policy is reviewed annually. The Nomination Committee will consider certain measurable objectives for achieving diversity on the Board and make recommendation to the Board. For the purpose of implementation of the Board Diversity Policy, the following measurable objectives were fulfilled as at the date of this annual report:

- three Directors are INEDs, as compared with the objective of at least one-third of the Directors should be INEDs;
- one INED has obtained accounting or relevant financial management professional qualifications, as compared with the objective of at least one INED should have such qualifications;
- seven Directors are male and two Directors are female (representing approximately 22% of the total nine Directors), as compared with the objective of no single-gender Board; and
- all Directors have 8 years or more of experience in the industry he/she is specialized in, as compared with the objective of at least half of the Directors should have such experience.

As at the date of this annual report, other factors which are non-measurable but also important to the diversity of the Board are as follows:

- Three Directors are within the age range of 40–49, four Directors are within the age range of 50–59, and two Director are within the age range of 60–69; and
- Five Director serves the Board for less than one year and four Directors serve the Board for over three years.

董事會多元化政策將按年檢討。提名委員會為達致董事會成員多元化，將考慮若干可計量目標，並向董事會作出推薦建議。於本年報日期，就實施董事會多元化政策而言，已實現下列可計量目標：

- 三名董事為獨立非執行董事，而目標為至少三分之一的董事應為獨立非執行董事；
- 一名獨立非執行董事已取得會計或相關財務管理專業資格，而目標為至少一名獨立非執行董事須取得相關資格；
- 七名董事為男性及兩名董事為女性(佔合共九名董事約22%)，而目標為董事會由非單一性別董事組成；及
- 全體董事均於其專門從事的行業中擁有8年或以上經驗，而目標為至少一半董事須具備相關經驗。

於本年報日期，屬不可計量目標但亦對董事會多元化而言屬重要的其他因素如下：

- 三名董事的年齡介乎40至49歲、四名董事的年齡介乎50至59歲以及兩名董事的年齡介乎60至69歲；及
- 五名董事為董事會效力的年限不足一年及四名董事為董事會效力的年限為三年以上。

# Corporate Governance Report

## 企業管治報告

### Gender diversity

The gender ratio in the Board as at the date of this annual report was 3.5 (7 males: 2 females), while the gender ratio in the workforce of the Group as at 31 December 2025 was approximately 1:1.08 (307 males: 332 females). As at this moment, the Company aims to achieve a Board and a workforce (including senior management) without single-gender, but recognises that the gender diversity at the Board level can be improved given that the majority composition is male. The Company will ensure there is a gender diversity when identifying director candidate and recruiting employees so that there is a pipeline of female employees, management and Directors in near future. On the other hand, more resources will be invested in training female employees who have long and relevant experience in the business of the Group, with the aim of promoting them to the management or Directors.

### Directors' Skills and Experience

### 性別多元化

於本年報日期，董事會的性別比例為3.5(7名男性：2名女性)，而截至二零二五年十二月三十一日，本集團僱員的性別比例約為1:1.08(307名男性：332名女性)。目前，本公司旨在實現董事會及僱員(包括高級管理層)由非單一性別組成，但由於大多數成員為男性，本公司認識到董事會的性別多元化可改善。本公司將確保在識別董事候選人及招聘僱員時存在性別多元化，以令女性僱員、管理層人員及董事於不久將來加入本公司。另一方面，本公司將投入更多資源培養於本集團業務方面具備長期相關經驗的女性員工，以期將彼等提升為管理層人員或董事。

### 董事技能及經驗

Category (Note)/Directors 類別(附註)/董事	Executive Leadership & Strategy/Listed Company Exp. 行政人員領導與策略/上市公司經驗	Capital Market Expertise 資本市場專業知識	Accounting & Financial Management 會計及財務管理	Legal, Regulatory & Compliance 法律、監管及合規	Chinese Mainland Exposure 中國內地風險披露	Digital, Tech & Innovation 數字、技術及創新	Healthcare & Wellness Industry 醫療保健及康健行業
<b>Executive Directors</b> 執行董事							
Ms. Shi Qi 施琦女士	✓	✓	✓	✓	✓		✓
Mr. Li Jiu Hua 李九華先生	✓	✓	✓		✓		
<b>Non-executive Directors</b> 非執行董事							
Mr. Han Lei 韓磊先生					✓		✓
Mr. Gu Shixiang 顧世祥先生	✓				✓		
Mr. Wang Dongzhu 王冬竹先生	✓				✓	✓	
Mr. Law Wai Ip Vincent 羅偉業先生	✓	✓	✓	✓			
<b>Independent Non-executive Directors</b> 獨立非執行董事							
Mr. Zhang Li 張利先生	✓	✓		✓	✓		
Dr. Xie Jun 謝俊博士	✓	✓			✓	✓	✓
Ms. Zhang Li 張麗女士	✓		✓		✓		
Coverage (% of entire Board) 覆蓋率(佔董事會總數的百分比)	89%	56%	44%	33%	89%	22%	33%

# Corporate Governance Report

## 企業管治報告

Note: Skills Categories and Descriptions

附註：技能分類及描述

Category 分類	Description 描述
Executive Leadership & Strategy/ Listed Company Experience 行政人員領導與策略／上市公司 經驗	Experience in senior corporate leadership roles; capability to formulate strategic objectives and manage daily operations. Directorship or senior executive role(s) in other companies listed on the Stock Exchange or other capital markets. 擁有豐富的高級企業領導經驗；具備制定策略目標及管理日常營運的能力。曾於聯交所或其他資本市場上市的其他公司擔任董事或高級行政人員職務。
Capital Market Expertise 資本市場專業知識	Experience in capital markets, including corporate restructuring, project financing, securities investment, asset management, and investment banking. 在資本市場方面擁有經驗，包括企業重組、項目融資、證券投資、資產管理及投資銀行。
Accounting & Financial Management 會計及財務管理	Professional accounting qualifications or financial management experience, including internal controls, reviewing or analyzing financial statements, and overseeing budgets or corporate funding arrangements. 專業會計資格或財務管理經驗，包括內部控制、審閱或分析財務報表以及監督預算或企業融資安排。
Legal, Regulatory & Compliance 法律、監管及合規	Professional governance qualifications, or experience in regulatory policies, corporate governance functions, and risk management frameworks. 專業管治資格，或在監管政策、企業管治職能及風險管理框架方面的經驗。
Chinese Mainland Exposure 中國內地風險披露	Knowledge of and management experience in business operations, industrial planning, or state-owned/private enterprises within the Chinese Mainland market. 具備中國內地市場業務營運、行業規劃或國有／私人企業的知識及管理經驗。
Digital, Tech & Innovation 數字、技術及創新	Practical knowledge and research experience in computer science, digital assets, financial technology (FinTech) innovations, and e-commerce strategic applications. 具備電腦科學、數字資產、金融科技創新及電子商務策略應用的實務知識及研究經驗。
Healthcare & Wellness Industry 醫療保健及康健行業	Strategic investment, operations, or institutional advisory experience in medical services, health funds, public leisure infrastructure, or pension and healthcare-related programs. 在醫療服務、健康基金、公共休閒基礎設施或退休金及醫療保健相關計劃方面擁有策略性投資、營運或機構諮詢經驗。

### CORPORATE GOVERNANCE FUNCTION

The Board is responsible for, amongst other things,

- developing and reviewing the policies and practices of the Company on corporate governance;
- reviewing and monitoring the policies and practices of the Company on compliance with legal and regulatory requirement;
- reviewing and monitoring the training and continuous professional development of Directors and senior management;
- developing, reviewing and monitoring the code of conduct applicable to employees and Directors; and

### 企業管治職能

董事會負責(其中包括)：

- 制訂及檢討本公司企業管治方面的政策及常規；
- 檢討及監察本公司在遵守本公司法規及監管規定方面之政策及常規；
- 檢討及監察董事及高級管理層之培訓及持續專業發展；
- 制訂、檢討及監察適用於僱員及董事的操守守則；及

# Corporate Governance Report

## 企業管治報告

- reviewing the Company's compliance with the CG Code and disclosure in the corporate governance report contained in annual reports.

For the year ended 31 December 2025, the Board has reviewed the corporate governance function of the Company, as well as the CG Code's compliance practices of each Director and the Board as a whole.

### DIRECTORS' AND AUDITOR'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of financial statements for the relevant accounting periods which give a true and fair view of the Group's financial position, results of operations and cash flows. In preparing the financial statements for the year ended 31 December 2025, the Directors have applied applicable accounting policies, adopted appropriate accounting standards and prepared the accounts on a going concern basis.

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

The responsibilities of the Group's external auditors, Rongcheng (Hong Kong) CPA Limited (formerly known as CL Partners CPA Limited) ("**Rongcheng**"), on the Company's consolidated financial statements are set out in the "Independent Auditor's Report" on pages 86 to 91 of this annual report.

### AUDITORS' REMUNERATION

Rongcheng being the auditor of the Company for the year ended 31 December 2025, acknowledged their reporting responsibilities in the auditor's report on the consolidated financial statements for the year ended 31 December 2025 as set out in this annual report. For a detailed statement of the reporting responsibilities of Rongcheng, please refer to the section headed "Independent Auditor's Report" of this annual report.

For the year ended 31 December 2025, Rongcheng is appointed as the Group's auditor until the conclusion of the forthcoming annual general meeting. The consolidated financial statements for the year ended 31 December 2025 are audited by Rongcheng. The

- 檢討本公司遵守企管守則的情況及本年報所載企業管治報告的披露情況。

截至二零二五年十二月三十一日止年度，董事會已檢討本公司企業管治職能，以及各董事及董事會遵守企管守則常規的整體情況。

### 董事及核數師對財務報表的責任

董事確認其有責任編製相關會計期間的財務報表，以真實及公允地反映本集團的財務狀況、經營業績及現金流量。於編製截至二零二五年十二月三十一日止年度的財務報表時，董事已應用適用的會計政策，採納適當的會計準則，並以持續經營基準編製賬目。

董事會並不知悉與可能對本集團持續經營的能力產生重大疑慮的事件或情況有關的任何重大不確定性。

本集團外部核數師容誠(香港)會計師事務所有限公司(前稱先機會計師行有限公司)(「容誠」)對本公司綜合財務報表的責任載於本年報第86至91頁的「獨立核數師報告」。

### 核數師酬金

本公司於截至二零二五年十二月三十一日止年度之核數師容誠確認其於本年報所載截至二零二五年十二月三十一日止年度綜合財務報表的核數師報告中所述的申報責任。有關容誠的申報責任詳細說明，請參閱本年報「獨立核數師報告」一節。

截至二零二五年十二月三十一日止年度，容誠獲委任為本集團的核數師，任期至應屆股東週年大會結束為止。截至二零二五年十二月三十一日止年度的綜合財務報表已由容誠審

# Corporate Governance Report

## 企業管治報告

remuneration paid/payable to Rongcheng and its affiliates in respect of their audit and non-audit services are as follows:

核。就審計及非審計服務已付／應付容誠及其聯屬公司的薪酬如下：

		2025 二零二五年 HK\$'000 千港元
Audit services	審計服務	1,750
Non-audit services	非審計服務	-
Total	總計	1,750

The remuneration of the audit and the non-audit services are determined with reference to, among others, commitments and workloads of the services, urgency and time-requirement of the jobs, complexity of the underlying transactions and quality of the final service results.

審計及非審計服務的薪酬乃經參考(其中包括)服務的投入及工作量、工作的緊急程度及時間。審計及非審計服務的薪酬乃經參考(其中包括)服務的投入及工作量、工作的緊急程度及時間規定、有關交易的複雜程度及最終服務結果的質素而釐定。

The Audit Committee has recommended to the Board that Rongcheng be nominated for re-appointment as the auditor of the Company at the forthcoming annual general meeting. There is no disagreement between the Board and the Audit Committee on the re-appointment of Rongcheng.

審核委員會已向董事會建議於應屆股東週年大會提名重新委聘容誠為本公司的核數師。董事會與審核委員會在續聘容誠上概無意見分歧。

### COMPANY SECRETARY

During the year and up to the date of this annual report, upon resignation of Ms. Xu Jiayuan (“**Ms. Xu**”) as the Company Secretary on 11 April 2025, Mr. Lam Kai Kei (“**Mr. Lam**”) was appointed as the Company Secretary in place of Ms. Xu. Following the resignation of Mr. Lam as the Company Secretary on 9 May 2025, Ms. Leong Kai Weng Subrina (“**Ms. Leong**”) was appointed as the Company Secretary in place of Mr. Lam. Ms. Xu, Mr. Lam and Ms. Leong do not act as an individual employee of our Company, but as external service providers in respect of their appointments as the Company Secretary of the Company. The primary contact person at the Company is Ms. Shi Qi, the Chairlady of the Board.

### 公司秘書

於年內及直至本年報日期，於許佳媛女士(「**許女士**」)在二零二五年四月十一日辭任公司秘書後，林啟基先生(「**林先生**」)獲委任接替許女士擔任公司秘書。於林先生在二零二五年五月九日辭任公司秘書後，梁佳穎女士(「**梁女士**」)獲委任接替林先生擔任公司秘書。許女士、林先生及梁女士並非本公司的個人僱員，而是作為外部服務提供者，獲委任為本公司的公司秘書。本公司的主要聯絡人為董事會主席施琦女士。

During the year and up to the date of this annual report, Ms. Xu, Mr. Lam and Ms. Leong were responsible for providing advice to the Board on corporate governance matters. Ms. Xu, Mr. Lam and Ms. Leong have confirmed that they have taken no less than 15 hours of relevant professional training as required under Rule 3.29 of the Listing Rules during the year ended 31 December 2025.

於年內及直至本年報日期，許女士、林先生及梁女士負責就企業管治事宜向董事會提供意見。許女士、林先生及梁女士已確認，截至二零二五年十二月三十一日止年度，彼等已根據上市規則第3.29條的規定接受不少於15小時的相關專業培訓。

# Corporate Governance Report

## 企業管治報告

### RISK MANAGEMENT AND INTERNAL CONTROL

For the year ended 31 December 2025, the Group has established appropriate and effective risk management and internal control systems, which are reviewed annually. The management is responsible for the design, implementation and monitoring of such systems, while the Board oversees management in performing its duties on an ongoing basis. Main features of the risk management and internal control systems are described in the sections below:

#### Risk management system

The Group adopts a risk management system which manages the risk associated with its business and operations. The system comprises the following phases:

- **Identification:** Identify ownership of risks, business objectives and risks that could affect the achievement of objectives.
- **Evaluation:** Analyze likelihood and impact of the risks and evaluate the risk portfolio accordingly.
- **Management:** Consider risk responses, ensure effective communication to the Board and continuously monitor the residual risks.

Based on the risk assessments conducted in 2025 and save as disclosed in this annual report, no significant risk was identified.

#### Internal control system

The Company has in place an internal control system which is compatible with the Committee of Sponsoring Organizations of the Treadway Commission (“**COSO**”) 2013 framework. The framework enables the Group to achieve objectives regarding effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations. The components of the framework are shown as follow:

- **Control Environment:** A set of standards, processes and structures that provide the basis for carrying out internal controls across the Group.
- **Risk Assessment:** A dynamic and iterative process for identifying and analyzing risks to achieve the Group’s objectives, forming a basis for determining how risks should be managed.

### 風險管理及內部監控

截至二零二五年十二月三十一日止年度，本集團已建立適當及有效之風險管理及內部監控系統，並按年進行檢討。管理層負責該等系統之設計、實施及監控，而董事會負責持續監督管理層執行其職責。風險管理及內部監控系統的主要特徵載於以下章節：

#### 風險管理系統

本集團採納一套風險管理系統，管理與其業務及營運有關的風險。該系統包括以下階段：

- **識別：**識別風險歸屬、業務目標及可能影響目標實現的風險。
- **評估：**分析風險的可能性及影響，並據此評估風險組合。
- **管理：**考慮風險回應措施，確保與董事會有效溝通並持續監控剩餘風險。

根據於二零二五年進行的風險評估，除本年報所披露者外，並無發現任何重大風險。

#### 內部監控系統

本公司設有與 Committee of Sponsoring Organizations of the Treadway Commission (“**COSO**”)二零一三年框架相符的內部監控系統。該框架使本集團能夠實現有關運營有效性及效率、財務報告可靠性以及遵守適用法律及法規的目標。該框架的組成部分列示如下：

- **監控環境：**為於本集團進行內部監控提供基礎的一套準則、程序及架構。
- **風險評估：**識別及分析風險以實現本集團目標，以及為釐定如何管理風險提供基礎的不斷轉變而反覆的過程。

# Corporate Governance Report

## 企業管治報告

- **Control Activities:** Action established by policies and procedures to help ensure the implementation of management's direction to mitigate risk in order to achieve objectives.
- **Information and Communication:** Internal and external communication to provide the Group with the information needed to carry out day-to-day controls.
- **Monitoring:** Ongoing and separate evaluations to ascertain whether each component of internal controls is present and functioning.
- **監控活動：**根據政策及程序確立的行動，有助執行管理層為降低風險而作出的指示，從而實現目標。
- **資訊及溝通：**為本集團提供進行日常監控所需資訊的內部及外部溝通。
- **監控：**持續及獨立評估以確定內部監控的各組成部分是否存在及運作正常。

In order to enhance the Group's system of handling inside information, and to ensure the truthfulness, accuracy, completeness and timeliness of its public disclosures, the Group adopts and implements an inside information policy and procedures. Certain reasonable measures have been taken from time to time to ensure that proper safeguards exist to prevent a breach of a disclosure requirement in relation to the Group, which include:

- The access of information is restricted to a limited number of employees on a need-to-know basis, and employees who are in possession of inside information are fully conversant with their obligations to preserve confidentiality.
- Confidentiality agreements are in place when the Group enters into significant negotiations.
- The executive Directors are designated persons who speak on behalf of the Company when communicating with external parties such as the media, analysts or investors.
- 只有需要了解之有限數目的僱員可獲取消息。擁有內幕消息的僱員完全了解其保守機密的責任。
- 本集團訂立重大協商時簽訂保密協議。
- 與外界(如媒體、分析師或投資者)溝通時，執行董事為代表本公司發言的指定人士。

In order to promote transparency and accountability, the Group implements a whistleblowing and anti-corruption systems and arrangements. Employees, suppliers, customers and business partners of the Group can raise concerns, in confidence and anonymity, about possible malpractice or improprieties in financial reporting, risk management, internal control or other matters. Depending on the then situations, whistleblowers may contact the management, the Chairlady, the CEO and/or the INEDs, and suitable following-up actions may be taken.

Based on the internal control reviews conducted in 2025, no significant control deficiency was identified.

為加強本集團處理內幕消息的制度，確保公開披露資料的真實性、準確性、完整性與及時性，本集團採納及執行內幕消息政策及程序。本集團已不時採取若干合理措施，確保存有防止違反披露規定的合適保障措施，其中包括：

為提升透明度及問責制，本集團實施舉報及反貪污制度及相關安排。本集團僱員、供應商、客戶及業務夥伴可在保密及匿名的情況下，就財務申報、風險管理、內部監控或其他事宜可能存在的非法或不當行為提出關注。根據當時的情況，舉報人可以聯繫管理層、主席、行政總裁及／或獨立非執行董事，彼等可能採取適當的跟進行動。

根據於二零二五年進行的內部監控檢討，並無發現任何重大控制缺陷。

# Corporate Governance Report

## 企業管治報告

### Internal audit function

The Group currently does not have an internal audit department, but has engaged an external advisor to provide internal audit services which cover independent analysis and appraisal of adequacy and effectiveness of the Group's risk management and internal control. In light of the corporate structure and operation procedures, as well as the relevant risks, the Board, as well as the Audit Committee are of the view that the existing practice is able to provide an internal audit function which is consistent with the Group's requirements. The Group will review and consider to establish an internal audit department as and when it thinks necessary.

### Effectiveness of the risk management and internal control systems

The Board is responsible for the risk management and internal control systems of the Group and ensuring that a review of the effectiveness of these systems has been conducted annually. Several areas have been considered during the Board's review, which include but not limited to (i) the changes in the nature and extent of significant risks since the last annual review, and the Group's ability to respond to changes in its business and the external environment; (ii) the scope and quality of management's ongoing monitoring of risks and of the internal control systems; (iii) the extent and frequency of communication of monitoring results to the Board which enables it to assess controls of the Company and the effectiveness of risk management; (iv) significant control failures or weaknesses that have been identified for the year ended 31 December 2025, and the extent to which such failures or weaknesses have resulted in unforeseen outcomes or contingencies; and (v) the effectiveness of the Company's processes for financial reporting and Listing Rules compliance.

For the year ended 31 December 2025, the Company engaged JC Consultancy Services Limited to conduct risk management and internal control review of the Group's operation and made recommendation to Board accordingly. JC Consultancy has, among other things, enquired, interviewed and discussed with the management, and observed and inspected the actual control procedures. Based on the report issued by JC Consultancy, the Board, as well as the Audit Committee considered that the key areas of the Company's risk management and internal control systems are reasonably implemented and the Company has complied with the requirements of the CG Code in respect of risk management and internal control.

### 內部審計職能

本集團目前並無內部審計部門，但已聘請外部顧問提供內部審計服務，包括對本集團風險管理及內部監控的充分性及有效性進行獨立分析及評估。鑒於企業的架構及運營程序以及相關風險，董事及審核委員會認為，現有慣例可提供與本集團要求一致的內部審計職能。本集團將在必要時審查並考慮設立內部審計部門。

### 風險管理及內部監控系統之有效性

董事會負責本集團的風險管理及內部監控系統，並確保每年審閱該等系統的有效性。董事會審閱時已考慮若干領域，其中包括但不限於(i)自上次年度審閱以來重大風險性質及程度的變動，以及本集團對其業務及外部環境變動作出反應的能力；(ii)管理層持續監控風險及內部監控系統的範圍及質素；(iii)向董事會傳達監控結果的詳盡程度及次數，有助於董事會評核本集團的監控情況及風險管理的有效性；(iv)於截至二零二五年十二月三十一日止年度已識別的重大監控失誤或弱項以及該等失誤或弱項導致未能預見的後果或緊急情況的程度；及(v)本集團財務申報程序的有效性及上市規則合規情況。

截至二零二五年十二月三十一日止年度，本公司聘任聚思諮詢有限公司對本集團的營運進行風險管理及內部監控檢討，並向董事會作出相應建議。聚思諮詢已(其中包括)向管理層作出查詢並與其進行訪談及討論、觀察及檢查實際監控程序。根據聚思諮詢發出的報告，董事會及審核委員會認為本公司風險管理及內部監控系統的主要方面已合理地實行，且本公司已遵守有關風險管理及內部監控的企管守則規定。

# Corporate Governance Report

## 企業管治報告

The Board, as well as the Audit Committee, concluded that the risk management and internal control systems were effective and adequate. It is also considered that the resources, staff qualifications and experience of relevant staff were adequate and the training programs and budget provided were sufficient.

The risk management and internal control systems, however, are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

### COMMUNICATIONS WITH SHAREHOLDERS AND INVESTOR RELATIONS

The Board recognises the importance of maintaining clear, timely and effective communication with Shareholders and investors. The Board also recognises that effective communication with investors is the key to establish investor confidence and to attract new investors. Therefore, the Group is committed to maintaining high degree of transparency to ensure investors and Shareholders are receiving accurate, clear, comprehensive and timely information of the Group via the publication of annual reports, interim reports, press announcements (“**Corporate Communications**”).

Corporate Communications issued by the Company are available on the websites of the Company and the Stock Exchange and in both English and Chinese versions to facilitate their understanding. A section titled “Investor Relations” is available on the Company’s website which provides contact details to allow Shareholders to contact the Company easily. Enquiries from institutional investors and analysts on the Group’s strategy, operations, management and plans are welcome.

For the year ended 31 December 2025, the investor relation activities of the Company include:

- attending to telephone enquiries from analysts and fund managers;
- updating the Company’s website regularly;
- holding annual general meeting;
- disclosing information on a timely basis via the websites of the Company and the Stock Exchange.

董事會及審核委員會得出結論，認為風險管理及內部監控系統為有效及足夠。其亦認為資源、員工資歷及相關員工的經驗為足夠，提供的培訓計劃及預算為足夠。

然而，風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，且只能針對重大失實陳述或損失作出合理而非絕對的保證。

### 與股東溝通及投資者關係

董事會認同與股東及投資者維持清晰、及時及有效溝通的重要性。董事會亦認同與投資者的有效溝通乃建立投資者信心及吸引新投資者的關鍵。因此，本集團致力維持高透明度，以確保投資者及股東可透過本集團刊發的年報、中期報告、新聞公告（「**公司通訊**」）獲取準確、清晰、全面與及時的資料。

本公司刊發的公司通訊可於本公司及聯交所網站取得，並備有中英文版，以方便了解通訊內容。本公司網站設有「投資者關係」一欄，當中提供聯絡資料方便股東聯絡本公司。本集團歡迎機構投資者及分析師對本集團策略、經營、管理及計劃作出查詢。

截至二零二五年十二月三十一日止年度，本公司的投資者關係活動包括：

- 回應分析師和基金經理的電話查詢；
- 定期更新本公司網站；
- 舉行股東週年大會；
- 適時透過本公司及聯交所網站披露資料。

# Corporate Governance Report

## 企業管治報告

### SHAREHOLDER AND INVESTOR RELATIONSHIP POLICY

For the year ended 31 December 2025, the Company reviewed and updated its policy for communication with its Shareholders and investor relations. Having considered (i) practices and procedures to convene the general meeting of the Company; (ii) practices to publish and update information of the Company; and (iii) feedbacks from Shareholders and investors, especially absence of material complaint from the Shareholders, the Company is of the view that its policy for communication with its Shareholders and investor relations is effective for the year ended 31 December 2025. The Shareholder and investor relationship policy were summarised as follows:

#### Rights of shareholders

- **The right to attend the general meeting and to receive information**

The general meetings of the Company provide opportunity for Shareholders to communicate directly with the Directors. The Chairlady and the chairlady or chairman of the Board committees will attend the general meeting to answer Shareholders' questions. In their absence, she/he should invite another member of the committee or failing this her/his duly appointed delegate, to attend. These persons should be available to answer questions at the general meeting. The chairman of the independent Board committee (if any) should also be available to answer questions at any general meeting to approve a connected transaction or any other transaction that requires independent Shareholders' approval. The external auditor of the Company will also attend the annual general meeting to answer questions about conduct of the audit, preparation and contents of the auditor's report, accounting policies and auditor independence.

### 股東及投資者關係政策

截至二零二五年十二月三十一日止年度，本公司已檢討及更新其與股東及投資者關係的政策。經考慮(i)召開本公司股東大會的常規及程序；(ii)刊發及更新本公司資料的常規；及(iii)來自股東及投資者的反饋，尤其是並無來自股東的重大投訴，本公司認為，其與股東溝通及投資者關係的政策於截至二零二五年十二月三十一日止年度內有效。股東及投資者關係政策概述如下：

#### 股東權利

- **出席股東大會及接獲資料的權利**

本公司股東大會提供股東與董事直接溝通的機會。董事會主席及各董事委員會主席將出席股東大會解答股東提出的問題。倘彼等未能出席，則其須邀請該委員會之其他成員(或倘該人士未能出席，則其正式委任之代表)出席。該等人士須於股東大會上回答問題。獨立董事委員會(如有)主席亦須於任何股東大會上回答問題，以批准須取得獨立股東批准之關連交易或任何其他交易。本公司的外聘核數師亦將出席股東大會，以解答有關審計行事、核數師報告的編製及內容、會計政策及核數師獨立性的問題。

# Corporate Governance Report

## 企業管治報告

- **The right to convene an extraordinary general meeting**

Any 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 carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the Company Secretary, to require an extraordinary general meeting 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 twenty-one days of such deposit the Board fails to proceed to convene such meeting, the requisitionists themselves may do so in the same manner, and all reasonable expenses incurred by the requisitionists as a result of the failure of the Board shall be reimbursed by the Company.

- **The voting powers at the Shareholders' meetings**

Every Shareholder has the right to vote at the Shareholders meetings subject to provisions of the Listing Rules and the Articles.

- **The power to elect and re-elect Directors and auditor**

The Shareholders could hold individual Directors (or the Board as a whole) to account for their actions by voting against their re-election. The Articles provide at each annual general meeting one-third of the Directors for the time being (or, if their number is not a multiple of 3, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years.

For the Directors who retire by rotation, and if they wish, they may submit themselves for re-election at the annual general meeting. The retiring Directors are eligible for re-appointment to the office. Without the prescribed approval of the Shareholders, the Company shall not agree to any provision under which a Director's term of employment exceeds or may exceed three years.

The Shareholders also have the right to approve (or reject) the appointment of the auditor each year. The Company may by a resolution passed at a general meeting remove the auditor despite any agreement between the auditor and the Company or anything in the Articles.

- **召開股東特別大會的權利**

任何一位或以上於遞呈要求日期持有不少於本公司實繳股本(附有於本公司股東大會上投票的權利)十分之一的股東於任何時候有權透過向本公司董事會或秘書發出書面要求，要求董事會召開股東特別大會，以處理有關要求中指明的任何事項。

該大會應於遞呈該要求後兩個月內舉行。若遞呈後二十一日內，董事會未有開展召開該大會之程序，則遞呈要求人士可自發以同樣方式作出此舉，而遞呈要求人士因董事會之缺失而合理產生的所有開支將由本公司作出償付。

- **於股東大會表決的權力**

在上市規則及章程細則條文的規限下，每名股東均有權於股東大會表決。

- **選舉及重選董事及核數師的權力**

股東可透過投票反對個別董事(或董事會(作為整體))連任以使彼等為自身行為負責。章程細則規定，於每屆股東週年大會上，當時為數三分之一的董事(或倘董事人數並非三的倍數，則須為最接近但不少於三分之一之數目)須輪值退任，每名董事須每三年至少須在股東週年大會上輪值退任一次。

就輪值退任的董事而言，倘彼等願意，彼等可於股東週年大會上重選連任。退任董事合資格重新獲委任為高級職員。於並無規定的股東批准情況下，本公司不得同意董事任期超過或可能超過三年的任何規定。

股東亦有權批准(或反對)每年核數師的委聘。本公司可透過於股東大會上通過的決議案罷免核數師，即使該核數師與本公司之間有任何協議或章程細則就此有任何規定。

# Corporate Governance Report

## 企業管治報告

- **The right to receive information of the Company**

The Company shall keep Shareholders informed of certain developments and to obtain Shareholders approval for certain transactions in accordance with the Listing Rules. In these cases, the Company must communicate with its Shareholders and seek their support.

- **The right to communicate with the Company**

The Chairman/Chairlady or the executive Director should ensure that the views of the Shareholders are communicated to the Board as a whole and the Chairman/Chairlady or the executive Director should discuss strategy and governance with major Shareholders.

Non-executive Directors should be given the opportunity to attend general meetings with major Shareholders, and should be expected to attend general meetings if requested by major Shareholders.

### Shareholders' enquires

Shareholders should direct their questions about their shareholdings to the Company's registrar, Union Registrars Limited at Suites 3301-04, 33/F., Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong.

Shareholders and the investment community may at any time make a request for the company's publicly available information. They may also put forward proposals at the general meetings. The designated contacts and addresses for making enquires and submitting proposals are:

Contact: the Board of Directors  
 Fax: 3678 5099  
 Email: TaYang1991@tayanggroup.com  
 Address: 22/F, H Code, 45 Pottinger Street, Central, Hong Kong

- **接獲本公司資料的權利**

本公司須根據上市規則向股東通報若干發展情況，並就若干交易取得股東批准。在該等情況下，本公司必須與股東溝通，並尋求股東支持。

- **與本公司溝通的權利**

主席或執行董事應確保將股東的意見傳達予全體董事會成員，而主席或執行董事應與主要股東討論戰略及治理事宜。

非執行董事應有機會與主要股東出席股東大會，並應根據主要股東的要求(如有)出席股東大會。

### 股東查詢

股東應就其股權作出之提問送交本公司之登記處聯合證券登記有限公司，地址為香港北角英皇道338號華懋交易廣場2期33樓3301-04室。

股東及投資團體可隨時要求提供本公司的公開可得資料。彼等亦可於股東大會上提出建議。作出查詢及遞交建議之指定聯繫人及地址為：

聯繫人： 董事會  
 傳真： 3678 5099  
 電郵： TaYang1991@tayanggroup.com  
 地址： 香港中環砵甸午街45號H Code 22層全層

# Corporate Governance Report

## 企業管治報告

### Effectiveness of general meetings

Shareholders should be given the opportunity to send in written questions before the meeting. There should be a circulation of a brief summary of points raised at the general meeting to all Shareholders after the event. The Board should dispatch a circular accompanying the general meeting notice, which contains comprehensive information on the business to be transacted at the meeting, together with summary procedure governing voting at the general meeting and frequently asked questions regarding voting procedures.

The Company should arrange for the notice of the annual general meeting and the related papers to be sent to the Shareholders at least 21 days before the meeting. For other general meetings this should be at least 14 days in advance.

### Resolution

At any general meeting there should be a separate resolution to each substantially separate issue. The Company should avoid bundling resolutions unless they are interdependent and linked forming one significant proposal.

### Proxy arrangement

For each general meeting, proxy appointment forms should provide Shareholders with the option to direct their proxy to vote either for or against the resolution or to withhold their vote. The Company should ensure that all valid proxy appointments received are properly recorded and counted.

### Result of general meetings

The Company should announce the poll results as soon as possible and in accordance with the Listing Rules.

### 股東大會的有效性

股東應有機會於股東大會前以書面形式提問。於股東大會後，應向所有股東分發股東大會的要點摘要。董事會應寄發股東大會通函(隨附股東週年大會通告)，當中載有會上擬處理事項的全面資料，連同股東大會上表決相關的簡要程序以及有關表決程序的常見問題。

本公司將於大會召開至少21日前整理股東週年大會通告及相關文件以送交股東。就其他股東大會而言，則將提前至少14日送交股東。

### 決議案

於任何股東大會上應有有關各重大獨立問題的獨立決議案。本公司將避免捆綁決議案，除非彼等相互依存且關連，可形成一項重要建議。

### 委任代表安排

就每屆股東大會而言，應向股東提供代表委任表格，以指示其受委代表投票贊成或反對相關決議案，或保留其投票權。本公司應確保收到的所有有效受委代表委任信息已妥為記錄及計數。

### 股東大會結果

本公司應根據上市規則盡快公佈投票表決結果。

# Corporate Governance Report

## 企業管治報告

### COMPANY WEBSITE

The Company's website is [www.tayanggroup.com](http://www.tayanggroup.com).

Information submitted by the Company to the Stock Exchange is also posted as soon as practicable on the Company's website. All presentation materials provided in relation to the Company's annual general meeting and results announcement each year should be made available on the Company's website as soon as practicable after their release.

### DIVIDEND POLICY

The Company has updated a policy on payment of dividends (the "**Dividend Policy**") in compliance with the CG Code, which establishes an appropriate procedure on declaring and recommending the dividend payment of the Company.

The Company may declare and pay dividends to the Shareholders by way of cash or by other means that the Board considers appropriate. It is the policy of the Board, in recommending dividends, to allow the Shareholders to participate in the Company's profits, and at the same time, to ensure the Company to retain adequate reserves for future growth.

### Factors to be considered

The Company's decision to declare or to pay any dividends in the future, and the amount of such dividends will depend upon, among other things, the current and future operations, financial condition, liquidity position and capital requirements of the Group, as well as dividends received from the Company's subsidiaries and associates, which in turn will depend on the ability of those subsidiaries and associates to pay a dividend. In addition, any final dividends for a financial year will be subject to the approval of the Shareholders.

### General Principle

The declaration and payment of dividends by the Company is also subject to any restrictions under the laws of the Cayman Islands, the laws of Hong Kong, the Listing Rules, the Articles and any applicable laws, rules and regulations.

### 公司網站

本公司網站為[www.tayanggroup.com](http://www.tayanggroup.com)。

本公司向聯交所提供的信息亦將盡快刊登於本公司網站。與本公司股東週年大會有關的所有演示材料及各年的業績公告於其發佈後將在實際可行的情況下盡快在本公司網站上刊登。

### 股息政策

本公司已根據企管守則更新派付股息的政策（「**股息政策**」），其就本公司宣派及建議派付股息訂立適當程式。

本公司可以現金或董事會認為適當的其他方式向股東宣派及派付股息。董事會於推薦派付股息方面的政策乃為允許股東分享本公司溢利，並同時確保本公司留存充足儲備作未來發展。

### 將予考慮的因素

本公司宣派或派付任何未來股息的決定及有關股息的數額將取決於（其中包括）本集團的現時及未來經營業務、財務狀況、流動資金狀況及資本需求，以及收取自本公司附屬公司及聯營公司的股息（這反而將取決於該等附屬公司及聯營公司派付股息的能力）。此外，財政年度的任何末期股息將須遵守股東批准規定。

### 一般原則

本公司宣派及派付股息亦須遵守開曼群島法律、香港法例、上市規則、章程細則及任何其他適用法律、規則及規例項下任何限制。

# Corporate Governance Report

## 企業管治報告

### Review of the Dividend Policy

Whilst this Dividend Policy reflects the Board's current views on the financial and cash-flow position of the Group, the Board will continue to review this Dividend Policy from time to time and the Board may exercise its sole and absolute discretion to update, amend and/or modify this Dividend Policy at any time as it deems fit and necessary. There is no assurance that dividends will be declared or paid in any particular amount for any given period. The Dividend Policy shall in no way constitute a legally binding commitment by the Company that any dividend will be paid in any particular amount and/or in no way obligate the Company to declare a dividend at any time or from time to time.

### CONSTITUTIONAL DOCUMENTS

There was no change in the constitutional documents during the year ended 31 December 2025. A latest version of the Company's constitutional documents are also available on the Company's website and the Stock Exchange's website.

### 股息政策之檢討

這一股息政策反映董事會目前對本集團財務及現金流狀況的看法，然而，董事會將繼續不時檢討該股息政策及可能全權酌情決定於其認為合適及必要時隨時更新、修訂及／或修改該股息政策。概不保證會於任何指定期間宣派或派付任何具體金額的股息。股息政策不構成本公司按任何具體金額支付股息的具有法律約束力的承諾及／或概不意味著本公司有責任於任何時間或不時宣派股息。

### 章程文件

截至二零二五年十二月三十一日止年度，章程文件並無變動。本公司章程文件的最新版本亦可於本公司網站及聯交所網站查閱。

# Report of the Directors

## 董事會報告

The Directors are pleased to present their annual report together with the audited consolidated financial statements for the Group for the year ended 31 December 2025.

### PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. For the year ended 31 December 2025, the Group was principally engaged in (i) the designing and manufacturing of silicone rubber products; (ii) developing international digital marketing services; (iii) operating retail business in the United Kingdom; and (iv) providing healthcare and hotel services.

Particulars of the Company's principal subsidiaries are set out in Note 42 to the Consolidated Financial Statements of this annual report.

### RESULTS AND DIVIDENDS

The results of the Group for the year ended 31 December 2025 and the financial position of the Company and of the Group at that date are set out in the consolidated financial statements on pages 92 to 99 of this annual report.

The Board does not recommend the payment of a final dividend for the year ended 31 December 2025.

### BUSINESS REVIEW

Discussion and analysis of business review, including a discussion of the principal risks and uncertainties facing the Group, particulars of important events affecting the Group that have occurred since the end of the financial year and an indication of likely future developments in the Group's business, are set out in the sections headed "Chairlady's Statement", "Management Discussion and Analysis" and the notes to the Consolidated Financial Statements of this annual report. These discussions form part of this report of the Directors.

董事欣然提呈本集團截至二零二五年十二月三十一日止年度的年報連同經審核綜合財務報表。

### 主要業務

本公司的主要業務為投資控股。截至二零二五年十二月三十一日止年度，本集團主要從事(i)設計及生產硅橡膠產品；(ii)開展國際數位營銷服務；(iii)運營英國零售業務；及(iv)提供醫療保健及酒店服務。

有關本公司主要附屬公司的詳情載於本年報綜合財務報表附註42。

### 業績及股息

本集團截至二零二五年十二月三十一日止年度的業績以及本公司及本集團於該日的財務狀況載於本年報第92至99頁的綜合財務報表。

董事會不建議派發截至二零二五年十二月三十一日止年度的末期股息。

### 業務回顧

有關業務回顧的討論及分析，包括對本集團所面對主要風險及不確定因素的討論、本財政年度末以來所發生影響本集團的重大事件的詳情以及本集團業務的可能未來發展指標，載於本年報「主席報告」、「管理層討論與分析」各節及綜合財務報表附註。該等討論構成本董事會報告的一部分。

# Report of the Directors

## 董事會報告

### RELATIONSHIP WITH STAKEHOLDERS

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

The Group also understands that it is important to maintain good relationship with business partners to achieve its long-term goals. Accordingly, senior management have kept good communication, promptly exchanged ideas and shared business update with them when appropriate. For the year ended 31 December 2025, there was no material and significant dispute between the Group and its business partners.

### COMPLIANCE WITH LAWS AND REGULATIONS

The Group recognizes the importance of compliance with regulatory requirements and the risks of non-compliance with the applicable laws and regulations. For the year ended 31 December 2025, the Group has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. There was no material breach or non-compliance with the applicable laws and regulations by the Group for the year ended 31 December 2025.

### ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group understands the importance of environmental sustainability and protection and has adopted policies on pollution prevention, preservation of natural resources and adherence to environmental laws and regulations. Discussions on the Group's environmental policies, relationships with its key stakeholders, and compliance with relevant laws and regulations which have a significant impact on the Group can be found in the Environmental, Social and Governance Report to be published by the Company.

### 與持份者的關係

本集團認同，僱員、客戶及業務夥伴乃其可持續發展的關鍵。本集團致力與其僱員建立密切及關愛的關係，為客戶提供優質服務，並加強與業務夥伴的合作。

本集團亦明白，與業務夥伴保持良好關係對達成其長遠目標而言至關重要。因此，高級管理層會在適當情況下與彼等進行良好溝通、適時交流想法及共享最新業務資料。截至二零二五年十二月三十一日止年度，本集團與其業務夥伴之間並無重大及嚴重的糾紛。

### 遵守法律及法規

本集團深明遵守監管規定的重要性以及不遵守適用法律及法規的風險。截至二零二五年十二月三十一日止年度，本集團一直於重大方面遵守對本集團業務及經營有重大影響的相關法律及法規。截至二零二五年十二月三十一日止年度，概無發生本集團嚴重違反或不遵守適用法律及法規的情況。

### 環境政策及表現

本集團明白到環境可持續發展及環保的重要性，並已採納預防污染、保護天然資源及堅守環境法律及法規的政策。有關本集團環境政策、與其主要持份者的關係以及遵守對本集團而言有重大影響的相關法律及法規的討論，載於本公司將予刊發的環境、社會及管治報告。

# Report of the Directors

## 董事會報告

### CORPORATE GOVERNANCE

The Company is committed to maintaining a high standard of corporate governance through its continuous effort in improving the business practices. Details about the principal corporate governance practices adopted by the Company are set out in the Corporate Governance Report of this annual report.

### FINANCIAL SUMMARY

A summary of the published results and of the assets and liabilities of the Group for the last five financial years is set out in the section titled "Financial Summary" of this annual report. This summary does not form part of the audited consolidated financial statements for the year ended 31 December 2025.

### RESERVES AND DISTRIBUTABLE RESERVES

The Company's reserves available for distribution comprise the share premium account, less accumulated losses.

Details of the movements in reserves of the Group and the Company for the year ended 31 December 2025 are set out in the section titled "Consolidated Statement of Changes in Equity", together with relevant notes to the consolidated financial statements of this annual report.

### SHARE CAPITAL

Details of the movements in the Company's share capital during the year ended 31 December 2025 are set out in Note 32 to the consolidated financial statements.

### DONATIONS

Charitable and other donations made by the Group for the year ended 31 December 2025 amounted to approximately HK\$3,000 (2024: HK\$8,000).

### TAX RELIEF

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

### 企業管治

本公司致力透過其不斷努力改善業務常規維持高水平的企業管治。本公司採納的主要企業管治常規詳情載於本年報的企業管治報告。

### 財務概要

本集團過去五個財政年度的已公佈業績以及資產及負債概要載於本年報「財務概要」一節。本概要不構成截至二零二五年十二月三十一日止年度經審核綜合財務報表的一部分。

### 儲備及可供分派儲備

本公司可供分派的儲備包括股份溢價賬減累計虧損。

截至二零二五年十二月三十一日止年度，本集團及本公司之儲備變動詳情載於本年報「綜合權益變動表」一節及綜合財務報表之相關附註。

### 股本

本公司於截至二零二五年十二月三十一日止年度的股本變動情況載於綜合財務報表附註32。

### 捐贈

截至二零二五年十二月三十一日止年度，本集團作出慈善及其他捐贈約3,000港元(二零二四年：8,000港元)。

### 稅項減免

本公司並不知悉，股東因持有本公司股份而獲減免任何稅項。

# Report of the Directors

## 董事會報告

### PROPERTY, PLANT AND EQUIPMENT

Details of the movements in the property, plant and equipment of the Group during the year are set out in Note 19 to the consolidated financial statements.

### MAJOR SUPPLIERS AND CUSTOMERS

For the year ended 31 December 2025, the five largest customers of the Group accounted for approximately 29% (2024: 24%) of the total revenue of the Group and the largest customer accounted for approximately 10% (2024: 11%) of the total revenue.

For the year ended 31 December 2025, the five largest suppliers of the Group accounted for approximately 81% (2024: 84%) of the total purchase of the Group and the largest supplier accounted for approximately 75% (2024: 70%) of the total purchase.

None of the Directors or any of their associates (as defined under the Listing Rules) or any Shareholders (which, to the best knowledge of the Directors, owns more than 5% of the Company's issued share capital) had any beneficial interest in the Group's five largest customers or five largest suppliers during the year ended 31 December 2025.

### SHARE OPTION SCHEME

On 13 December 2018, the Company adopted the share option scheme ("**Share Option Scheme**") which has been approved by the Shareholders. The major terms of the Share Option Scheme were summarised as follows:

#### 1. Purpose

The purposes of the Share Option Scheme are to recognise and acknowledge the contributions to those who had made, may have made or will make contributions to the Group. The Share Option Scheme will provide the Eligible Persons (defined hereunder) opportunities to have personal stakes in the Company with the view to achieving the following objectives:

- (a) motivate the Eligible Persons to optimize their performance efficiency for the benefit of the Group; and
- (b) attract and retain or otherwise maintain on-going business relationship with the Eligible Persons whose contributions are or will be beneficial to the long-term growth of the Group.

### 物業、廠房及設備

本集團於年內的物業、廠房及設備變動的詳情載於綜合財務報表附註19。

### 主要供應商及客戶

截至二零二五年十二月三十一日止年度，本集團五大客戶佔本集團總收益約29%（二零二四年：24%），而最大客戶則佔總收益約10%（二零二四年：11%）。

截至二零二五年十二月三十一日止年度，本集團五大供應商佔本集團總採購額約81%（二零二四年：84%），而最大供應商佔本集團總採購額約75%（二零二四年：70%）。

截至二零二五年十二月三十一日止年度，各董事或彼等的任何聯繫人（定義見上市規則）或任何股東（就董事所深知，擁有本公司已發行股本5%以上）概無在本集團五大客戶或五大供應商中擁有任何實益權益。

### 購股權計劃

於二零一八年十二月十三日，本公司採用已經股東批准的購股權計劃（「**購股權計劃**」）。購股權計劃之主要條款概述如下：

#### 1. 目的

購股權計劃乃為認可及表彰對本集團已作出、可能已作出或將作出貢獻之人士。購股權計劃將向合資格人士（定義見下文）提供於本公司擁有個人權益之機會，以達致下列目標：

- (a) 激勵合資格人士為本集團之利益提升工作效率；及
- (b) 吸引及挽留其貢獻已對或將對本集團長期增長有利之人士，或以其他方式與其保持持續之業務關係。

# Report of the Directors

## 董事會報告

### 2. Participants

The administration committee (“**Administration Committee**”), currently comprising Ms. Shi Qi and Mr. Li Jiuhua, may, at its absolute discretion, invite any person belonging to any of the following classes of participants, to take up options to subscribe for Shares (the “**Eligible Person**”):

- (a) any full time employee or director of any member of the Group and any entity(ies) in which the Group holds any equity interest (“**Invested Entity**”);
- (b) any part time employee of any member of the Group and Invested Entity;
- (c) any supplier, distributor, service provider, customer of the member of the Group or any Invested Entity;
- (d) any shareholder of any member of the Group or any holder of any securities issued by any member of the Group;
- (e) any consultant or adviser of or to any member of the Group who has provided services to such member of the Group in accordance with the terms of a contractual relationship entered into between the consultant or adviser with such member of the Group;
- (f) any consultant, adviser, manager, officer or entity that provides research, development or other technological support to the Group or Invested Entity; and
- (g) such other persons who in the sole opinion of the Administration Committee from time to time, will contribute or have contributed to the Group.

### 2. 參與者

現時由施琦女士及李九華先生組成之管理委員會(「**管理委員會**」)可全權酌情邀請屬於以下任何參與者組別的任何人士(「**合資格人士**」)，參與購股權計劃認購股份：

- (a) 本集團任何成員公司及本集團於其中持有任何股權之任何實體(「**被投資實體**」)的任何全職僱員或董事；
- (b) 本集團任何成員公司及被投資實體的任何兼職僱員；
- (c) 本集團成員公司或任何被投資實體的任何供應商、分銷商、服務供應商、客戶；
- (d) 本集團任何成員公司的任何股東或本集團任何成員公司發行的任何證券的任何持有人；
- (e) 本集團任何成員公司的任何諮詢人員或顧問，而該諮詢人員或顧問已根據其與本集團有關成員公司訂立的合約關係條款為本集團有關成員公司提供服務；
- (f) 為本集團或被投資實體提供研發或其他技術支援的任何諮詢人員、顧問、經理、高級職員或實體；及
- (g) 管理委員會不時全權認為將或已為本集團作出貢獻的有關其他人士。

# Report of the Directors

## 董事會報告

### 3. Total number of shares available for issue

The total number of Shares may be granted under the Share Option Scheme is 8,711,780 Shares (87,117,800 shares prior to share consolidation which became effective on 28 May 2025), representing 10% of the total issued Shares as at the date of passing the relevant resolution to approve the Share Option Scheme. The maximum number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other schemes of the Company shall not exceed 30% of the total number of Shares in issue from time to time.

As at 1 January 2025 and 31 December 2025, the total number of share options available for grant under the Share Option Scheme were 87,117,800 (prior to share consolidation which became effective on 28 May 2025) and 8,711,780 shares, respectively.

### 4. Maximum entitlement of each participant

The total number of Shares issued and to be issued upon exercise of the options granted to each participant (including both exercised and outstanding options) in any 12-month period must not exceed 1% of the Shares in issue from time to time, unless approved by the Shareholders in the manner as stipulated in the Share Option Scheme.

For any grant of options to a substantial Shareholder or an INED or any of their respective associates, the total number of Shares issued and to be issued upon exercise of all options already granted and to be granted (including options exercised, cancelled and outstanding) to such person in the 12-month period up to and including the date of such grant must not:

- (a) exceed 0.1% of the total number of Shares in issue; and
- (b) have an aggregate value, based on the closing price of the Shares on the date of each grant, in excess of HK\$5,000,000.

Unless such grant of options is approved by the Shareholders at a general meeting.

### 3. 可供發行之股份總數

根據購股權計劃可授出之股份總數為8,711,780股(股份合併前為87,117,800股股份，而股份合併乃於二零二五年五月二十八日生效)，相當於通過批准購股權計劃的相關決議案日期已發行股份總數的10%。因行使根據購股權計劃及本公司任何其他計劃已授出但尚未行使之所有尚未行使購股權，而可能發行之最大股份數目不得超過不時已發行股份數目的30%。

於二零二五年一月一日及二零二五年十二月三十一日，根據購股權計劃可供授予的購股權總數分別為87,117,800股股份(股份合併前，而股份合併乃於二零二五年五月二十八日生效)及8,711,780股股份。

### 4. 各參與者可獲權益上限

於任何十二個月期間，因行使各參與者獲授購股權(包括已行使及尚未行使的購股權)而發行及將予發行的股份總數，不得超過不時已發行股份的1%，惟以購股權計劃訂明的方式獲股東批准則除外。

就向主要股東或獨立非執行董事或彼等各自的任何聯繫人授出任何購股權而言，因行使於十二個月期間直至有關授出日期(包括該日)向有關人士已授出及將授出的所有購股權(包括已行使、已註銷及尚未行使的購股權)而發行及將予發行的股份總數不得：

- (a) 超過已發行股份總數的0.1%；及
- (b) 根據股份於各授出日期之收市價，價值總額超過5,000,000港元。

除非有關授出購股權於股東大會上獲股東批准。

# Report of the Directors

## 董事會報告

### 5. Acceptance and exercise of options

An option may be accepted by a participant within 28 days from the date of the offer of grant of the option.

A nominal consideration of HK\$1 is payable on acceptance of the offer of grant of an option and shall be received by the Company within such time as may be specified in the offer of grant of the option, which shall not be later than 28 days from the offer date.

An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period to be determined and notified by the Directors to each grantee, which period may commence on a day after the date on which the offer for the grant of options is accepted but shall end in any event not later than 10 years from the date of grant of the option subject to the provisions for early termination thereof. Unless otherwise determined by the Administration Committee and stated in the offer of the grant of options to a grantee, there is no minimum period required under the Share Option Scheme for the holding of an Option before it can be exercised.

### 6. Subscription price

The subscription price shall be determined by the Administration Committee in their absolute discretion and notified to the participant (subject to any adjustment made pursuant to the Share Option Scheme) and shall be at least the highest of:

- (a) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the offer date, which must be a trading day;
- (b) the average closing price of the Shares as stated in the Stock Exchange's daily quotations sheets for the 5 trading days immediately preceding the offer date; and
- (c) the nominal value of a Share.

### 5. 接納及行使購股權

參與者可於授出購股權要約當日起計28日內接納購股權。

接納購股權授出要約時須繳付1港元的象徵代價，並由本公司於授出購股權要約可能規定的有關時間內收取，須不遲於自要約日期起計28日。

承授人可根據購股權計劃的條款，於董事釐定及通知各承授人的期限內隨時行使購股權，期限乃由接納授出購股權要約日期後翌日起計，且無論如何不得超過自購股權授出當日起計10年，惟須受購股權提前終止的條文所規限。除非管理委員會另有決定及於授出購股權予承授人的要約中說明，否則購股權計劃並無規定承授人行使購股權前須持有購股權的最短期限。

### 6. 認購價

認購價由管理委員會全權酌情釐定並知會參與者(可根據購股權計劃作出任何調整)，須至少為以下各項之最高者：

- (a) 於要約日期(須為交易日)聯交所每日報價表所列的股份收市價；
- (b) 緊接要約日期前五個交易日聯交所每日報價表所列的股份平均收市價；及
- (c) 股份面值。

# Report of the Directors

## 董事會報告

### 7. Performance target

Unless the Administration Committee otherwise determined and stated in the offer of the grant of options to a grantee, a grantee is not required to achieve any performance targets before any options granted under the Share Option Scheme can be vested in, or exercised by, the grantee.

### 8. Period of the Share Option Scheme

The Share Option Scheme will remain in force for a period of 10 years commencing on the date on which the Share Option Scheme is adopted. Accordingly, the remaining life of the Share Option Scheme was approximately 3.7 years (i.e. until 13 December 2028).

For the year ended 31 December 2025, no options or securities had been granted, exercised, cancelled or lapsed under the Share Option Scheme, the total number of shares available for issue is 8,711,780 shares, representing approximately 5.06% of the total issued shares as at the date of the Annual Report. As at 1 January 2025, 31 December 2025 and the date of this Annual Report, there was no outstanding option under the Share Option Scheme.

## RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS

Details of the related party transactions of the Group during the year ended 31 December 2025 are set out in Note 39 to the consolidated financial statements.

None of these related party transactions constitutes connected transaction or continuing connected transaction which is required to be disclosed under the Listing Rules. The Directors confirm that the Company has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules during the year under review.

### 7. 業績目標

除非管理委員會另有決定及於授出購股權予承授人的要約中說明，否則承授人於可獲得或行使根據購股權計劃授出的任何購股權前，毋須達成任何業績目標。

### 8. 購股權計劃的期限

購股權計劃將自購股權計劃獲採用當日起計10年期間內一直有效。因此，購股權計劃餘下年期約為3.7年（即直至二零二八年十二月十三日）。

截至二零二五年十二月三十一日止年度，概無根據購股權計劃授出、行使、取消或使之失效的購股權或證券，可供發行的股份總數為8,711,780股，佔年報日期已發行股份總數約5.06%。於二零二五年一月一日、二零二五年十二月三十一日及本年報日期，購股權計劃項下並無尚未行使的購股權。

## 關連方交易及關連交易

本集團截至二零二五年十二月三十一日止年度的關連方交易詳情載於綜合財務報表附註39。

該等關連方交易概無構成根據上市規則須予披露的關連交易或持續關連交易。董事確認，本公司於回顧年度內已遵守上市規則第14A章的披露規定。

# Report of the Directors

## 董事會報告

### DIRECTORS

The Directors during the year and up to the date of this report were:

#### Executive Directors

Ms. Shi Qi (*Chairlady*)  
Mr. Li Jiuhua (*Chief Executive Officer*)  
Mr. Gao Feng (resigned on 23 December 2025)

#### Non-Executive Directors

Mr. Han Lei  
Mr. Gu Shixiang  
Mr. Law Wai Ip Vincent (appointed on 6 February 2026)  
Mr. Wang Dongzhu (appointed on 16 January 2026)  
Mr. Chan Tsun Hong Philip (resigned on 6 February 2026)

#### Independent Non-Executive Directors

Mr. Zhang Li (appointed on 6 January 2026)  
Ms. Zhang Li (appointed on 16 January 2026)  
Dr. Xie Jun (appointed on 6 January 2026)  
Mr. Chan Siu Tat (resigned on 16 January 2026)  
Ms. Wang Lina (resigned on 17 April 2025)  
Mr. Zheng Changxing (resigned on 18 February 2025)  
Dr. Feng Xin (appointed on 18 February 2025 and resigned on 6 January 2026)

Pursuant to the Company's Articles and the Listing Rules, Ms. Shi Qi, Mr. Han Lei, Mr. Gu Shixiang, Mr. Law Wai Ip Vincent, Mr. Wang Dongzhu, Mr. Zhang Li, Ms. Zhang Li and Dr. Xie Jun will retire by rotation at the forthcoming AGM and, being eligible, offer themselves for re-election.

The Company has received from each INED an annual confirmation of his independence from the Group, and as at the date of this report still considers them to be independent pursuant to Rule 3.13 of the Listing Rules.

### BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and the senior management of the Company are set out on pages 9 to 14 of this annual report.

### 董事

於年內及直至本報告日期任職的董事如下：

#### 執行董事

施琦女士(主席)  
李九華先生(行政總裁)  
高峰先生(於二零二五年十二月二十三日辭任)

#### 非執行董事

韓磊先生  
顧世祥先生  
羅偉業先生(於二零二六年二月六日獲委任)  
王冬竹先生(於二零二六年一月十六日獲委任)  
陳俊匡先生(於二零二六年二月六日辭任)

#### 獨立非執行董事

張利先生(於二零二六年一月六日獲委任)  
張麗女士(於二零二六年一月十六日獲委任)  
謝俊博士(於二零二六年一月六日獲委任)  
陳少達先生(於二零二六年一月十六日辭任)  
王麗娜女士(於二零二五年四月十七日辭任)  
鄭昌幸先生(於二零二五年二月十八日辭任)  
馮昕博士(於二零二五年二月十八日獲委任及於二零二六年一月六日辭任)

根據本公司的細則及上市規則，施琦女士、韓磊先生、顧世祥先生、羅偉業先生、王冬竹先生、張利先生、張麗女士及謝俊博士將於應屆股東週年大會上輪值退任，且符合資格並願意膺選連任。

本公司已收到獨立非執行董事各自就其於本集團的獨立性發出的年度確認書，於本報告日期仍然認為彼等根據上市規則第3.13條具備獨立性。

### 董事及高級管理層履歷

本公司董事及高級管理層的履歷詳情載於本年報的第9至14頁。

# Report of the Directors

## 董事會報告

### DIRECTORS' SERVICE CONTRACTS

None of the Directors who are proposed for re-election at the forthcoming annual general meeting has a service contract with the Company which is not terminable within one year without payment of compensation, other than statutory compensation.

### DISCLOSURE OF CHANGE IN INFORMATION OF DIRECTORS AND CHIEF EXECUTIVES

Save as disclosed in this annual report, there was no change in information of the Directors and chief executives of the Company up to the date of this annual report which is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

### EMOLUMENT POLICY

The emoluments of the Directors of the Company are recommended or determined (in the case of executive Director) by the Remuneration Committee, decided by the Board, and authorised by Shareholders in the annual general meeting, having regard to the Company's operating results, individual performance, experience, responsibility, workload and comparable market securities. No Director is involved in deciding his/her own remuneration. Details of the remuneration policy for the Directors of the Group are set out in the Corporate Governance Report under the heading "Remuneration Policy".

The emolument policy of the employees of the Group is reviewed regularly by the management. Remuneration packages are structured to take into account the merit, qualifications and competence of individual employees as well as the general market conditions.

### 董事服務合約

概無擬於應屆股東週年大會膺選連任的董事與本公司訂有本公司不可於一年內免付賠償(法定賠償除外)而終止的服務合約。

### 披露董事及行政總裁資料的變動

除本年報所披露者外，截至本年報日期，須根據上市規則第13.51B(1)條予以披露的本公司董事及行政總裁資料概無任何變動。

### 酬金政策

本公司董事的酬金乃由薪酬委員會建議或釐定(就執行董事而言)，並遵照股東於股東週年大會上的授權，由董事會按本公司的經營業績、個人表現、經驗、責任、工作量及可供比較市場證券而釐定。董事概無參與決定本身酬金的過程。有關本集團董事的薪酬政策詳情載於企業管治報告「薪酬政策」一節。

本集團僱員的酬金政策由管理層定期檢討。薪酬待遇的結構考慮到個別僱員的優點、資格及能力以及一般市場狀況。

# Report of the Directors

## 董事會報告

### EMOLUMENTS OF DIRECTORS AND FIVE HIGHEST PAID INDIVIDUALS

Details of the emoluments of the Directors of the Company and the five highest paid individuals of the Group for the year ended 31 December 2025 are set out in Note 18 to the consolidated financial statements.

### DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save for the Share Option Scheme adopted by the Company on 13 December 2018, at no time during the year ended 31 December 2025 was the Company or any of its associated corporations a party to any arrangement, which enable the Directors to acquire benefits by means of the acquisition of Shares in, or debentures of, the Company or any other body corporate and none of the Directors or their spouses or children under 18 years of age was granted any right to subscribe for any Shares in, or debentures of, the Company or any of its associated corporations.

### MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code to regulate the Directors' securities transactions. The Company had made specific enquiry of all Directors regarding any non-compliance with the Model Code for the year ended 31 December 2025, and they all have confirmed their respective full compliance with the required standard set out in the Model Code for the year ended 31 December 2025.

### DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

There was no transactions, arrangements or contracts of significance to which the Company, its holding company or any of its subsidiaries was a party and in which a Director had a material interest whether directly or indirectly, existed at the end of the year or at any time during the year ended 31 December 2025.

### MANAGEMENT CONTRACTS

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

### 董事及五名最高薪酬人士的酬金

截至二零二五年十二月三十一日止年度，有關本公司董事及本集團五名最高薪酬人士的酬金詳情載於綜合財務報表附註18。

### 董事收購股份或債券的權利

除本公司於二零一八年十二月十三日採用購股權計劃外，於截至二零二五年十二月三十一日止年度任何時間，本公司或其任何相聯法團概無參與任何安排，使董事能透過收購本公司或任何其他法團的股份或債券而獲益，且董事或其配偶或未滿18歲子女概無獲授認購本公司或其任何相聯法團的任何股份或債券的任何權利。

### 上市發行人董事進行證券交易的標準守則

本公司已採納標準守則，以規管董事的證券交易。本公司已就截至二零二五年十二月三十一日止年度的任何不遵守標準守則的情況向全體董事作出具體查詢，而彼等均已確認彼等各自於截至二零二五年十二月三十一日止年度完全遵守標準守則所載的規定標準。

### 於交易、安排及合約的董事權益

本公司、其控股公司或其任何附屬公司於年結時或截至二零二五年十二月三十一日止年度任何時間，概無訂立任何董事直接或間接擁有重大權益的重要交易、安排或合約。

### 管理合約

截至二零二五年十二月三十一日止年度，概無訂立或存在有關本公司全部或任何重大部分業務的管理及行政合約。

# Report of the Directors

## 董事會報告

### CONTRACT OF SIGNIFICANCE

Save as disclosed elsewhere in this annual report, at no time during the year ended 31 December 2025 had the Company or any of its subsidiaries entered into any contract of significance with the controlling Shareholders or any of their subsidiaries, nor had any contract of significance been entered into for the services provided by the controlling Shareholders or any of their subsidiaries to the Company or any of its subsidiaries.

### PERMITTED INDEMNITY PROVISION

Pursuant to the Articles of the Company, the applicable laws and regulations, every Director shall be indemnified and secured harmless out of the assets and profits of the Company against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain in the execution of their duties in their offices. The Company has arranged appropriate Directors' and officers' liability insurance coverage for the Directors and officers of the Group, in respect of legal actions against its Directors and senior management arising out of the Company's activities for the year ended 31 December 2025.

### EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme adopted by the Company on 13 December 2018, no equity-linked agreements that have, will or may result in the Company issuing Shares or that require the Company to enter into any agreements that have, will or may result in the Company issuing Shares were entered into by the Company for the year ended 31 December 2025 or subsisted at 31 December 2025.

### 重大合約

除本年報其他章節所披露者外，截至二零二五年十二月三十一日止年度任何時間內，本公司或其任何附屬公司概無與控股股東或其任何附屬公司訂立任何重大合約，亦無就控股股東或其任何附屬公司向本公司或其任何附屬公司提供服務而訂立任何重大合約。

### 獲准許彌償條文

根據本公司的細則、適用法律及法規，每名董事應從本公司的資產及溢利中就彼等或彼等當中任何人士在執行其職務的職責時可能招致或蒙受的所有行動、成本、費用、損失、損害及開支而獲得彌償及保證不受其損害。本公司已就截至二零二五年十二月三十一日止年度因本公司活動而對董事及高級管理層提出的法律訴訟，為本集團董事及高級職員投保適當的董事及高級職員責任保險。

### 股本掛鈎協議

除本公司於二零一八年十二月十三日採用購股權計劃外，本公司於截至二零二五年十二月三十一日止年度概無訂立或於二零二五年十二月三十一日概無存續任何股本掛鈎協議，將會或可能導致本公司發行股份或規定本公司訂立將會或可能導致本公司發行股份之任何協議。

# Report of the Directors

## 董事會報告

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

As at 31 December 2025, the interests or short positions of the Directors and the chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they have taken or deemed to have under such provision of the SFO), or which were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein, or which were required, pursuant to the Model Code to be notified to the Company and the Stock Exchange, were as follows:

#### Long positions in the Shares and underlying Shares of the Company

### 董事及主要行政人員於股份、相關股份及債券中的權益及淡倉

於二零二五年十二月三十一日，董事及本公司主要行政人員於本公司或其任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份及債券中擁有根據證券及期貨條例第XV部第7及8分部知會本公司及聯交所的權益或淡倉（包括彼等根據證券及期貨條例的有關條文被視為或當作擁有的權益或淡倉）；或根據證券及期貨條例第352條須登記於該條所述登記冊的權益或淡倉；或根據標準守則須知會本公司及聯交所的權益或淡倉如下：

#### 於本公司股份及相關股份的好倉

Name	Nature of interest	Total number of shares/ underlying shares held	Approximate percentage of interest in the Company (Note 1) 佔本公司權益的概約百分比 (附註1)
姓名	權益性質	所持股份／ 相關股份總數	
Ms. Shi Qi (Note 2) 施琦女士(附註2)	Interest of controlled corporation 受控制法團權益	79,687,549 (Long)(好倉)	46.33%
		79,687,549 (Short)(淡倉)	46.33%

#### Notes:

- The total number of issued Shares as at 31 December 2025 (i.e. 172,006,700 Shares) has been used in the calculation of the approximate percentage.
- Lytton Maison Limited, a limited company incorporated in the British Virgin Islands and solely owned by Ms. Shi Qi, was interested in 79,687,549 Shares. 79,687,549 Shares held by Lytton Maison Limited were charged to Mason Resources Finance Limited, which was indirectly wholly-owned by Mason Group Holdings Limited.

#### 附註：

- 計算概約百分比時已使用於二零二五年十二月三十一日的已發行股份總數（即172,006,700股股份）。
- Lytton Maison Limited 為於英屬處女群島註冊成立的有限公司，由施琦女士獨資擁有，於79,687,549股股份中擁有權益。Lytton Maison Limited持有的79,687,549股股份質押於茂宸資源財務有限公司（茂宸集團控股有限公司的間接全資附屬公司）。

## Report of the Directors 董事會報告

Save as disclosed above, as at 31 December 2025, none of the Directors and the chief executive of the Company or their associates (as defined in the Listing Rules) had any interests and short positions in any Shares, underlying Shares and debentures of the Company or any associated corporations (within the meaning of Part XV of the SFO) 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 or short positions which each of them has taken or deemed to have taken under the provision of the SFO); or which were required, pursuant to section 352 of the SFO, to be entered into the register referred to therein; or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

除上文所披露者外，於二零二五年十二月三十一日，董事及本公司主要行政人員或彼等聯繫人（定義見上市規則）概無於本公司或其任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份或債券中擁有任何根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益及淡倉（包括根據證券及期貨條例條文彼等各自被視為或當作擁有的權益或淡倉）；或根據證券及期貨條例第352條須登記於該條所述登記冊的權益及淡倉；或根據標準守則須知會本公司及聯交所的權益及淡倉。

# Report of the Directors

## 董事會報告

### SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, so far as is known to the Directors, the following persons, not being Directors or chief executive of the Company had, or were deemed to have, interests or short position in the Shares or underlying Shares which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO; or which were recorded in the register required to be kept by the Company under Section 336 of the SFO; or who is directly or indirectly, interested in 5% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at the general meetings of the Company:

### 主要股東於股份及相關股份的權益及淡倉

於二零二五年十二月三十一日，就董事所知，以下並非董事或本公司主要行政人員的人士於股份或相關股份中擁有或被視為擁有根據證券及期貨條例第XV部第2及3分部的條文須向本公司披露的權益或淡倉；或根據證券及期貨條例第336條須記錄於本公司須存置的登記冊的權益或淡倉；直接或間接擁有附帶在任何情況下可於本公司股東大會上投票的權利的任何類別股本面值5%或以上的權益：

Name	Nature of interest	Total number of shares/ underlying shares held	Approximate percentage of interest in the Company (Note 1)
名稱	權益性質	所持股份／ 相關股份總數	佔本公司權益的 概約百分比 (附註1)
Lyton Maison Limited (Note 2)	Beneficial owner	79,687,549	46.33%
Lyton Maison Limited (附註2)	實益擁有人	(Long) (好倉)	
		79,687,549	46.33%
		(Short) (淡倉)	
Mason Resources Finance Limited (Note 2)	Person having a security interest in shares	79,687,549	46.33%
茂宸資源財務有限公司(附註2)	於股份中擁有抵押權益之人士	(Long) (好倉)	
Mason Group Holdings Limited (Note 2)	Interest of controlled corporation	79,687,549	46.33%
茂宸集團控股有限公司(附註2)	受控制法團權益	(Long) (好倉)	

#### Notes:

- The total number of issued Shares as at 31 December 2025 (i.e. 172,006,700 Shares) has been used in the calculation of the approximate percentage.
- Lyton Maison Limited was interested in 79,687,549 Shares. 79,687,549 Shares held by Lyton Maison Limited were charged to Mason Resources Finance Limited, which was indirectly wholly-owned by Mason Group Holdings Limited.

#### 附註：

- 計算概約百分比時已使用於二零二五年十二月三十一日的已發行股份總數(即172,006,700股股份)。
- Lyton Maison Limited 於 79,687,549 股股份中擁有權益。Lyton Maison Limited 持有的 79,687,549 股股份中質押於茂宸資源財務有限公司(茂宸集團控股有限公司的間接全資附屬公司)。

# Report of the Directors

## 董事會報告

Save as disclosed above, as at 31 December 2025, the Directors are not aware of any other person, other than the Directors and the chief executive of the Company who had, or was deemed to have, interests or short positions in the Shares or underlying Shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or, which were recorded in the register required to be kept by the Company under Section 336 of the SFO; or who is directly or indirectly, interested in 5% or more of the nominal value of any class of share capital carrying rights to vote in all circumstances at the general meetings of the Company or options in respect of such share capital.

### COMPETING INTERESTS

For the year ended 31 December 2025, the Directors are not aware of any business or interest of the Directors, the substantial Shareholders of the Company or any of their respective associates (as defined in the Listing Rules) that competes or is likely to compete, either directly or indirectly, with the business of the Group and any other conflicts of interests which any such person has or may have with the Company.

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

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including the sale of treasury shares). As at 31 December 2025, the Company did not hold any treasury shares.

除上文所披露者外，於二零二五年十二月三十一日，董事並不知悉任何其他人士（董事或本公司主要行政人員除外）於本公司股份或相關股份中擁有或被視為擁有根據證券及期貨條例第XV部第2及3分部的條文須向本公司披露的權益或淡倉；或根據證券及期貨條例第336條須記錄於本公司須存置的登記冊的權益或淡倉；直接或間接擁有附帶在任何情況下可於本公司股東大會上投票的權利的任何類別股本面值5%或以上的權益，或有關該股本的購股權。

### 競爭權益

截至二零二五年十二月三十一日止年度，董事並不知悉董事、本公司主要股東或彼等各自的任何聯繫人（定義見上市規則）的任何業務或權益與本集團業務直接或間接構成競爭或可能構成競爭，以及任何有關人士與本公司之間存在或可能存在的任何其他利益衝突。

### 購買、出售或贖回本公司上市證券

於截至二零二五年十二月三十一日止年度，本公司或其任何附屬公司概無購買、出售或贖回本公司任何上市證券（包括出售庫存股份）。於二零二五年十二月三十一日，本公司並無持有任何庫存股份。

# Report of the Directors

## 董事會報告

### PRE-EMPTIVE RIGHTS

There were no provisions of pre-emptive rights under the Company's Articles or the laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated, which would oblige the Company to offer new Shares on a pro-rata basis to its existing Shareholders unless otherwise required by the Stock Exchange.

### SUFFICIENCY OF PUBLIC FLOAT

Based on information publicly available to the Company and to the knowledge of the Directors, at least 25% of the Company's total issued share capital was held by the public as at the date of this annual report.

### AUDIT COMMITTEE AND REVIEW OF FINANCIAL STATEMENTS

The Audit Committee was established with written terms of reference (as amended from time to time) in compliance with the Listing Rules.

The Audit Committee has reviewed with the management the accounting principles and practices adopted by the Company and discussed auditing, financial reporting, risk management and internal control matters. The annual results of the Company for the year ended 31 December 2025 have been audited. The Audit Committee has reviewed the annual results of the Group for the year ended 31 December 2025, and is of the view that the consolidated financial statements have been prepared in accordance with the applicable accounting standards, the Listing Rules and the statutory provisions and sufficient disclosures have been made.

### 優先購買權

本公司的細則或本公司註冊成立所在司法權區開曼群島法律並無任何優先購買權條文，規定本公司須按比例向其現有股東提呈發售新股份，除非聯交所另有規定則另作別論。

### 足夠的公眾持股量

根據本公司的公開可得資料及就董事所知，於本年報日期，公眾人士持有本公司已發行股本總額至少25%。

### 審核委員會及審閱財務報表

審核委員會根據上市規則成立，並訂有書面職權範圍(經不時修訂)。

審核委員會已與管理層審閱本公司所採納的會計原則及常規，並討論審核、財務報告、風險管理及內部監控事宜。本公司截至二零二五年十二月三十一日止年度的年度業績經已審核。審核委員會已審閱本集團截至二零二五年十二月三十一日止年度的年度業績，並認為綜合財務報表已根據適用會計準則、上市規則及法定條文編製，並已作出充分披露。

# Report of the Directors

## 董事會報告

### ANNUAL GENERAL MEETING

The forthcoming annual general meeting of the Company will be held on Tuesday, 30 June 2026. A notice convening the AGM, together with a circular therefor, will be dispatched to the Shareholders, and will be available on the websites of the Stock Exchange and the Company in the manner as required by the Listing Rules in due course.

### CLOSURE OF THE REGISTER OF MEMBERS

The register of members of the Company will be closed from Saturday, 27 June 2026 to Tuesday, 30 June 2026, both days inclusive during which no transfer of Shares will be registered. In order to qualify for attending and voting at the AGM or any adjournment thereof, all transfers of Shares accompanied by the relevant share certificates and transfer forms must be lodged with the Company's Hong Kong branch share registrar and transfer office, Union Registrars Limited, at Suites 3301-04, 33/F, Two Chinachem Exchange Square, 338 King's Road, North Point, Hong Kong, not later than 4:00 p.m. on Friday, 26 June 2026.

### EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in Note 44 to the consolidated financial statements, the Directors are not aware of any significant event which had a material effect on the Group subsequent to 31 December 2025 and up to the date of this annual report.

### 股東週年大會

本公司應屆股東週年大會將於二零二六年六月三十日(星期二)舉行。召開股東週年大會的通告及其通函將適時按上市規則規定的方式寄發予股東，並登載於聯交所及本公司網站。

### 暫停辦理股份過戶登記手續

本公司將於二零二六年六月二十七日(星期六)至二零二六年六月三十日(星期二)(包括首尾兩日)暫停辦理股份過戶登記手續，期間將不會進行股份過戶登記。為符合資格出席股東週年大會或其任何續會並於會上投票，所有股份過戶文件連同相關股票及過戶表格必須在不遲於二零二六年六月二十六日(星期五)下午四時正送達本公司的香港股份過戶登記分處聯合證券登記有限公司，地址為香港北角英皇道338號華懋交易廣場2期33樓3301-04室。

### 報告期後事項

除綜合財務報表附註44所披露者外，董事並不知悉於二零二五年十二月三十一日後及直至本年報日期內出現任何對本集團造成重大影響的重大事件。

# Report of the Directors

## 董事會報告

### CHANGE OF AUDITOR IN THE PRECEDING 3 YEARS

Elite Partners CPA Limited has resigned as the auditor of the Company with effect from 17 June 2024. The Board has resolved to appoint Rongcheng (Hong Kong) CPA Limited (formerly known as CL Partners CPA Limited) (“**Rongcheng**”) as the new auditor of the Company with effect from 17 June 2024 to fill the casual vacancy following the resignation of Elite Partners CPA Limited.

Rongcheng shall hold office until the conclusion of the next annual general meeting pursuant to the articles of association of the Company. A resolution to re-appoint Rongcheng as the auditor of the Company for approval by the Shareholders will be proposed and passed at the forthcoming AGM.

### INDEPENDENT AUDITOR

The Group’s consolidated financial statements for the year ended 31 December 2025 have been audited by Rongcheng, who will retire and, being eligible, will offer themselves for re-appointment at the AGM. A resolution will be proposed at the AGM for the re-appointment of Rongcheng as auditor of the Company.

On behalf of the Board

**Shi Qi**  
*Chairlady*

Hong Kong, 29 May 2026

### 過往三年內核數師之變動

開元信德會計師事務所有限公司已辭任本公司之核數師，自二零二四年六月十七日起生效。董事會決議委任容誠(香港)會計師事務所有限公司(前稱先機會計師行有限公司)(「容誠」)為本公司新核數師，自二零二四年六月十七日起生效，以填補開元信德會計師事務所有限公司辭任後之臨時空缺。

根據本公司組織章程細則，容誠的任期直至下屆股東週年大會結束為止。續聘容誠為本公司核數師之決議案將於應屆股東週年大會上提呈及通過，以供股東批准。

### 獨立核數師

本集團截至二零二五年十二月三十一日止年度的綜合財務報表已經由容誠審核，其即將退任，惟符合資格且願意於股東週年大會上膺選續聘。在股東週年大會上，將提呈決議案以續聘容誠為本公司核數師。

代表董事會

**主席**  
**施琦**

香港，二零二六年五月二十九日

# Independent Auditor's Report

## 獨立核數師報告

### 容诚 | RCHK

To The Shareholders of Ta Yang Group Holdings Limited  
(Incorporated in the Cayman Islands with limited liability)

#### DISCLAIMER OF OPINION

We were engaged to audit the consolidated financial statements of Ta Yang Group Holdings Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”) set out on pages 92 to 225, which comprise the consolidated statement of financial position at 31 December 2025, and the consolidated statement of profit or loss, 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 material accounting policy information and other explanatory information.

We do not express an opinion on the consolidated financial statements of the Group. Because of the significance of the matters described in the “Basis for Disclaimer of Opinion” section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements. In all other respects, in our opinion, the consolidated financial statements have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

#### BASIS FOR DISCLAIMER OF OPINION

##### Scope limitation relating to going concern basis in preparation of the consolidated financial statements

During the year ended 31 December 2025, the loss for the year ended 31 December 2025 amounted to approximately HK\$72,676,000, and as of that date, the Group has net current liabilities of approximately HK\$210,561,000, while its bank balances and cash amounted to approximately HK\$23,886,000 as of the same date. In addition, as at 31 December 2025, the Group was in default in respect of principal amount of borrowings totaling approximately HK\$100,852,000 due to the events of default of late or overdue payment of loan principal and interest during the year ended or as at 31 December 2025.

致大洋集團控股有限公司各股東  
(於開曼群島註冊成立的有限公司)

#### 不發表意見

我們獲委聘審計載於第92至225頁大洋集團控股有限公司(「**貴公司**」)及其附屬公司(統稱為「**貴集團**」)之綜合財務報表，當中包括於二零二五年十二月三十一日之綜合財務狀況表、截至該日止年度之綜合損益表、綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料及其他說明資料。

我們無法就 貴集團之綜合財務報表表示意見。鑒於我們的報告中「不發表意見基準」一節所述事宜之重要性，我們未能獲取充足適當的審計證據，以就該等綜合財務報表之審計意見提供基礎。在所有其他方面，我們認為綜合財務報表已遵照香港公司條例之披露規定妥為編製。

#### 不發表意見基準

##### 有關編製綜合財務報表之持續經營基準的範圍限制

截至二零二五年十二月三十一日止年度，於截至二零二五年十二月三十一日止年度的虧損約為72,676,000港元，而截至該日， 貴集團的流動負債淨值約為210,561,000港元，而截至同日，其銀行結餘及現金約為23,886,000港元。此外，於二零二五年十二月三十一日，由於截至二零二五年十二月三十一日止年度或於該日因拖欠或逾期支付貸款本金及利息的違約事件， 貴集團就借款本金總額約100,852,000港元構成違約。

# Independent Auditor's Report

## 獨立核數師報告

### BASIS FOR DISCLAIMER OF OPINION

(Continued)

#### Scope limitation relating to going concern basis in preparation of the consolidated financial statements (Continued)

In addition, on 19 March 2026, the Company received a winding-up petition (the “**Petition**”) against the Company, which was presented to the High Court of Hong Kong by Rising Jiarui Investment Management Co., Ltd under the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong). The Petition was filed against the Company in relation to the non-payment of an amount of HK\$50,377,777.78 inclusive of interest accrued up to 24 February 2026 relating to the HK\$40,000,000 10.0% convertible bond due 20 July 2026 issued by the Company, details of which have been set out in the announcement of the Company dated 21 July 2023. The Petition is scheduled to be heard on 10 June 2026.

The above events or conditions indicate the existence of material uncertainties which may cast significant doubt on the Group's ability to continue as a going concern. In view of the above, the directors of the Company have prepared an eighteen-month cash flow forecast from the year end date based on their expectations of the outcome of the plans and measures as set out in Note 1 to the consolidated financial statements, and given considerations to the possible impact of the above events on the current and anticipated future liquidity of the Group. The directors of the Company, after due and careful enquiry and after taking into account the above plans and measures, and the financial resources available to the Group, including cash flows from operating activities and available facilities, and based on the assumptions that the plans and measures as set out in Note 1 to the consolidated financial statements would materialise, are of the opinion that the Group will have sufficient working capital over the eighteen-month forecast period. Accordingly, the directors of the Company are satisfied that it is appropriate to prepare the consolidated financial statements on a going concern basis.

### 不發表意見基準(續)

#### 有關編製綜合財務報表之持續經營基準的範圍限制(續)

此外，於二零二六年三月十九日，貴公司接獲由北京日信嘉銳投資管理有限公司根據香港法例第32章公司(清盤及雜項條文)條例向香港高等法院提呈針對貴公司之清盤呈請(「該呈請」)。該呈請乃針對貴公司提出，內容有關貴公司一筆金額為50,377,777.78港元(包括直至二零二六年二月二十四日之應計利息)之未付款項，此乃與由貴公司發行將於二零二六年七月二十日到期利率為10.0%之40,000,000港元可換股債券有關，詳情已載於貴公司日期為二零二三年七月二十一日之公告。該呈請定於二零二六年六月十日進行聆訊。

上述事件或情況顯示存在重大不確定性，可能對貴集團持續經營能力構成重大疑問。鑒於上述情況，貴公司董事根據其對綜合財務報表附註1所載計劃及措施結果的預期，並考慮上述事件可能對貴集團當前及預期未來流動資金造成的影響，編製自年末起十八個月的現金流量預測。貴公司董事經審慎周詳查詢，並計及上述計劃及措施、貴集團可用財務資源(包括經營活動現金流量及可用融資)，且基於綜合財務報表附註1所載計劃及措施將得以落實的假設，認為貴集團於十八個月的預測期內將擁有充足的營運資金。因此，貴公司董事認為按持續經營基準編製綜合財務報表屬適當。

# Independent Auditor's Report

## 獨立核數師報告

### BASIS FOR DISCLAIMER OF OPINION

(Continued)

#### Scope limitation relating to going concern basis in preparation of the consolidated financial statements (Continued)

However, we have not been able to obtain sufficient appropriate audit evidence to satisfy ourselves on the appropriateness of the preparation of the consolidated financial statements on a going concern basis. The ability of the Group to continue as a going concern largely depends on whether those plans and measures as detailed in Note 1 to the consolidated financial statements can be successfully implemented. The eventual outcome of these plans and measures cannot be ascertained with reasonably certainty and are subject to significant uncertainties, including:

- (i) Whether the Group can successfully draw down from a financial institution in respect of the undrawn credit facility amounting to approximately HK\$130,000,000;
- (ii) Whether the Group can successfully draw down loans from Asia Pacific Technology & Development Investment Bank Ltd. for the repayment of the convertible bond;
- (iii) Whether the Group can successfully complete the non-underwritten rights issues;
- (iv) Whether the Group can have successful negotiations with the Group's existing creditors to avoid demands for immediate repayment of defaulted borrowings and interests; and for waiver of the rights arising from the event of default arising from overdue payments; and have successful negotiations with the Group's existing creditors for repayment extension and feasible settlement plans of defaulted borrowings and interests;
- (v) Whether the Group can successfully negotiate with the convertible bondholder for the renewal and extension of the convertible bond and the withdrawal of the Petition; and
- (vi) Whether the Group can continue to carry out cost-control measurement in forthcoming years, including but not limited to reduce discretionary expenses and administrative costs. On the other hand, whether the Group can continue to explore various strategies to improve the Group's operating cash inflows including putting extra efforts in the collection of trade receivables.

### 不發表意見基準(續)

#### 有關編製綜合財務報表之持續經營基準的範圍限制(續)

然而，我們未能取得充分適當的審計證據，以信納按持續經營基準編製綜合財務報表的適當性。貴集團持續經營的能力很大程度上取決於綜合財務報表附註1所詳述的該等計劃及措施能否成功實施。該等計劃及措施的最終結果無法合理確定，且會面臨重大不確定因素，包括：

- (i) 貴集團能否成功向金融機構提取約130,000,000港元的未提取信貸融資；
- (ii) 貴集團能否成功從亞太科技發展投資銀行有限公司提取貸款以償還可換股債券；
- (iii) 貴集團能否成功完成非包銷供股；
- (iv) 貴集團能否與貴集團的現有債權人成功協商，以避免被要求即時償還違約借款及利息；及豁免因逾期付款而導致的違約事件所產生的權利；及能否與貴集團的現有債權人成功協商，以延長還款期限並達成可行的違約借款及利息結算計劃；
- (v) 貴集團能否就可換股債券的重續及延期以及撤回該呈請成功與可換股債券持有人協商；及
- (vi) 貴集團能否於未來數年內持續採取成本控制措施，包括但不限於削減非必要開支及行政成本。另一方面，貴集團能否繼續探索各種策略以改善貴集團的營運現金流入，包括加大對應收貿易賬款的收回力度。

# Independent Auditor's Report

## 獨立核數師報告

### BASIS FOR DISCLAIMER OF OPINION

(Continued)

#### Scope limitation relating to going concern basis in preparation of the consolidated financial statements (Continued)

We have not been provided with sufficient appropriate audit evidence to conclude on the appropriateness of management's use of the going concern basis of accounting in the preparation of the consolidated financial statements because of the lack of detailed analyses provided by management in relation to its plans and measures for future actions in its going concern assessment which take into account the uncertainty of outcome of these plans and measures and how variability in outcome would affect the future cash flows of the Group. Any adjustments found to be required may have consequential significant effects on the consolidated net assets of the Group as at 31 December 2025 and the consolidated loss and other comprehensive expense and cash flows of the Group for the year ended 31 December 2025, and the related elements and disclosures thereof presented or disclosed in the consolidated financial statements.

Should the Group fail to achieve successful outcomes from the abovementioned measures, it might not be able to continue to operate as a going concern, and adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities which might arise and to reclassify non-current assets and non-current liabilities as current assets and current liabilities. The effects of these adjustments have not been reflected in these consolidated financial statements.

### 不發表意見基準(續)

#### 有關編製綜合財務報表之持續經營基準的範圍限制(續)

由於管理層未就其持續經營評估中未來行動的計劃及措施提供詳細分析(當中計及該等計劃及措施的結果的不確定性及結果的變動將如何影響 貴集團的未來現金流量)，故我們未能獲得充分適當的審計證據，以就管理層在編製綜合財務報表時採用持續經營會計基準的適當性作出結論。任何需要進行的調整均可能對 貴集團於二零二五年十二月三十一日的綜合資產淨值及 貴集團截至二零二五年十二月三十一日止年度的綜合虧損及其他全面開支及現金流量，以及綜合財務報表所呈列或披露的相關要素及披露產生重大影響。

倘 貴集團未能成功實現上述措施的結果，則可能無法繼續持續經營，並需要作出調整，以撇減 貴集團的資產賬面值至其可收回金額、為可能產生的任何進一步負債作出撥備以及將非流動資產及非流動負債重新分類為流動資產及負債。該等調整的影響並未反映於該等綜合財務報表內。

# Independent Auditor's Report

## 獨立核數師報告

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

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

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

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

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our responsibility is to conduct an audit of the Group's consolidated financial statements in accordance with Hong Kong Standards on Auditing as issued by HKICPA and to issue an auditor's report. Our report is made, solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. However, because of the matter described in the “Basis for Disclaimer of Opinion” section of our report, we were not able to form an audit opinion on these consolidated financial statements.

### 董事及管治層就綜合財務報表須承擔的責任

貴公司董事須負責根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則及香港公司條例的披露規定編製真實而公允的綜合財務報表，並負責董事認為就為使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述所必需的有關內部監控。

在編製綜合財務報表時，董事須負責評估 貴集團繼續持續經營的能力，並披露與持續經營有關的事項(如適用)。除非董事有意將 貴集團清盤，或停止營運，或除此之外並無其他實際可行的辦法，否則須採用以持續經營為基礎的會計法。

管治層須負責監督 貴集團的財務報告流程。

### 核數師就審核綜合財務報表須承擔的責任

我們的責任為按照香港會計師公會所頒佈的香港審計準則對 貴集團綜合財務報表進行審計，並出具核數師報告。本報告乃根據我們協定委聘業務條款僅向 閣下(作為整體)出具，除此以外，我們的報告概不作其他用途。我們不就此報告的內容對任何其他人士負責或承擔任何責任。然而，基於本報告「不發表意見基準」一節所述事項，我們無法就該等綜合財務報表發表審計意見。

# Independent Auditor's Report

## 獨立核數師報告

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

We are independent of the Group in accordance with the HKICPA's "Code of Ethics for Professional Accountants" (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code.

**Rongcheng (Hong Kong) CPA Limited**  
*Certified Public Accountants*

**Lee Wai Chi**  
Practising Certificate Number: P07830

Hong Kong  
29 May 2026

### 核數師就審核綜合財務報表須承擔 的責任(續)

我們根據香港會計師公會《專業會計師道德守則》(「守則」)獨立於貴集團，並已按照守則履行其他道德責任。

容誠(香港)會計師事務所有限公司  
執業會計師

李偉志  
執業證書編號：P07830

香港  
二零二六年五月二十九日

# Consolidated Statement of Profit or Loss

## 綜合損益表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
Revenue	收益	9	758,153	970,061
Cost of sales	銷售成本		(669,700)	(853,474)
Gross profit	毛利		88,453	116,587
Other income and net (loss) gain	其他收入及(虧損)收益淨額	11	(1,337)	13,770
Selling and distribution expenses	銷售及分銷開支		(12,739)	(24,384)
Administrative expenses	行政開支		(111,537)	(120,611)
Finance costs	融資成本	12	(27,648)	(28,281)
Impairment losses under expected credit loss model, net of reversal	預期信貸虧損模式下減值虧損，扣除撥回		(7,723)	(9,406)
<b>Loss before tax</b>	<b>除稅前虧損</b>		<b>(72,531)</b>	<b>(52,325)</b>
Income tax expense	所得稅開支	13	(145)	(814)
<b>Loss for the year</b>	<b>年內虧損</b>	14	<b>(72,676)</b>	<b>(53,139)</b>
<b>Loss for the year attributable to:</b>	<b>以下人士應佔年內虧損：</b>			
Owners of the Company	本公司擁有人		(73,345)	(63,632)
Non-controlling interests	非控股權益		669	10,493
			<b>(72,676)</b>	<b>(53,139)</b>
			<b>HK cents 港仙</b>	<b>HK cents 港仙 (Restated) (經重列)</b>
<b>Loss per share</b>	<b>每股虧損</b>			
Basic and diluted	基本及攤薄	16	(49.69)	(48.68)

# Consolidated Statement of Profit or Loss and Other Comprehensive Income

## 綜合損益及其他全面收益表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>Loss for the year</b>	年內虧損	<b>(72,676)</b>	(53,139)
<b>Other comprehensive (expense)/ income</b>	其他全面(開支)/收益		
Item that will not be reclassified subsequently to profit or loss:	不會於其後重新分類至損益的項目：		
Fair value loss on financial assets at fair value through other comprehensive income	按公平值列賬並在其他全面收益內處理的金融資產的公平值虧損	<b>(859)</b>	(2,302)
Items that may be reclassified subsequently to profit or loss:	可於其後重新分類至損益的項目：		
Exchange differences arising on translation of foreign operations	換算海外業務產生的匯兌差額	<b>(2,780)</b>	21,699
Release of exchange reserve upon disposal of subsidiaries	出售附屬公司時解除匯兌儲備	-	2,603
		<b>(2,780)</b>	24,302
<b>Other comprehensive (expense)/ income for the year, net of income tax</b>	年內其他全面(開支)/收益，扣除所得稅	<b>(3,639)</b>	22,000
<b>Total comprehensive expense for the year</b>	年內全面開支總額	<b>(76,315)</b>	(31,139)
<b>Attributable to:</b>	以下人士應佔：		
Owners of the Company	本公司擁有人	<b>(76,966)</b>	(43,754)
Non-controlling interests	非控股權益	<b>651</b>	12,615
<b>Total comprehensive expense for the year</b>	年內全面開支總額	<b>(76,315)</b>	(31,139)

# Consolidated Statement of Financial Position

## 綜合財務狀況表

AT 31 DECEMBER 2025 於二零二五年十二月三十一日

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
<b>Non-current assets</b>	<b>非流動資產</b>			
Property, plant and equipment	物業、廠房及設備	19	48,871	46,203
Right-of-use assets	使用權資產	20	59,227	65,399
Investment properties	投資物業	21	15,300	16,000
Goodwill	商譽	22	20,552	20,552
Financial assets at fair value through other comprehensive income	按公平值列賬並在其他全面收益內處理的金融資產	23	10,344	11,203
Interests in associates	於聯營公司的權益	24	–	–
Deferred tax assets	遞延稅項資產	34	387	400
Loan receivables	應收貸款	27	55,176	54,566
Deposits	按金	26	9,660	16,268
<b>Total non-current assets</b>	<b>非流動資產總值</b>		<b>219,517</b>	230,591
<b>Current assets</b>	<b>流動資產</b>			
Inventories	存貨	25	34,597	30,673
Trade and other receivables	應收貿易賬款及其他應收款項	26	372,248	286,122
Loan receivables	應收貸款	27	47,541	56,711
Bank balances and cash	銀行結餘及現金	28	23,886	11,924
<b>Total current assets</b>	<b>流動資產總值</b>		<b>478,272</b>	385,430
<b>Current liabilities</b>	<b>流動負債</b>			
Trade and other payables	應付貿易賬款及其他應付款項	29	421,419	327,014
Income tax payables	應付所得稅		15,647	14,886
Convertible bond	可換股債券	35	37,051	–
Borrowings	借款	30	206,175	164,392
Lease liabilities	租賃負債	31	8,541	14,151
<b>Total current liabilities</b>	<b>流動負債總額</b>		<b>688,833</b>	520,443
<b>Net current liabilities</b>	<b>流動負債淨值</b>		<b>(210,561)</b>	(135,013)
<b>Total assets less current liabilities</b>	<b>資產總值減流動負債</b>		<b>8,956</b>	95,578

# Consolidated Statement of Financial Position

## 綜合財務狀況表

AT 31 DECEMBER 2025 於二零二五年十二月三十一日

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
<b>Capital and reserves</b>	<b>資本及儲備</b>			
Share capital	股本	32	<b>172,007</b>	131,347
Reserves	儲備		<b>(171,233)</b>	(99,999)
Equity attributable to owners of the Company	本公司擁有人應佔權益		<b>774</b>	31,348
Non-controlling interests	非控股權益	43	<b>(298)</b>	(949)
Total equity	權益總值		<b>476</b>	30,399
<b>Non-current liabilities</b>	<b>非流動負債</b>			
Borrowings	借款	30	–	17,909
Lease liabilities	租賃負債	31	<b>5,087</b>	8,680
Deferred income	遞延收入	33	<b>1,549</b>	1,601
Deferred tax liabilities	遞延稅項負債	34	<b>1,844</b>	1,959
Convertible bond	可換股債券	35	–	35,030
Total non-current liabilities	非流動負債總額		<b>8,480</b>	65,179
			<b>8,956</b>	95,578

The consolidated financial statements on pages 92 to 225 were approved and authorised for issue by the board of directors on 29 May 2026 and are signed on its behalf by:

第92頁至第225頁的綜合財務報表乃經董事會於二零二六年五月二十九日批准及授權刊發，並由下列董事代表簽署：

**Shi Qi**  
施琦  
Director  
董事

**Li Jiuhua**  
李九華  
Director  
董事

# Consolidated Statement of Changes in Equity

## 綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔												
		Share capital	Share premium	Other reserve	Exchange reserve	Investments revaluation reserve	Properties revaluation reserve	Capital redemption reserve	Statutory surplus reserve	Convertible bond equity reserve	Accumulated losses	Sub-total	Non-controlling interests	Total
		股本	股份溢價	其他儲備	匯兌儲備	投資重估儲備	物業重估儲備	贖回儲備	公積金	可換股債券權益儲備	累計虧損	小計	非控股權益	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元
				(Note a)		(Note d)		(Note b)	(Note c)					
				(附註a)		(附註d)		(附註b)	(附註c)					
At 1 January 2024	於二零二四年一月一日	130,677	761,380	(5,081)	141,885	(4,483)	6,739	2,420	35,929	6,537	(1,001,571)	74,432	(6,856)	67,576
Loss for the year	年內虧損	-	-	-	-	-	-	-	-	-	(63,632)	(63,632)	10,493	(53,139)
Exchange differences arising on translation of foreign operations	換算海外業務產生的匯兌差額	-	-	-	19,577	-	-	-	-	-	-	19,577	2,122	21,699
Fair value loss on financial assets at fair value through other comprehensive income	按公平值列賬並在其他全面收益內處理的金融資產的公平值虧損	-	-	-	-	(2,302)	-	-	-	-	-	(2,302)	-	(2,302)
Release of exchange reserve upon disposal of subsidiaries (Note 38)	出售附屬公司時解除匯兌儲備 (附註38)	-	-	-	2,603	-	-	-	-	-	-	2,603	-	2,603
Total comprehensive income/(expense) for the year	年內全面收益/(開支)總額	-	-	-	22,180	(2,302)	-	-	-	-	(63,632)	(43,754)	12,615	(31,139)
Issuance of shares (Note 32)	發行股份(附註32)	670	-	-	-	-	-	-	-	-	-	670	-	670
Disposal of subsidiaries (Note 38)	出售附屬公司(附註38)	-	-	-	-	-	-	-	-	-	-	-	(6,708)	(6,708)
At 31 December 2024	於二零二四年十二月三十一日	131,347	761,380	(5,081)	164,065	(6,785)	6,739	2,420	35,929	6,537	(1,065,203)	31,348	(949)	30,399
At 1 January 2025	於二零二五年一月一日	131,347	761,380	(5,081)	164,065	(6,785)	6,739	2,420	35,929	6,537	(1,065,203)	31,348	(949)	30,399
Loss for the year	年內虧損	-	-	-	-	-	-	-	-	-	(73,345)	(73,345)	669	(72,676)
Exchange differences arising on translation of foreign operations	換算海外業務產生的匯兌差額	-	-	-	(2,762)	-	-	-	-	-	-	(2,762)	(18)	(2,780)
Fair value loss on financial assets at fair value through other comprehensive income	按公平值列賬並在其他全面收益內處理的金融資產的公平值虧損	-	-	-	-	(859)	-	-	-	-	-	(859)	-	(859)
Total comprehensive income/(expense) for the year	年內全面收益/(開支)總額	-	-	-	(2,762)	(859)	-	-	-	-	(73,345)	(76,966)	651	(76,315)
Issuance of shares (Note 32)	發行股份(附註32)	40,660	5,732	-	-	-	-	-	-	-	-	46,392	-	46,392
At 31 December 2025	於二零二五年十二月三十一日	172,007	767,112	(5,081)	161,303	(7,644)	6,739	2,420	35,929	6,537	(1,138,548)	774	(298)	476

# Consolidated Statement of Changes in Equity

## 綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

Notes:

附註：

**a. Other reserve**

Other reserve represents the difference between the capital contribution received from/(paid to) a non-controlling interest of a subsidiary and the increase/(decrease) in its shares of net asset value of that subsidiary.

**a. 其他儲備**

其他儲備指向一間附屬公司非控股權益收取／(支付)的注資與所佔該附屬公司資產淨值增加／(減少)數額間的差額。

**b. Capital redemption reserve**

Capital redemption reserve represents the nominal value of the shares repurchased which has been paid out of the distributable reserves of the Company.

**b. 資本贖回儲備**

資本贖回儲備指已購回股份的面值，有關金額以本公司的可供分派儲備支付。

**c. Statutory surplus reserve**

As stipulated by regulations in the People's Republic of China (the "PRC"), the Company's subsidiaries established and operated in the PRC are required to appropriate 10% of their after-tax-profit (after offsetting prior year losses) as determined in accordance with the PRC accounting rules and regulations, to statutory surplus reserve until the reserve balance reaches 50% of the registered capital. The transfer to this reserve must be made before distribution of a dividend to equity owners.

**c. 法定盈餘公積金**

根據中華人民共和國(「中國」)法規規定，本公司在中國成立及經營的附屬公司須將其根據中國會計規則及法規釐定的除稅後溢利(彌補過往年度虧損後)的10%轉撥至法定盈餘公積金，直至該公積金的結餘達至註冊資本的50%為止，且須於向權益擁有人分派股息前轉撥至該公積金。

**d. Investments revaluation reserve**

Investments revaluation reserve represents the change in fair value of equity investments classified as financial assets at fair value through other comprehensive income.

**d. 投資重估儲備**

投資重估儲備指分類為按公平值列賬並在其他全面收益內處理的金融資產的權益投資的公平值變動。

# Consolidated Statement of Cash Flows

## 綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>OPERATING ACTIVITIES</b>	<b>經營活動</b>		
Loss before tax	除稅前虧損	(72,531)	(52,325)
Adjustments for:	就以下各項作出調整：		
Amortisation of deferred income	遞延收入攤銷	(130)	(130)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	5,495	9,452
Depreciation of right-of-use assets	使用權資產折舊	10,921	19,331
Dividend income from financial assets at fair value through other comprehensive income	來自按公平值列賬並在其他全面收益內處理的金融資產股息收入	(89)	(65)
Fair value loss on investment properties	投資物業的公平值虧損	700	5,000
Finance costs	融資成本	27,648	28,281
Gain on disposal of property, plant and equipment and right-of-use assets	出售物業、廠房及設備以及使用權資產的收益	(1,499)	(15,570)
Gain on bargain purchase on acquisition of a subsidiary	收購一間附屬公司的議價收購收益	-	(317)
Written off of loan receivables	撇減應收貸款	12,193	-
Written off of other receivables	撇減其他應收款項	-	13,375
Loss on disposal of subsidiaries	出售附屬公司的虧損	-	6,142
Loss on disposal of financial assets at fair value through profit and loss	出售按公平值列賬並在損益內處理的金融資產的虧損	-	495
Government grants	政府補助金	(1,314)	(6,777)
Impairment losses under expected credit loss model, net of reversal	預期信貸虧損模式下減值虧損，扣除撥回	7,723	9,406
Interest income	利息收入	(6,135)	(8,017)
Impairment loss on interests in associates	於聯營公司權益的減值虧損	473	515
Operating cash flows before movements in working capital	營運資金變動前的經營現金流量	(16,545)	8,796
(Increase) decrease in inventories	存貨(增加)減少	(2,299)	2,408
Increase in trade and other receivables	應收貿易賬款及其他應收款項增加	(61,369)	(1,223)
Increase (decrease) in trade and other payables	應付貿易賬款及其他應付款項增加/(減少)	60,002	(24,089)
Cash used in operations	用於經營活動的現金	(20,211)	(14,108)
Tax paid	已付稅項	(228)	(2,910)
<b>Net cash used in operating activities</b>	<b>用於經營活動的現金淨額</b>	<b>(20,439)</b>	<b>(17,018)</b>

# Consolidated Statement of Cash Flows

## 綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>INVESTING ACTIVITIES</b>	<b>投資活動</b>		
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備的所得款項	2,680	35,506
Interest received from bank deposits	銀行存款已收利息	34	50
Investment in associates	投資聯營公司	(473)	(515)
Purchase of financial assets at fair value through other comprehensive income	購買按公平值列賬並在其他全面收益內處理的金融資產	–	(10,601)
Dividend received from financial assets at fair value through other comprehensive income	按公平值列賬並在其他全面收益內處理的金融資產已收股息	89	65
Purchases of property, plant and equipment	購買物業、廠房及設備	(6,963)	(12,363)
Net cash inflow on acquisition of a subsidiary	收購一間附屬公司的現金流入淨額	–	230
Net cash outflow on disposal of subsidiaries	出售附屬公司的現金流出淨額	–	(1,672)
Increase in loan receivables	應收貸款增加	(2,601)	(19,505)
<b>Net cash used in investing activities</b>	<b>用於投資活動的現金淨額</b>	<b>(7,234)</b>	<b>(8,805)</b>
<b>FINANCING ACTIVITIES</b>	<b>融資活動</b>		
Cash received from government grants	已收政府補助現金	1,314	6,777
Repayment of lease liabilities	償還租賃負債	(12,306)	(20,982)
New borrowings raised	新籌集借款	63,591	67,159
Interest paid	已付利息	(6,985)	(8,340)
Repayment of borrowings	借款還款	(47,366)	(41,206)
Proceeds from issue of shares under share subscription	根據股份認購發行股份所得款項	46,392	–
<b>Net cash generated from financing activities</b>	<b>來自融資活動的現金淨額</b>	<b>44,640</b>	<b>3,408</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>現金及現金等價物增加(減少)淨額</b>	<b>16,967</b>	<b>(22,415)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>	<b>年初的現金及現金等價物</b>	<b>11,924</b>	<b>28,024</b>
<b>EFFECT OF FOREIGN EXCHANGE RATE CHANGES</b>	<b>匯率變動影響</b>	<b>(5,005)</b>	<b>6,315</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR, REPRESENTED BY Bank balances and cash</b>	<b>年終的現金及現金等價物，指銀行結餘及現金</b>	<b>23,886</b>	<b>11,924</b>

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 1. GENERAL INFORMATION AND BASIS OF PREPARATION

Ta Yang Group Holdings Limited (the “**Company**”) is incorporated in the Cayman Islands with limited liability and its shares are listed on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). Its ultimate holding company is Lyton Maison Limited which is incorporated in the British Virgin Islands (the “**BVI**”) and its ultimate controlling party is Ms. Shi Qi, the Chairlady of the board of directors (the “**Board**”) and an executive director of the Company. The addresses of the registered office and principal place of business of the Company are disclosed in the “Corporate Information” section to the annual report.

The Company is an investment holding company. The Company and its subsidiaries (collectively referred to as the “**Group**”) are principally engaged in manufacturing and sale of silicone rubber and related products, providing retail services, healthcare and hotel services and provision of online marketing solution services.

#### Basis of preparation

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

The consolidated financial statements are presented in Hong Kong dollars (“**HK\$**”), which is also the functional currency of the Company. As the Company is listed in Hong Kong, the directors of the Company (the “**Directors**”) consider that it is appropriate to present the consolidated financial statements in HK\$.

### 1. 一般資料及編製基準

大洋集團控股有限公司(「**本公司**」)為在開曼群島註冊成立的有限公司，其股份於香港聯合交易所有限公司(「**聯交所**」)上市。其最終控股公司為Lyton Maison Limited(於英屬處女群島(「**英屬處女群島**」)註冊成立)，及其最終控股方為董事會(「**董事會**」)主席及本公司執行董事施琦女士。本公司註冊辦事處及主要營業地點的地址於年報「公司資料」一節中披露。

本公司為一間投資控股公司。本公司及其附屬公司(下文統稱為「**本集團**」)主要從事硅膠及相關產品的製造及銷售、提供零售服務、醫療保健及酒店服務以及提供線上營銷解決方案服務。

#### 編製基準

綜合財務報表乃根據香港會計師公會(「**香港會計師公會**」)所頒佈的香港財務報告準則會計準則編製。此外，綜合財務報表包括香港聯合交易所有限公司證券上市規則(「**上市規則**」)及香港公司條例所規定之適用披露。

綜合財務報表乃以港元(「**港元**」)呈列，港元亦為本公司的功能貨幣。由於本公司於香港上市，故本公司董事(「**董事**」)認為綜合財務報表以港元呈列實屬恰當。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 1. GENERAL INFORMATION AND BASIS OF PREPARATION (Continued)

#### Going concern basis

The Group continues to adopt the going concern basis in preparing its consolidated financial statements. The Group has continued to sustain loss for the year. The loss for the year ended 31 December 2025 amounted to approximately HK\$72,676,000, and as of that date, the Group has net current liabilities of approximately HK\$210,561,000, while its bank balances and cash amounted to approximately HK\$23,886,000 as of the same date. In addition, as at 31 December 2025, the Group was in default in respect of principal amount of borrowings totaling approximately HK\$100,852,000 (Note 30) due to the events of default of late or overdue payment of loan principal and interest during the year ended or as at 31 December 2025.

In addition, on 19 March 2026, the Company received a winding-up petition (the “**Petition**”) against the Company, which was presented to the High Court of Hong Kong by Rising Jiarui Investment Management Co., Ltd under the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong). The Petition was filed against the Company in relation to the non-payment of an amount of HK\$50,377,777.78 inclusive of interest accrued up to 24 February 2026 relating to the HK\$40,000,000 10.0% convertible bond due 20 July 2026 issued by the Company, details of which have been set out in the announcement of the Company dated 21 July 2023. The Petition is scheduled to be heard on 10 June 2026 (Note 44(2)).

The above events or conditions indicate the existence of material uncertainties which may cast significant doubt on the Group’s ability to continue as a going concern.

### 1. 一般資料及編製基準(續)

#### 持續經營基準

本集團於編製其綜合財務報表時繼續採用持續經營基準。本集團於年內持續出現虧損。截至二零二五年十二月三十一日止年度的虧損約為72,676,000港元，而截至該日，本集團的流動負債淨值約為210,561,000港元，而截至同日，其銀行結餘及現金約為23,886,000港元。此外，於二零二五年十二月三十一日，由於截至二零二五年十二月三十一日止年度或於該日因拖欠或逾期支付貸款本金及利息的違約事件，本集團就借款本金總額約100,852,000港元(附註30)構成違約。

此外，於二零二六年三月十九日，本公司接獲由北京日信嘉銳投資管理有限公司根據香港法例第32章公司(清盤及雜項條文)條例向香港高等法院提呈針對本公司之清盤呈請(「**該呈請**」)。該呈請乃針對本公司提出，內容有關本公司一筆金額為50,377,777.78港元(包括直至二零二六年二月二十四日之應計利息)之未付款項，此乃與由本公司發行將於二零二六年七月二十日到期利率為10.0%之40,000,000港元可換股債券有關，詳情已載於本公司日期為二零二三年七月二十一日之公告。該呈請定於二零二六年六月十日進行聆訊(附註44(2))。

上述事件或情況顯示存在重大不確定性，可能對本集團持續經營能力構成重大疑問。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 1. GENERAL INFORMATION AND BASIS OF PREPARATION *(Continued)*

#### Going concern basis *(Continued)*

Notwithstanding the aforesaid conditions, the consolidated financial statements have been prepared on a going concern basis because the Directors have prepared an eighteen-month cash flow forecast of the Group (the “**Forecast**”) from the year-end date and are satisfied that the Group will have sufficient working capital to finance its operations and to meet its financial obligations as and when they fall due for at least eighteen months from 31 December 2025 after taking into account of the following plans and measures (the “**Plans and Measures**”):

- (i) The Group has valid and available undrawn credit facilities of approximately HK\$130,000,000 from a financial institution, which can be drawn down at any time as and when required to provide working capital to the Group;
- (ii) On 27 March 2026, the Group entered into a loan financing agreement with Asia Pacific Technology & Development Investment Bank Ltd. for an amount of HK\$52,000,000. The Group plans to draw down these facilities around mid-June 2026;
- (iii) As part of management’s continuous efforts to strengthen the Company’s capital base and the Group’s working capital position, on 4 February 2026, the Company announced its proposal to conduct a non-underwritten rights issue (the “Rights Issue”) on the basis of two (2) rights shares for every one (1) share held on the record date, to raise gross proceeds of up to: (a) approximately HK\$275.21 million by issuing up to 344,013,400 rights shares (assuming no change in the share capital of the Company on or before the record date); or (b) approximately HK\$300.11 million by issuing up to 375,141,804 rights shares (assuming no change in the share capital of the Company on or before the record date other than the full conversion of the Convertible Bond). As of the date of this report, the Rights Issue has not yet been completed and remains subject to the fulfillment of various conditions;

### 1. 一般資料及編製基準<sup>(續)</sup>

#### 持續經營基準<sup>(續)</sup>

儘管有上述情況，由於董事已編製本集團自年結日起計十八個月的現金流量預測（「**預測**」），並在計及以下計劃及措施（「**計劃及措施**」）後信納本集團將具備充足營運資金以撥付其營運，並履行其自二零二五年十二月三十一日起計至少十八個月到期的財務責任，故綜合財務報表已按持續經營基準編製：

- (i) 本集團自一間金融機構獲得一筆約130,000,000港元的有效且可供提取未動用信貸融資，可於需要時隨時提取，為本集團提供營運資金；
- (ii) 於二零二六年三月二十七日，本集團與亞太科技發展投資銀行有限公司訂立一份金額為52,000,000港元的貸款融資協議。本集團計劃於二零二六年六月中旬左右提取該等融資；
- (iii) 作為管理層持續加強本公司資本基礎及本集團營運資金狀況之努力的一部分，於二零二六年二月四日，本公司宣佈建議進行非包銷供股（「**供股**」），按記錄日期每持有一(1)股股份獲發兩(2)股供股股份的基準，籌集所得款項總額最高為：(a)透過發行最多344,013,400股供股股份（假設於記錄日期或之前本公司的股本並無變動），籌集最高約275.21百萬港元；或(b)透過發行最多375,141,804股供股股份（假設於記錄日期或之前除可換股債券獲悉數轉換外，本公司的股本並無變動），籌集最高約300.11百萬港元。截至本報告日期，供股尚未完成，且仍須待多項條件獲達成後方可作實；

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 1. GENERAL INFORMATION AND BASIS OF PREPARATION *(Continued)*

#### Going concern basis *(Continued)*

- (iv) The Group has been in advanced negotiations with relevant creditors to extend overdue borrowings and interest and to waive their rights arising from events of default due to overdue payments. Management has made substantial progress with these creditors regarding feasible settlement plans and extended repayment schedules;
- (v) The Group has been actively negotiating with the convertible bondholder for the renewal and extension of the convertible bond, as well as the formal withdrawal of the Petition; and
- (vi) Management has been closely monitoring the Group's financial performance and liquidity position, and has implemented measures to improve profitability, control operating costs, and contain capital expenditures. The Group will continue to execute cost-control measures in the forthcoming years, including but not limited to reducing discretionary expenses and administrative costs. Concurrently, the Group is implementing measures to accelerate operating cash inflows, including intensifying efforts on the collection of trade receivables.

In view of management's successful track record in fundraising and their extensive connections in the capital markets, the Directors believe that the Group is capable of securing alternative capital and funding sources on an ongoing basis. The Group continues to explore opportunities to enlarge the Company's capital base through further fundraising exercises, including but not limited to, the issuance of new shares, rights issues, open offers, or the issuance of convertible bond in order to improve the Group's financial position as and when necessary.

### 1. 一般資料及編製基準 *(續)*

#### 持續經營基準 *(續)*

- (iv) 本集團一直與相關債權人進行深入磋商，以延長逾期借款及利息的還款期限並放棄彼等因逾期付款事件而產生的權利。管理層已就可行的和解計劃及延長還款期限與該等債權人達成重大進展；
- (v) 本集團一直與可換股債券持有人就可換股債券的重續及延期，以及正式撤回該呈請進行積極磋商；及
- (vi) 管理層一直密切監控本集團的財務表現及流動資金狀況，並已採取措施以提升盈利能力、控制營運成本及控制資本開支。本集團將在未來數年繼續實施成本控制措施，包括但不限於削減非必要開支及行政成本。與此同時，本集團正採取措施以加快營運現金流入，包括加強對應收貿易賬款的收回力度。

鑒於管理層在籌資方面擁有成功的往績記錄，且在資本市場擁有廣泛聯繫，董事相信本集團具備能力持續取得替代資本及資金來源。本集團持續探討透過進一步籌資活動擴大本公司資本基礎的機會，包括但不限於發行新股、供股、公開發售或發行可換股債券，以在必要時改善本集團的財務狀況。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 1. GENERAL INFORMATION AND BASIS OF PREPARATION *(Continued)*

#### Going concern basis *(Continued)*

The Directors, after due and careful enquiry and taking into account the Plans and Measures as well as the financial resources available to the Group (including cash flows from operating activities and available facilities), and assuming the successful implementation of the Plans and Measures, are of the opinion that the Group will have sufficient working capital over the eighteen-month Forecast period. Accordingly, the Directors are satisfied that it is appropriate to prepare the consolidated financial statements on a going concern basis.

Notwithstanding the above, significant uncertainties exist as to whether the Group will be able to successfully implement the Plans and Measures, which are subject to multiple variables as described above. The Group's ability to continue as a going concern depends on the successful execution and completion of its capital raising, financial support, and operational restructuring plans, all of which aim to provide the Group with adequate funds to settle its existing financial obligations, commitments, and future operating and capital expenditures. However, as these Plans and Measures are currently in a preliminary stage or in progress, definitive written agreements and/or formal documentary evidence were not fully available to the Group as at the date of this report. Should the Group fail to achieve the Plans and Measures, it may be unable to continue operating as a going concern, and adjustments would have to be made to write down the carrying value of the Group's assets to their recoverable amounts, to provide for any further liabilities which might arise, and to reclassify non-current assets and liabilities as current assets and liabilities, respectively. The effects of these adjustments have not been reflected in these consolidated financial statements.

### 1. 一般資料及編製基準<sup>(續)</sup>

#### 持續經營基準<sup>(續)</sup>

董事經審慎周詳查詢，並計及計劃及措施以及本集團可用財務資源(包括經營活動現金流量及可用融資)，且假設計劃及措施將成功實行，認為本集團於十八個月的預測期內將擁有充足的營運資金。因此，董事認為按持續經營基準編製綜合財務報表屬適當。

儘管有上述情況，本集團能否成功實施計劃及措施仍存在重大不確定性，因其受上述多項變數所影響。本集團持續經營的能力取決於能否成功執行並完成其集資、財務支援及營運重組計劃，上述各項均旨在為本集團提供充足資金以清償其現有財務義務、承諾，以及未來營運及資本開支。然而，由於該等計劃及措施目前尚處於初步階段或正在進行中，故於本報告日期，本集團尚未能取得最終書面協議及／或正式文件證據。倘本集團未能實現計劃及措施，則可能無法繼續持續經營，並需要作出調整，以撇減本集團的資產賬面值至其可收回金額、為可能產生的任何進一步負債作出撥備以及將非流動資產及負債分別重新分類為流動資產及負債。該等調整的影響並未反映於該等綜合財務報表內。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

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

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

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

Amendments to HKAS 21	Lack of Exchangeability
--------------------------	-------------------------

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

### 2. 應用新訂及經修訂香港財務報告準則會計準則

#### (a) 於本年度強制生效的經修訂香港財務報告準則會計準則

於本年度，本集團已首次應用香港會計師公會頒佈並於二零二五年一月一日開始的年度期間強制生效的以下經修訂香港財務報告準則會計準則，以編製綜合財務報表：

香港會計準則第21號	缺乏可交換性的修訂
------------	-----------

於本年度應用經修訂香港財務報告準則會計準則並無對本集團本年度及過往年度的財務狀況及表現及／或該等綜合財務報表所載披露造成重大影響。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

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

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

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

### 2. 應用新訂及經修訂香港財務報告準則會計準則(續)

#### (b) 已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則

本集團並無提早應用以下已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則：

		Effective for annual periods beginning on or after 於以下日期或之後開始的年度期間生效
Amendments to HKFRS 10 and HKAS 28 香港財務報告準則第10號及香港會計準則第28號的修訂	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture 投資者與其聯營公司或合營企業間的資產出售或注資	A date to be determined 待定日期
Amendments to HKFRS 9 and HKFRS 7 香港財務報告準則第9號及香港財務報告準則第7號的修訂	Amendments to the Classification and Measurement of Financial Instruments 金融工具分類及計量的修訂	1 January 2026 二零二六年一月一日
Amendments to HKFRS 9 and HKFRS 7 香港財務報告準則第9號及香港財務報告準則第7號的修訂	Contracts Referencing Nature – Dependent Electricity 涉及依賴自然能源生產電力的合同	1 January 2026 二零二六年一月一日
Amendments to HKFRS Accounting Standards 香港財務報告準則會計準則的修訂	Annual Improvements to HKFRS Accounting Standards – Volume 11 香港財務報告準則會計準則之年度改進 – 第11卷	1 January 2026 二零二六年一月一日
HKFRS 18 香港財務報告準則第18號	Presentation and Disclosure in Financial Statements 財務報表的呈列及披露	1 January 2027 二零二七年一月一日

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

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

#### (b) New and amendments to HKFRS Accounting Standards in issue but not yet effective (Continued)

Except for the new and amendments to HKFRS Accounting Standards mentioned below, the Directors anticipate that the application of all of the other new and amendments to HKFRS Accounting Standards will not have material impact on the consolidated financial statements in the foreseeable future.

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

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

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

### 2. 應用新訂及經修訂香港財務報告準則會計準則(續)

#### (b) 已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則(續)

除下文所述的新訂及經修訂香港財務報告準則會計準則外，董事預期應用所有其他新訂及經修訂香港財務報告準則會計準則於可見將來將不會對綜合財務報表造成重大影響。

#### 香港財務報告準則第18號財務報表中的呈列及披露

香港財務報告準則第18號*財務報表的呈列及披露*訂明財務報表呈列及披露的規定，將取代香港會計準則第1號*財務報表的呈列*。該新香港財務報告準則會計準則在沿用香港會計準則第1號諸多規定的同時，引入新規定，要求在損益表中呈列指定類別及界定小計；於財務報表附註中披露管理層界定的績效指標；以及改善財務報表所披露資料的彙總及分類。此外，香港會計準則第1號的若干段落已移至香港會計準則第8號*會計政策、會計估計變更及錯誤*（其名稱將於香港財務報告準則第18號生效後更改為*財務報表的編製基礎*）及香港財務報告準則第7號。香港會計準則第7號*現金流量表*及香港會計準則第33號*每股盈利*亦作出輕微修訂。

香港財務報告準則第18號及其他準則的修訂將於二零二七年一月一日或之後開始的年度期間生效，並允許提前應用。香港財務報告準則第18號規定追溯應用並設有特定過渡條文。應用新準則預計不會對本集團的財務表現及狀況在確認及計量方面造成重大影響。然而，預計將影響綜合損益表的架構及呈列方式。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION

The consolidated financial statements have been prepared on the historical cost basis except for certain investment properties and financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 Share-based Payment, leasing transactions that are accounted for in accordance with HKFRS 16 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 Inventories or value in use in HKAS 36 Impairment of Assets.

For financial instruments which are transacted at fair value and a valuation technique that unobservable inputs are to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equal the transaction price.

### 3. 重大會計政策資料

誠如下文所載的會計政策所解釋，綜合財務報表乃以歷史成本基準編製，惟於各報告期末若干投資物業及金融工具按公平值計量除外。

歷史成本一般以作為交換貨品及服務的代價的公平值為依據。

公平值為於計量日期市場參與者於有序交易中出售資產將收取或轉讓負債將支付的價格，不論該價格是否可直接觀察或使用其他估值方法估計。於估計資產或負債的公平值時，本集團會考慮市場參與者於計量日期對資產或負債定價時所考慮資產或負債特點。於本綜合財務報表作計量及／或披露用途的公平值乃按此基準釐定，惟屬於香港財務報告準則第2號以股份為基礎付款範疇內的以股份為基礎付款交易、根據香港財務報告準則第16號租賃入賬的租賃交易，以及與公平值有部分相似但並非公平值的計量（例如香港會計準則第2號存貨內的可變現淨值或香港會計準則第36號資產減值內的使用價值）除外。

對於按公平值進行交易的金融工具以及在隨後期間將採用不可觀察的輸入數據計量公平值的估值方式，估值方式將予校準，致使初步確認時估值方式的結果等於交易價。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The material accounting policies are set out below.

#### Basis of consolidation

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

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

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

### 3. 重大會計政策資料(續)

此外，就財務報告而言，根據公平值計量的輸入數據的可觀察程度及該輸入數據對整體公平值計量的重要性，公平值計量分為第一、第二或第三層，敘述如下：

- 第一層的輸入數據為實體可以於計量日可取得相同資產或負債於活躍市場的報價(未經調整)；
- 第二層的輸入數據為資產或負債的可直接或間接觀察輸入數據(不包括第一層的報價)；及
- 第三層的輸入數據為資產或負債的不可觀察輸入數據。

重大會計政策載列如下。

#### 綜合基準

綜合財務報表包括本公司及本公司控制的實體及其附屬公司的財務報表。在以下情況下，本公司獲得控制權：

- 可對投資對象行使權力；
- 承受及享有其所參與投資對象的浮動回報的風險或權利；及
- 有能力運用其權力影響其回報金額。

若事實及情況表明上文所述控制權的三個元素中其中一個或以上元素出現變動，本集團會重新評估其是否控制投資對象。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

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

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

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

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

All 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.

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

### 3. 重大會計政策資料(續)

#### 綜合基準(續)

附屬公司綜合入賬於本集團取得該附屬公司的控制權時開始，並於本集團失去該附屬公司的控制權時終止。具體而言，於年內收購或出售的附屬公司的收入及開支，自本集團取得控制權之日起至本集團不再控制該附屬公司之日止計入綜合損益及其他全面收益表。

損益及其他全面收益的各項目歸屬於本公司擁有人及非控股權益。附屬公司的全面收益總額歸屬於本公司擁有人及非控股權益，即使此舉會導致非控股權益出現虧絀結餘。

附屬公司財務報表於必要時將作出調整，以使其會計政策與本集團的會計政策一致。

本集團成員公司之間的所有集團內部資產及負債、權益、收益、支出及交易有關的現金流量均於綜合入賬時全數對銷。

於附屬公司的非控股權益乃與本集團於當中的權益分開呈列，其指當前所有者權益並賦予其持有人權利於清盤時按比例分佔相關附屬公司資產淨值。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Investments in subsidiaries

Investments in subsidiaries are stated on the statement of financial position of the Company at cost less accumulated impairment losses.

#### Changes in the Group's interests in existing subsidiaries

When the Group loses control of a subsidiary, the assets and liabilities of that subsidiary and non-controlling interests (if any) are derecognised. A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary attributable to the owners of the Company. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRS Accounting Standards).

#### Business combinations

A business is an integrated set of activities and assets which includes an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired processes are considered substantive if they are critical to the ability to continue producing outputs, including an organised workforce with the necessary skills, knowledge, or experience to perform the related processes or they significantly contribute to the ability to continue producing outputs and are considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

### 3. 重大會計政策資料(續)

#### 於附屬公司的投資

於附屬公司的投資乃以成本減去累計減值虧損於本公司的財務狀況表列賬。

#### 本集團於現有附屬公司的權益變動

當本集團失去附屬公司控制權時，該附屬公司的資產及負債以及非控制權益(如有)將予以終止確認。收益或虧損於損益中確認，並按(i)所收取代價的公平值與任何保留權益的公平值的總和與(ii)資產(包括商譽)以及本公司擁有人應佔該附屬公司的負債的賬面值的差額計算。先前於其他全面收益中確認的與該附屬公司有關的所有金額均以本集團直接出售附屬公司的相關資產或負債的方式入賬(即重新分類至損益或轉撥至適用香港財務報告準則會計準則規定/允許的另一權益類別)。

#### 業務合併

業務為一整組活動及資產，包括一項資源投入及一項實質過程，而兩者必須對創造產出的能力有重大貢獻。倘收購過程對繼續生產產出的能力至關重要，包括具備執行有關過程所必需的技能、知識或經驗的組織勞動力，或對持續生產產出的能力有重大貢獻，則被認為屬獨特或稀缺，或在無重大成本、努力或持續生產產出能力出現延遲的情況下不可取代。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Business combinations *(Continued)*

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are generally recognised in profit or loss as incurred.

Except for certain recognition exemptions, the identifiable assets acquired and liabilities assumed must meet the definitions of an assets and liability in the Framework for the Preparation and Presentation of Financial Statement (replaced by the Conceptual Framework for Financial Reporting issued in October 2010).

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with HKAS 12 Income Taxes and HKAS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with HKFRS 2 Share-based Payment at the acquisition date;

### 3. 重大會計政策資料(續)

#### 業務合併(續)

收購業務採用收購法入賬。業務合併所轉讓之代價按公平值計量，而計算方法為本集團所轉讓之資產、本集團向被收購方原擁有人產生之負債及本集團為交換被收購方之控制權發行之股權於收購日期之公平值之總額。有關收購之成本通常於產生時於損益中確認。

除若干確認豁免外，所收購的可識別資產及所承擔的負債必須符合財務報表編製及呈列框架(由二零一零年十月發佈的財務報告概念框架所取代)中資產及負債的定義。

於收購日期，所收購可識別資產及所承擔負債按其公平值確認，惟下列除外：

- 遞延稅項資產或負債及與僱員福利安排有關的資產或負債分別根據香港會計準則第12號所得稅及香港會計準則第19號僱員福利確認及計量；
- 與被收購方以股份為基礎的付款安排或本集團為取代被收購方以股份為基礎的付款安排而訂立之以股份為基礎的付款安排有關之負債或權益工具，於收購日期根據香港財務報告準則第2號以股份為基礎的付款計量；

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Business combinations *(Continued)*

- assets (or disposal groups) that are classified as held for sale in accordance with HKFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that standard; and
- lease liabilities are recognised and measured at the present value of the remaining lease payments (as defined in HKFRS 16 Leases) as if the acquired leases were new leases at the acquisition date, except for leases for which (a) the lease term ends within 12 months of the acquisition date; or (b) the underlying asset is of low value. Right-of-use assets are recognised and measured at the same amount as the relevant lease liabilities, adjusted to reflect favourable or unfavourable terms of the lease when compared with market terms.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed. If, after re-assessment, the net of the acquisition date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis.

### 3. 重大會計政策資料 *(續)*

#### 業務合併 *(續)*

- 根據香港財務報告準則第5號持作出售之非流動資產及已終止經營業務分類為持作出售之資產(或出售組合)根據該項準則計量; 及
- 租賃負債按餘下租賃付款(定義見香港財務報告準則第16號租賃)之現值確認及計量, 猶如所收購之租賃為收購日期之新租賃, 惟(a)租賃期於收購日期起計十二個月內結束; 或(b)相關資產價值低之租賃除外。使用權資產按與相關租賃負債相同的金額確認及計量, 並作出調整, 以反映與市場條款相比有利或不利的租賃條款。

商譽乃按轉讓代價、任何非控股權益於被收購方中所佔金額及收購方過往持有之被收購方股權之公平值(如有)之總和, 超出所收購可識別資產及所承擔之負債於收購日期之淨額之差額計量。倘經過重新評估後, 所收購之可識別資產與所承擔之負債於收購日期之淨額高於轉讓代價、任何非控股權益於被收購方中所佔金額及收購方過往持有之被收購方權益之公平值(如有)之總和, 則差額即時於損益內確認為議價收購收益。

當前所有者權益並賦予其持有人權利於清盤時按比例分佔實體之資產淨值的非控股權益可初步按公平值或按非控股權益按比例分佔被收購方可識別資產淨值之已確認金額計量。所選擇之計量基準按個別交易而定。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Goodwill

Goodwill arising on an acquisition of a business is carried at cost as establishment at the date of acquisition of the business (see the accounting policy above) less accumulated impairment losses, if any.

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

A CGU (or groups of CGUs) to which goodwill has been allocated is tested for impairment annually or more frequently when there is indication that the unit may be impaired. For goodwill arising on an acquisition in a reporting period, the CGU (or groups of CGUs) to which goodwill has been allocated is tested for impairment before the end of that reporting period. If the recoverable amount of the CGU (or groups of CGUs) is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit (or groups of CGUs). Any impairment loss for goodwill is recognised directly in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

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

### 3. 重大會計政策資料(續)

#### 商譽

收購業務產生之商譽按收購業務當日確認的成本(見上述會計政策)減累計減值虧損(如有)列賬。

就減值測試而言，商譽分配至預期可透過合併之協同效益獲利之本集團各現金產生單位(「現金產生單位」)(或現金產生單位組合)，而該單位或單位組合指就內部管理目的監控商譽的最低水平且規模不超過經營分部。

獲分配商譽之現金產生單位(或現金產生單位組合)會每年進行減值測試，或於有跡象顯示該單位可能發生減值時更頻繁地進行減值測試。就某報告期間因收購產生之商譽而言，獲分配商譽之現金產生單位(或現金產生單位組合)於該報告期末前進行減值測試。倘現金產生單位(或現金產生單位組合)之可收回金額低於其賬面值，減值虧損會先分配以減少分配至任何商譽賬面值，再根據該單位每項資產之賬面值按比例分攤至其他資產。商譽之任何減值虧損直接於損益中確認。已確認之商譽減值虧損不可在其後期間撥回。

於出售相關現金產生單位或現金產生單位組別內之任何現金產生單位時，釐定出售損益之金額時會計入應佔商譽的金額。倘本集團出售現金產生單位(或現金產生單位組別內的一個現金產生單位)內的業務，所出售商譽金額按所出售業務(或現金產生單位)與所保留現金產生單位(或現金產生單位組別)部分的相對價值計量。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Investments in associates

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

The result and assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting.

Under the equity method, an investment in associates is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associates. Changes in net assets of the associates other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

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

### 3. 重大會計政策資料(續)

#### 於聯營公司的投資

聯營公司是本集團具有重大影響力的實體。重大影響力乃有權參與投資對象的財務及經營政策決定而非控制或共同控制該等政策。

聯營公司之業績以及資產及負債按權益會計法計入該等綜合財務報表內。

根據權益法，於聯營公司的投資初步按成本於綜合財務狀況表內確認，並於隨後調整以確認本集團應佔聯營公司損益及其他全面收益。聯營公司資產淨值變動(損益及其他全面收益除外)並不列賬，除非該等變動導致本集團所持擁有權權益出現變動。當本集團應佔聯營公司的虧損超過本集團於該聯營公司的權益(包括(實質上)組成本集團於該聯營公司的投資淨額一部分的任何長期權益)時，則本集團不再確認其應佔的進一步虧損。僅當本集團已產生法律或推定責任或代表該聯營公司支付款項，方會確認額外虧損。

於聯營公司的投資自投資對象成為聯營公司當日起採用權益法入賬。收購於聯營公司的投資時，投資成本超出本集團應佔投資對象可識別資產及負債公平淨值的任何部分確認為商譽，並計入投資賬面值內。本集團應佔可識別資產及負債公平淨值超出投資成本的任何部分，經重新評估後於收購投資期間即時在損益內確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

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

The Group assesses whether there is objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount.

Any impairment loss recognised is not allocated to any assets, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal of the relevant associate.

If an associate uses accounting policies other than those of the Group for like transactions and events in similar circumstances, adjustments are made to make the associate's accounting policies conform to those of the Group when the associate's financial statements are used by the Group in applying the equity method.

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

### 3. 重大會計政策資料(續)

#### 於聯營公司的投資(續)

本集團評估是否有客觀證據顯示於一間聯營公司的權益可能出現減值。倘出現任何客觀證據，投資之全部賬面值將會根據香港會計準則第36號按單一資產進行減值測試，方法為將其可收回金額(以使用價值與公平值減出售成本之較高者為準)與其賬面值作比較。

已確認的任何減值虧損並無分配至任何資產(包括商譽)，其屬於投資賬面值之一部分。減值虧損之回撥根據香港會計準則第36號確認，以該投資其後增加之可收回金額為限。

倘本集團對聯營公司失去重大影響力，則會被視為出售於被投資對象的全部權益，所產生的收益或虧損於損益確認。此外，本集團會將先前在其他全面收益就該聯營公司確認之所有金額入賬，基準與該聯營公司直接出售相關資產或負債所需基準相同。因此，倘該聯營公司先前已於其他全面收益確認之收益或虧損會於出售相關資產或負債時重新分類至損益，本集團會於出售相關聯營公司時將收益或虧損由權益重新分類至損益(作為重新分類調整)。

倘一間聯營公司就於類似情況下之類似交易及事件所採用之會計政策有別於本集團所採用者，則需於本集團應用權益法使用該聯營公司之財務報表時，對該聯營公司之會計政策作出調整，使其與本集團之會計政策一致。

倘集團實體與本集團之聯營公司進行交易，則僅於與該聯營公司之交易所產生的損益與本集團於聯營公司的權益無關時，方於本集團的綜合財務報表確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Revenue recognition

##### (a) Revenue from manufacturing and sale of silicone rubber and related products

The Group engages in sales of goods and concluded that the Group acts as the principal for such transactions as it controls the specified goods before they are transferred to the customer after taking into consideration indicators such as the Group is primarily responsible for fulfilling the promise to deliver the goods and the Group has inventory risk. When the Group satisfies the performance obligation, being at the point the goods are delivered to the customers, the Group recognises trading revenue in the gross amount of consideration to which the Group expects to be entitled as specified in the contracts.

##### (b) Revenue from retail services

Revenue from retail services is recognised at a point in time when the services are rendered. A receivable is recognised by the Group when the services are rendered to the customers at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

##### (c) Revenue from healthcare and hotel services

Revenue from healthcare and hotel services is recognised when the services are rendered.

### 3. 重大會計政策資料(續)

#### 收益確認

##### (a) 來自硅膠及相關產品的製造及銷售的收益

本集團從事銷售貨品，考慮到本集團主要負責履行交付貨品承諾，且本集團存在存貨風險等指標後，本集團擔任該等交易的委託人，原因為特定貨品在轉移至客戶前由其控制。當本集團完成履約責任時（即在將貨品交付予客戶時），本集團確認合約中指定本集團預期有權獲得的代價總額的交易收益。

##### (b) 來自零售服務的收益

零售服務收入於提供服務的時間點予以確認。本集團於服務提供予客戶，代價權利成為無條件時確認應收款項，原因為益付款到期前僅需要一段時間的推移。

##### (c) 來自醫療保健及酒店服務的收益

來自醫療保健及酒店服務的收益於提供服務時予以確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Revenue recognition *(Continued)*

#### (d) Revenue from provision of online marketing solution services

The Group generates revenue primarily from providing online marketing solution services. The method the Group recognises revenue from its online marketing solution service business is affected by the role under each particular contract with customers. For contracts where the Group acts as a principal, the Group recognises revenue on a gross basis, while for contracts where the Group acts as an agent, the Group recognises revenue on a net basis. In determining whether the Group is acting as a principal or as an agent in the provision of online marketing solution services, it requires the Group's management's judgements and considerations of all relevant facts and circumstances, including but not limit to (a) whether the Group is primarily responsible for fulfilling the promise to provide the specified services; (b) whether the Group has inventory risk before the specified services has been transferred to a customer or after transfer of control to the customer; and (c) whether the Group has discretion in establishing the prices for the specified services. Specifically, for all-in-one online marketing solution services, the Group recognises revenue on a gross basis. When the Group provides services to customers which are charged based on the time advertised under the cost-per-click ("CPC") or optimised-cost-per-mille ("OCPM") model, revenue is recognised at a point in time when the customer obtains control of the services.

### 3. 重大會計政策資料(續)

#### 收益確認(續)

#### (d) 來自提供線上營銷解決方案服務的收益

本集團主要通過提供線上營銷解決方案服務產生收益。本集團自線上營銷解決方案業務服務確認收益的方法受與客戶簽訂的每項特定合約下的角色所影響。就本集團作為委託人的合約而言，本集團按總額基準確認收益，而就本集團作為代理人的合約而言，本集團則按淨額基準確認收益。在釐定本集團屬提供線上營銷解決方案服務的委託人還是代理時，其要求本集團管理層對所有相關事實及情況作出判斷及考慮，包括但不限於(a)本集團是否主要負責兌現提供指定服務的承諾；(b)本集團在將指定服務轉讓至客戶之前或在將控制權轉讓至客戶之後是否有存貨風險；及(c)本集團是否有酌情權設定特定服務的價格。具體而言，就一站式線上營銷解決方案服務而言，本集團按總額基準確認收益。在按點擊付費(「CPC」)或按優化每千次展示成本(「OCPM」)模式下，收益乃按客戶獲得服務控制權的時間點確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Revenue recognition *(Continued)*

#### (d) Revenue from provision of online marketing solution services *(Continued)*

The Group provides one-stop online marketing solutions services, including traffic acquisition from top media platforms (i.e. online publishers), content production, big data analysis and advertising campaign optimisation, to the Group's advertisers. The Group charges the advertisers primarily mainly based on CPC or OCPM and recognise revenue when specified action, such as click-throughs, is performed. Online publishers may also grant to the Group rebates in the form of prepayments for future traffic acquisition or in cash mainly based on the gross spending of the advertisers.

While none of the factors individually are considered presumptive or determinative, in these arrangements the Group is the primary obligor and responsible for (i) identifying and contracting with third-party advertisers which the Group views as customers, the Group is primarily responsible for delivering the specified integrated services to the advertisers; (ii) bearing certain risks of loss to the extent that the cost incurred for producing contents, formulating advertisement campaign and acquiring user traffic from media platforms cannot be compensated by the total consideration received from the advertisers, which is similar to inventory risk; and (iii) performing all the billing and collection activities, including retaining credit risk. The Group bears the sole responsibility for delivering content integrated and fulfilment of the advertising and has control in the specified service before that service is delivered to the advertiser and act as the principal of these arrangements and therefore recognises revenue earned and costs incurred related to these transactions on a gross basis. Under these arrangements, the rebates earned from the media partners are recorded as a reduction of cost of services.

### 3. 重大會計政策資料 *(續)*

#### 收益確認 *(續)*

#### (d) 來自提供線上營銷解決方案服務的收益 *(續)*

本集團向廣告主提供一站式的線上營銷解決方案服務，包括自頂級媒體平台(即線上發行商)獲取流量、內容製作、原始數據分析及廣告活動優化。本集團主要根據CPC或OCPM向廣告主收費，並於執行指定操作(例如點擊)時確認收益。線上發行商亦可能根據廣告主的總支出以作為獲取其未來流量的預付款項的方式或以現金方式給予本集團返點。

儘管並無因素單獨被視為推定性或決定性因素，但在此等安排下，本集團為主要責任人，負責(i)識別本集團視為客戶的第三方廣告主並與其訂立合約，本集團主要負責向廣告主提供特定整合服務；(ii)承擔製作內容、制定廣告活動及自媒體平台獲取流量所產生成本無法透過向廣告主收取總代價予以補償的若干損失風險，此與存貨風險類似；及(iii)進行所有開賬單及收款活動，包括留存信貸風險。本集團全權負責提供經整合內容及履行廣告，並在向廣告主提供服務前擁有特定服務的控制權，並擔任該等安排的委託人，因此按總額基準確認與該等交易相關的收益及產生的費用。在該等安排下，自媒體合作夥伴獲得的返點列賬為服務成本的減少。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Leases

##### Definition of 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.

For contracts entered into or modified on or after the date of initial application of HKFRS 16 or arising from business combinations, the Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception, modification date or acquisition date, as appropriate. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed. As a practical expedient, leases with similar characteristics are accounted on a portfolio basis when the Group reasonably expects that the effects on the consolidated financial statements would not differ materially from individual leases within the portfolio.

##### The Group as a lessee

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

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components, including contract for acquisition of ownership interests of a property which includes both leasehold land and non-lease building components, unless such allocation cannot be made reliably.

###### *Short-term lease and leases of low-value assets*

The Group applies the short-term lease recognition exemption to lease that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis or another systematic basis over the lease term.

### 3. 重大會計政策資料(續)

#### 租賃

##### 租賃之定義

倘合約為換取代價而給予在一段時間內控制可識別資產使用的權利，則該合約為租賃或包含租賃。

就於初始應用香港財務報告準則第16號日期或之後訂立或修訂之合約或由業務合併產生的合約而言，本集團將根據香港財務報告準則第16號項下之定義，評估該合約於訂立、修訂或收購之日(倘適用)是否屬於租賃或包含租賃。除非有關合約之條款及條件於隨後發生變動，該合約將不予重新評估。作為可行權宜方法，當本集團合理預期對綜合財務報表的影響與組合內個別租賃並無重大差異時，具有類似特徵的租賃按組合基準入賬。

##### 本集團作為承租人

###### *分配代價至合約組成部分*

就包含租賃部分以及一項或多項額外租賃或非租賃部分的合約而言，本集團根據租賃部分的相對獨立價格及非租賃部分的總獨立價格將合約代價分配至各租賃部分，包括收購物業(包括租賃土地及非租賃樓宇部分)所有權權益的合約，除非無法作出可靠的分配。

###### *短期租賃及低價值資產租賃*

本集團對租期由開始日期起計為12個月或以內且並不包含購買權的租賃應用短期租賃確認豁免。其亦就低價值資產的租賃應用確認豁免。短期租賃及低價值資產租賃的租賃付款於租期內按直線法或另一系統化基準確認為開支。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Leases *(Continued)*

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

##### Right-of-use assets

The cost of right-of-use asset includes:

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

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses and adjusted for any remeasurement of lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

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

##### Refundable rental deposits

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

### 3. 重大會計政策資料 *(續)*

#### 租賃 *(續)*

##### 本集團作為承租人 *(續)*

##### 使用權資產

使用權資產的成本包括：

- 租賃負債的初步計量金額；
- 於開始日期或之前作出的任何租賃付款，減任何已收取的租賃優惠；
- 本集團產生的任何初始直接成本；及
- 本集團於拆除及拆遷相關資產、復原相關資產所在場地或復原相關資產至租賃的條款及條件所規定的狀況而產生的成本估計。

使用權資產按成本減任何累計折舊及減值虧損計量，並就租賃負債的任何重新計量作出調整。

倘本集團合理確定於租期屆滿時可取得相關租賃資產的擁有權，則使用權資產於自租賃開始日期起至可使用年期屆滿期間確認折舊。否則，使用權資產於估計可使用年期或租期（以較短者為準）內按直線法確認折舊。

本集團於綜合財務狀況表內將使用權資產單獨呈列。

##### 可退回租金按金

已付可退回租金按金根據香港財務報告準則第9號入賬，初步按公平值計量。於初步確認時對公平值的調整被視為額外租賃付款並計入使用權資產成本。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Leases *(Continued)*

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

##### Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease payments include fixed lease payments (including in-substance fixed payments).

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

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

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment; or
- the lease payments change due to changes in expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

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

### 3. 重大會計政策資料(續)

#### 租賃(續)

#### 本集團作為承租人(續)

##### 租賃負債

於租賃開始日期，本集團按該日尚未支付租賃付款的現值確認及計量租賃負債。在計算租賃付款的現值時，倘租賃中所隱含的利率不易確定，則本集團採用租賃開始日期的增量借貸利率進行計算。

租賃付款包括固定租賃付款(包括實質性固定付款)。

於開始日期後，租賃負債按增長利息及租賃付款予以調整。

在下列情況下，本集團重新計量租賃負債(並對相關使用權資產作出相應調整)：

- 租期變動或行使購買選擇權的評估有變，於此情況下，相關租賃負債於重新評估日期透過使用經修訂貼現率貼現經修訂租賃付款而重新計量；或
- 保證餘值下預期付款變動導致租賃付款變動，於此情況下，相關租賃負債通過使用初始貼現率貼現經修訂租賃付款重新計量。

本集團於綜合財務狀況表內將租賃負債單獨呈列。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Leases *(Continued)*

##### The Group as a lessor

##### *Classification and measurement of leases*

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All of the Group's leases are classified as operating leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under fair value model. Rental income is presented under "other income and net gain".

##### Foreign currencies

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

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

### 3. 重大會計政策資料 *(續)*

#### 租賃 *(續)*

##### 本集團作為出租人

##### *租賃之分類及計量*

本集團為出租人之租賃乃分類為融資或經營租賃。當租賃條款將相關資產擁有權附帶的絕大部分風險及回報轉移至承租人時，該合約乃分類為融資租賃。本集團所有租賃乃分類為經營租賃。

經營租賃之租金收入於有關租賃之租期內按直線法於損益中確認。磋商及安排經營租賃所產生之初步直接成本計入租賃資產之賬面值，有關成本乃於租賃期內按直線法確認為開支（根據公平值模式計量之投資物業除外）。租金收入於「其他收入及收益淨額」項下呈列。

##### 外幣

於編製各個別集團實體的財務報表時，以該實體功能貨幣以外的貨幣（外幣）進行的交易，乃按於交易日期的通行匯率確認。於報告期末，以外幣計值的貨幣項目乃按於該日的通行匯率重新換算。按公平值列賬並以外幣計值的非貨幣項目乃按其公平值釐定當日的通行匯率重新換算。按外幣歷史成本計量的非貨幣項目毋須重新換算。

於結算及重新換算貨幣項目時產生的匯兌差額，乃於產生的期間在損益內確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Foreign currencies *(Continued)*

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into the presentation currency of the Group (i.e. HK\$) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period/year. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of exchange reserve (attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation or a disposal involving loss of significant influence over an associate that includes a foreign operation), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

Goodwill and fair value adjustments on identifiable assets acquired arising on an acquisition of a foreign operation are treated as assets and liabilities of that foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognised in other comprehensive income.

#### Borrowing costs

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

### 3. 重大會計政策資料<sub>(續)</sub>

#### 外幣<sub>(續)</sub>

就呈列綜合財務報表而言，本集團境外業務的資產及負債乃按各報告期末的當時匯率換算為本集團的呈列貨幣（即港元）。收入及支出項目乃按該期間／年度的平均匯率換算。所產生的匯兌差額（如有）乃於其他全面收益中確認並於匯兌儲備項下的權益中累計（如適用，則計入非控股權益）。

於出售一項海外業務（即出售本集團於一項海外業務的全部權益或涉及失去對一間包含海外業務的聯營公司的重大影響力的出售）時，於權益中就本公司擁有人應佔該業務所累計的全部匯兌差額重新分類至損益。

因收購境外業務而產生的可識別資產的商譽和公平值調整，被視為該境外業務的資產和負債，並按每個報告期末的現行匯率換算。匯兌差額在其他全面收益中確認。

#### 借款成本

所有借款成本於其產生期間在損益中確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Government grants

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

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

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

#### Retirement benefit costs

Payments to defined contribution plans/state-managed retirement benefit schemes/the Mandatory Provident Fund Scheme are recognised as an expense when employees have rendered service entitling them to the contributions.

#### Short-term and other long-term employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

### 3. 重大會計政策資料(續)

#### 政府補助金

政府補助金在可合理保證本集團將遵守補助金所附帶的條件且將接獲補助金時，方予確認。

政府補助金乃於本集團將補助金擬補償的有關成本確認為開支的期間有系統地於損益中確認。具體而言，主要條件為本集團須購買、建設或以其他方式收購非流動資產的政府補助金會於綜合財務狀況表內確認為遞延收入，並有系統及合理地按有關資產的使用年期轉撥至損益。

作為已產生開支或虧損的補償的應收款項或為本集團提供即時財政支持(不涉及未來相關成本)的政府補助金於成為應收款項的期間於損益中確認。有關補助金於「其他收入及收益淨額」呈列。

#### 退休福利成本

向定額供款計劃/國家管理的退休福利計劃/強制性公積金計劃支付的款項於僱員提供服務而使其享有供款時作為開支確認。

#### 短期及其他長期僱員福利

與工資及薪金、年假及病假相關僱員福利確認之負債於提供服務之有關期間按預期交換有關服務須支付之福利之未貼現金額計算。

有關短期僱員福利確認之負債乃按預期交換有關服務須支付之福利之未貼現金額計算。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Short-term and other long-term employee benefits *(Continued)*

Liabilities recognised in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date.

#### Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

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

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

### 3. 重大會計政策資料<sub>(續)</sub>

#### 短期及其他長期僱員福利<sub>(續)</sub>

有關其他長期僱員福利確認之負債乃按本集團就僱員截至報告日期所提供之服務預期作出之估計未來現金流出之現值計算。

#### 稅項

所得稅開支指當期應付稅項及遞延稅項總額。

當期應付稅項乃按年內應課稅溢利計算。由於其他年度的應課稅或應扣減的收入或開支以及毋須課稅或不可扣減的項目，因此應課稅溢利有別於除稅前虧損。本集團的即期稅項負債乃按照報告期末訂立或實際上訂立的稅率計算。

遞延稅項乃按綜合財務報表中資產及負債的賬面值與計算應課稅溢利所用相應稅基之間的暫時差額而予以確認。遞延稅項負債一般就所有應課稅暫時差額確認。遞延稅項資產通常就所有可扣稅暫時差額確認，並以極有可能利用可扣稅暫時差額扣稅的應課稅溢利為限。倘暫時差額因初步確認（不包括業務合併）一項不影響應課稅溢利及會計溢利的交易的資產及負債而產生，且交易時不產生相等的應課稅及可扣減臨時差額，則不會確認有關遞延稅項資產及負債。此外，倘臨時差額因初步確認商譽產生，則不會確認遞延稅項負債。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Taxation *(Continued)*

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

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

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

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

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale.

### 3. 重大會計政策資料(續)

#### 稅項(續)

本集團會就與於附屬公司的投資及於聯營公司的權益有關的應課稅暫時差額確認遞延稅項負債，惟倘本集團能夠控制暫時差額的撥回及暫時差額不大可能於可見將來撥回則除外。可扣稅暫時差額產生的遞延稅項資產(與該等投資及權益有關者)可予確認，惟僅以極可能有足夠應課稅溢利可動用暫時差額的利益，且預期於可預見將來撥回者為限。

遞延稅項資產的賬面值在各報告期末進行檢討，並扣減至再無足夠應課稅溢利可用以收回所有或部份資產。

遞延稅項資產及負債根據於報告期末前已頒佈或實質已頒佈的稅率(及税法)，按預期適用於負債清償或資產變現期間的稅率計量。

遞延稅項負債及資產的計量反映在報告期末本集團預期將收回或清償其資產及負債賬面值的方式所引致的稅務影響。

就計量使用公平值模式計量之投資物業之遞延稅項而言，有關物業的賬面值假定通過出售全部收回，除非該假定被駁回則作別論。惟對於可折舊的投資物業，及其乃按目的是以透過隨著時間耗用其所包含的絕大部分經濟利益的業務模式持有(而並非透過出售)，則該假定被駁回。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Taxation *(Continued)*

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

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

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

Current and deferred tax are recognised in profit or loss except when they relate the items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

### 3. 重大會計政策資料(續)

#### 稅項(續)

就本集團確認使用權資產及相關租賃負債之租賃交易計量遞延稅項而言，本集團首先釐定稅項扣減是否歸屬於使用權資產或租賃負債。

就稅項扣減歸屬於租賃負債之租賃交易而言，本集團會對租賃負債及相關資產分開應用香港會計準則第12號所得稅之規定。本集團於可能有應課稅溢利可用作抵扣可扣減暫時差額的情況下確認有關租賃負債的遞延稅項資產，並就所有應課稅暫時差額確認遞延稅項負債。

倘有合法可執行權利可將即期稅項資產與即期稅項負債抵銷，且該等資產及負債與同一稅務機關向同一應課稅實體徵收之所得稅有關且本集團擬按淨額基準結算其即期稅項資產及負債時，則遞延稅項資產及負債可互相對銷。

即期及遞延稅項於損益確認，惟倘即期及遞延稅項關乎於其他全面收益或直接於權益確認的項目，則即期及遞延稅項亦分別於其他全面收益或直接於權益確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Property, plant and equipment

Property, plant and equipment including leasehold land and buildings held for use in the production or supply of goods or services or for administrative purposes are stated in the consolidated statement of financial position as cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

Construction in progress for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as "right-of-use assets" in the consolidated statement of financial position.

If a property becomes an investment property when there is a change in use, as evidenced by end of owner-occupation, any difference between the carrying amount and the fair value of that item at the date of transfer is recognised in other comprehensive income and accumulated in properties revaluation reserve. The properties revaluation reserve in respect of that item will be transferred directly to accumulated losses when it is derecognised.

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

### 3. 重大會計政策資料(續)

#### 物業、廠房及設備

物業、廠房及設備(包括持作生產或供應貨品或服務或行政用途的租賃土地及樓宇)於綜合財務狀況表中按成本值減其後累計折舊及其後累計減值虧損(如有)列賬。

用於生產、供應或行政用途的在建工程按成本減任何已確認減值虧損計值。成本包括直接歸屬於使資產達到能夠按管理層擬定方式經營所需的地點及條件的任何成本。

當本集團支付包括租賃土地和建築物要素的物業的所有權權益時，全部代價按初始確認時的相對公平值成比例分配在租賃土地和建築物要素之間。在能夠可靠分配相關付款的範圍內，租賃土地權益作為「使用權資產」顯示在綜合財務狀況表中。

倘物業於其不再作自用而令其用途有變時而成為一項投資物業，該項目賬面值與於轉撥當日公平值間之任何差額於其他全面收益中確認，並於物業重估儲備中累計。有關該項目之物業重估儲備將於其終止確認時直接轉撥至累計虧損。

物業、廠房及設備項目乃於其估計可使用年期以直線法確認折舊，以撇銷其成本減剩餘價值。估計可使用年期、剩餘價值及折舊方法於各報告期末進行檢討，任何估計變動的影響按未來適用法入賬。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

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

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

#### Investment properties

Investment properties are properties held on earn rentals and/or for capital appreciation.

Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are measured at their fair values. Gains or losses arising from changes in the fair value of investment properties are included in profit or loss for the period in which they arise.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposals. Any gain or loss arising on derecognition of the property (calculated as the different between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the period in which the property is derecognised.

### 3. 重大會計政策資料(續)

#### 物業、廠房及設備(續)

物業、廠房及設備的項目於出售時或於預計不會從持續使用該項資產中獲得未來經濟利益時終止確認。任何因出售或廢置物業、廠房及設備的項目而產生的收益或虧損，乃按該項資產的銷售所得款項與賬面值之間的差額釐定，並於損益中確認。

#### 投資物業

投資物業乃持作賺取租金及／或資本增值的物業。

投資物業初步按成本計量，包括任何直接應佔支出。於初步確認後，投資物業按公平值計量。投資物業之公平值變動所產生之收益或虧損計入產生期間之損益。

投資物業於出售時或投資物業永久停用及預期不能透過出售取得未來經濟利益時終止確認。終止確認物業所產生的任何收益或虧損(按出售所得款項淨額與有關資產賬面值的差額計量)於終止確認該項物業之期間計入損益中。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Research and development expenditure

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

#### Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are calculated using weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

#### Cash and cash equivalents

Cash and cash equivalents include:

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

### 3. 重大會計政策資料(續)

#### 研究及開發開支

研究活動的開支於其產生的期間確認為開支。

#### 存貨

存貨按成本與可變現淨值之間的較低者列賬。存貨成本乃使用加權平均法計算。可變現淨值指存貨的估計售價減所有估計完成成本及進行銷售所必須的成本。進行出售所需的成本包括直接應歸屬於出售的增量成本及本集團為進行出售而必須產生的非增量成本。

#### 現金及現金等價物

現金及現金等價物包括：

- (a) 現金，包括手頭現金及活期存款，不包括受監管限制而導致有關結餘不再符合現金定義的銀行結餘；及
- (b) 現金等價物，包括短期(一般原到期日為三個月或以下)、流動性強、易於轉換為已知金額現金且價值變動風險很小的投資。持有現金等價物乃為應付短期現金承擔，而非用作投資或其他用途。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Cash and cash equivalents *(Continued)*

For the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above and form an integral part of the Group's cash management.

#### Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

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

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

### 3. 重大會計政策資料(續)

#### 現金及現金等價物(續)

就綜合現金流量表而言，現金及現金等價物包括上文定義的現金及現金等價物，且構成本集團現金管理組成部分。

#### 金融工具

金融資產及金融負債在集團實體成為工具合約條文的訂約方時確認。金融資產之一切常規買賣概於交易日期確認及取消確認。常規買賣指須根據市場規則或慣例確立之時限內交付資產之金融資產買賣。

金融資產及金融負債初步按公平值計量，惟來自客戶合約的應收貿易賬款根據香港財務報告準則第15號客戶合約收益初步計量除外。收購或發行金融資產及金融負債(按公平值列賬並在損益內處理(「按公平值列賬並在損益內處理」)的金融資產或金融負債除外)直接應佔的交易成本乃於初步確認時加入金融資產或金融負債的公平值或自金融資產或金融負債的公平值扣除(如適用)。收購按公平值列賬並在損益內處理的金融資產或金融負債直接應佔的交易成本即時於損益內確認。

實際利率法乃計算金融資產或金融負債攤銷成本及於相關期間分配利息收入及利息開支的方法。實際利率指確切貼現金融資產或金融負債預計年內或(如適用)較短時期內估計未來現金收入及付款(包括所有屬於實際利率一部分的已付或已收費用及點數、交易成本及其他溢價或折讓)至初步確認時賬面淨值的利率。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

#### Financial instruments (Continued)

##### Financial assets

##### Classification and subsequent measurement of financial assets

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

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

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

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

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

##### 金融資產

##### 金融資產的分類及其後計量

符合下列條件的金融資產其後按攤銷成本計量：

- 於目的為收取合約現金流量的業務模式下持有的金融資產；及
- 根據合約條款於指定日期產生現金流量，而純粹作為本金及尚未清償本金的利息的付款。

符合下列條件的金融資產其後按公平值列賬並在其他全面收益內處理(「按公平值列賬並在其他全面收益內處理」)計量：

- 於目的為收取合約現金流量及出售的業務模式內持有的金融資產；及
- 根據合約條款於指定日期產生現金流量，而純粹作為本金及尚未清償本金的利息的付款。

所有其他金融資產其後按公平值列賬並在損益內處理計量，惟倘該等權益投資並非持作買賣用途，亦非收購方於香港財務報告準則第3號業務合併所適用之業務合併中確認的或然代價，則本集團可於初步確認金融資產之日不可撤銷地選擇於其他全面收益中呈列權益投資公平值其後變動。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

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

A financial asset is held for trading if:

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

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

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

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

#### 金融資產(續)

#### 金融資產的分類及其後計量(續)

在以下情況，金融資產為持作買賣：

- 購入主要為於短期內出售；或
- 於初步確認時構成本集團一併管理的已識別金融工具之組合一部份及具有近期實際短期獲利模式；或
- 為未被指定及有效作為對沖工具之衍生工具。

此外，如本集團不可撤銷地指定按攤銷成本計量或按公平值列賬並在其他全面收益內處理計量的金融資產，按公平值列賬並在損益內處理計量會消除或大幅減少會計錯配，其可如此行事。

#### (i) 攤銷成本及利息收入

其後按攤銷成本計量的金融資產的利息收入乃使用實際利率法確認。利息收入以金融資產的總賬面值按實際利率計算，惟其後出現信貸減值的金融資產除外。就其後出現信貸減值的金融資產而言，自下個報告期間起利息收入透過金融資產的攤銷成本應用實際利率確認。倘有關信貸減值的金融工具信貸風險得到改善以致有關金融資產不再出現信貸減值，則利息收入透過於緊隨釐定有關資產不再出現信貸減值的報告期間開始之金融資產總賬面值應用實際利率確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

#### Financial instruments (Continued)

#### Financial assets (Continued)

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

(ii) Equity instruments designated as at FVTOCI

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

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

(iii) Financial asset at FVTPL

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

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

#### 金融資產(續)

#### 金融資產的分類及其後計量(續)

(ii) 指定按公平值列賬並在其他全面收益內處理的權益工具

按公平值列賬並在其他全面收益內處理的權益工具投資其後按公平值計量，而其公平值變動產生的收益及虧損於其他全面收益確認並於投資重估儲備累計；而毋須進行減值評估。累計收益或虧損將不會於出售股本投資時重新分類至損益，並將轉移至累計虧損。

當本集團確認收取股息之權利時，除非能清晰顯示股息是用作填補一部分投資成本，否則自權益工具中的該等投資獲取的股息會於損益內確認。股息計入損益內的「其他收入及收益淨額」項目。

(iii) 按公平值列賬並在損益內處理的金融資產

不符合按攤銷成本或按公平值列賬並在其他全面收益內處理或指定為按公平值列賬並在其他全面收益內處理計量的金融資產以按公平值列賬並在損益內處理計量。

於各報告期末，按公平值列賬並在損益內處理的金融資產按公平值計量，所致的任何公平值收益或虧損在損益中確認。在損益中確認的收益或虧損淨額不包括該金融資產所賺取的任何股息或利息，並計入「其他收入及收益淨額」項目內。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

*Impairment of financial assets subject to impairment assessment under HKFRS 9*

The Group recognises a loss allowance for expected credit loss (“ECL”) on financial assets which are subject to impairment under HKFRS 9 (including trade receivables, other receivables, deposits, loan receivables and bank balances). The amount of ECL is updated at each reporting period to reflect changes in credit risk since initial recognition.

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

The Group always recognises lifetime ECL for trade receivables without significant financing component. The ECL on these assets are assessed individually for debtors with significant balances and/or collectively using a provision matrix with appropriate groupings.

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

#### 金融資產(續)

*須根據香港財務報告準則第9號進行減值評估的金融資產減值*

本集團就須根據香港財務報告準則第9號計量減值的金融資產(包括應收貿易賬款、其他應收款項、存款、應收貸款及銀行結餘)確認預期信貸虧損(「**預期信貸虧損**」)的虧損撥備。預期信貸虧損金額於各報告期間更新，以反映信貸風險自初步確認以來的變動。

存續期間的預期信貸虧損指相關工具預計存續期間內所有可能發生的違約事件導致的預期信貸虧損。相反，12個月預期信貸虧損(「**12個月預期信貸虧損**」)指預計於報告期末後12個月內可能發生的違約事件導致的部分存續期間的預期信貸虧損。預期信貸虧損乃根據本集團過往信貸虧損經驗進行評估，並就債務人特定因素、一般經濟狀況以及於報告期末之現時狀況及未來狀況預測之評估作出調整。

本集團一直就並無重大融資組成部分的應收貿易賬款確認存續期間的預期信貸虧損。於評估該等資產的預期信貸虧損時，會就擁有重大結餘的應收賬款進行個別評估及／或使用撥備矩陣對適當分組的資產進行集體評估。

就所有其他工具而言，本公司計量相當於12個月預期信貸虧損的虧損撥備，除非自初步確認以來信貸風險顯著上升，於此情況下本集團確認存續期間的預期信貸虧損。評估是否應該確認存續期間的預期信貸虧損乃基於初步確認以來違約可能性或風險有否出現顯著上升。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

#### Financial instruments (Continued)

#### Financial assets (Continued)

*Impairment of financial assets subject to impairment assessment under HKFRS 9 (Continued)*

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the end of the reporting period with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

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

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

#### 金融資產(續)

須根據香港財務報告準則第9號進行減值評估的金融資產減值(續)

(i) 信貸風險顯著增加

評估信貸風險自初步確認以來是否顯著增加時，本集團會比較於報告期末金融工具發生違約的風險與於初步確認日期金融工具發生違約的風險。於作出該評估時，本集團會考慮合理及可靠之定量及定性資料，包括過往經驗及無須付出不必要成本或努力便可獲得之前瞻性資料。

具體而言，在評估信貸風險是否顯著增加時，會考慮下列資料：

- 金融工具之外部(倘可獲得)或內部信貸評級的實際或預期顯著惡化；
- 信貸風險之外部市場指標出現重大惡化，如債務人信貸息差、信貸違約掉期價格大幅上升；
- 業務、財務或經濟狀況發生或將會發生不利變動，預期將導致債務人償債能力明顯下降；
- 債務人的經營業績實際或預期明顯轉差；或
- 債務人所處之監管、經濟或技術環境實際或預期發生重大不利變動，導致債務人償債能力顯著下降。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

*Impairment of financial assets subject to impairment assessment under HKFRS 9 (Continued)*

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

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

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

(ii) Definition of default

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

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

### 3. 重大會計政策資料 *(續)*

#### 金融工具 *(續)*

#### 金融資產 *(續)*

*須根據香港財務報告準則第9號進行減值評估的金融資產減值 *(續)**

(i) 信貸風險顯著增加 *(續)*

不論上述評估結果如何，本集團假設倘合約付款逾期超過30天，則信貸風險自初步確認以來顯著增加，除非本集團有能說明信貸風險並無顯著增加的合理可靠資料，則作別論。

本集團定期監控識別信貸風險是否出現顯著增加所用標準的有效性，並對其作出適當修訂以確保在款項逾期前有關標準能識別信貸風險的顯著增加。

(ii) 違約的定義

本集團認為就內部信貸風險管理而言，倘內部編製或自外部來源獲得的資料表明，債務人不大可能向其債權人（包括本集團）悉數還款（未計及本集團持有的任何抵押品），則構成違約事件。

無論上文為何，本集團認為倘金融資產逾期超過90天，則發生違約事件，除非本集團有能說明更寬鬆的違約標準更為合適的合理可靠資料，則作別論。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

*Impairment of financial assets subject to impairment assessment under HKFRS 9 (Continued)*

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

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

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

### 3. 重大會計政策資料 *(續)*

#### 金融工具 *(續)*

#### 金融資產 *(續)*

須根據香港財務報告準則第9號進行減值評估的金融資產減值 *(續)*

#### (iii) 信貸減值金融資產

當發生一項或多項對金融資產估計未來現金流量有不利影響之事件時，金融資產出現信貸減值。金融資產信貸減值之證據包括有關以下事件的可觀察數據：

- 發行人或借款人陷入重大財務困難；
- 違反合約，如違約或逾期事件；
- 借款人之放款人因借款人出現財務困難有關之經濟或合約理由而給予借款人在一般情況下放款人不予考慮之優惠條件；
- 借款人有可能破產或進行其他財務重組；或
- 由於財務困難致使金融資產之活躍市場消失。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

*Impairment of financial assets subject to impairment assessment under HKFRS 9 (Continued)*

(iv) Write-off policy

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

(v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

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

### 3. 重大會計政策資料 *(續)*

#### 金融工具 *(續)*

#### 金融資產 *(續)*

*須根據香港財務報告準則第9號進行減值評估的金融資產減值 *(續)**

(iv) 撤銷政策

當有資料顯示對手方有嚴重財務困難及並無實際可收回希望(如對手方已進行清算或已進入破產程序),本集團會撤銷金融資產。根據本集團收回程序並考慮法律建議(如適用),已撤銷金融資產可能仍受到執法活動之約束。一項撤銷構成一項取消確認事件。任何其後收回均於損益中確認。

(v) 預期信貸虧損計量及確認

預期信貸虧損之計量為違約概率、違約損失率(即違約時的損失程度)及違約風險之函數。評估違約概率及違約損失率乃基於經前瞻性資料進行調整的歷史數據。預期信貸虧損的估計反映無偏頗及概率加權數額,其乃根據加權的相應違約風險而釐定。

一般而言,預期信貸虧損為根據合約應付本集團的所有合約現金流量與本集團預期將收取按初步確認時釐定的實際利率貼現的現金流量之間的差額。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

##### Financial assets *(Continued)*

*Impairment of financial assets subject to impairment assessment under HKFRS 9 (Continued)*

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

Where ECL is measured on a collective basis to cater for cases where evidence at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

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

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

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

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

### 3. 重大會計政策資料 *(續)*

#### 金融工具 *(續)*

##### 金融資產 *(續)*

須根據香港財務報告準則第9號進行減值評估的金融資產減值 *(續)*

##### (v) 預期信貸虧損計量及確認 *(續)*

倘預期信貸虧損按整體基準計量以迎合個別工具水平證據未必存在的情況，則金融工具按以下基準歸類：

- 金融工具性質；
- 逾期狀況；
- 債務人的性質、規模及行業；及
- 外部信貸評級(倘有)。

管理層會定期檢討分組情況，以確保各組別的組成部分繼續擁有類似信貸風險特徵。

利息收入根據金融資產的賬面總額計算，除非金融資產已出現信貸減值，在該情況下，利息收入按金融資產的攤銷成本計算。

本集團藉調整所有金融工具的賬面值，於損益確認減值收益或虧損，惟應收貿易賬款及其他應收款項及應收貸款則透過虧損撥備賬確認相應調整。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

#### Financial assets *(Continued)*

#### *Derecognition of financial assets*

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

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

#### Financial liabilities and equity

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

#### *Equity instruments*

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

### 3. 重大會計政策資料(續)

#### 金融工具(續)

#### 金融資產(續)

#### 終止確認金融資產

只有在資產收取現金流量的合約權利屆滿，或已將金融資產及當中擁有權的絕大部份風險及回報轉讓予另一實體時，方會終止確認金融資產。

於終止確認本集團在初始確認時指定為按公平值列賬並在其他全面收益內處理的權益工具投資時，此前投資重估儲備內處理的累計盈虧不會重新分類為損益，而是轉入累計虧損。

#### 金融負債及權益

集團實體發行的債務及權益工具乃根據合約安排的實質內容以及金融負債及權益工具的定義而分類為金融負債或權益。

#### 權益工具

權益工具為證明於一間實體經扣除其所有負債後的資產中所剩餘權益的任何合約。本公司發行的權益工具按已收所得款項扣除直接發行成本確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Financial instruments *(Continued)*

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

##### *Financial liabilities*

Financial liabilities including trade and other payables, borrowings and convertible bond are subsequently measured at amortised cost, using the effective interest method.

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

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

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

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

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

### 3. 重大會計政策資料 *(續)*

#### 金融工具 *(續)*

#### 金融負債及權益 *(續)*

##### *金融負債*

金融負債包括應付貿易賬款及其他應付款、借款及可換股債券，乃隨後按採用實際利率法計算的已攤銷成本計量。

本集團會及僅會於責任獲解除、註銷或屆滿時，終止確認金融負債。被終止確認的金融負債的賬面值與已付及應付代價間的差額於損益內確認。

#### 物業、廠房及設備及使用權資產的減值

本集團會於各報告期末檢討其物業、廠房及設備以及使用權資產的賬面值，以確定該等資產有否出現減值虧損跡象。倘出現任何有關跡象，會估計相關資產的可收回金額，以釐定減值虧損的幅度。

物業、廠房及設備以及使用權資產的可收回金額按個別基準估計。倘不可按個別基準估計可收回金額，則本集團會估計該項資產所屬現金產生單位的可收回金額。

於進行現金產生單位減值測試時，倘能夠建立合理且一致的分配基礎，則將公司資產分配至有關現金產生單位，否則會按能建立的合理且一致的分配基準將公司資產分配至最小現金產生單位組別。可收回金額按公司資產所屬的現金產生單位或現金產生單位組別釐定，並與相關現金產生單位或現金產生單位組別的賬面值進行比較。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Impairment on property, plant and equipment and right-of-use assets *(Continued)*

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a CGU) for which the estimates of future cash flows have not been adjusted.

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

### 3. 重大會計政策資料(續)

#### 物業、廠房及設備及使用權資產的減值(續)

可收回金額為公平值減去出售成本與使用價值的較高者。在評估使用價值時，預期未來現金流量使用稅前貼現率貼現至其現值，該稅前貼現率反映貨幣時間價值的當前市場評估以及資產(或現金產生單位)的特定風險，而該資產(或現金產生單位)的未來現金流量估計尚未進行調整。

倘資產(或現金產生單位)的可收回金額預計低於其賬面值，則資產(或現金產生單位)的賬面值將減至其可收回金額。就無法合理一致地分配至現金產生單位的企業資產或企業資產的一部分而言，本集團比較現金產生單位組別的賬面值(包括分配至該現金產生單位組別的企業資產或企業資產的一部分的賬面值)與該現金產生單位組別的可收回金額。在分配減值虧損時，減值虧損首先扣減任何商譽(如適用)的賬面值，其後根據單位或現金產生單位組別中各項資產的賬面值，按比例分配至其他資產。資產的賬面值不會減少至低於其公平值減出售成本(如可計量)、其使用價值(如可釐定)及零中的最高者。本應分配至資產的減值虧損金額按比例分配至該單位或現金產生單位組別的其他資產。減值虧損立即於損益中確認，除非相關資產根據另一標準按重估金額入賬，在有關情況下，減值虧損根據該標準被視為重估減少。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Provisions

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditures expected to settle the obligation.

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

#### Convertible bond

Convertible bond issued by the Group that contain both the liability and conversion option components are classified separately as financial liability and equity on initial recognition in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument. Conversion option that will be settled by the exchange of a fixed amount of cash or another financial asset for a fixed number of the Company's own equity instruments is classified as an equity instrument.

On initial recognition, the fair value of the liability component is determined using the prevailing market interest of similar non-convertible debts. The difference between the gross proceeds of the issue of the convertible bond and the fair value assigned to the liability component, representing the conversion option for the holder to convert the convertible bond into equity, is included in equity (convertible bond equity reserve) and is not subsequently remeasured.

### 3. 重大會計政策資料(續)

#### 撥備

本集團因過往事件須承擔現有法定或推定責任，而履行責任時有可能導致經濟利益流出並能可靠估計責任金額的情況下，則會對此等不確定時間或金額之負債確認撥備。倘貨幣之時間價值重大，則撥備按預期履行責任之支出現值列賬。

確認為撥備的金額為於報告期末履行現有責任所需代價的最佳估計，當中計及與責任有關的風險及不明朗因素。當撥備使用履行現有責任所需估計現金流量計量時，其賬面值為該等現金流量的現值(倘貨幣之時間價值的影響屬重大)。

#### 可換股債券

本集團所發行包括負債及換股權部分之可換股債券根據合約安排實質內容以及金融負債及權益工具之定義於初始確認時分開分類為金融負債及權益。將透過以定額現金或其他金融資產換取固定數量之本公司本身權益工具結償之換股權分類為權益工具。

初步確認時，負債部分的公平值按類似不可轉換債務當時的市場利率釐定。發行之可換股債券的所得款項總額與轉撥至負債部分的公平值之間的差額(指持有人將可換股債券轉換為權益的換股權)計入權益(可換股債券股本儲備)內，且不進行後續重新計量。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 3. MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

#### Convertible bond *(Continued)*

In subsequent periods, the liability component of the convertible bond is carried at amortised cost using the effective interest method. The equity component, representing the option to convert the liability component into ordinary shares of the Company, will remain in convertible bond equity reserve until the conversion option is exercised (in which case the balance stated in convertible bond equity reserve will be transferred to share premium. Where the option remains unexercised at the expiry date, the balance stated in convertible bond equity reserve will be released to the accumulated losses. No gain or loss is recognised in profit or loss upon conversion or expiration of the option.

Transaction costs that relate to the issue of the convertible bond are allocated to the liability and equity components in proportion to the allocation of the gross proceeds. Transaction costs relating to the equity component are charged directly to equity. Transaction costs relating to the liability component are included in the carrying amount of the liability portion and amortised over the period of the convertible bond using the effective interest method.

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the Directors are required to make judgments, estimates and assumptions about the amounts of assets, liabilities, revenue and expenses reported and disclosures made in the consolidated financial statements. 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future period.

### 3. 重大會計政策資料(續)

#### 可換股債券(續)

隨後期間，可換股債券的負債部分以實際利率法按攤銷成本列賬。權益部分(指可將負債部分轉換為本公司普通股的換股權)將保留於可換股債券股本儲備內，直至該換股權獲行使為止(於此情況下，可換股債券股本儲備的結餘將轉撥至股份溢價)。倘換股權於到期日尚未獲行使，可換股債券股本儲備的結餘將解除至累計虧損。換股權獲轉換或到期時不會於損益確認任何盈虧。

與發行可換股債券有關之交易成本按所得款項總額分配比例分配至負債及權益部分。與權益部分有關之交易成本直接於權益扣除。與負債部分有關之交易成本計入負債部分之賬面值，並於可換股債券期限內按實際利率法攤銷。

### 4. 重要會計判斷及估計不明朗因素的主要來源

於應用附註3所述本集團的會計政策時，董事須對於綜合財務報表呈報的資產、負債、收益及開支金額及披露作出判斷、估計及假設。該等估計及相關假設乃根據過往的經驗及其他被認為有關的因素作出。實際結果可能有別於該等估計。

該等估計及相關假設會持續檢討。如修訂會計估計只影響估計修訂期間，則該等修訂在該期間確認，如有關修訂影響當時及未來期間，則在作出修訂的期間及未來期間確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

#### Critical judgements in applying accounting policies

The following are the critical judgments, apart from those involving estimations, that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

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

#### Determination of revenue recognition of online marketing solution services on gross or net basis

As disclosed in note 9, the Group provides online marketing solution services to its customers, which involve the assessment of revenue recognition on a gross or net basis, i.e. principal vs. agent assessment models. The Group follows the accounting guidance for principal-agent considerations to assess whether the Group controls the specified service before it is transferred to the customer, the indicators of which including but not limited to (a) whether the Group is primarily responsible for fulfilling the promise to provide the specified services; (b) whether the Group has inventory risk before the specified services has been transferred to a customer; and (c) whether the Group has discretion in establishing the prices for the specified services. Management considers the above factors in totality, as none of the factors individually are considered presumptive or determinative and applies judgment when assessing the indicators depending on each different circumstances.

### 4. 重要會計判斷及估計不明朗因素的主要來源(續)

#### 應用會計政策的重要判斷

以下為董事於應用本集團會計政策過程中所作並對在綜合財務報表中確認的金額具有最重大影響的重要判斷(涉及估計者除外)。

於應用本集團會計政策的過程中，除涉及估計的判斷外，管理層亦作出下列對綜合財務報表確認金額影響最重大的判斷：

#### 按總額或淨額基準釐定線上營銷解決方案服務收益確認

誠如附註9所披露，本集團為客戶提供線上營銷解決方案服務，涉及以總額或淨額基準評估收益確認，即委託人與代理人評估模式。本集團遵循有關委託人與代理人關係考慮的會計指引，以評估本集團在特定服務轉移至客戶前是否控制該服務，其指標包括但不限於(a)本集團是否主要負責履行提供特定服務的承諾；(b)在特定服務轉移至客戶之前，本集團是否存在存貨風險；及(c)本集團是否有酌情權決定特定服務的價格。管理層一併考慮上述因素，因為並無任何因素可被單獨視為推定或決定性因素，並根據各種不同情況於評估指標時作出判斷。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

Critical judgements in applying accounting policies (Continued)

#### Determination of revenue recognition of online marketing solution services on gross or net basis (Continued)

The Group is primarily obligated in a transaction, and has latitude in establishing prices and selecting publishers, or has several but not all of these indicators, the Group records revenues of online marketing solution services on a gross basis.

#### Deferred taxation on investment properties

For the purposes of measuring deferred tax arising from investment properties that are measured using the fair value model, the Directors have reviewed the Group's investment property portfolios and concluded that the Group's investment properties are held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time. The Directors have determined that the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is rebutted. The Group has recognised deferred tax liabilities of approximately HK\$1,844,000 (2024: HK\$1,959,000) on changes in fair value of investment properties.

### 4. 重要會計判斷及估計不明朗因素的主要來源(續)

應用會計政策的重要判斷(續)

#### 按總額或淨額基準釐定線上營銷解決方案服務收益確認(續)

本集團在交易中承擔主要責任，並有制定價格及選擇出版商的自由度，或擁有多項但非全部該等指標，本集團按總額記錄線上營銷解決方案服務收益。

#### 投資物業遞延稅項

就計量使用公平值模式計量之投資物業之遞延稅項而言，董事已審閱本集團之投資物業組合，並認為本集團之投資物業乃按目的以透過隨著時間耗用其所包含絕大部分經濟利益的業務模式持有。董事已釐定，使用公平值模式計量之投資物業之賬面值通過銷售全數收回之假定將被推翻。本集團就投資物業的公平值變動確認遞延稅項負債約為1,844,000港元(二零二四年：1,959,000港元)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

#### Key sources of estimation uncertainty

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

#### Rebates from media partners

Media partners may grant the Group rebates in various forms. The Group records such rebates as reduction of cost of services under gross basis (where the Group acts as principal). The rebates earned by the Group from media partners come with a variety of structures and rates, which are primarily determined based on the contract terms with these media partners, their applicable rebate policies, the business performances of the Group and the discretionary incentive programs as set up by the media partners (or their authorised agencies).

The Group accrues rebates from media partners based on evaluation as to whether the contractually stipulated thresholds of the Group's spending on traffic consumption are likely to be reached, or other benchmarks or certain prescribed classification are likely to be qualified. This determination requires significant judgment and estimation. In making this judgment and estimation, the Group evaluates based on the past experience and regular monitoring of various performance factors set within the rebate policies. Such rebates as a percentage of gross spending of the Group and the advertisers may fluctuate and are reviewed and adjusted from time to time.

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

The impairment loss of property, plant and equipment and right-of-use assets was recognised for the amounts by which the carrying amounts exceed their recoverable amounts, in accordance with the Group's accounting policy when impairment indicator is identified on those assets. The recoverable amounts have been determined based on value in use calculations and fair value less cost to sell. The value in use calculations require the use of estimates such as the cash flows projections and pre-tax discount rates. In determining the fair values, an independent professional valuer assesses the significant unobservable input by reference to market data and takes into consider certain estimates of market conditions.

Details of the recoverable amount calculation are disclosed in note 19.

### 4. 重要會計判斷及估計不明朗因素的主要來源(續)

#### 估計不明朗因素的主要來源

以下為有關未來的主要假設及於報告期末估計不明朗因素的其他主要來源，可能有重大風險導致對下一財政年度資產和負債賬面值作出重大調整。

#### 媒體合作夥伴的返點

媒體合作夥伴可透過多種形式向本集團授出返點。本集團按總額基準將有關返點入賬為服務成本扣減(當本集團為主事人)。本集團從媒體合作夥伴賺取的返點具有多種結構及比率，主要根據該等媒體合作夥伴的合約條款、彼等適用的返點政策、本集團的業務表現及媒體合作夥伴(或彼等的授權代理)設立的酌情激勵計劃釐定。

本集團根據是否可能達成本集團流量消費開支的合約規定門檻或是否可能達成其他基準或若干規定分類的評估而自媒體合作夥伴產生返點。此項釐定需要作出重大判斷及估計。於作出此判斷及估計時，本集團根據過往經驗及定期監察返點政策內所載的不同表現因素作出評估。有關返點佔本集團及廣告主的總花費之百分比可能出現波動，並會定期檢討及調整。

#### 物業、廠房及設備以及使用權資產減值

物業、廠房及設備以及使用權資產之減值虧損在該等資產發現減值跡象時根據本集團會計政策就賬面值超出其可收回金額之數額確認。可收回金額根據使用價值計算及公平值減出售成本釐定。使用價值計算需要利用現金流量預測及稅前貼現率等估計。於釐定公平值時，獨立專業估值師參考市場數據及計及若干市況估計評估重大不可觀察輸入數據。

可收回款項計算方法詳情於附註19披露。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

#### Key sources of estimation uncertainty (Continued)

##### Provision of ECL for trade and other receivables, and loan receivables

Management determines the provision for trade receivables based on the ECLs which uses a lifetime expected loss allowance for all trade receivables. Management also determines the provision for other receivables and loan receivables based on the ECLs which use either 12-month or lifetime ECLs depending whether the credit risk has increased significantly since initial recognition. The loss allowance for financial assets are based on assumptions about risk of default and expected loss rate. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's historical credit loss rates appropriately adjusted in accordance with current economic conditions, customer-specific conditions and forward-looking information to estimate the ECLs for the impairment assessment.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade and other receivables, and loan receivables are disclosed in note 26 and note 27 respectively.

##### Estimated impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the CGU (or group of CGU) to which goodwill has been allocated, which is the higher of the value in use or fair value less costs of disposal. The value in use calculation requires the Group to estimate the future cash flows expected to arise from CGU (or a group of CGUs) and a suitable discount rate in order to calculate the present value. Where the actual future cash flows are less than expected, or change in facts and circumstances which results in downward revision of future cash flows or upward revision of discount rate, a material impairment loss or further impairment loss may arise.

As at 31 December 2025, the carrying amount of goodwill is approximately HK\$20,552,000 (2024: HK\$20,552,000) (No impairment loss was recognised for the years ended 2025 and 2024). Details of the recoverable amount calculation are disclosed in note 22.

### 4. 重要會計判斷及估計不明朗因素的主要來源(續)

#### 估計不明朗因素的主要來源(續)

##### 應收貿易賬款及其他應收款項及應收貸款預期信貸虧損撥備

管理層根據預期信貸虧損釐定應收貿易賬款撥備，有關預期信貸虧損對所有應收貿易賬款使用存續期間的預期虧損撥備。管理層亦根據預期信貸虧損釐定其他應收款項及應收貸款撥備，有關預期信貸虧損使用12個月或存續期間的預期信貸虧損，具體取決於信貸風險自初始確認後是否有顯著增加。金融資產虧損撥備乃基於對違約風險及預期虧損率的假設。本集團在作出該等假設及選擇減值計算輸入數據時，根據本集團的歷史信貸虧損率並根據當前經濟狀況、客戶具體情況及前瞻性資料進行適當調整運用判斷，以估計減值評估的預期信貸虧損。

預期信貸虧損撥備易受估計變動影響。有關預期信貸虧損、本集團的應收貿易賬款及其他應收款項及應收貸款的資料分別披露於附註26及附註27。

##### 商譽的估計減值

釐定商譽有否減值須估計獲分配商譽的現金產生單位(或現金產生單位組別)的可收回金額(即使用價值與公平值減出售成本兩者中的較高者)。按照使用價值計算法，本集團須估計預期可自現金產生單位(或現金產生單位組別)產生的未來現金流量及適當貼現率，從而計算現值。倘實際未來現金流量少於預期或事實及情況有變而導致未來現金流量下調或貼現率上調，則可能產生重大減值虧損或進一步減值虧損。

於二零二五年十二月三十一日，商譽賬面值約為20,552,000港元(二零二四年：20,552,000港元)(截至二零二五年及二零二四年止年度並無確認減值虧損)。可收回金額的計算詳情於附註22披露。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

#### Key sources of estimation uncertainty (Continued)

##### Fair values of investment properties

Investment properties are stated at fair value based on the valuation performed by independent professional valuers. The determination of the fair value involves certain assumptions of market conditions which are set out in note 21.

In relying on the valuation report, the Directors have exercised their judgement and are satisfied that the method of valuation is reflective of the current market conditions. Changes to these assumptions would result in changes in the fair values of the Group's investment properties and the corresponding adjustments to the amount of gain or loss reported in the consolidated statement of profit or loss and other comprehensive income.

The Directors have performed internal assessment on macroeconomic environment through performing sensitivity analysis in relation to the Group's investment properties.

As at 31 December 2025, the carrying amount of the Group's investment properties is HK\$15,300,000 (2024: HK\$16,000,000).

### 5. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of bank balances and cash, lease liabilities, borrowings, convertible bond, and equity attributable to the owners of the Company, comprising issued share capital and reserves. The Directors review the capital structure on a regular basis. As a part of this review, the Directors consider the cost of capital and the risks associated with each class of capital. Based on recommendations of the Directors, the Group will balance its overall capital structure through the payment of dividends, new share issue and the issue of new debts.

### 4. 重要會計判斷及估計不明朗因素的主要來源(續)

#### 估計不明朗因素的主要來源(續)

##### 投資物業之公平值

投資物業根據獨立專業估值師進行的估值按公平值列賬。釐定公平值時涉及對市場狀況的若干假設載於附註21。

依據估值報告，董事已作出判斷，並確信該等估值方法反映了當前市場狀況。該等假設的變更將導致本集團投資物業的公平值，以及於綜合損益及其他全面收益表中呈報的收益或虧損金額的相應調整有所變更。

董事已透過對本集團投資物業進行敏感度分析，對宏觀經濟環境進行內部評估。

於二零二五年十二月三十一日，本集團投資物業的賬面值為15,300,000港元(二零二四年：16,000,000港元)。

### 5. 資本風險管理

本集團的資本管理旨在透過在債務與權益間作出最佳平衡，確保本集團的實體可持續經營，並為股東締造最大回報。本集團的整體策略與去年維持不變。

本集團的資本架構包括銀行結餘及現金、租賃負債、借款、可換股債券以及本公司擁有人應佔權益(包括已發行股本及儲備)。董事定期檢討資本架構。作為檢討一部分，董事考慮資本成本及與各類資本相關的風險。根據董事建議，本集團將透過派付股息、發行新股及發行新債平衡其整體資本架構。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 6. FINANCIAL INSTRUMENTS

#### Categories of financial instruments

### 6. 金融工具

#### 金融工具的類別

		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
<b>Financial assets</b>	<b>金融資產</b>		
At amortised cost (including bank balances and cash)	按攤銷成本(包括銀行結餘及現金)	297,890	289,193
Financial assets at FVTOCI	按公平值列賬並在其他全面收益內處理的金融資產	10,344	11,203
<b>Financial liabilities</b>	<b>金融負債</b>		
At amortised cost	按攤銷成本	421,536	363,850

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's major financial instruments include financial assets at FVTOCI, financial assets at FVTPL, trade and other receivables, bank balances and cash, loan receivables, deposits, borrowings, convertible bond and trade and other payables (including trade payables, accrued expenses and other payables). Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments and the policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

### 7. 財務風險管理目標及政策

本集團的主要金融工具包括按公平值列賬並在其他全面收益內處理的金融資產、按公平值列賬並在損益內處理的金融資產、應收貿易賬款及其他應收款項、銀行結餘及現金、應收貸款、按金、借款、可換股債券以及應付貿易賬款及其他應付款項(包括應付貿易賬款、應計開支及其他應付款項)。該等金融工具的詳情於各相關附註披露。下文載列與該等金融工具有關的風險及如何降低該等風險的政策。管理層管理及監控該等風險，以確保可及時和有效地採取適當措施。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Currency risk

The Group has transactional currency exposures. Such exposures arise from sales or purchases by several subsidiaries of the Company in currencies other than those subsidiaries' functional currencies. In addition, certain portion of the financial assets at FVTOCI, trade and other receivables, deposits, bank balances and cash, trade and other payables and borrowings are denominated in currencies other than the functional currencies of the entities to which they relate.

The carrying amounts of the Group's foreign currency denominated monetary assets and liabilities at the reporting date are as follows:

		Assets 資產		Liabilities 負債	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
United States Dollars ("US\$")	美元(「美元」)	29,952	38,421	1,549	1,689
Pound Sterling ("GBP")	英鎊(「英鎊」)	4,318	70	3,083	–
New Taiwan Dollars ("NTD")	新台幣(「新台幣」)	2,405	3,057	–	–

The Group currently does not have a foreign currency hedging policy. However, the Directors continuously monitor the related foreign currency exposure and will consider hedging significant foreign currency exposure should the need arise.

### 7. 財務風險管理目標及政策(續)

#### 貨幣風險

本集團面對交易貨幣風險。有關風險源自本公司多間附屬公司以各自的功能貨幣以外的貨幣進行的銷售或採購。此外，按公平值列賬並在其他全面收益內處理的金融資產、應收貿易賬款及其他應收款項、存款、銀行結餘及現金、應付貿易賬款及其他應付款項以及借款中有若干部分乃以相關實體功能貨幣以外的貨幣計值。

本集團以外幣計值的貨幣資產及負債於報告日期的賬面值如下：

本集團目前並無外幣對沖政策。然而，董事持續監察相關外幣風險，並將於需要時考慮就重大外幣風險進行對沖。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Currency risk (Continued)

##### Sensitivity analysis

The Group is mainly exposed to the effects of fluctuation in US\$, GBP and NTD.

The following table details the Group's sensitivity to a 5% (2024: 5%) increase and decrease in functional currency of the relevant group entities (i.e., mainly HK\$ and RMB) against the relevant foreign currencies, 5% (2024: 5%) is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated items and adjusts their translation at the year-end for a 5% (2024: 5%) change in foreign currency rates. A positive number below indicates an increase in loss for the year and decrease in other comprehensive income for the year where respective functional currency strengthens 5% (2024: 5%) against the relevant currency. For a 5% (2024: 5%) weakening of respective functional currency against the relevant currency, there would be an equal and opposite impact on the loss for the year and other comprehensive income for the year, and the balances below would be negative.

### 7. 財務風險管理目標及政策(續)

#### 貨幣風險(續)

##### 敏感度分析

本集團主要承受美元、英鎊及新台幣的波動的影響。

下表詳列本集團對相關集團實體的功能貨幣(即主要為港元及人民幣)兌相關外幣的匯率升及跌5%(二零二四年: 5%)的敏感度, 5%(二零二四年: 5%)為於向主要管理人員作出內部外幣風險匯報時所用的敏感度比率, 並為管理層對外幣匯率合理可能變動的評估。敏感度分析僅包括以外幣計值的未償還項目, 並就外幣匯率的5%(二零二四年: 5%)變動調整彼等於年終換算的金額。下表的正數顯示年內虧損及年內其他全面收益於相關功能貨幣兌相關貨幣升值5%(二零二四年: 5%)時的增加及減少金額。倘相關功能貨幣兌相關貨幣貶值5%(二零二四年: 5%), 則對年內虧損及年內其他全面收益構成相同但相反的影響, 而下文的結餘則為負數。

		US\$ 美元 HK\$'000 千港元	GBP 英鎊 HK\$'000 千港元	NTD 新台幣 HK\$'000 千港元
Loss after tax – 2025	除稅後虧損 – 二零二五年	1,186	50	–
– 2024	– 二零二四年	1,534	3	–
Other comprehensive income – 2025	其他全面收益 – 二零二五年	–	–	90
– 2024	– 二零二四年	–	–	115

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Currency risk (Continued)

##### Sensitivity analysis (Continued)

In view of the pegged rate between HK\$ and US\$, the Directors do not expect there is a material effect by any changes in movement in value of US\$ against HK\$.

In the Directors' opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the year end exposure does not reflect the exposure during the year.

#### Interest rate risk

The Group is exposed to fair value interest rate risk in relation to fixed-rate loan receivables, lease liabilities, borrowings and convertible bond. The Group is also exposed to cash flow interest rate risk in relation to variable-rate bank balances and variable-rate borrowings. The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on Prime Lending Rate arising from the Group's Hong Kong dollar denominated borrowings of approximately HK\$31,258,000 (2024: HK\$27,565,000). The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook. The management will review the proportion of borrowings in fixed and floating rates and ensure they are within reasonable range.

##### Sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to interest rate for non-derivative instruments at the end of the reporting period. The analysis is prepared assuming the financial instruments outstanding at the end of the reporting period were outstanding for the whole year. A 50 basis points (2024: 50 basis points) increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates have been 50 basis points (2024: 50 basis points) higher/lower and all other variables were held constant, the Group's post-tax loss for the year ended 31 December 2025 would increase/decrease by approximately HK\$131,000 (2024: approximately HK\$115,000).

### 7. 財務風險管理目標及政策(續)

#### 貨幣風險(續)

##### 敏感度分析(續)

由於港元與美元的聯繫匯率，董事預計美元兌港元的價值變動將不會產生任何重大影響。

董事認為，由於年終風險並不反映年內風險，故敏感度分析未能代表固有外匯風險。

#### 利率風險

本集團面臨與定息應收貸款、租賃負債、借款及可換股債券有關的公平值利率風險。本集團亦就浮息銀行結餘及浮息借款面臨現金流量利率風險。本集團現金流量利率風險主要集中於本集團以港元計值的借貸約31,258,000港元(二零二四年：27,565,000港元)所產生的最優惠貸款利率的利率波動。本集團根據利率水平及前景評估任何利率變動所帶來的潛在影響，從而管理利率風險。管理層將審閱定息及浮息借款的比例，並確保其在合理範圍內。

##### 敏感度分析

下文的敏感度分析乃根據非衍生工具於報告期末的利率風險釐定。編製分析時假設於報告期末的未償還金融工具於整個年度均未償還。50個基點(二零二四年：50個基點)增加或減少為於向主要管理人員作出內部利率風險匯報時所採用，並為管理層對利率合理可能變動的評估。

倘利率上調／下滑50個基點(二零二四年：50個基點)，而所有其他變數維持不變，則截至二零二五年十二月三十一日止年度的本集團除稅後虧損將會增加／減少約131,000港元(二零二四年：約115,000港元)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Other price risk

The Group is exposed to equity price risk through its investments in listed and unlisted financial assets at FVTOCI. The management manages this exposure by maintaining a portfolio of investments with different risks. In addition, the Group has appointed a special team to monitor the price risk and will consider hedging the risk exposure should the need arise.

#### Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to equity price risks at the end of the reporting period.

If the prices of the respective equity securities have been 5% (2024: 5%) higher/lower, investments revaluation reserve would increase/decrease by approximately HK\$516,000 (2024: HK\$560,000) as a result of the changes in fair value of financial assets at FVTOCI.

### 7. 財務風險管理目標及政策(續)

#### 其他價格風險

本集團因投資於已上市及非上市按公平值列賬並在其他全面收益內處理的金融資產而承受股票價格風險。管理層透過持有風險程度不同的投資組合管理此風險。此外，本集團已委任特別團隊監察價格風險，並將於有需要時考慮對沖所承受的風險。

#### 敏感度分析

以下的敏感度分析乃根據報告期末所承受的股票價格風險而釐定。

倘有關股本證券的價格上升／下跌5%（二零二四年：5%），投資重估儲備將因按公平值列賬並在其他全面收益內處理的金融資產的公平值變動而增加／減少約516,000港元（二零二四年：560,000港元）。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Credit risk and impairment assessment

As at 31 December 2025 and 2024, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amounts of the respective recognised financial assets as stated in the consolidated statement of financial position. The Group does not provide any guarantees that would expose the Group to credit risk.

In order to minimize the credit risk, the management of the Group has delegated a team responsible for determination of credit limits, credit approvals and other monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group reviews the recoverable amount of each individual trade debt at the end of each reporting period to ensure that adequate impairment losses are made for irrecoverable amounts. In this regard, the Directors consider that the Group's credit risk is significantly reduced.

The Group's concentration of credit risk by geographical locations is mainly in the PRC, which accounted for 63% (2024: 55%) of the total trade receivables as at 31 December 2025.

The Group has concentration of credit risk as 30% (2024: 35%) and 49% (2024: 54%) of the total trade receivables are due from the Group's largest customer and the five largest customers respectively.

### 7. 財務風險管理目標及政策(續)

#### 信貸風險及減值評估

於二零二五年及二零二四年十二月三十一日，本集團因對手方不履行責任而令本集團蒙受財務虧損的最高信貸風險，來自綜合財務狀況表所列相關已確認金融資產的賬面值。本集團並無提供任何導致本集團承受信貸風險的擔保。

為盡量降低信貸風險，本集團管理層已指定團隊負責決定信貸額度、信貸批核及其他監察程序，確保採取跟進措施以收回逾期債項。此外，本集團於各報告期末審閱各個別貿易債項的可收回金額，確保為不可收回金額作出足夠的減值虧損。就此而言，董事認為本集團的信貸風險已大幅降低。

本集團按地理位置計算的信貸風險主要集中於中國，佔二零二五年十二月三十一日的應收貿易賬款總額63%(二零二四年：55%)。

本集團有信貸集中的風險，原因是應收貿易賬款總額的30%(二零二四年：35%)及49%(二零二四年：54%)為分別應收本集團最大客戶及五大客戶的款項。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Credit risk and impairment assessment (Continued)

For trade receivables, the Group has applied the simplified approach in HKFRS 9 to measure the loss allowance at lifetime ECL. The Group determines the expected credit losses on debtors with significant balances individually and/or by using a provision matrix, grouped based on shared credit risk characteristics by reference to past default experience and current past due exposure of the debtor. As part of the Group's credit risk management, the Group uses debtors' past due status to assess the impairment for its customers because these customers consist of a large number of customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The estimated loss rates are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information that is available without undue cost of effort. The grouping is regularly reviewed by management to ensure relevant information about specific debtors is updated.

The following table provides information about the Group's exposure to credit risk for trade receivables which are assessed collectively based on provision matrix:

		Average loss rate		Gross carrying amount		Loss allowance	
		平均虧損率		賬面值總額		虧損撥備	
		2025	2024	2025	2024	2025	2024
		二零二五年	二零二四年	二零二五年	二零二四年	二零二五年	二零二四年
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元
Current (not past due)	即期(未逾期)	1.37%	0.80%	13,093	17,218	179	137
1-90 days past due	逾期1至90日	2.95%	1.60%	19,637	24,922	580	399
91-180 days past due	逾期91至180日	8.43%	5.47%	14,566	12,710	1,228	695
Over 180 days past due	逾期超過180日	100%	100%	4,359	4,760	4,359	4,760
				51,655	59,610	6,346	5,991

### 7. 財務風險管理目標及政策(續)

#### 信貸風險及減值評估(續)

就應收貿易賬款而言，本集團已採用香港財務報告準則第9號的簡化方法，按存續期間的預期信貸虧損計量虧損撥備。本集團就具有重大結餘的應收賬款個別釐定預期信貸虧損及／或採用根據參照應收賬款過往違約情況及當前逾期風險而得出的共同信貸風險特徵分組的撥備矩陣釐定預期信貸虧損。作為本集團信貸風險管理的一部分，本集團採用應收賬款的逾期狀況評估其客戶的減值，原因為該等客戶由眾多具有共同風險特徵的客戶所組成，而該等風險特徵可代表客戶按照合約條款支付所有到期款項的能力。估計虧損率乃根據應收賬款預計年期內的過往觀察所得違約率估算，並就無須付出不必要成本或努力便可獲得的前瞻性資料作出調整。分組工作由管理層定期檢討，以確保更新與特定應收賬款相關的資料。

下表提供有關本集團根據撥備矩陣集體評估的應收貿易賬款信貸風險的資料：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Credit risk and impairment assessment (Continued)

The Group determines the provision for other receivables and loan receivables based on the ECLs which use either 12-month or lifetime ECLs depending whether the credit risk has increased significantly since initial recognition. The loss allowance for financial assets are based on assumptions about risk of default and expected loss rate. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's historical credit loss rates appropriately adjusted in accordance with current economic conditions, customer-specific conditions and forward-looking information to estimate the ECLs for the impairment assessment.

The credit risk on short-term bank deposits and bank balances is limited because the counterparties are banks with high credit ratings assigned by international credit-rating agencies.

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's credit risk exposures are primarily attributable to trade receivables and other receivables, loan receivables, deposits and bank balances. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

### 7. 財務風險管理目標及政策(續)

#### 信貸風險及減值評估(續)

本集團根據預期信貸虧損釐定其他應收款項及應收貸款撥備，有關預期信貸虧損使用12個月或存續期間的預期信貸虧損，具體取決於信貸風險自初始確認後是否有顯著增加。金融資產虧損撥備乃基於對違約風險及預期虧損率的假設。本集團在作出該等假設及選擇減值計算輸入數據時，根據本集團的歷史信貸虧損率並根據當前經濟狀況、客戶具體情況及前瞻性資料進行適當調整運用判斷，以估計減值評估的預期信貸虧損。

由於對手方均為獲國際信貸評級機構授予高信貸評級的銀行，故此短期銀行存款及銀行結餘的信貸風險有限。

信貸風險指本集團的對手方未能履行其合約義務而對本集團造成財務虧損之風險。本集團之信貸風險主要歸因於應收貿易賬款及其他應收款項、應收貸款、存款及銀行結餘。本集團並無持有任何抵押品或其他信貸提升以涵蓋其金融資產之相關信貸風險。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 7. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Liquidity risk

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilization of borrowings. The following table details the Group's remaining contractual maturity for its financial liabilities. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curve at the end of the reporting period.

### 7. 財務風險管理目標及政策(續)

#### 流動資金風險

就管理流動資金風險而言，本集團監察現金及現金等價物，並將其維持於管理層認為足夠的水平，為本集團經營提供資金，並減低現金流量波動的影響。管理層監察借款的運用。下表詳列本集團金融負債的餘下合約到期情況。表中包括利息及本金現金流量。倘利息按浮動利率計算，則未貼現金額按報告期末的利率曲線計算。

		Weighted average interest rate	Within one year or on demand	More than one year but not exceeding two years	More than two years but not more than five years	More than five years	Total undiscounted cash flows	Carrying amount
		加權平均利率	一年內或按要求	一年以上但不超過兩年	兩年以上但不超過五年	五年以上	未貼現現金流量總額	賬面值
		%	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		%	千港元	千港元	千港元	千港元	千港元	千港元
<b>At 31 December 2025</b>	<b>於二零二五年十二月三十一日</b>							
Trade and other payables	應付貿易賬款及其他應付款項	N/A 不適用	178,310	-	-	-	178,310	178,310
Borrowings	借款	9.98	211,518	-	-	-	211,518	206,175
Convertible bond	可換股債券	10	48,000	-	-	-	48,000	37,051
			437,828	-	-	-	437,828	421,536
Lease liabilities	租賃負債	7.47	9,155	3,418	1,977	-	14,550	13,628
<b>At 31 December 2024</b>	<b>於二零二四年十二月三十一日</b>							
Trade and other payables	應付貿易賬款及其他應付款項	N/A 不適用	146,519	-	-	-	146,519	146,519
Borrowings	借款	9.03	176,527	2,564	15,870	-	194,961	182,301
Convertible bond	可換股債券	10	4,000	44,000	-	-	48,000	35,030
			327,046	46,564	15,870	-	389,480	363,850
Lease liabilities	租賃負債	6.88	13,955	7,956	1,175	-	23,086	22,831

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 8. FAIR VALUE OF FINANCIAL INSTRUMENTS

Except for the financial assets at FVTOCI and financial assets at FVTPL as stated below, the Directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements were approximate to their fair values due to their immediate or short-term maturities.

The following table provides an analysis of financial assets that are measured at fair value at the end of each reporting period for recurring measurement, grouped into level 1 to 3 based on the degree to which the fair value is observable in accordance to the Group's accounting policy.

### 8. 金融工具的公平值

除下文所述按公平值列賬並在其他全面收益內處理的金融資產及按公平值列賬並在損益內處理的金融資產外，董事認為，由於綜合財務報表按攤銷成本入賬的金融資產及金融負債即時或於短期內到期，故該等金融資產及金融負債的賬面值與其公平值相若。

下表提供於各報告期末就反覆計量按公平值計量的金融資產分析，乃根據本集團的會計政策按公平值可觀察程度分為第一至三層。

	Fair value as at 31 December 2025 二零二五年 十二月三十一日 的公平值	Fair value as at 31 December 2024 二零二四年 十二月三十一日 的公平值	Fair value hierarchy 公平值層級	Valuation technique(s) and key inputs 估值方法及 主要輸入數據
<b>Financial assets</b> <b>金融資產</b>				
Listed equity securities classified as financial assets at FVTOCI 分類為按公平值列賬並在其他全面收益內處理的金融資產的上市股本證券	<b>HK\$2,405,000</b> <b>2,405,000港元</b>	HK\$3,057,000 3,057,000港元	Level 1 第一層	Quoted bid prices in active markets 活躍市場所報買入價
Unlisted equity investments classified as financial assets at FVTOCI 分類為按公平值列賬並在其他全面收益內處理的金融資產的非上市股本投資	<b>HK\$7,939,000</b> <b>7,939,000港元</b>	HK\$8,146,000 8,146,000港元	Level 3 第三層	Market approach – Based on P/E multiples of listed entities in similar industry with consideration of marketability discount (key unobservable inputs: the higher P/E ratio, the higher the fair value) 市場法—根據類似行業上市實體的市盈率倍數，並考慮市場流動性折讓(主要不可觀察輸入數據：市盈率越高，公平值越高)

There were no transfers between levels of fair value hierarchy during the years ended 31 December 2025 and 2024.

於截至二零二五年及二零二四年十二月三十一日止年度，公平值層級之間並無任何轉撥。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 9. REVENUE

Revenue represents fair value of the consideration received or receivable and for goods sold and services rendered in the normal course of business to customers, net of discounts and sales related taxes.

Revenue recognised for the year are as follows:

### 9. 收益

收益指已收或應收代價及在日常業務過程中向客戶出售貨品以及提供服務的公平值，扣除折扣及銷售相關稅項。

年內確認的收益如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue	收益		
Sales of silicone rubber and related products – point in time	銷售硅膠及相關產品 – 於某一時點	223,301	244,030
Retail services – point in time	零售服務 – 於某一時點	4,642	98,870
Online marketing solution services – point in time	線上營銷解決方案服務 – 於某一時點	530,210	627,161
Healthcare and hotel services – over time	醫療保健及酒店服務 – 於一段時間	–	–
		<b>758,153</b>	970,061

Notes:

**(a) Transaction price allocated to unsatisfied long-term contract**

The Group generally enters into goods and services contract of the above mentioned segment with customers for a contract term less than one year. Therefore, the Group has applied the practical expedient permitted under HKFRS 15 not to disclose the transaction price allocated to the unsatisfied performance obligations.

**(b) Assets recognised from costs to fulfil a contract**

While providing all-in-one solution service to customers, the Group may incur fulfilment costs including production cost of short video, etc. However, considering that the service is usually satisfied in a short period, the Group did not capitalise assets recognised from costs to fulfil a contract.

附註：

**(a) 分配至未履行長期合約的交易價格**

本集團一般就上述分部與客戶訂立合約期限不超過一年的貨品及服務合約。因此，本集團已應用香港財務報告準則第15號所允許的實際權宜方法，不予披露分配予未達成履約責任的交易價格。

**(b) 自履行合約成本確認的資產**

本集團在向客戶提供一站式解決方案服務時，可能會產生包括短片製作成本等履約成本。然而，考慮到服務通常會在短期內達成，本集團並未將履行合約成本確認的資產資本化。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION

The Group's reportable and operating segments, based on information reported to the chief operating decision maker (the "CODM"), being the chief executive officer of the Company, for the purpose of resource allocation and performance assessment (with a focus on the type of goods or services delivered or provided) are as follows:

- (a) Silicone rubber and related products – manufacturing and sale of silicone rubber and related products;
- (b) Retail services – providing retail services in the United Kingdom (the "UK");
- (c) Healthcare and hotel services – providing healthcare and hotel services in the PRC; and
- (d) Online marketing solution services – provision of online marketing solution services in the PRC.

No operating segment identified by the CODM has been aggregated in arriving at the reportable segment of the Group.

### 10. 分部資料

根據呈報予主要營運決策者(「主要營運決策者」)(即本公司之行政總裁)以進行資源分配及表現評估的資料(專注於所交付貨物或提供服務的類型)，本集團的可呈報及經營分部載列如下：

- (a) 硅膠及相關產品－製造及銷售硅膠及相關產品；
- (b) 零售服務－於英國(「英國」)提供零售服務；
- (c) 醫療保健及酒店服務－於中國提供醫療保健及酒店服務；及
- (d) 線上營銷解決方案服務－於中國提供線上營銷解決方案服務。

於達致本集團的可呈報分部時，並無集合主要營運決策者識別的經營分部。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Segment revenues and results

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

2025

		Silicone rubber and related products 矽膠及 相關產品 HK\$'000 千港元	Retail services 零售服務 HK\$'000 千港元	Healthcare and hotel services 醫療保健及 酒店服務 HK\$'000 千港元	Online marketing solution services 線上營銷 解決方案服務 HK\$'000 千港元	Total 總計 HK\$'000 千港元
<b>REVENUE</b>	<b>收益</b>					
External sales	對外銷售	223,301	4,642	-	530,210	758,153
Segment results	分部業績	5,988	(9,616)	(18,338)	1,119	(20,847)
Unallocated income	未分配收入					994
Unallocated expenses	未分配開支					(52,678)
Loss before tax	除稅前虧損					(72,531)

### 10. 分部資料(續)

#### 分部收益及業績

以下為本集團按可呈報及經營分部劃分的收益及業績分析。

二零二五年

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Segment revenues and results (Continued)

2024

### 10. 分部資料(續)

#### 分部收益及業績(續)

二零二四年

	Silicone rubber and related products 硅膠及相關產品 HK\$'000 千港元	Retail services 零售服務 HK\$'000 千港元	Healthcare and hotel services 醫療保健及酒店服務 HK\$'000 千港元	Online marketing solution services 線上營銷解決方案服務 HK\$'000 千港元	Total 總計 HK\$'000 千港元
<b>REVENUE</b>					
External sales	244,030	98,870	–	627,161	970,061
Segment results	13,050	1,444	(7,992)	3,781	10,283
Unallocated income					15,246
Unallocated expenses					(77,854)
Loss before tax					(52,325)

The accounting policies of the operating segments are the same as the Group's accounting policies. Segment results represent profit earned by/(loss from) each segment without allocation of certain other income and net gain, directors' emoluments and central administrative expenses. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

Segment revenues reported above represents revenue generated from external customers. There were no inter-segment sales during the years ended 31 December 2025 and 2024.

經營分部的會計政策與本集團會計政策相同。分部業績指在並無分配若干其他收入及收益淨額、董事酬金及中央行政開支的情況下，各分部賺取的溢利／（產生的虧損）。此乃呈報予主要營運決策者以進行資源分配及表現評估的計量。

上文呈報的分部收益指外部客戶產生的收益。於截至二零二五年及二零二四年十二月三十一日止年度並無分部間銷售。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Segment assets and liabilities

The following is an analysis of the Group's assets and liabilities by reportable and operating segment:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>Assets</b>	<b>資產</b>		
Silicone rubber and related products	硅膠及相關產品	242,563	235,928
Retail services	零售服務	19,961	19,232
Healthcare and hotel services	醫療保健及酒店服務	107,101	100,739
Online marketing solution services	線上營銷解決方案服務	174,010	114,032
Total segment assets	分部資產總值	543,635	469,931
Unallocated corporate assets	未分配公司資產	154,154	146,090
Consolidated total assets	綜合資產總值	697,789	616,021
<b>Liabilities</b>	<b>負債</b>		
Silicone rubber and related products	硅膠及相關產品	211,217	210,596
Retail services	零售服務	4,125	3,450
Healthcare and hotel services	醫療保健及酒店服務	240,588	213,560
Online marketing solution services	線上營銷解決方案服務	138,116	79,925
Total segment liabilities	分部負債總額	594,046	507,531
Unallocated corporate liabilities	未分配公司負債	103,267	78,091
Consolidated total liabilities	綜合負債總額	697,313	585,622

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to operating segments other than assets for corporate use including financial assets at FVTOCI, interests in associates, certain furniture, fixtures and equipment, deposits, other receivables, certain loan receivables and bank balances and cash; and
- all liabilities are allocated to operating segments other than corporate liabilities including convertible bond, certain accrued expenses and other payables.

### 10. 分部資料(續)

#### 分部資產及負債

以下為本集團按可呈報及經營分部劃分的資產及負債分析：

就監察分部表現及於分部之間分配資源而言：

- 除作公司用途的資產(包括按公平值列賬並在其他全面收益內處理的金融資產、於聯營公司的權益、若干傢俬、裝置及設備、按金、其他應收款項、若干應收貨款以及銀行結餘及現金)外，所有資產均分配至經營分部；及
- 除公司負債(包括可換股債券、若干應計開支及其他應付款項)外，所有負債均分配至經營分部。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Other segment information

### 10. 分部資料(續)

#### 其他分部資料

	Unallocated	Silicone rubber and related products	Retail Services	Healthcare and hotel services	Online marketing solution services	Total
	未分配	硅膠及相關產品	零售服務	醫療保健及酒店服務	線上營銷解決方案服務	總計
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
	千港元	千港元	千港元	千港元	千港元	千港元
<b>Year ended 31 December 2025</b>						
<b>Amounts included in the measure of segment results or segment assets:</b>						
Additions to property, plant and equipment	199	6,680	52	-	32	6,963
Depreciation of right-of-use assets	3,215	6,598	-	1,053	55	10,921
Depreciation of property, plant and equipment	1,402	3,153	118	763	59	5,495
Impairment losses under expected credit loss model recognised in respect of:						
- Trade receivables	-	46	1	-	-	47
- Other receivables	2,198	1,220	-	-	-	3,418
- Loan receivables	1,570	2,688	-	-	-	4,258
Written off of loan receivables	6,301	5,892	-	-	-	12,193
Finance costs	7,144	6,380	-	13,814	310	27,648
Interest income	(4,208)	(1,899)	-	-	(28)	(6,135)
Gain on disposal of property, plant and equipment and right-of-use assets	(77)	-	-	(1,422)	-	(1,499)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Other segment information (Continued)

### 10. 分部資料(續)

#### 其他分部資料(續)

	Unallocated	Silicone rubber and related products	Retail Services	Healthcare and hotel services	Online marketing solution services	Total
	未分配	硅膠及相關產品	零售服務	醫療保健及酒店服務	線上營銷解決方案服務	總計
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
	千港元	千港元	千港元	千港元	千港元	千港元
<b>Year ended 31 December 2024</b>	<b>截至二零二四年十二月三十一日止年度</b>					
<b>Amounts included in the measure of segment results or segment assets:</b>	<b>計入分部業績或分部資產計量的金額：</b>					
Additions to property, plant and equipment	651	3,984	7,697	-	31	12,363
Depreciation of right-of-use assets	5,104	7,838	4,789	1,163	437	19,331
Depreciation of property, plant and equipment	1,229	5,635	1,675	842	71	9,452
Impairment losses (reversal of impairment losses) under expected credit loss model recognised in respect of:	就以下各項確認的預期信貸虧損模型項下的減值虧損(撥回減值虧損)：					
- Trade receivables	-	190	168	-	-	358
- Other receivables	2,794	(781)	-	-	-	2,013
- Loan receivables	5,047	1,988	-	-	-	7,035
Written off of other receivables	-	13,375	-	-	-	13,375
Finance costs	4,907	6,161	2,778	14,296	139	28,281
Interest income	(5,479)	(1,949)	(558)	(11)	(20)	(8,017)
Gain on disposal of property, plant and equipment and right-of-use assets	-	-	-	(15,570)	-	(15,570)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Revenue from major products and services

The following is an analysis of the Group's revenue from sales of its major products and provision of services to external customers:

### 10. 分部資料(續)

#### 主要產品及服務收益

本集團向外部客戶銷售其主要產品及提供服務所帶來的收益分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Consumer electronic devices peripheral products	消費電子裝置周邊產品	217,470	235,586
Keypads for computers and notebooks	電腦及筆記型電腦按鍵	201	312
Lifestyle products	生活產品	2,071	4,606
Mobile phone peripheral products	手機周邊產品	326	143
Automotive peripheral products	汽車周邊產品	2,739	3,121
Other products	其他產品	494	262
Provision of healthcare and hotel services	提供醫療保健及酒店服務	—	—
Retail services	零售服務	4,642	98,870
Online marketing solution services	線上營銷解決方案服務	530,210	627,161
		<b>758,153</b>	<b>970,061</b>

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 10. SEGMENT INFORMATION (Continued)

#### Geographical information

The Group's operations are principally located in the PRC, the UK and Hong Kong.

Information about the Group's revenue from external customers based on the location of the customers and information about its non-current assets by geographical location of the assets are detailed below:

		Revenue from external customers		Non-current assets	
		來自外部客戶的收益		非流動資產	
		2025	2024	2025	2024
		二零二五年	二零二四年	二零二五年	二零二四年
		HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元
The PRC (excluding Hong Kong)	中國(香港除外)	662,460	748,061	171,852	180,579
Hong Kong	香港	91,051	123,130	15,295	16,522
Europe	歐洲	4,642	98,870	1,087	1,335
		<b>758,153</b>	970,061	<b>188,234</b>	198,436

Non-current assets exclude financial assets at FVTOCI, financial assets at FVTPL, interests in associates, deferred tax assets and goodwill.

#### Information about major customers

Revenue from customers contributing over 10% of the total sales of the Group in the years ended 31 December 2025 and 2024 are as follows:

		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Customer A*	客戶A*	N/A 不適用	109,880

\* Revenue from online marketing solution services.

### 10. 分部資料(續)

#### 地區資料

本集團的營運主要位於中國、英國及香港。

本集團按客戶所在地劃分之來自外部客戶的收益資料及按資產地區劃分之非流動資產資料詳列如下：

非流動資產不包括按公平值列賬並在其他全面收益內處理的金融資產、按公平值列賬並在損益內處理的金融資產、於聯營公司的權益、遞延稅項資產及商譽。

#### 主要客戶資料

於截至二零二五年及二零二四年十二月三十一日止年度，來自佔本集團銷售總額逾10%的客戶的收益載列如下：

\* 來自線上營銷解決方案服務的收益。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 11. OTHER INCOME AND NET (LOSS) GAIN 11. 其他收入及(虧損)收益淨額

Other income and net (loss) gain for the year are as follows:

年內其他收入及(虧損)收益淨額如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Other income and net (loss) gain	其他收入及(虧損)收益淨額		
Interest income	利息收入		
– Loan receivables	– 應收貸款	6,101	7,967
– Bank deposits	– 銀行存款	34	50
Total interest income	利息收入總額	6,135	8,017
Dividend income from financial assets at FVTOCI	來自按公平值列賬並在 其他全面收益內處理的 金融資產股息收入	89	65
Gain on disposal of property, plant and equipment and right-of-use assets	出售物業、廠房及設備以及 使用權資產的收益	1,499	15,570
Gain on bargain purchase on acquisition of a subsidiary (Note 37)	收購一間附屬公司的議價 收購收益(附註37)	–	317
Loss on disposal of subsidiaries (Note 38)	出售附屬公司的虧損 (附註38)	–	(6,142)
Loss on disposal of financial assets at fair value through profit or loss	出售按公平值列賬並在損益 內處理的金融資產的虧損	–	(495)
Written-off of loan receivables	撇減應收貸款	(12,193)	–
Written-off of other receivables	撇減其他應收款項	–	(13,375)
Exchange gain, net	匯兌收益淨額	1,068	5,486
Fair value loss on investment properties (Note 21)	投資物業的公平值虧損 (附註21)	(700)	(5,000)
Impairment loss on interests in associates	於聯營公司的權益減值虧損	(473)	(515)
Government grants	政府補助金		
– Amortisation of deferred income for the year	– 年內遞延收入攤銷	130	130
– Government grants (Note a)	– 政府補助金(附註a)	1,314	6,777
Net rental income (Note b)	租金收入淨額(附註b)	892	964
Sale of scrap materials	銷售廢舊材料	55	1,148
Others	其他	847	823
		(1,337)	13,770

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 11. OTHER INCOME AND NET (LOSS) GAIN

(Continued)

Notes:

- (a) The amounts represent unconditional grants from government for subsidising the operations of the subsidiaries in the PRC.
- (b) An analysis of the Group's net rental income is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Gross rental income	租金收入總額	892	964
Less: Outgoings incurred for investment properties that generated rental income during the year	減：於年內產生租金收入的投資物業所涉及的開支	-	-
Net rental income	租金收入淨額	892	964

### 11. 其他收入及(虧損)收益淨額

(續)

附註：

- (a) 有關款項為政府用作資助中國附屬公司營運的無條件補助金。
- (b) 本集團租金收入淨額的分析如下：

### 12. FINANCE COSTS

### 12. 融資成本

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest on:	以下各項的利息：		
Borrowings	借款	20,799	20,246
Lease liabilities	租賃負債	828	3,813
Convertible bond	可換股債券	6,021	4,222
		27,648	28,281

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 13. INCOME TAX EXPENSE

### 13. 所得稅開支

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Current taxation	即期稅項		
Provision for the year	本年度撥備		
– PRC Enterprises Income Tax	– 中國企業所得稅	228	55
– UK Corporate Tax	– 英國企業稅	–	1,552
		228	1,607
Deferred taxation	遞延稅項		
Current year (Note 34)	本年度(附註34)	(83)	(793)
		145	814

No provision for Hong Kong Profits Tax has been made in the consolidated financial statements since the Group has tax losses brought forward of approximately HK\$64,650,000 for the year ended 31 December 2025 (2024: HK\$76,079,000) to set off against current year's assessable profits.

Pursuant to the rules and regulations of the Cayman Islands and British Virgin Islands (the "BVI"), the Group is not subject to any income tax in the Cayman Islands and the BVI.

Taxation arising in the UK is calculated at the rates of 19% (2024: 19%).

由於本集團於截至二零二五年十二月三十一日止年度擁有稅項虧損結轉約64,650,000港元(二零二四年：76,079,000港元)抵銷本年度的應課稅溢利，故並無於綜合財務報表計提香港利得稅撥備。

根據開曼群島及英屬處女群島(「英屬處女群島」)的規則及法規，本集團毋須繳納開曼群島及英屬處女群島的任何所得稅。

在英國產生的稅項按19%的稅率計算(二零二四年：19%)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 13. INCOME TAX EXPENSE (Continued)

Under the Law of the PRC on Enterprise Income Tax (the “EIT Law”) and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% for both years.

The income tax expense for the year can be reconciled to the loss before tax per the consolidated statement of profit or loss as follows:

### 13. 所得稅開支(續)

根據中國企業所得稅法(「企業所得稅法」)及企業所得稅法實施條例，中國附屬公司兩個年度的稅率均為25%。

年內所得稅開支與綜合損益表所載的除稅前虧損對賬如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Loss before tax	除稅前虧損	(72,531)	(52,325)
Tax credit at rates applicable to loss before tax in the jurisdictions concerned	按適用於有關司法管轄區除稅前虧損的稅率計算的稅務抵免	(16,118)	(11,847)
Tax effect of income not taxable for tax purposes	毋須課稅收入的稅務影響	(2,862)	(9,147)
Tax effect of expenses that are not deductible for tax purposes	不可扣稅開支的稅務影響	20,710	19,730
Utilisation of tax losses previously not recognised	動用過往並無確認的稅務虧損	(4,045)	(10,212)
Tax effect of tax losses not recognised	未確認稅務虧損的稅務影響	2,460	12,290
Income tax expense for the year	年內所得稅開支	145	814

Details of deferred taxation are shown in Note 34.

遞延稅項詳情載於附註34。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 14. LOSS FOR THE YEAR

### 14. 年內虧損

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Loss for the year has been arrived at after charging:	年內虧損乃經扣除以下各項：		
Auditor's remuneration – Audit services	核數師酬金 – 審計服務	1,750	1,750
Cost of inventories sold (Note)	已售存貨成本(附註)	163,578	243,916
Traffic acquisition and monitoring costs (included in cost of sales)	獲取流量及監控成本 (計入銷售成本)	506,122	609,558
Depreciation of right-of-use assets	使用權資產折舊	10,921	19,331
Depreciation of property, plant and equipment	物業、廠房及設備折舊	5,495	9,452
Directors' emoluments (Note 18)	董事酬金(附註18)	6,571	6,930
Staff costs (excluding directors' emoluments) (Note 17)	員工成本(不包括董事酬金) (附註17)	84,229	112,129

Note: Cost of inventories sold includes approximately HK\$54,877,000 (2024: HK\$61,610,000) relating to staff costs, depreciation of property, plant and equipment and depreciation of right-of-use assets, and such amounts are also included in the respective total amounts disclosed separately above.

附註：已售存貨成本包括與員工成本、物業、廠房及設備折舊及使用權資產折舊有關的金額約54,877,000港元(二零二四年：61,610,000港元)，有關金額亦已計入於上文獨立披露的有關總額內。

### 15. DIVIDENDS

No dividend was paid or proposed for the years ended 31 December 2025 and 2024, nor has any dividend been proposed since the end of the reporting period.

### 15. 股息

於截至二零二五年及二零二四年十二月三十一日止年度並無支付或建議派發任何股息，自報告期末以來亦無建議派發任何股息。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 16. LOSS PER SHARE

Basic loss per share is calculated by dividing the loss for the year attributable to owners of the Company by the weighted average number of ordinary shares in issue during the years ended 31 December 2025 and 2024.

### 16. 每股虧損

每股基本虧損乃按於截至二零二五年及二零二四年十二月三十一日止年度本公司擁有人應佔年內虧損除以已發行普通股的加權平均數計算。

		2025 二零二五年	2024 二零二四年 (Restated) (經重列)
Loss for the year attributable to owners of the Company (HK\$'000)	本公司擁有人應佔年內虧損 (千港元)	<b>(73,345)</b>	(63,632)
Weighted average number of ordinary shares in issue ('000)	已發行普通股的加權平均數 (千股)	<b>147,591</b>	130,717

The weighted average number of ordinary shares for the year ended 31 December 2025 has been adjusted to account for the effect of share consolidation of the Company (as detailed in Note 32 below) which became effective on 28 May 2025.

Comparative figures of the weighted average number of shares for calculation of basic loss per share has been adjusted on the assumption that the share consolidation had been effective in prior years.

For the years ended 31 December 2025 and 2024, the computation of diluted loss per share does not assume the conversion of the Company's outstanding convertible bond since their assumed exercise would result in a decrease in loss per share.

截至二零二五年十二月三十一日止年度的普通股加權平均數已就本公司已於二零二五年五月二十八日生效的股份合併(詳情見下文附註32)的影響作出調整。

用於計算每股基本虧損的股份加權平均數的比較數字，已在假設股份合併於過往年度生效的情況下作出調整。

截至二零二五年及二零二四年十二月三十一日止年度，每股攤薄虧損的計算並無假設本公司轉換已發行可轉換債券，原因為假設其行使將導致每股虧損減少。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 17. STAFF COSTS (EXCLUDING DIRECTORS' EMOLUMENTS)

### 17. 員工成本(不包括董事酬金)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Salaries, allowances and other benefits	薪金、津貼及其他福利	74,675	101,388
Performance related bonuses	表現相關花紅	26	922
Retirement benefit schemes contributions	退休福利計劃供款	9,528	9,819
		<b>84,229</b>	<b>112,129</b>

The subsidiaries in Hong Kong operate defined contribution schemes under the Hong Kong Mandatory Provident Fund Schemes Ordinance which are available to qualified employees. The assets of the schemes are held separately from those of the subsidiaries in independently administered funds. Monthly contributions made by the subsidiaries are calculated based on certain percentages of the applicable payroll costs or fixed sums as stipulated under the relevant requirements, with maximum relevant income level for contributions of HK\$30,000 monthly.

Pursuant to the regulations of the relevant authorities in the PRC, the subsidiaries of the Group participate in respective government retirement benefit schemes (the "Schemes") whereby the subsidiaries are required to contribute to the Schemes to fund the retirement benefits of the eligible employees. Contributions made to the Schemes are calculated based on certain percentages of the applicable payroll costs as stipulated under the requirements in the PRC. The relevant authorities of the PRC are responsible for the entire pension obligations payable to the retired employees.

The employees of the Group's subsidiaries in the UK are members of a state-managed retirement benefit scheme operated by the government of the UK. The subsidiary is required to contribute certain percentages of payroll costs to the retirement benefit scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefit scheme is to make the specified contributions.

香港的附屬公司根據香港強制性公積金計劃條例為合資格僱員設立定額供款計劃。該等計劃的資產由獨立管理基金持有，與附屬公司的資產分開。附屬公司每月按適用薪酬成本的若干百分比或按相關規定訂明的固定金額作出供款。供款的有關收入水平上限為每月30,000港元。

根據中國有關當局的規例，本集團的附屬公司參與相關政府的退休福利計劃（「該等計劃」），附屬公司須就此向該等計劃作出供款，為合資格僱員的退休福利提供資金。向該等計劃作出的供款乃按中國規例訂明的適用薪酬成本的若干百分比計算。中國有關當局負責向退休僱員支付整筆退休金。

本集團英國附屬公司的員工均為英國政府營運的國家管理退休福利計劃的成員。附屬公司須按工資成本的一定比例向退休福利計劃供款，以為福利提供資金。本集團對退休福利計劃的唯一責任是作出指定供款。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 18. DIRECTORS' AND CHIEF EXECUTIVE OFFICER'S EMOLUMENTS

#### (a) Directors' and Chief Executive Officer's Emoluments

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

For the year ended 31 December 2025

### 18. 董事及行政總裁酬金

#### (a) 董事及行政總裁酬金

本年度根據適用上市規則及香港公司條例披露的董事及行政總裁酬金如下：

截至二零二五年十二月三十一日止年度

		Fees	Salaries, allowances and other benefits	Discretionary bonus	Retirement benefit schemes contributions	Total
		袍金	薪金、津貼及其他福利	酌情花紅	退休福利計劃供款	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元
<b>Executive directors:</b>	<b>執行董事：</b>					
Shi Qi	施琦	-	3,582	-	18	3,600
Gao Feng (Note i)	高峰(附註i)	-	1,375	-	-	1,375
Li Jiuhua	李九華	-	1,422	-	18	1,440
<b>Non-executive directors:</b>	<b>非執行董事：</b>					
Han Lei	韓磊	-	-	-	-	-
Chan Tsun Hong Philip (Note ii)	陳俊匡(附註ii)	-	-	-	-	-
Gu Shixiang	顧世祥	-	-	-	-	-
<b>Independent non-executive directors:</b>	<b>獨立非執行董事：</b>					
Zheng Chang Xing (Note iii)	鄭昌幸(附註iii)	-	-	-	-	-
Wang Lina (Note iv)	王麗娜(附註iv)	36	-	-	-	36
Feng Xin (Note v)	馮昕(附註v)	-	-	-	-	-
Chan Siu Tat (Note vi)	陳少達(附註vi)	120	-	-	-	120
		156	6,379	-	36	6,571

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 18. DIRECTORS' AND CHIEF EXECUTIVE OFFICER'S EMOLUMENTS (Continued)

#### (a) Directors' and Chief Executive Officer's Emoluments (Continued)

For the year ended 31 December 2024

### 18. 董事及行政總裁酬金(續)

#### (a) 董事及行政總裁酬金(續)

截至二零二四年十二月三十一日止年度

	Fees	Salaries, allowances and other benefits 薪金、津貼及其他福利	Discretionary bonus 酌情花紅	Retirement benefit schemes contributions 退休福利計劃供款	Total 總計
	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
<b>Executive directors:</b>					
Shi Qi	–	3,582	–	18	3,600
Gao Feng (Note i)	–	1,500	–	–	1,500
Li Jiuhua	–	1,462	–	18	1,480
<b>Non-executive directors:</b>					
Han Lei	–	–	–	–	–
Chan Tsun Hong Philip (Note ii)	–	–	–	–	–
Gu Shixiang	–	–	–	–	–
<b>Independent non-executive directors:</b>					
Zheng Chang Xing (Note iii)	–	–	–	–	–
Wang Lina (Note iv)	120	–	–	–	120
Hu Jiangbing (Note vii)	110	–	–	–	110
Chan Siu Tat (Note vi)	120	–	–	–	120
	350	6,544	–	36	6,930

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

The non-executive directors' emoluments shown above were for their services as Directors and its subsidiaries, if applicable.

The independent non-executive directors' emoluments shown above were for their services as Directors.

上述執行董事的酬金乃就彼等提供與管理本公司及本集團事務有關的服務而支付。

上述非執行董事的酬金乃就彼等作為董事及附屬公司(如適用)董事提供的服務而支付。

上述獨立非執行董事的酬金乃就彼等作為董事提供的服務而支付。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 18. DIRECTORS' AND CHIEF EXECUTIVE OFFICER'S EMOLUMENTS (Continued)

#### (a) Directors' and Chief Executive Officer's Emoluments (Continued)

Notes:

- (i) Resigned on 23 December 2025.
- (ii) Resigned on 6 February 2026.
- (iii) Resigned on 18 February 2025.
- (iv) Resigned on 17 April 2025.
- (v) Appointed on 18 February 2025 and resigned on 6 January 2026.
- (vi) Resigned on 16 January 2026.
- (vii) Retired on 18 November 2024.

No Directors and the chief executive officer waived or agreed to waive any emoluments during both years.

#### (b) Five highest paid individuals emoluments

Of the five individuals with the highest emoluments in the Group, three (2024: three) were Directors whose emoluments are set out above. The emoluments of the remaining two (2024: two) highest paid employees are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Salaries, allowances and other benefits	薪金、津貼及其他福利	2,397	2,737
Retirement benefit schemes contributions	退休福利計劃供款	18	36
		<b>2,415</b>	<b>2,773</b>

### 18. 董事及行政總裁酬金(續)

#### (a) 董事及行政總裁酬金(續)

附註：

- (i) 於二零二五年十二月二十三日辭任。
- (ii) 於二零二六年二月六日辭任。
- (iii) 於二零二五年二月十八日辭任。
- (iv) 於二零二五年四月十七日辭任。
- (v) 於二零二五年二月十八日獲委任，並於二零二六年一月六日辭任。
- (vi) 於二零二六年一月十六日辭任。
- (vii) 於二零二四年十一月十八日退休。

於兩個年度，概無董事及行政總裁放棄或同意放棄任何酬金。

#### (b) 五名最高薪人士酬金

本集團五名最高薪人士中，三名(二零二四年：三名)為董事，彼等的酬金載於上文。餘下兩名(二零二四年：兩名)最高薪僱員的酬金如下：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 18. DIRECTORS' AND CHIEF EXECUTIVE OFFICER'S EMOLUMENTS (Continued)

#### (b) Five highest paid individuals emoluments (Continued)

The emoluments are within the following bands:

### 18. 董事及行政總裁酬金(續)

#### (b) 五名最高薪人士酬金(續)

酬金範圍如下：

		2025 二零二五年 Number of employees 僱員人數	2024 二零二四年 Number of employees 僱員人數
Nil to HK\$1,000,000	零至1,000,000港元	–	–
HK\$1,000,001 to HK\$1,500,000	1,000,001港元至1,500,000港元	2	1
HK\$1,500,001 to HK\$2,000,000	1,500,001港元至2,000,000港元	–	1
		2	2

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 19. PROPERTY, PLANT AND EQUIPMENT

### 19. 物業、廠房及設備

		Properties held for own 持作自用物業 HK\$'000 千港元	Motor vehicles 汽車 HK\$'000 千港元	Plant and machinery 廠房及機器 HK\$'000 千港元	Furniture, fixtures and equipment 傢俬、裝置及設備 HK\$'000 千港元	Leasehold improvements 租賃物業裝修 HK\$'000 千港元	Total 總計 HK\$'000 千港元
<b>Cost</b>	<b>成本</b>						
As at 1 January 2024	於二零二四年一月一日	46,691	6,626	134,301	64,558	46,724	298,900
Exchange realignment	匯兌調整	(679)	(45)	(1,088)	(895)	(908)	(3,615)
Additions	添置	-	288	2,308	2,913	6,854	12,363
Acquisition of a subsidiary (Note 37)	收購一間附屬公司(附註37)	-	-	691	250	-	941
Disposal of subsidiaries (Note 38)	出售附屬公司(附註38)	-	(599)	-	(6,725)	(10,932)	(18,256)
Disposals/Write-off	出售/撇銷	(8,688)	(323)	(10,104)	(6,741)	(34)	(25,890)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	<b>37,324</b>	<b>5,947</b>	<b>126,108</b>	<b>53,360</b>	<b>41,704</b>	<b>264,443</b>
Exchange realignment	匯兌調整	1,889	140	2,431	1,675	1,052	7,187
Additions	添置	-	-	3,725	2,079	1,159	6,963
Disposals/Write-off	出售/撇銷	(887)	(900)	(935)	(395)	(5)	(3,122)
As at 31 December 2025	於二零二五年十二月三十一日	<b>38,326</b>	<b>5,187</b>	<b>131,329</b>	<b>56,719</b>	<b>43,910</b>	<b>275,471</b>
<b>Accumulated depreciation</b>	<b>累計折舊</b>						
As at 1 January 2024	於二零二四年一月一日	6,672	4,685	122,159	58,255	38,742	230,513
Exchange realignment	匯兌調整	(164)	(33)	(703)	(686)	(634)	(2,220)
Provided for the year	年內撥備	843	607	3,926	1,479	2,597	9,452
Disposal of subsidiaries (Note 38)	出售附屬公司(附註38)	-	(207)	-	(2,312)	(802)	(3,321)
Disposals/Write-off	出售/撇銷	(1,280)	(263)	(7,977)	(6,636)	(28)	(16,184)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	<b>6,071</b>	<b>4,789</b>	<b>117,405</b>	<b>50,100</b>	<b>39,875</b>	<b>218,240</b>
Exchange realignment	匯兌調整	325	117	1,997	1,467	975	4,881
Provided for the year	年內撥備	767	412	2,625	622	1,069	5,495
Disposals/Write-off	出售/撇銷	(160)	(645)	(844)	(363)	(4)	(2,016)
As at 31 December 2025	於二零二五年十二月三十一日	<b>7,003</b>	<b>4,673</b>	<b>121,183</b>	<b>51,826</b>	<b>41,915</b>	<b>226,600</b>
<b>Carrying amount</b>	<b>賬面值</b>						
As at 31 December 2025	於二零二五年十二月三十一日	<b>31,323</b>	<b>514</b>	<b>10,146</b>	<b>4,893</b>	<b>1,995</b>	<b>48,871</b>
As at 31 December 2024	於二零二四年十二月三十一日	31,253	1,158	8,703	3,260	1,829	46,203

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 19. PROPERTY, PLANT AND EQUIPMENT

(Continued)

Properties held for own use situated on leasehold land are depreciated over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years after the date of initial recognition.

The above items of property, plant and equipment, except for construction in process, are depreciated on a straight-line basis over the estimated useful lives less residual values as follows:

	Estimated useful life 估計可使用年期	Residual value 剩餘價值
Motor vehicles 汽車	5 years 5年	10%
Plant and machinery 廠房及機器	10 years 10年	10%
Furniture, fixtures and equipment 傢俬、裝置及設備	3 to 10 years 3至10年	10%
Leasehold improvements 租賃物業裝修	Shorter of the lease term and 5 to 10 years 租期及5至10年，以較短者為準	—

#### Retail services

The Group resulted a segment loss on retail services of approximately HK\$9,616,000 (2024: Segment profit HK\$1,444,000) during the year ended 31 December 2025. The Directors considered an impairment indicator existed and carried out an impairment assessment on the CGU of retail services.

At 31 December 2025, the recoverable amount of property, plant and equipment with carrying amount of approximately HK\$1,049,000 (2024: HK\$1,178,000) related to retail services segment have been determined based on their value in use. The Group estimates the value in use based on cash flow projection which derived from financial budgets, approved by the management of the following 5 years using a pre-tax discount rate of 13% (2024: 14%). There was no impairment considered necessary of provide in the consolidated financial statements for the year ended 31 December 2025 (2024: Nil).

### 19. 物業、廠房及設備(續)

租賃土地上的持作自用物業按未屆滿的租期與其估計可使用年期(於初步確認日期後50年內)的較短者計算折舊。

除在建工程外，以上物業、廠房及設備項目以直線法按以下估計可使用年期減剩餘價值計算折舊：

#### 零售服務

截至二零二五年十二月三十一日止年度，本集團於零售服務方面錄得分部虧損約9,616,000港元(二零二四年：分部溢利1,444,000港元)。董事認為存在減值跡象，並對零售服務的現金產生單位進行減值評估。

於二零二五年十二月三十一日，賬面值約為1,049,000港元(二零二四年：1,178,000港元)與零售服務分部有關的物業、廠房及設備的可收回金額已根據其使用價值釐定。本集團根據管理層批准的未來五年財務預算的現金流量預測估計使用價值，使用的稅前貼現率為13%(二零二四年：14%)。截至二零二五年十二月三十一日止年度，綜合財務報表中並無被認為需要計提撥備的減值(二零二四年：無)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 19. PROPERTY, PLANT AND EQUIPMENT

(Continued)

#### Healthcare and hotel services

The Group resulted a segment loss on healthcare and hotel services of approximately HK\$18,338,000 (2024: HK\$7,992,000) during the year ended 31 December 2025. The Directors considered an impairment indicator existed and carried out an impairment assessment on the CGU of healthcare and hotel services.

At 31 December 2025, the recoverable amount of property, plant and equipment with carrying amount of approximately HK\$31,323,000 (2024: HK\$31,253,000) under this segment have been determined based on their fair value less cost of disposal. The Group uses direct comparison to estimate the fair value less cost of disposal of the assets which is based on the recent transaction prices for similar properties adjusted for nature, location and conditions of the property. There was no impairment considered necessary of provide in the consolidated financial statements for the year ended 31 December 2025 (2024: Nil).

The carrying value of properties held for own use shown above comprises of:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Medium-term lease – PRC	中期租賃 – 中國	31,323	31,253

As at 31 December 2025, properties located in the PRC under medium-term lease with carrying value of approximately HK\$31,323,000 (2024: HK\$31,253,000) have been pledged to secure other borrowings (Note 30) granted to the Group.

### 19. 物業、廠房及設備(續)

#### 醫療保健及酒店服務

截至二零二五年十二月三十一日止年度，本集團於醫療保健及酒店服務方面錄得分部虧損約18,338,000港元(二零二四年：7,992,000港元)。董事認為存在減值跡象，並對醫療保健及酒店服務的現金產生單位進行減值評估。

於二零二五年十二月三十一日，該分部賬面值約為31,323,000港元(二零二四年：31,253,000港元)的物業、廠房及設備的可收回金額已根據其公平值減出售成本釐定。本集團使用直接比較法估計資產的公平值減出售成本，此乃基於類似物業的近期交易價格得出，並就物業性質、位置及條件進行調整。截至二零二五年十二月三十一日止年度，綜合財務報表中並無被認為需要計提撥備的減值(二零二四年：無)。

上述持作自用物業的賬面值包括：

於二零二五年十二月三十一日，賬面值約31,323,000港元(二零二四年：31,253,000港元)位於中國根據中期租賃持有的物業已予抵押，作為本集團所獲授其他借款(附註30)的擔保。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 20. RIGHT-OF-USE ASSETS

### 20. 使用權資產

		Leasehold land 租賃土地 HK\$'000 千港元	Leased properties 租賃物業 HK\$'000 千港元	Total 總計 HK\$'000 千港元
<b>Cost</b>	<b>成本</b>			
<b>As at 1 January 2024</b>	於二零二四年一月一日	70,192	100,720	170,912
Additions	添置	–	9,117	9,117
Disposal of subsidiaries (Note 38)	出售附屬公司 (附註38)	–	(50,446)	(50,446)
Disposals/Write-off	出售/撇銷	(11,998)	–	(11,998)
Exchange realignment	匯兌調整	(1,043)	766	(277)
<b>As at 31 December 2024 and 1 January 2025</b>	於二零二四年 十二月三十一日及 二零二五年一月一日	<b>57,151</b>	<b>60,157</b>	<b>117,308</b>
Additions	添置	–	8,345	8,345
Disposals/Write-off	出售/撇銷	(1,225)	(29,588)	(30,813)
Exchange realignment	匯兌調整	2,898	1,580	4,478
<b>As at 31 December 2025</b>	於二零二五年 十二月三十一日	<b>58,824</b>	<b>40,494</b>	<b>99,318</b>
<b>Accumulated depreciation</b>	<b>累計折舊</b>			
<b>As at 1 January 2024</b>	於二零二四年一月一日	11,693	37,430	49,123
Charge for the year	年內扣除	1,257	18,074	19,331
Disposal of subsidiaries (Note 38)	出售附屬公司(附註38)	–	(14,266)	(14,266)
Disposals/Write-off	出售/撇銷	(1,768)	–	(1,768)
Exchange realignment	匯兌調整	(368)	(143)	(511)
<b>As at 31 December 2024 and 1 January 2025</b>	於二零二四年 十二月三十一日及 二零二五年一月一日	<b>10,814</b>	<b>41,095</b>	<b>51,909</b>
Charge for the year	年內扣除	1,147	9,774	10,921
Disposals/Write-off	出售/撇銷	(221)	(24,310)	(24,531)
Exchange realignment	匯兌調整	639	1,153	1,792
<b>As at 31 December 2025</b>	於二零二五年十二月 三十一日	<b>12,379</b>	<b>27,712</b>	<b>40,091</b>
<b>Carrying amount</b>	<b>賬面值</b>			
<b>As at 31 December 2025</b>	於二零二五年 十二月三十一日	<b>46,445</b>	<b>12,782</b>	<b>59,227</b>
<b>As at 31 December 2024</b>	於二零二四年 十二月三十一日	46,337	19,062	65,399

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 20. RIGHT-OF-USE ASSETS *(Continued)*

During the year ended 31 December 2025, the total cash outflow for leases amounted to approximately HK\$12,306,000 (2024: HK\$20,982,000).

Additions to the right-of-use assets for the year ended 31 December 2025 amounted to approximately HK\$8,345,000 (2024: HK\$9,117,000) due to new leases of office premises with the lease term of 5–9 years (2024: 5–9 years).

#### Retail services

The Group resulted a segment loss on retail services of approximately HK\$9,616,000 (2024: Segment profit HK\$1,444,000) during the year ended 31 December 2025. The Directors considered an impairment indicator existed and carried out an impairment assessment on the CGU of retail services.

At 31 December 2025, the recoverable amount of right-of-use assets have been determined based on their value in use. The Group estimates the value in use using a pre-tax discount rate of 13% (2024: 14%). There was no impairment considered necessary of provide in the consolidated financial statements for the year ended 31 December 2025 (2024: Nil).

### 20. 使用權資產(續)

截至二零二五年十二月三十一日止年度，租賃現金流出總額為約12,306,000港元(二零二四年：20,982,000港元)。

截至二零二五年十二月三十一日止年度，使用權資產的增加約為8,345,000港元(二零二四年：9,117,000港元)，主要來自租期為5至9年(二零二四年：5至9年)的新辦公室物業租賃。

#### 零售服務

截至二零二五年十二月三十一日止年度，本集團於零售服務方面錄得分部虧損約9,616,000港元(二零二四年：分部溢利1,444,000港元)。董事認為存在減值跡象，並對零售服務的現金產生單位進行減值評估。

於二零二五年十二月三十一日，使用權資產的可收回金額已根據其使用價值釐定。本集團使用13%(二零二四年：14%)的稅前貼現率估計使用價值。截至二零二五年十二月三十一日止年度，綜合財務報表中並無被認為需要計提撥備的減值(二零二四年：無)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 20. RIGHT-OF-USE ASSETS (Continued)

#### Healthcare and hotel services

The Group resulted a segment loss on healthcare and hotel services of approximately HK\$18,338,000 (2024: HK\$7,992,000) during the year ended 31 December 2025. The Directors considered an impairment indicator existed and carried out an impairment assessment on the CGU of healthcare and hotel services.

At 31 December 2025, the recoverable amount of right-of-use assets have been determined based on their fair value less cost of disposal. The Group uses direct comparison to estimate the fair value less cost of disposal of the assets which is based on the recent transaction prices for similar properties adjusted for nature, location and conditions of the property. There was no impairment considered necessary of provide in the consolidated financial statements for the year ended 31 December 2025 (2024: Nil).

As at 31 December 2025, leasehold land located in the PRC under medium-term lease with carrying value of approximately HK\$43,236,000 (2024: HK\$43,136,000) have been pledged to secure other borrowings (note 30) granted to the Company.

### 20. 使用權資產(續)

#### 醫療保健及酒店服務

截至二零二五年十二月三十一日止年度，本集團於醫療保健及酒店服務方面錄得分部虧損約18,338,000港元(二零二四年：7,992,000港元)。董事認為存在減值跡象，並對醫療保健及酒店服務的現金產生單位進行減值評估。

於二零二五年十二月三十一日，使用權資產的可收回金額已根據其公平值減出售成本釐定。本集團使用直接比較法估計資產的公平值減出售成本，此乃基於類似物業的近期交易價格得出，並就物業性質、位置及條件進行調整。截至二零二五年十二月三十一日止年度，綜合財務報表中並無被認為需要計提撥備的減值(二零二四年：無)。

於二零二五年十二月三十一日，賬面值為約43,236,000港元(二零二四年：43,136,000港元)位於中國根據中期租賃持有的租賃土地已予抵押，作為本公司所獲授其他借款(附註30)的擔保。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 21. INVESTMENT PROPERTIES

### 21. 投資物業

		HK\$'000 千港元
<b>FAIR VALUE</b>	<b>公平值</b>	
As at 1 January 2024	於二零二四年一月一日	21,000
Fair value changes recognised in profit and loss	於損益確認的公平值變動	(5,000)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及 二零二五年一月一日	16,000
Fair value changes recognised in profit and loss	於損益確認的公平值變動	(700)
As at 31 December 2025	於二零二五年十二月三十一日	15,300

(a) All of the Group's property interests held under operating leases to earn rentals or for capital appreciation purposes are measured using the fair value model and are classified and accounted for as investment properties. The fair value of the Group's investment properties as at 31 December 2025 and 2024 was arrived at on the basis of valuations carried out at the date by Sinoappraisal Advisory Limited respectively, independent firms of qualified professional valuers not connected to the Group, who have appropriate qualifications and recent experiences in the valuation of similar properties in Hong Kong. As at 31 December 2025 and 2024, the fair value of investment properties is a level 3 recurring fair value measurement. There were no transfers between level 1 and level 2, or transfer into or out of level 3 during the years ended 31 December 2025 and 2024.

There has been no change from the valuation technique used in the prior year. In estimating the fair value of the properties, the highest and best use of the properties is their current use. Fair values of investment properties of the Group are generally derived using the direct comparison method. Significant adjustments are usually required to allow for any qualitative differences that may affect the price likely to be achieved by the property under consideration. The significant unobservable inputs include market price HK\$6,635/sq.m. (2024: HK\$6,911/sq.m.) and adjusted taking into account of locations and other individual factors such as size of land and construction in progress and conditions of prices.

An increase in the market price used would result in an increased in fair value, and vice versa.

(a) 本集團按經營租賃持有用於賺取租金或資本增值的所有物業權益均以公平值模式計量，並分類及入賬列作投資物業。本集團投資物業於二零二五年及二零二四年十二月三十一日的公平值乃根據中誠達行資產評估顧問有限公司分別於當日進行的估值計算，該等獨立合資格專業估值師與本集團概無關連，且具備香港同類物業估值的合適資格及近期經驗。於二零二五年及二零二四年十二月三十一日，投資物業的公平值為第三級經常性公平值計量。截至二零二五年及二零二四年十二月三十一日止年度，並無第一層與第二層之間的轉移，或轉入或轉出第三層。

估值技術與過往年度所使用的相比並無變動。於估計物業的公平值時，物業的最高及最佳用途為其目前用途。本集團投資物業的公平值一般採用直接比較法得出。一般需要進行重大調整，以計及可能影響所考量物業可能達到的價格的任何定性差異。重大不可觀察輸入數據包括市價6,635港元／平方米（二零二四年：6,911港元／平方米）及經考慮地點及其他個別因素（如土地及在建工程規模及價格條件）後作出調整。

所用市價上升將導致公平值增加，反之亦然。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 21. INVESTMENT PROPERTIES (Continued)

- (b) The investment properties shown above are situated in Hong Kong and held under medium-term lease.
- (c) As at 31 December 2025, properties located in Hong Kong under medium-term lease with carrying value of approximately HK\$15,300,000 (2024: HK\$16,000,000) have been pledged to secure bank borrowings (Note 30) granted to the Group.

### 21. 投資物業(續)

- (b) 以上所示為根據中期租賃持有位於香港的投資物業。
- (c) 於二零二五年十二月三十一日，賬面值約15,300,000港元(二零二四年：16,000,000港元)位於香港根據中期租賃持有的物業已予抵押，作為本集團所獲授銀行借款(附註30)的擔保。

### 22. GOODWILL

### 22. 商譽

		HK\$'000 千港元
At carrying value:	按賬面值：	
As at 1 January 2024	於二零二四年一月一日	22,718
Less: Disposal of subsidiaries (Note 38)	減：出售附屬公司(附註38)	(2,166)
As at 31 December 2024, 1 January 2025 and 31 December 2025	於二零二四年十二月三十一日、二零二五年一月一日及二零二五年十二月三十一日	<b>20,552</b>

For the purpose of impairment assessment, goodwill set out above has been allocated to CGU relating to the online marketing solution services.

就減值評估而言，上述商譽已分配至與線上營銷解決方案服務有關的現金產生單位。

Segment		2025	2024
分部		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
The CGUs were identified as follows: 現金產生單位確定如下：			
Beijing Jusheng	Online marketing solution services	<b>20,552</b>	20,552
北京巨省	線上營銷解決方案服務		

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 22. GOODWILL (Continued)

#### Online marketing solution services

The recoverable amount of this CGU as at 31 December 2025 and 2024 has been determined based on a value in by use calculation with reference to a valuation performed by Sinoappraisal Advisory Limited. The calculation use cash flows projections based on financial budget approved by management covering 5-years period and pre-tax discount rate of 15% (2024: 15%). Cash flows beyond the 5-years period have been extrapolated using a steady 2% growth rate (2024: 2%). The growth rate is based on relevant industry growth forecasts and does not exceed the average long-term growth rate for the relevant industry. Other key assumptions for the value in use calculation relate to the estimation of cash inflows/outflows include budgeted sales and gross profit margin.

During the years ended 31 December 2025 and 2024, management of the Group determines that there is no impairment on Beijing Jusheng.

The recoverable amount is significantly above the carrying amount of Beijing Jusheng. The Directors believes that any reasonably possible change in any of these assumptions would not result in impairment.

### 22. 商譽(續)

#### 線上營銷解決方案服務

於二零二五年及二零二四年十二月三十一日的該現金產生單位的可收回金額乃根據使用價值計算並參考中誠達行資產評估顧問有限公司進行的估值而釐定。該計算使用基於管理層批准為期5年的財務預算及稅前折現率15%(二零二四年：15%)的現金流量預測。超過5年期的現金流量乃使用穩定的2%(二零二四年：2%)增長率進行推斷。增長率基於相關行業增長預測，不超過相關產業的平均長期增長率。使用價值計算的其他關鍵假設與估計現金流入／流出有關，包括預算銷售額及毛利率。

截至二零二五年及二零二四年十二月三十一日止年度，本集團管理層釐定於北京巨省概無減值。

可收回金額顯著高於北京巨省的賬面金額。董事認為，任何該等假設的任何合理潛在變動均不會導致減值。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 23. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

### 23. 按公平值列賬並在其他全面收益內處理的金融資產

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Listed equity investments (Note a)	上市股本投資(附註a)	2,405	3,057
Unlisted equity investments (Note b)	非上市股本投資(附註b)	7,939	8,146
		<b>10,344</b>	<b>11,203</b>

Notes:

- (a) The above equity securities represent ordinary shares of entities at Taiwan. These investments are not held for trading, instead, they are held for long-term strategic purposes. The Directors have elected to designate these investments in financial assets at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Group's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

The listed equity securities are determined based on the quoted market bid prices available on the relevant stock exchange and categories as level 1 under fair value hierarchy. During the year ended 31 December 2025, the fair value loss of approximately HK\$652,000 (2024: the fair value gain of approximately HK\$153,000) had been recognised in the other comprehensive income.

附註：

- (a) 上述股本證券指台灣實體的普通股。該等投資並非持作買賣而是持作長期策略目的。董事已選擇指定該等金融資產之投資按公平值列賬並在其他全面收益內處理，原因為其認為於損益內確認該等投資公平值的短期波動與本集團持有該等投資作長期目的及從長遠實現其表現潛力的策略不一致。

上市股本證券乃根據於相關證券交易所可得的市場買入報價釐定，並歸類為公平值層級第一層。截至二零二五年十二月三十一日止年度，公平值虧損約652,000港元(二零二四年：公平值收益約153,000港元)已於其他全面收益內確認。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 23. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (Continued)

Notes: (Continued)

- (b) The unlisted equity investments represent the Group's equity interests in the unlisted PRC company. The Group holds 2.7027% equity interest in the unlisted PRC company, which is engaged in the automotive industry. The Group did not have significant influence on this invested entity.

The fair value of unlisted equity investments are estimated using the market approach. The Group determines comparable public companies based on industry, size, leverage and strategy and calculates an appropriate price multiple for the comparable company identified. The valuation techniques maximise the use of observable market data where it is available. During the year ended 31 December 2025, the fair value loss of approximately HK\$207,000 (2024: HK\$2,455,000) had been recognised in the other comprehensive income.

### 23. 按公平值列賬並在其他全面收益內處理的金融資產(續)

附註：(續)

- (b) 非上市股本投資指本集團於非上市中國公司的股權。本集團持有非上市中國公司的2.7027%股權，該公司從事汽車行業。本集團對該被投資實體並無重大影響。

非上市股本投資的公平值採用市場法估計。本集團根據行業、規模、槓桿及策略等因素釐定可資比較公眾公司，並計算已識別可資比較公司的適當價格倍數。估值技術最大限度地利用可得的可觀察市場數據。截至二零二五年十二月三十一日止年度，公平值虧損約207,000港元(二零二四年：2,455,000港元)已於其他全面收益中確認。

### 24. INTERESTS IN ASSOCIATES

### 24. 於聯營公司的權益

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Unlisted shares, at cost	非上市股份，按成本值	2,213	1,740
Share of loss of associates	分佔聯營公司的虧損	(1,225)	(1,225)
Impairment	減值	(988)	(515)
		-	-

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 24. INTERESTS IN ASSOCIATES (Continued)

Details of the associates at 31 December 2025 and 2024 are as follows:

Name of company 公司名稱	Form of business structure 業務架構形式	Place of incorporation/ place of business 註冊成立地點/ 經營地點	Registered/ share capital 註冊/股本	Proportion of ownership interest and voting rights held by the Group 本集團持有的擁有權權益及投票權比例		Principal activities 主要業務
				2025 二零二五年	2024 二零二四年	
BiOcean Holdings Limited	Incorporated 註冊成立	Hong Kong 香港	HK\$2,500,000 2,500,000港元	49%	49%	Investment holding 投資控股
大洋時光(上海)醫療科技有限公司(“大洋時光”) (Note a)	Incorporated 註冊成立	PRC 中國	RMB10,000,000 人民幣10,000,000元	20%	20%	Trading of medical equipment 買賣醫療設備
大洋時光(上海)醫療科技有限公司(「大洋時光」) (附註a)				20%	20%	
杭州大洋民源儲能有限責任公司(“杭州大洋”)(Note b)	Incorporated 註冊成立	PRC 中國	RMB1,000,000 人民幣1,000,000元	33%	33%	Inactive 不活躍
杭州大洋民源儲能有限責任公司(「杭州大洋」)(附註b)				33%	33%	

Notes:

- (a) During the year ended 31 December 2025, the Group, together with independent third parties, set up 大洋時光 in the PRC, of which the Group holds 20% equity interest of 大洋時光. The registered capital of 大洋時光 is RMB10,000,000, of which RMB2,000,000 is to be contributed by the Group. During the year ended 31 December 2025, HK\$994,000 (equivalent to RMB892,000) (2024: HK\$515,000 (equivalent to RMB492,000)) has been paid for the Group's portion of capital contribution.
- (b) During the year ended 31 December 2025, the Group, together with an independent third party, set up 杭州大洋 in the PRC, of which the Group holds 33% equity interest of 杭州大洋. The registered capital of 杭州大洋 is RMB1,000,000, of which RMB330,000 is to be contributed by the Group. During the year ended 31 December 2025, none of the Group's portion of capital contribution has been paid.

### 24. 於聯營公司的權益(續)

於二零二五年及二零二四年十二月三十一日的聯營公司詳情如下：

附註：

- (a) 截至二零二五年十二月三十一日止年度，本集團與獨立第三方在中國成立大洋時光，其中本集團持有大洋時光20%的股權。大洋時光的註冊資本為人民幣10,000,000元，其中本集團出資人民幣2,000,000元。截至二零二五年十二月三十一日止年度，本集團已繳付994,000港元(相當於人民幣892,000元)(二零二四年：515,000港元(相當於人民幣492,000元))作為其注資部分。
- (b) 截至二零二五年十二月三十一日止年度，本集團與獨立第三方在中國成立杭州大洋，其中本集團持有杭州大洋33%的股權。杭州大洋的註冊資本為人民幣1,000,000元，其中本集團出資人民幣330,000元。截至二零二五年十二月三十一日止年度，本集團尚未繳付其注資部分。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 25. INVENTORIES

### 25. 存貨

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Raw materials	原材料	4,803	4,687
Work-in-progress	在製品	5,802	3,971
Finished goods	製成品	23,974	22,015
		<b>34,597</b>	<b>30,673</b>

### 26. TRADE AND OTHER RECEIVABLES

### 26. 應收貿易賬款及其他應收款項

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade receivables	應收貿易賬款		
– from third parties	– 應收第三方	51,655	59,610
Less: Allowance for ECLs	減：預期信貸虧損撥備	(6,346)	(5,991)
		<b>45,309</b>	<b>53,619</b>
Prepayment	預付款項	65,122	45,257
Prepayment for purchasing advertising traffic	購買廣告流量預付款項	145,499	91,141
Deposits	按金	30,770	32,550
Other receivables	其他應收款項	110,436	90,978
Less: Allowance for ECLs	減：預期信貸虧損撥備	(15,228)	(11,155)
		<b>336,599</b>	<b>248,771</b>
		<b>381,908</b>	<b>302,390</b>
Presented as:	呈列為：		
– Non-current assets	– 非流動資產	9,660	16,268
– Current assets	– 流動資產	372,248	286,122
		<b>381,908</b>	<b>302,390</b>

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 26. TRADE AND OTHER RECEIVABLES

(Continued)

The Group did not hold any collateral over these balances.

The Group normally grants to its customers credit periods ranging from 30 to 90 days which are subject to periodic review by the management.

In respect of other receivables at 31 December 2025 and 2024, the Group estimated the loss allowance on an individual basis. During the year ended 31 December 2025, an amount of approximately HK\$2,348,000 (2024: HK\$1,088,000) is provided on individual basis and considered as credited-impaired due to the long outstanding or of poor credit history. The loss allowance for the remaining balances of approximately HK\$69,215,000 (2024: HK\$61,128,000) are measured at an amount equal to 12-month ECL of approximately HK\$12,880,000 impairment loss allowances has been provided at 31 December 2025 (2024: HK\$10,067,000), taking into account the probability of default and loss given default of respective balances. During the year ended 31 December 2024, HK\$13,375,000 was written off due to the deregistration of certain debtor and there is no realistic prospect of recovery (2025: Nil).

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
0 to 90 days	0至90日	31,971	41,605
91 days to 1 year	91日至一年	13,338	12,014
		45,309	53,619

### 26. 應收貿易賬款及其他應收款項

(續)

本集團並未就該等結餘持有任何抵押品。

本集團一般給予其客戶介乎30至90日的信貸期，而管理層會定期檢討有關信貸期。

就於二零二五年及二零二四年十二月三十一日的其他應收款項而言，本集團按個別基準估計虧損撥備。截至二零二五年十二月三十一日止年度，由於長期未償還或不良信貸記錄，按個別基準計提的金額約為2,348,000港元(二零二四年：1,088,000港元)，並被視作已信貸減值。剩餘結餘約69,215,000港元(二零二四年：61,128,000港元)的虧損撥備按相當於二零二五年十二月三十一日已計提減值虧損撥備12個月預期信貸虧損的金額約12,880,000港元(二零二四年：10,067,000港元)計量，當中計及違約機率及相應結餘的違約虧損。截至二零二四年十二月三十一日止年度，13,375,000港元因若干債務人註銷而遭撇銷，且並無實際收回前景(二零二五年：無)。

於報告期末，扣除預期信貸虧損撥備後的應收貿易賬款按發票日期的賬齡分析如下：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 26. TRADE AND OTHER RECEIVABLES

(Continued)

The movements in the allowance for ECLs of trade receivables is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	5,991	5,747
Impairment loss recognised	已確認減值虧損	47	358
Exchange realignment	匯兌調整	308	(114)
At 31 December	於十二月三十一日	<b>6,346</b>	5,991

The movements in the allowance for ECLs of other receivables is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	11,155	11,141
Impairment loss recognised	已確認減值虧損	3,418	2,013
Amounts written off as uncollectible	撇銷為無法收回的款項	-	(1,784)
Exchange realignment	匯兌調整	655	(215)
At 31 December	於十二月三十一日	<b>15,228</b>	11,155

### 26. 應收貿易賬款及其他應收款項

(續)

應收貿易賬款的預期信貸虧損撥備變動如下：

其他應收款項的預期信貸虧損撥備變動如下：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 26. TRADE AND OTHER RECEIVABLES

(Continued)

At 31 December 2025 and 2024, the analysis of trade receivables net of allowance under ECL that are past due but not impaired are as follows:

	Total	Neither past due nor impaired	Less than 90 days	Over 90 days but less than 1 year
	總計	並無逾期亦無減值	少於90日	90日以上但少於一年
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
	千港元	千港元	千港元	千港元
<b>As at 31 December 2025</b> 於二零二五年十二月三十一日	<b>45,309</b>	<b>12,914</b>	<b>19,057</b>	<b>13,338</b>
As at 31 December 2024 於二零二四年十二月三十一日	53,619	17,083	24,522	12,014

Trade receivables that are neither past due nor impaired relate to a wide range of customers for whom there is no recent history of default.

Trade receivables that are past due but not impaired relate to a number of independent customers that have a good track payment record with the Group.

Included in trade and other receivables are the following amounts denominated in currencies other than the functional currency of the relevant group entities to which they relate:

	2025	2024
	二零二五年	二零二四年
	HK\$'000	HK\$'000
	千港元	千港元
US\$ 美元	29,702	34,786
GBP 英鎊	4,039	68

### 26. 應收貿易賬款及其他應收款項

(續)

於二零二五年及二零二四年十二月三十一日，已逾期但並無減值的應收貿易賬款(扣除預期信貸虧損撥備)的分析如下：

並無逾期亦無減值的應收貿易賬款與近期並無拖欠記錄的多名客戶有關。

已逾期但並無減值的應收貿易賬款與本集團多名有良好付款記錄的獨立客戶有關。

應收貿易賬款及其他應收款項包括下列以相關集團實體的功能貨幣以外的貨幣計值的金額：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 27. LOAN RECEIVABLES

### 27. 應收貸款

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Loan receivables	應收貸款	130,822	139,740
Less: Provision for impairment of loan receivables	減：應收貸款減值撥備	(28,105)	(28,463)
		102,717	111,277
Presented as:	呈列為：		
– Non-current assets	– 非流動資產	55,176	54,566
– Current assets	– 流動資產	47,541	56,711
		102,717	111,277

All of the loan receivables bear interest and are repayable within the fixed term agreed with the borrowers of 1–2 years. As at 31 December 2025, the average effective interest rate of the loan receivables was 5.5% to 12% (2024: 5.5% to 12%) per annum.

An analysis of the gross amount of loan receivables is as follows:

所有應收貸款為計息並須於與借款人協定的固定期限一至兩年內償還。於二零二五年十二月三十一日，應收貸款的平均實際利率為每年5.5%至12%（二零二四年：5.5%至12%）。

應收貸款總額的分析如下：

		12-month ECL 12個月 預期信貸虧損 HK\$'000 千港元	Lifetime ECL (not-credit impaired) 存續期間的 預期信貸虧損 (並無信貸減值) HK\$'000 千港元	Lifetime ECL (credit impaired) 存續期間的 預期信貸虧損 (信貸減值) HK\$'000 千港元	Total 總計 HK\$'000 千港元
2025	二零二五年	724	121,629	8,469	130,822
2024	二零二四年	4,662	123,773	11,305	139,740

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 27. LOAN RECEIVABLES (Continued)

Movements on the Group's impairment of loan receivables are as follows:

### 27. 應收貸款(續)

本集團的應收貸款減值變動如下：

		Loan receivables			Total
		12-month ECL	Lifetime ECL (not-credit impaired)	Lifetime ECL (credit impaired)	
		12個月 預期信貸虧損	存續期間的 預期信貸虧損 (並無信貸減值)	存續期間的 預期信貸虧損 (信貸減值)	總計
		HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
As at 1 January 2024	於二零二四年一月一日	3,684	6,848	11,448	21,980
Changes due to financial instruments recognised as at 1 January 2024:	於二零二四年一月一日 確認金融工具導致的 變動：				
– Transfer to lifetime	– 轉撥至存續期間	(3,684)	3,684	–	–
Provided for the year	年內撥備	298	6,737	–	7,035
Exchange realignment	匯兌調整	(6)	(403)	(143)	(552)
As at 31 December 2024 and 1 January 2025	於二零二四年 十二月三十一日及 二零二五年一月一日	292	16,866	11,305	28,463
Changes due to financial instruments recognised as at 1 January 2025:	於二零二五年一月一日 確認金融工具導致的 變動：				
– Transfer to lifetime	– 轉撥至存續期間	(292)	292	–	–
Provided for the year	年內撥備	84	4,174	–	4,258
Write-offs	撇減	–	(2,700)	(3,180)	(5,880)
Exchange realignment	匯兌調整	36	918	344	1,264
As at 31 December 2025	於二零二五年 十二月三十一日	86	19,550	8,469	28,105

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 27. LOAN RECEIVABLES (Continued)

The management estimates the estimated loss rates of loan receivables based on historical credit loss experience of the debtors on individual basis.

For loan receivables that are not credit-impaired without significant increase in credit risk since initial recognition ("Stage 1"), ECL is measured at an amount equal to the portion of lifetime ECL that results from default events possible within the next 12 months. If a significant increase in credit risk since initial recognition is identified ("Stage 2") but not yet deemed to be credit-impaired, ECL is measured based on lifetime ECL. If credit-impaired is identified ("Stage 3"), ECL is measured based on lifetime ECL. In general, when loan receivables and interest receivables are overdue, there is significant increase in credit risk.

As at 31 December 2025, the impairment allowance provided for loan receivables of approximately HK\$4,258,000 (2024: impairment allowance of approximately HK\$7,035,000), was due to change in probability of default and loss given default during the year.

A maturity profile of the loan receivables at the end of the reporting period, based on the maturity date, net of impairment loss allowance under expected credit loss model, is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within one year	一年內	47,541	56,711
On the second to fifth year inclusive	兩年以上但不超過五年	55,176	54,566
		<b>102,717</b>	111,277

### 27. 應收貸款(續)

管理層按個別基準根據債務人的歷史信貸虧損經驗估計應收貸款的預期虧損率。

對於並無信貸減值以及自初始確認以來信貸風險並無顯著增加(「第一階段」)的應收貸款，預期信貸虧損的計量金額等於未來12個月內可能發生的違約事件導致的存續期間的預期信貸虧損之部分。倘若確定自初始確認後信貸風險顯著增加(「第二階段」)但尚未被視為信貸減值，則預期信貸虧損根據存續期間的預期信貸虧損計量。倘若確定已出現信貸減值(「第三階段」)，則預期信貸虧損根據存續期間的預期信貸虧損計量。一般而言，當應收貸款及應收利息逾期時，信貸風險顯著增加。

於二零二五年十二月三十一日，計提應收貸款減值撥備約4,258,000港元(二零二四年：撥回減值撥備約7,035,000港元)，是由於年內違約概率及違約損失的變動所致。

於報告期末的應收貸款到期情況，按到期日(扣除預期信貸虧損模型項下的減值虧損撥備)計算如下：

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 28. BANK BALANCES AND CASH

At 31 December 2025, included in bank balances consists of no restricted bank deposits (2024: Nil).

At 31 December 2025 and 2024, bank balances and cash held by the Group at prevailing market rates. The maturities of bank balances and bank deposits are within three months.

Bank balances and bank deposits carry interest at average market rates of 0.3% (2024: 0.3%) per annum.

At 31 December 2025, conversion of the Group's bank balances and cash denominated in RMB amounted to approximately RMB19,149,000 (equivalent to approximately HK\$21,641,000) (2024: RMB3,469,000 (equivalent to approximately HK\$3,696,000)) into foreign currencies is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

Included in bank balances and cash are the following amounts in currencies other than the functional currency of the relevant group entities denominated to which they relate:

### 28. 銀行結餘及現金

於二零二五年十二月三十一日，銀行結餘並不包括受限制銀行存款(二零二四年：無)。

於二零二五年及二零二四年十二月三十一日，銀行結餘及本集團持有按當前市場利率計息的現金。銀行結餘及銀行存款於三個月內到期。

銀行結餘及銀行存款按0.3厘(二零二四年：0.3厘)的平均市場年利率計息。

於二零二五年十二月三十一日，將本集團以人民幣計值的銀行結餘及現金約人民幣19,149,000元(相當於約21,641,000港元)(二零二四年：人民幣3,469,000元(相當於約3,696,000港元))兌換為外幣須受中國外匯管理條例及結匯、售匯及付匯管理規定所限。

銀行結餘及現金包括下列以相關集團實體的功能貨幣以外的貨幣計值的金額：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
US\$	美元	250	3,635
RMB	人民幣	469	41
GBP	英鎊	2	2

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 29. TRADE AND OTHER PAYABLES

### 29. 應付貿易賬款及其他應付款項

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade payables (Note (a))	應付貿易賬款(附註(a))	59,773	54,682
Accrued expenses	應計開支	40,768	31,037
Other payables	其他應付款項	77,769	60,800
Other tax payables	其他應付稅項	1,958	1,875
Deposit received	已收按金	97,932	96,055
Contract liabilities (Note (b))	合約負債(附註(b))	143,219	82,565
		361,646	272,332
		421,419	327,014

Notes:

- (a) An ageing analysis of trade payables based on the invoice date at the end of the reporting period is as follows:

附註：

- (a) 於報告期末，應付貿易賬款按發票日期的賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 30 days or on demand	30日內或按要求	21,952	11,508
31 to 90 days	31至90日	9,915	13,548
91 days to 1 year	91日至一年	24,860	26,669
Over 1 year	超過一年	3,046	2,957
		59,773	54,682

The average credit period on purchases of goods is ranging from 30 to 90 days. The Group has financial risk management policies in place to ensure that all payables are settled within the credit timeframe.

購買貨品的平均信貸期介乎30至90日。本集團設有財務風險管理政策，以確保所有應付款項均於信貸期內支付。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 29. TRADE AND OTHER PAYABLES (Continued)

Notes: (Continued)

(a) (Continued)

Included in trade and other payables are the following amounts denominated in currencies other than the functional currency of the relevant group entities to which they relate:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
US\$	美元	-	-

(b) The Group has recognised the following revenue-related contract liabilities:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Sales of silicone rubber and related products	銷售硅橡膠及相關產品	19,805	7,683
Online marketing solution services	線上營銷解決方案服務	123,414	74,882
		143,219	82,565

Contract liabilities as at 1 January 2024 was approximately HK\$87,715,000. Contract liabilities primarily consist of the unrecognised revenue on online marketing solution services from the amount prepaid by customers, where there is still an implied obligation to be provided by the Group.

Contract liabilities of the Group mainly arise from the advance payments made by customers while the underlying services are yet to be provided.

#### Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities.

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue recognised that was included in the contract liabilities balance at 1 January	計入一月一日合約負債結餘的已確認收益		
- Sales of silicone rubber and related products	- 銷售硅橡膠及相關產品	280	946
- Online marketing solution services	- 線上營銷解決方案服務	74,882	86,769
		75,162	87,715

### 29. 應付貿易賬款及其他應付款項

(續)

附註：(續)

(a) (續)

應付貿易賬款及其他應付款項包括下列以相關集團實體的功能貨幣以外的貨幣列值的金額：

(b) 本集團已確認以下與收益相關的合約負債：

於二零二四年一月一日的合約負債約為87,715,000港元。合約負債主要包括客戶預付的線上營銷解決方案服務中未確認的收益，有關收益仍有本集團須予提供的隱含義務。

本集團的合約負債主要來自客戶在相關服務尚未提供時預付的款項。

#### 就合約負債確認的收益

下表列示本報告期間確認的收益中與結轉合約負債有關的金額。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 30. BORROWINGS

### 30. 借款

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>Current</b>	<b>流動</b>		
Unsecured other borrowings	無抵押其他借款	32,303	11,495
Unsecured bank borrowings	無抵押銀行借款	49,590	22,716
Secured other borrowings	有抵押其他借款	100,852	103,490
Secured bank borrowings	有抵押銀行借款	23,430	26,691
		<b>206,175</b>	164,392
<b>Non-current</b>	<b>非流動</b>		
Unsecured other borrowings	無抵押其他借款	–	1,069
Unsecured bank borrowings	無抵押銀行借款	–	15,345
Secured other borrowings	有抵押其他借款	–	1,495
		–	17,909
Carrying amounts repayable (based on scheduled repayment dates set out in the loan agreements):	應償還的賬面值(基於貸款協議的計劃還款日期):		
Within 1 year	一年內	206,175	164,392
More than 1 year but not more than 2 years	一年以上但不超過兩年	–	2,564
More than 2 years but not more than 5 years	兩年以上但不超過五年	–	15,345
		<b>206,175</b>	182,301

The effective interest rates on the Group's borrowings ranged from 2.2% to 14.00% (2024: 1.95% to 14.00%) per annum.

As at 31 December 2025, investment properties located in Hong Kong under medium-term lease with carrying value of approximately HK\$15,300,000 (2024: HK\$16,000,000) have been pledged to secure the bank borrowings granted to the Group.

本集團借款的實際年利率介乎2.2厘至14.00厘(二零二四年:1.95厘至14.00厘)。

於二零二五年十二月三十一日，賬面值約15,300,000港元(二零二四年:16,000,000港元)位於香港根據中期租賃持有的投資物業已予抵押，作為本集團所獲授銀行借款的擔保。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 30. BORROWINGS (Continued)

As at 31 December 2025, included in property, plant and equipment of approximately HK\$31,323,000 (2024: HK\$31,253,000) and right-of-use assets of approximately HK\$43,236,000 (2024: HK\$43,136,000) are leasehold land and building located in PRC under medium-term lease which have been pledged to secure the other borrowings granted to the Group.

The Group was in default in respect of principal amount of other borrowing totaling approximately HK\$100,852,000 due to the events of default of late or overdue payment of loan principal and interest during the year ended or as at 31 December 2025.

### 30. 借款(續)

於二零二五年十二月三十一日，物業、廠房及設備約31,323,000港元(二零二四年：31,253,000港元)及使用權資產約43,236,000港元(二零二四年：43,136,000港元)包括位於中國根據中期租賃持有的租賃土地及樓宇，其已予以抵押，作為本集團所獲授其他借款的擔保。

由於截至或於二零二五年十二月三十一日止年度內發生延遲或逾期支付貸款本金及利息的違約事件，本集團就其他借款本金總額約100,852,000港元構成違約。

### 31. LEASE LIABILITIES

### 31. 租賃負債

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 1 year	一年內	8,541	14,151
Within a period of more than 1 year but not exceeding 2 years	一年以上但不超過兩年之期間內	3,179	7,699
Within a period of more than 2 years but not exceeding 5 years	兩年以上但不超過五年之期間內	1,908	981
		<b>13,628</b>	22,831
Less: Amount due for settlement with 12 months shown under current liabilities	減：流動負債所示12個月內到期結算之款項	<b>(8,541)</b>	(14,151)
Amount due for settlement after 12 months shown under non-current liabilities	非流動負債所示12個月後到期結算之款項	<b>5,087</b>	8,680

The weighted average incremental borrowing rates applied to lease liabilities range from 4.11% to 8.54% (2024: 4.11% to 10.58%).

Lease obligations are denominated in the functional currencies of the relevant group entities.

適用於租賃負債的加權平均增量借款利率為4.11%至8.54%(二零二四年：4.11%至10.58%)。

租賃義務以相關集團實體的功能貨幣計值。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 32. SHARE CAPITAL

Authorised and issued share capital

### 32. 股本

法定及已發行股本

		Number of shares		Share capital	
		股份數目		股本	
		2025	2024	2025	2024
		二零二五年	二零二四年	二零二五年	二零二四年
		'000	'000	HK\$'000	HK\$'000
		千股	千股	千港元	千港元
Ordinary shares of HK\$0.1 each (before share consolidation) and HK\$1 each (after share consolidation)	每股面值0.1港元 (股份合併前)及每股 面值1港元(股份 合併後)的普通股				
<b>Authorised:</b>	<b>法定:</b>				
As at 1 January	於一月一日	<b>20,000,000</b>	20,000,000	<b>2,000,000</b>	2,000,000
Share consolidation (Note ii)	股份合併(附註ii)	<b>(18,000,000)</b>	-	-	-
As at 31 December	於十二月三十一日	<b>2,000,000</b>	20,000,000	<b>2,000,000</b>	2,000,000
<b>Issued and fully paid:</b>	<b>已發行及已繳足:</b>				
As at 1 January	於一月一日	<b>1,313,467</b>	1,306,767	<b>131,347</b>	130,677
Issue of shares under share subscription (Note i)	根據股份認購發行股份 (附註i)	<b>40,660</b>	6,700	<b>40,660</b>	670
Share consolidation (Note ii)	股份合併(附註ii)	<b>(1,182,120)</b>	-	-	-
As at 31 December	於十二月三十一日	<b>172,007</b>	1,313,467	<b>172,007</b>	131,347

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 32. SHARE CAPITAL (Continued)

#### Authorised and issued share capital (Continued)

Notes:

- (i) On 9 June 2025, an aggregate of 12,000,000 subscription shares were allotted and issued to the share subscribers at the subscription price of HK\$1 per Subscription Share. The net proceeds are intended to be used as general working capital of the Group to support the Group's further business development, including, but not limited to, its digital marketing business.

On 19 August 2025, 1 September 2025, 15 September 2025 and 23 September 2025, an aggregate of 28,660,000 subscription shares were allotted and issued to the share subscribers at the subscription price of HK\$1.2 per Subscription Share. The net proceeds are intended to be used as general working capital of the Group to support the Group's further business development, including, but not limited to, its digital marketing business.

On 10 December 2024, the Company issued and allotted a total of 6,700,000 shares of HK\$0.1 each in the Company to the shareholders who elected to receive shares in the Company in lieu of cash for the corporate services fee pursuant to the announcement of the Company on 22 November 2024. These shares rank *pari passu* in all respects with other shares in issue.

- (ii) On 28 May 2025, the share consolidation became effective on the basis that every ten issued and unissued existing shares of HK\$0.10 each will be consolidated into one consolidated share of HK\$1 each.

### 32. 股本(續)

#### 法定及已發行股本(續)

附註：

- (i) 於二零二五年六月九日，合共12,000,000股認購股份已按每股認購股份1港元之認購價配發及發行予股份認購人。所得款項淨額擬用作本集團一般營運資金以支持本集團進一步業務發展，包括但不限於其數字營銷業務。

於二零二五年八月十九日、二零二五年九月一日、二零二五年九月十五日及二零二五年九月二十三日，合共28,660,000股認購股份已按每股認購股份1.2港元之認購價配發及發行予股份認購人。所得款項淨額擬用作本集團一般營運資金以支持本集團進一步業務發展，包括但不限於其數字營銷業務。

於二零二四年十二月十日，本公司向根據本公司於二零二四年十一月二十二日的公告選擇收取本公司股份代替企業服務費現金的股東發行及配發合共6,700,000股每股面值0.1港元的本公司股份。該等股份在所有方面與其他已發行股份享有同等權益。

- (ii) 於二零二五年五月二十八日，股份合併生效，基準為按每十股每股面值0.10港元的已發行及未發行現有股份將會合併為一股每股面值1港元的合併股份。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 33. DEFERRED INCOME

### 33. 遞延收入

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	1,601	1,760
Exchange realignment	匯兌調整	78	(29)
Credited to profit or loss	計入損益	(130)	(130)
At 31 December	於十二月三十一日	1,549	1,601

### 34. DEFERRED TAX ASSETS/LIABILITIES

### 34. 遞延稅項資產／負債

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

以下為財務報告目的下遞延稅項結餘的分析：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Deferred tax assets	遞延稅項資產	387	400
Deferred tax liabilities	遞延稅項負債	(1,844)	(1,959)
		(1,457)	(1,559)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 34. DEFERRED TAX ASSETS/LIABILITIES

(Continued)

The following are the major deferred tax (assets)/liabilities recognised and movements thereof during the current and prior years:

### 34. 遞延稅項資產／負債(續)

本年度及過往年度已確認的主要遞延稅項(資產)／負債及其變動如下：

		Change in fair value of properties 物業的 公平值變動 HK\$'000 千港元	Deferred income arising from government grants 政府補助金 產生的 遞延收入 HK\$'000 千港元	Total 總計 HK\$'000 千港元
As at 1 January 2024	於二零二四年一月一日	2,784	(441)	2,343
Exchange realignment	匯兌調整	-	9	9
(Credit) charge to profit or loss	(計入損益)自損益扣除	(825)	32	(793)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日 及二零二五年一月一日	<b>1,959</b>	<b>(400)</b>	<b>1,559</b>
Exchange realignment	匯兌調整	-	(19)	(19)
(Credit) charge to profit or loss	(計入損益)自損益扣除	(115)	32	(83)
As at 31 December 2025	於二零二五年十二月三十一日	<b>1,844</b>	<b>(387)</b>	<b>1,457</b>

Under the EIT Law, withholding tax is imposed on dividends declared in respect of profits earned by the PRC subsidiaries from 1 January 2008 onwards. Deferred taxation has not been provided for in the consolidated financial statements in respect of temporary differences attributable to the profits of the PRC subsidiaries amounting to approximately HK\$23,026,000 (2024: approximately HK\$15,664,000) as the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

根據企業所得稅法，中國附屬公司由二零零八年一月一日起須就所賺溢利宣派的股息繳納預扣稅。本集團並無於綜合財務報表中就中國附屬公司應佔溢利所產生的暫時性差額約23,026,000港元(二零二四年：約15,664,000港元)計提遞延稅項撥備，原因為本集團能夠控制撥回暫時性差額的時間，且該等暫時性差額不大可能於可見將來撥回。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 34. DEFERRED TAX ASSETS/LIABILITIES

(Continued)

At the end of the reporting period, the Group had estimated unused tax losses of approximately HK\$170,588,000 (2024: HK\$388,509,000) available for offset against future profits. No deferred tax asset has been recognised due to the unpredictability of future profit streams. Included in estimated unused tax losses are losses of approximately HK\$105,938,000 (2024: HK\$312,430,000) that will expire in 5 years from the year of origination in which no estimated unused tax losses expired during the years ended 31 December 2025 and 2024. Other losses may be carried forward indefinitely.

### 35. CONVERTIBLE BOND

On 21 July 2023, the Company and the convertible bondholders (the “**Subscriber**”) entered into the subscription agreement (the “**Subscription Agreement**”), pursuant to which the Company has conditionally agreed to issue, and the Subscriber has agreed to subscribe for, the convertible bond (the “**Convertible Bond**”) in the aggregate principal amount of HK\$40,000,000. The Convertible Bond will be matured on 20 July 2026 (the “**Maturity Date**”).

Based on the initial Conversion Price of HK\$0.257 per Conversion Share, an aggregate of 155,642,023 Conversion Shares will be allotted and issued by the Company upon the exercise in full of the conversion rights attaching to the Convertible Bond, representing: (a) approximately 11.91% of the existing issued share capital of the Company; and (b) approximately 10.64% of the issued share capital of the Company as enlarged by the issue of the Conversion Shares, assuming there is no other change in the issued share capital of the Company between the date of this report and the full conversion of the Convertible Bond.

### 34. 遞延稅項資產／負債(續)

於報告期末，本集團的估計未動用稅項虧損約為170,588,000港元(二零二四年：388,509,000港元)，可用於抵銷未來溢利。由於未來溢利來源的不可預測性，故並無確認遞延稅項資產。估計未動用稅項虧損包括約105,938,000港元(二零二四年：312,430,000港元)的虧損，其將於產生年度起計5年內屆滿，而截至二零二五年及二零二四年十二月三十一日止年度並無估計未動用稅項虧損屆滿。其他虧損可無限期結轉。

### 35. 可換股債券

於二零二三年七月二十一日，本公司與可換股債券持有人(「**認購人**」)訂立認購協議(「**認購協議**」)，據此，本公司已有條件同意發行及認購人已同意認購本金總額為40,000,000港元的可換股債券(「**可換股債券**」)。可換股債券將於二零二六年七月二十日到期(「**到期日**」)。

根據初始轉換價每股轉換股份0.257港元，於悉數行使可換股債券所附換股權後，本公司將配發及發行合共155,642,023股換股股份，相當於：(a)本公司現有已發行股本約11.91%；及(b)經發行轉換股份擴大後的本公司已發行股本約10.64%(假設自本報告日期至可換股債券獲悉數轉換期間本公司已發行股本並無其他變動)。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 35. CONVERTIBLE BOND (Continued)

The initial Conversion Price of HK\$0.257 represents: (i) a premium of 2.8% over the closing price of HK\$0.250 per Share as quoted on the Stock Exchange on the date of signing of the Subscription Agreement; and (ii) the average closing price of HK\$0.257 per Share as quoted on the Stock Exchange for the five trading days immediately prior to the date of signing of the Subscription Agreement.

The Convertible Bond entitle the holders to convert them into ordinary shares of the Company as a conversion price of HK\$0.257 per share three months after the date of issue of the Convertible Bond and up to five Business Days before the Maturity Date. Unless previously redeemed, converted, purchase and cancelled, all convertible bond outstanding on maturity date shall be repaid by the Company at its principal amount outstanding on Maturity Date plus accrued interest.

The Convertible Bond may not be repaid or redeemed by the Bondholder before the Maturity Date in any event.

Upon receiving a Conversion Notice by a Bondholder, the Company shall be entitled by written notice to the Bondholder to be given within five Business Days of the date of the relevant Conversion Notice to redeem the Convertible Bond or such part of the subject of such Conversion Notice rather than to issue the relevant Shares, the amount payable on redemption in such case shall be the Conversion Price.

The Convertible Bond shall bear interest at the rate of 10% per annum from the date of issuance and will be payable by the Company (a) half-yearly in arrears after the issuance date of the Convertible Bond; and (b) on the date of redemption, conversion or maturity. In the event that the Bondholder has converted part or whole of the principal amount of the Convertible Bond, the Bondholder shall be entitled to interest in respect of only such part of the remaining principal amount of the Convertible Bond for which the Bondholder has not converted into Conversion Shares.

The Convertible Bond contain two components, liability and equity component. The effective interest rate of the liability component is 17.95%.

### 35. 可換股債券(續)

初始轉換價0.257港元相當於：(i)較簽署認購協議當日聯交所所報每股股份收市價0.250港元溢價2.8%；及(ii)緊接於認購協議日期前五個交易日聯交所所報平均收市價為每股0.257港元。

可換股債券賦予持有人權利，於可換股債券發行日期後三個月內及到期日前最多五個營業日，以每股0.257港元的兌換價將其轉換為本公司普通股。除非事先贖回、轉換、購買及註銷，所有於到期日發行在外的可轉換債券均由本公司按到期日發行在外的本金加應計利息償還。

在任何情況下，債券持有人不得在到期日前償還或贖回可換股債券。

於接獲債券持有人的兌換通知後，本公司有權在相關兌換通知日期後五個營業日內向債券持有人發出書面通知，贖回可換股債券或該兌換通知涉及的部分，而非發行相關股份，在此情況下，贖回時應支付的金額應為兌換價。

可換股債券應自發行日期起按10%的年利率計息，並由本公司於(a)可換股債券發行日期後每半年；及(b)贖回、兌換或到期之日支付。倘若債券持有人已兌換可換股債券的部分或全部本金，則債券持有人僅有權就債券持有人未兌換為兌換股份的可換股債券剩餘本金獲得利息。

可換股債券包含負債及權益兩個部分。負債部分的實際利率為17.95%。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 35. CONVERTIBLE BOND (Continued)

On 19 March 2026, the Company received a winding-up petition in relation to the non-payment of an amount of HK\$50,377,777.78 inclusive of interest accrued up to 24 February 2026 relating to the Convertible Bond. Please refer to note 44(2) for details.

The movements of the liability and equity components of the convertible bond during the reporting period are set out below:

		Liability component 負債部分 HK\$'000 千港元	Equity component 權益部分 HK\$'000 千港元	Total 總計 HK\$'000 千港元
As at 1 January 2024	於二零二四年一月一日	34,808	6,537	41,345
Imputed interest expense (Note 12)	推算利息開支(附註12)	4,222	-	4,222
Interest payable	應付利息	(4,000)	-	(4,000)
As at 31 December 2024	於二零二四年十二月三十一日	<b>35,030</b>	<b>6,537</b>	<b>41,567</b>
Imputed interest expense (Note 12)	推算利息開支(附註12)	<b>6,021</b>	-	<b>6,021</b>
Interest payable	應付利息	<b>(4,000)</b>	-	<b>(4,000)</b>
As at 31 December 2025	於二零二五年十二月三十一日	<b>37,051</b>	<b>6,537</b>	<b>43,588</b>

No convertible bond were converted into ordinary shares of the Company during the years ended 31 December 2025 and 2024. No redemption, purchase or cancellation by the Company has been made in respect of the convertible bond during the years ended 31 December 2025 and 2024.

### 35. 可換股債券(續)

於二零二六年三月十九日，本公司接獲一份清盤呈請，有關呈請涉及未支付與可換股債券有關的款項50,377,777.78港元(已包含截至二零二六年二月二十四日止的應計利息)。詳情請參閱附註44(2)。

可換股債券之負債及權益部分於報告期內之變動載列如下：

截至二零二五年及二零二四年十二月三十一日止年度，概無可換股債券轉換為本公司普通股。截至二零二五年及二零二四年十二月三十一日止年度，本公司概無贖回、購買或註銷可換股債券。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

### 36. 融資活動產生的負債對賬

下表詳細說明本集團融資活動產生負債的變動，包括現金及非現金變動。融資活動產生的負債為現金流量已經或未來現金流量將會於本集團的綜合現金流量表分類為融資活動產生現金流量的負債。

		Borrowings	Convertible bond	Interest payables (including in other payables)	Lease liabilities	Total
		借款	可換股債券	應付利息 (包括其他應付款項)	租賃負債	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元
As at 1 January 2024	於二零二四年一月一日	159,111	34,808	6,468	72,156	272,543
Financing cash flow	融資現金流量	25,953	-	(8,340)	(20,982)	(3,369)
Disposal of subsidiaries (Note 38)	出售附屬公司(附註38)	-	-	-	(42,231)	(42,231)
New lease arrangement	新租賃安排	-	-	-	9,117	9,117
Interest expense incurred	已產生利息開支	-	4,222	20,246	3,813	28,281
Interest payables	應付利息	-	(4,000)	-	-	(4,000)
Exchange realignment	匯兌調整	(2,763)	-	460	958	(1,345)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	<b>182,301</b>	<b>35,030</b>	<b>18,834</b>	<b>22,831</b>	<b>258,996</b>
Financing cash flow	融資現金流量	<b>16,225</b>	-	<b>(6,985)</b>	<b>(12,306)</b>	<b>(3,066)</b>
New lease arrangement	新租賃安排	-	-	-	<b>8,345</b>	<b>8,345</b>
Lease early terminated	租賃提前終止	-	-	-	<b>(6,207)</b>	<b>(6,207)</b>
Interest expense incurred	已產生利息開支	-	<b>6,021</b>	<b>20,799</b>	<b>828</b>	<b>27,648</b>
Interest payables	應付利息	-	<b>(4,000)</b>	-	-	<b>(4,000)</b>
Exchange realignment	匯兌調整	<b>7,650</b>	-	<b>5,143</b>	<b>137</b>	<b>12,930</b>
As at 31 December 2025	於二零二五年十二月三十一日	<b>206,175</b>	<b>37,051</b>	<b>37,791</b>	<b>13,628</b>	<b>294,645</b>

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 37. ACQUISITION OF A SUBSIDIARY

#### Acquisition of Ekau (UK) Ltd

On 18 November 2024, the Group acquired 100% of the issued share capital of Ekau (UK) Ltd from independent third party for consideration of HK\$14,989,000 (equivalent to GBP1,513,000), provided that the loan to independent third party is waived and discharged in full upon completion of this acquisition. This acquisition has been accounted for using the acquisition method. The amount of gain on bargain purchase on acquisition of a subsidiary arising as a result of the acquisition was approximately HK\$317,000. Ekau (UK) Ltd is engaged in retail services in the UK.

The acquisition has been completed on 18 November 2024.

### 37. 收購一間附屬公司

#### 收購Ekau (UK) Ltd

於二零二四年十一月十八日，本集團自獨立第三方收購Ekau (UK) Ltd的100%已發行股本，代價為14,989,000港元（相當於1,513,000英鎊），惟向獨立第三方提供的貸款於該收購事項完成後獲悉數豁免及解除。該收購事項採用收購法進行會計處理。收購事項所產生的收購一間附屬公司議價購買收益金額約為317,000港元。Ekau (UK) Ltd在英國從事零售服務。

收購事項已於二零二四年十一月十八日完成。

		HK\$'000 千港元
<b>Consideration</b>	<b>代價</b>	
Consideration transferred, satisfied by waiver of loan	已轉讓代價，以豁免貸款結清	14,989
		HK\$'000 千港元
<b>Fair value of assets and liabilities recognised at the date of acquisition:</b>	<b>於收購日期確認的資產及負債公平值：</b>	
Property, plant and equipment	物業、廠房及設備	941
Inventories	存貨	588
Trade and other receivables	應收貿易賬款及其他應收款項	13,579
Bank balances and cash	銀行結餘及現金	230
Trade and other payables	應付貿易賬款及其他應付款項	(32)
Total fair value of identifiable net assets acquired	所收購已識別資產淨值之公平值總額	15,306
<b>Goodwill arising on acquisition</b>	<b>收購事項產生的商譽</b>	
		HK\$ 港元
Consideration transferred	已轉讓代價	14,989
Less: net assets acquired	減：已收購資產淨值	(15,306)
Gain on bargain purchase on acquisition of a subsidiary	收購一間附屬公司的議價購買收益	(317)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 37. ACQUISITION OF A SUBSIDIARY

(Continued)

Acquisition of Ekau (UK) Ltd (Continued)

Net cashflow inflow on acquisition of Ekau (UK) Ltd

### 37. 收購一間附屬公司(續)

收購Ekau (UK) Ltd(續)

收購Ekau (UK) Ltd的現金流入  
淨額

		HK\$'000 千港元
Cash consideration paid	已付現金代價	–
Less: cash and cash equivalent balances acquired	減：所收購現金及現金等價物結餘	230
		230

#### Impact of acquisition on the results of the Group

During the year ended 31 December 2024, included in the loss for the year of the Group is an approximate net profit of HK\$569,000 attributable to the additional business generated by Ekau (UK) Ltd.

Had the acquisition been completed on 1 January 2024, total revenue of the Group for the year would have been approximately HK\$976,504,000, and loss for the year would have been approximately HK\$52,614,000. The pro-forma information is for illustrative purposes only and is not necessarily an indication of revenue and results of operations of the Group that actually would have been achieved had the acquisition been completed on 1 January 2024, nor is it intended to be a projection of future results.

In determining the “pro-forma” revenue and profit of the Group Ekau (UK) Ltd had been acquired at the beginning of the current year, the Directors calculated depreciation of property, plant and equipment based on the recognised amounts of property, plant and equipment at the date of the acquisition.

#### 收購事項對本集團業績的影響

截至二零二四年十二月三十一日止年度，本集團年內虧損包括Ekau (UK) Ltd所經營額外業務應佔純利569,000港元。

倘收購事項已於二零二四年一月一日完成，本集團的年內總收益將約為976,504,000港元，而年內虧損將約為52,614,000港元。備考資料僅供說明，未必代表於二零二四年一月一日收購事項完成後本集團實際應獲得之收益及經營業績之指標，亦不擬作未來業績之預測。

於釐定在本集團已於本年度初收購Ekau (UK) Ltd的情況下的「備考」收益及溢利時，董事根據收購日期已確認的物業、廠房及設備金額計算物業、廠房及設備的折舊。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 38. DISPOSAL OF SUBSIDIARIES

During the year ended 31 December 2024, the Group disposed of its entire interests in East Shack Ltd. and its subsidiaries to independent third party, which is engaged in retail services in the UK.

The disposal was completed on 18 November 2024, on which date, control of East Shack Ltd. was passed to independent third party. The net assets of East Shack Ltd. at the date of disposal are as follows:

		HK\$'000 千港元
Consideration received:	已收取代價：	
Cash received	已收取現金	3,053
Consideration receivable	應收代價	97
<b>Total consideration received</b>	<b>已收取總代價</b>	<b>3,150</b>

### 38. 出售附屬公司

截至二零二四年十二月三十一日止年度，本集團將其於East Shack Ltd.及其附屬公司的全部股權出售予獨立第三方，該獨立第三方在英國從事零售服務。

出售事項已於二零二四年十一月十八日完成，同日，East Shack Ltd.的控制權已轉讓予獨立第三方。East Shack Ltd.於出售日期的資產淨值如下：

		HK\$'000 千港元
<b>Analysis of assets and liabilities over which control was lost:</b>	<b>失去控制權的資產及負債分析：</b>	
Property, plant and equipment	物業、廠房及設備	14,935
Right-of-use assets	使用權資產	36,180
Goodwill	商譽	2,166
Inventories	存貨	4,455
Trade and other receivables	應收貿易賬款及其他應收款項	6,601
Bank balances and cash	銀行結餘及現金	4,725
Trade and other payables	應付貿易賬款及其他應付款項	(13,434)
Lease liabilities	租賃負債	(42,231)
<b>Net assets disposed of</b>	<b>已出售資產淨值</b>	<b>13,397</b>

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 38. DISPOSAL OF SUBSIDIARIES (Continued)

### 38. 出售附屬公司(續)

		HK\$'000 千港元
<b>Loss on disposal of subsidiaries:</b>	<b>出售附屬公司的虧損：</b>	
Consideration received and receivable	已收取及應收代價	3,150
Less: Net assets disposed of	減：已出售資產淨值	(13,397)
Add: Non-controlling interests	加：非控股權益	6,708
Add: Cumulative exchange reserve of the subsidiaries reclassified from profit or loss on loss on control of the subsidiaries	加：失去對附屬公司的控制權而自損益中重新分類的附屬公司累計匯兌儲備	(2,603)
<b>Loss on disposal of subsidiaries</b>	<b>出售附屬公司的虧損</b>	<b>(6,142)</b>

An analysis of net cash inflow of bank balances and cash in respect of disposal of subsidiaries is as follows:

有關出售附屬公司的銀行結餘及現金的淨現金流入分析如下：

		HK\$'000 千港元
Cash consideration received	已收取現金代價	3,053
Less: bank balances and cash disposed of	減：已出售銀行結餘及現金	(4,725)
<b>Net cash inflow of bank balances and cash</b>	<b>銀行結餘及現金的淨現金流入</b>	<b>(1,672)</b>

### 39. RELATED PARTY DISCLOSURES

#### Compensation of key management personnel

The emoluments paid to the Directors, who are the key management of the Group, are included in note 18(a).

### 39. 關連方披露

#### 主要管理人員報酬

向董事(即本集團主要管理人員)支付之酬金載於附註18(a)。

### 40. CAPITAL COMMITMENTS

### 40. 資本承擔

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Capital expenditure contracted for but not provided for in the consolidated financial statements in respect of:	下列各項的已訂約但尚未於綜合財務報表撥備的資本開支：		
– Acquisition of property, plant and equipment	– 收購物業、廠房及設備	5,317	6,936

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY 41. 本公司的財務狀況表

		Notes 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
<b>Non-current assets</b>	<b>非流動資產</b>			
Plant and equipment	廠房及設備		24	1,031
Right-of-use assets	使用權資產		5,178	4,908
Investment in subsidiaries	於附屬公司的投資		124,170	124,170
			<b>129,372</b>	130,109
<b>Current assets</b>	<b>流動資產</b>			
Other receivables	其他應收款項		11,662	11,863
Amounts due from subsidiaries	應收附屬公司款項	(a)	190,254	141,362
Bank balances and cash	銀行結餘及現金		124	330
			<b>202,040</b>	153,555
<b>Current liabilities</b>	<b>流動負債</b>			
Convertible bond	可換股債券		37,051	–
Other payables	其他應付款項		37,719	22,395
Amounts due to subsidiaries	應付附屬公司款項	(a)	322,314	304,309
Lease liabilities	租賃負債		1,703	5,603
			<b>398,787</b>	332,307
Net current liabilities	流動負債淨值		<b>(196,747)</b>	(178,752)
Total assets less current liabilities	資產總值減流動負債		<b>(67,375)</b>	(48,643)
<b>Capital and reserves</b>	<b>資本及儲備</b>			
Share Capital	股本		172,007	131,347
Reserve	儲備	(b)	(243,049)	(215,069)
<b>Total deficit</b>	<b>虧絀總值</b>		<b>(71,042)</b>	(83,722)
<b>Non-current liabilities</b>	<b>非流動負債</b>			
Convertible bond	可換股債券		–	35,030
Lease liabilities	租賃負債		3,667	49
<b>Total non-current liabilities</b>	<b>非流動負債總額</b>		<b>3,667</b>	35,079
			<b>(67,375)</b>	(48,643)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

### 41. 本公司的財務狀況表(續)

#### (a) Amounts due from/(to) subsidiaries

The amounts are unsecured, non-interest bearing and repayable on demand.

#### (a) 應收/(應付)附屬公司款項

有關款項為無抵押、免息及按要求償還。

#### (b) Reserves

#### (b) 儲備

		Share premium	Capital redemption reserve	Convertible bond equity reserve	Accumulated losses	Total
		股份溢價	資本贖回儲備	可換股債券權益儲備	累計虧損	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元
As at 1 January 2024	於二零二四年一月一日	761,380	2,420	6,537	(954,546)	(184,209)
Loss and total comprehensive expense for the year	年內虧損及全面開支總額	-	-	-	(30,860)	(30,860)
As at 31 December 2024 and 1 January 2025	於二零二四年十二月三十一日及二零二五年一月一日	761,380	2,420	6,537	(985,406)	(215,069)
Issuance of shares	發行股份	5,732	-	-	-	5,732
Loss and total comprehensive expense for the year	年內虧損及全面開支總額	-	-	-	(33,712)	(33,712)
As at 31 December 2025	於二零二五年十二月三十一日	767,112	2,420	6,537	(1,019,118)	(243,049)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 42. PRINCIPAL SUBSIDIARIES

Details of the principal subsidiaries held by the Company at the end of the reporting periods are as follows:

### 42. 主要附屬公司

於報告期末，本公司持有的主要附屬公司詳情如下：

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment and operation 註冊成立/ 成立地點及 營業地點	Class of shares held 所持股份類別	Issued share capital/registered capital 已發行股本/ 註冊資本	Attributable equity interest of the Group		Principal activities 主要業務
				2025 二零二五年	2024 二零二四年	
Ta Yang Silicone Rubber Industrial Company Limited 大洋硅橡膠工業有限公司	Hong Kong 香港	Ordinary shares 普通股	HK\$1,000,000 1,000,000港元	100%	100%	Trading of silicone rubber 買賣硅膠
Chief Ocean Limited 致洋有限公司	Hong Kong 香港	Ordinary shares 普通股	HK\$1 1港元	100%	100%	Provision of management services 提供管理服務
Ta Yang Medical Investment Limited ("Ta Yang Medical") 大洋醫療投資有限公司(「大洋醫療」)	Hong Kong 香港	Ordinary shares 普通股	HK\$20,000,000 20,000,000港元	100%	100%	Investment holding 投資控股
Ta Yang Group Limited 大洋集團有限公司	BVI/Hong Kong 英屬處女群島/ 香港	Ordinary shares 普通股	US\$11,930,811 11,930,811美元	100%	100%	Investment holding 投資控股
Top View Investment Holdings Limited 遠思投資控股有限公司	BVI/Hong Kong 英屬處女群島/ 香港	Ordinary shares 普通股	US\$1 1美元	100%	100%	Investment holding 投資控股
Dongguan Ta Yang Silicone Rubber Industrial Company Limited 東莞大洋硅橡膠製品有限公司	The PRC (note ii) 中國(附註ii)	Contributed capital 繳入資本	HK\$86,000,000 86,000,000港元	100%	100%	Manufacturing of silicone rubber 製造硅膠
Huzhou Ta Yang Electronic Technology Company Limited 湖州大洋電子科技有限公司	The PRC (note ii) 中國(附註ii)	Contributed capital 繳入資本	US\$38,000,000 38,000,000美元	100%	100%	Manufacturing of silicone rubber 製造硅膠

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 42. PRINCIPAL SUBSIDIARIES (Continued)

### 42. 主要附屬公司(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ establishment and operation 註冊成立/ 成立地點及 營業地點	Class of shares held 所持股份類別	Issued share capital/registered capital 已發行股本/ 註冊資本	Attributable equity interest of the Group		Principal activities 主要業務
				2025 二零二五年	2024 二零二四年	
Dongguan Tai Yang Rubber Plastic Company Limited ("Dongguan Tai Yang") 東莞大洋橡塑製品有限公司 〔東莞大洋〕	The PRC (note ii) 中國(附註ii)	Contributed capital 繳入資本	HK\$130,000,000 130,000,000港元	100%	100%	Manufacturing of silicone rubber 製造硅膠
大洋(海南)健康產業發展有限公司	The PRC (note ii) 中國(附註ii)	Contributed capital 繳入資本	RMB150,000,000 人民幣150,000,000元	100%	100%	Healthcare service 醫療保健服務
三亞生命泉酒店有限公司	The PRC (note ii) 中國(附註ii)	Contributed capital 繳入資本	RMB50,000,000 人民幣50,000,000元	100%	100%	Hotel service 酒店服務
北京巨省科技有限公司	The PRC (note iii) 中國(附註iii)	Contributed capital 繳入資本	RMB16,666,600 人民幣16,666,600元	40%	40%	Online marketing solution service 線上營銷解決方案服務
WTS 2020 Limited	United Kingdom 英國	Contributed capital 繳入資本	GBP1,001 1,001英鎊	100%	100%	Trading of silicone rubber 買賣硅膠
大洋世紀(浙江)控股有限公司	The PRC (Note iii) 中國(附註iii)	Contributed capital 繳入資本	US\$20,000,000 20,000,000美元	100%	100%	Investment holding (Note v) (附註v) 投資控股
East Shack Ltd.	United Kingdom 英國	Contributed capital 繳入資本	GBP60,000 60,000英鎊	–	–	Retail service (Note iv) (附註iv) 零售服務

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 42. PRINCIPAL SUBSIDIARIES (Continued)

Notes:

- (i) The above table lists the subsidiaries of the Group which, in the opinion of the Directors, principally affect the results or assets of the Group. To give details of other subsidiaries would, in the opinion of the Directors, result in particulars of excessive length.
- (ii) The subsidiaries are wholly-owned foreign enterprise in the PRC.
- (iii) The subsidiary is a wholly-domestic owned enterprise.
- (iv) The subsidiary was disposed of on 18 November 2024.
- (v) The subsidiary was established during the year ended 31 December 2024.

### 43. NON-CONTROLLING INTERESTS

Details of non-wholly owned subsidiaries that have material non-controlling interests:

Name of subsidiary 附屬公司名稱	Place of incorporation 註冊成立地點	Proportion of ownership interests and voting rights held by non-controlling interests 非控股權益所持有擁有人權益及投票權比例		Profits (losses) allocated to non-controlling interests 分配予非控股權益的溢利(虧損)		Accumulated non-controlling interests 累計非控股權益	
		2025 二零二五年	2024 二零二四年	2025 二零二五年	2024 二零二四年	2025 二零二五年	2024 二零二四年
		HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
Beijing Jusheng 北京巨省	The PRC 中國	60%	60%	654	2,276	(22)	(676)
Individually immaterial subsidiaries with non-controlling interests 具控股權益的個別非重大附屬公司				(3)	10,339 (Note) (附註)	(276)	(273)
				651	12,615	(298)	(949)

Note: The profit allocated to non-controlling interests was mainly contributed by East Shack Ltd., which was disposed on 18 November 2024 (Note 38).

Summarised consolidated financial information in respect of Beijing Jusheng, which has material non-controlling interests is set out below. The summarised consolidated financial information below represents amounts before intergroup elimination.

### 42. 主要附屬公司(續)

附註：

- (i) 上表列示董事認為主要影響本集團業績或資產的本集團附屬公司。董事認為詳列其他附屬公司資料會導致篇幅過於冗長。
- (ii) 該等附屬公司為在中國的外商獨資企業。
- (iii) 該附屬公司為內資獨資企業。
- (iv) 該附屬公司已於二零二四年十一月十八日出售。
- (v) 該附屬公司於截至二零二四年十二月三十一日止年度成立。

### 43. 非控股權益

擁有重大非控股權益的非全資附屬公司詳情：

附註：分配予非控股權益的溢利主要來自East Shack Ltd.，其已於二零二四年十一月十八日出售(附註38)。

北京巨省擁有重大非控股權益，其綜合財務資料概述如下。以下概述的綜合財務資料代表集團間抵銷前的金額。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 43. NON-CONTROLLING INTERESTS

(Continued)

Beijing Jusheng

### 43. 非控股權益(續)

北京巨省

		From 1 January 2025 to 31 December 2025 自二零二五年 一月一日起至 二零二五年 十二月三十一日 HK\$'000 千港元	From 1 April 2024 to 31 December 2024 自二零二四年 四月一日起至 二零二四年 十二月三十一日 HK\$'000 千港元
Revenue	收益	530,210	627,161
Profit for the year	年內溢利	1,119	3,781
Total comprehensive income	全面收益總額	1,089	3,793
Total comprehensive income allocated to non-controlling interests	分配至非控股權益的全面收益總額	654	2,276
Dividend paid to non-controlling interests	已付非控股權益股息	-	-
Cash generated (used in) from operating activities	經營活動(所用)所得現金	(9,770)	338
Cash used in investing activities	投資活動所用現金	(254)	(31)
Cash generated from financing activities	融資活動所得現金	9,088	3,514
Net cash (outflows) inflows	淨現金(流出)流入	(936)	3,821
<b>As at 31 December</b>	<b>於十二月三十一日</b>		
Current assets	流動資產	159,361	95,442
Non-current assets	非流動資產	1,007	113
Current liabilities	流動負債	(160,025)	(96,681)
Non-current liabilities	非流動負債	(379)	-
Net liabilities	負債淨額	(36)	(1,126)
Accumulated non-controlling interests	累計非控股權益	(22)	(676)

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 44. EVENTS AFTER THE REPORTING PERIOD

#### 1. Proposal for Share Capital Reorganisation and Rights Issue

On 5 February 2026, the Company announced a proposal to implement a capital reorganisation (involving capital reduction and share split), and plans to conduct a nonunderwritten share issue based on the benchmark of issuing two new shares for every one share held on the record date. The proposal aims to raise funds to support the Company's operations and future development. On 20 February 2026, 13 March 2026 and 24 April 2026, the Company announced the delayed issuance of the circulars related to the aforementioned matters. According to the latest revised schedule, the circulars are expected to be issued no later than 30 June 2026. The aforementioned share capital restructuring and rights issue have not yet been completed as of the date of this report and remain subject to the fulfillment of various conditions before they can be finalised.

#### 2. Winding-Up Petition

On 23 March 2026, the Company issued an insider information announcement, disclosing receipt of the Petition on 19 March 2026, which was presented to the High Court of Hong Kong by Rising Jiarui Investment Management Co., Ltd under the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong). The Petition was filed against the Company in relation to the non-payment of an amount of HK\$50,377,777.78 inclusive of interest accrued up to 24 February 2026 relating to the HK\$40,000,000 10.0% convertible bond due 20 July 2026 issued by the Company, details of which have been set out in the announcement of the Company dated 21 July 2023. The Petition is scheduled to be heard on 10 June 2026.

### 44. 報告期後事項

#### 1. 建議股本重組及供股

於二零二六年二月五日，本公司宣佈建議實施股本重組（涉及股本削減及股份拆細），並擬按於記錄日期每持有一股新股份獲發兩股供股股份之基準進行非包銷基準供股。該建議旨在籌集資金以支援本公司運營及未來發展。於二零二六年二月二十日、二零二六年三月十三日及二零二六年四月二十四日，本公司分別宣佈延遲寄發有關上述事項的通函。根據最新經修訂時間表，通函預計延至二零二六年六月三十日或之前寄發。上述股本重組及供股事項於本報告日期尚未完成，須待多項條件達成後方可作實。

#### 2. 清盤呈請

本公司於二零二六年三月二十三日發佈內幕消息公告，披露已於二零二六年三月十九日接獲該呈請，該呈請由北京日信嘉銳投資管理有限公司根據香港法例第32章公司（清盤及雜項條文）條例向香港高等法院提出。該呈請乃針對本公司未支付一筆金額為50,377,777.78港元（已包含截至二零二六年二月二十四日止的應計利息）而提出，有關款項與本公司發行且將於二零二六年七月二十日到期的40,000,000港元、年息10.0%的可換股債券有關，有關詳情已載於本公司日期為二零二三年七月二十一日的公告中。有關呈請預定於二零二六年六月十日進行聆訊。

# Notes to the Consolidated Financial Statements

## 綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至二零二五年十二月三十一日止年度

### 44. EVENTS AFTER THE REPORTING PERIOD *(Continued)*

#### 3. Loan Facility Agreement

On 27 March 2026, the Company (as the borrower) entered into a loan financing agreement with Asia Pacific Technology & Development Investment Bank Ltd. (as the lender), under which the lender agreed to provide the Company with a total loan financing of HK\$52,000,000. The primary purpose of the loan financing is to repay the outstanding principal of the Company's convertible bond, pay all accrued and payable interest related to the convertible bond, and cover legal fees, settlement costs, and administrative expenses directly related to the repayment of the convertible bond and the withdrawal of the Petition. As at the date of this report, the facility remains undrawn. The Group expects to draw down the loan on or around mid-June 2026, and intends to fully settle the outstanding principal of the Convertible Bond of HK\$40,000,000, together with any accrued and payable interest thereon (estimated not to exceed HK\$12,000,000 as at the settlement date), within one month following the drawdown date.

### 44. 報告期後事項(續)

#### 3. 貸款融資協定

於二零二六年三月二十七日，本公司(作為借款人)與亞太科技發展投資銀行有限公司(作為貸款人)訂立貸款融資協議，據此，貸款人同意向本公司提供總額為52,000,000港元的貸款融資。貸款融資的主要用途為用於償還本公司可換股債券的未償還本金、支付相關可換股債券的所有應計及應付利息，以及支付與償還可換股債券及撤回該呈請直接相關的法律費用、和解費用及行政開支。於本報告日期，該筆融資尚未提取。本集團預期將於二零二六年六月中旬或前後提取該筆貸款，並有意在提取日期後一個月內全數清償該可換股債券的尚未償還本金40,000,000港元，連同其任何應計及應付利息(估計於清償日不超過12,000,000港元)。

# Financial Summary

## 財務概要

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 consolidated financial statements is set out below:

摘錄自己刊發經審核綜合財務報表的本集團過去五個財政年度的業績以及資產及負債概要載列如下：

### RESULTS

### 業績

		Year ended 31 December 2021 截至 二零二一年 十二月三十一日 止年度 HK\$'000 千港元	Year ended 31 December 2022 截至 二零二二年 十二月三十一日 止年度 HK\$'000 千港元	Year ended 31 December 2023 截至 二零二三年 十二月三十一日 止年度 HK\$'000 千港元	Year ended 31 December 2024 截至 二零二四年 十二月三十一日 止年度 HK\$'000 千港元	Year ended 31 December 2025 截至 二零二五年 十二月三十一日 止年度 HK\$'000 千港元
Revenue	收益	362,528	343,541	1,213,830	970,061	758,153
Loss for the year/period	年／期內虧損	(85,768)	(98,904)	(85,709)	(53,139)	(72,676)
Attributable to:	以下人士應佔：					
– owners of the Company	– 本公司擁有人	(84,901)	(98,063)	(88,035)	(63,632)	(73,345)
– non-controlling interests	– 非控股權益	(867)	(841)	2,326	10,493	669
		(85,768)	(98,904)	(85,709)	(53,139)	(72,676)

### ASSETS AND LIABILITIES

### 資產及負債

		As at 31 December 2021 於 二零二一年 十二月三十一日 HK\$'000 千港元	As at 31 December 2022 於 二零二二年 十二月三十一日 HK\$'000 千港元	As at 31 December 2023 於 二零二三年 十二月三十一日 HK\$'000 千港元	As at 31 December 2024 於 二零二四年 十二月三十一日 HK\$'000 千港元	As at 31 December 2025 於 二零二五年 十二月三十一日 HK\$'000 千港元
Total assets	資產總值	788,449	641,517	699,186	616,021	697,789
Total liabilities	負債總額	(546,511)	(505,137)	(631,610)	(585,622)	(697,313)
Total equity	權益總值	241,938	136,380	67,576	30,399	476
Equity attributable to:	以下人士應佔權益：					
owners of the Company	本公司擁有人	242,460	137,463	74,432	31,348	774
non-controlling interests	非控股權益	(522)	(1,083)	(6,856)	(949)	(298)
Total equity	權益總值	241,938	136,380	67,576	30,399	476

# Definitions

## 釋義

“Board” 「董事會」	指	the board of Directors of the Company 本公司董事會
“Chairlady” 「主席」	指	chairlady of the Board 董事會主席
“Chief Executive Officer/CEO” 「行政總裁」	指	chief executive officer of the Company 本公司行政總裁
“Company” 「本公司」	指	Ta Yang Group Holdings Limited, a company incorporated in the Cayman Islands with limited liability, whose Shares are listed on the Main Board of the Stock Exchange 大洋集團控股有限公司，一間於開曼群島註冊成立的有限公司，其股份於聯交所主板上市
“connected person(s)”, “percentage ratio(s)” and “subsidiary(ies)” 「關連人士」、「百分比率」及 「附屬公司」	指	each has the meaning ascribed to it under the Listing Rules 各自具有上市規則賦予之涵義
“Directors” 「董事」	指	the directors of the Company 本公司董事
“Group” 「本集團」	指	the Company and its subsidiaries 本公司及其附屬公司
“HK\$”, “HKD” 「港元」	指	Hong Kong dollars, the lawful currency of Hong Kong 港元，香港法定貨幣
“Hong Kong” 「香港」	指	Hong Kong Special Administrative Region of the PRC 中國香港特別行政區
“Listing Rules” 「上市規則」	指	the Rules Governing the Listing of Securities on the Stock Exchange 聯交所證券上市規則
“Model Code” 「標準守則」	指	the Model Code for Securities Transactions by Directors of Listed Issuers stated in Appendix C3 of the Listing Rules 上市規則附錄C3所載《上市發行人董事進行證券交易的標準守則》
“PRC” 「中國」	指	the People’s Republic of China (for the purpose of this report, excluding Hong Kong, Macau Special Administrative Region and Taiwan) 中華人民共和國，就本報告而言，不包括香港、澳門特別行政區及台灣

# Definitions

## 釋義

“RMB”, “Renminbi” 「人民幣」	指	Renminbi, the lawful currency of the PRC 人民幣·中國法定貨幣
“SFO” 「證券及期貨條例」	指	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended or supplemented from time to time 香港法例第571章證券及期貨條例(經不時修訂或補充)
“Shareholder(s)” 「股東」	指	holder(s) of the Shares 股份持有人
“Shares” 「股份」	指	ordinary shares of HK\$1.0 each in the share capital of the Company 本公司股本中每股面值1.0港元的普通股
“Stock Exchange” 「聯交所」	指	The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司
“the year” 「年內」	指	the year ended 31 December 2025 截至二零二五年十二月三十一日止年度
“%” 「%」	指	per cent 百分比

# 大洋集團控股有限公司 Ta Yang Group Holdings Limited

22/F, H Code, 45 Pottinger Street,  
Central, Hong Kong  
香港中環砵甸乍街45號H Code 22層全層

Tel 電話 : (852) 3678 5088  
Fax 傳真 : (852) 3678 5099  
Website 網址 : [www.tayanggroup.com](http://www.tayanggroup.com)

