



VESON HOLDINGS LIMITED 銳信控股有限公司

(incorporated in the Cayman Islands with limited liability 於開曼群島註冊成立的有限公司)

(Stock Code 股份代號 : 01399)

Annual Report 2025 年報

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CORPORATE PROFILE

公司簡介

Veson Holdings Limited (“Veson” or the “Company”, together with its subsidiaries, the “Group”), focuses on lithium-ion technology applications and is a leading provider of lithium-ion battery solutions for consumer electronics and smart hardware, as well as a manufacturer of lithium-ion battery module integration in the PRC. The Group’s operations are primarily divided into ODM (Original Design Manufacturing) and battery cell businesses, supplying lithium-ion batteries for renowned domestic and international communication product brands, including mobile phone batteries, tablet batteries, notebook batteries, and power banks. In response to the increasing demand for batteries in emerging consumer electronics, the Group is adjusting its development strategy to respond to market changes by actively exploring new markets for wearable device batteries, automotive batteries and energy storage batteries, striving to offer diversified and professional module solutions. Veson was listed on the Main Board of the Stock Exchange of Hong Kong Limited (the “Stock Exchange”) in December 2006.

Supported by its self-developed power management system with high reliability as well as advanced technology in battery module packaging, the Group’s lithium-ion battery products are renowned for their high safety and quality. The core business of the Group is mainly the supply of high quality lithium-ion battery modules for mobile telecommunication, digital products, and smart hardware through integration into the supply chain systems of well-known domestic and international mobile communication and internet technology enterprises. The high-quality customer groups served by the Group have strong competitiveness and stable market shares, laying a foundation for the Group’s sustainable and stable growth. The high reliability of the Group’s product, mass delivery capabilities and standardised and efficient operating systems give the Group a competitive edge.

The Group’s main production base is located in Fuzhou, the PRC, adhering to stringent international standards throughout the entire process, from supplier selection to quality control. Leveraging advanced automation equipment and precise processes, the Group ensures the demands of large-scale production are met with consistent product quality. Through years of experience in research, development, and manufacturing, the Group has established an efficient and streamlined modern manufacturing system, enhancing market competitiveness and solidifying its position as a key domestic hub for consumer lithium battery research and manufacturing.

銳信控股有限公司（「銳信」或「本公司」，連同其附屬公司為「本集團」）專注於鋰離子技術應用，是中國領先的消費電子和智能硬件產品鋰離子電池解決方案提供商和模組封裝集成製造商。本集團的業務主要分為ODM（原始設計製造）業務與電芯業務，為國內外知名通訊產品品牌製造商供應手機電池、平板電池、筆記本電池及移動電源等產品。因應新興消費電子產品電池需求的不斷增長，本集團正在調整發展戰略應對市場變化，積極拓展包括穿戴設備電池、車載電池及儲能電池在內的新市場，致力於提供多元化和專業化的模組解決方案。銳信於2006年12月在香港聯合交易所有限公司（「聯交所」）主板上市。

憑藉自主研發的電源管理系統的高可靠性及先進的電池模組封裝技術支持，本集團的鋰離子電池產品以高安全性及高質量聞名。本集團核心業務主要是通過進入國內外知名移動通訊企業及互聯網科技企業的供應鏈體系，為移動通訊、數碼產品及智能硬件提供高質量電池解決方案。本集團所服務的優質客戶群體於終端市場擁有強大的競爭力和穩定的份額，為本集團持續穩定增長奠定了基礎。產品品質的高可靠性、大規模交付能力及規範高效的運營體系形成本集團的競爭優勢。

本集團主要生產基地位於中國福州，並嚴格遵循國際標準，從供應商選擇到質量控制全流程均採用最先進的管理措施。自動化設備的應用和精密工藝的實施確保了大規模生產的需求及產品的一致性品質。本集團藉多年的研發和生產經驗，建立了精益化與高效率的現代製造體系，進一步提升市場競爭力，成為中國主要的消費類鋰電池研發製造基地之一。

CORPORATE PROFILE

公司簡介

Upholding the corporate spirit of "Efficiency, Innovation, Excellence and Integrity", the Group will continue to provide exceptional products and services to its clients, and contribute to a world powered by intelligent interconnectivity.

本集團將堅守「高效、創新、卓越、誠信」的企業精神，持續為客戶提供卓越產品和服務，並推動萬物互聯的智慧能源世界。

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FINANCIAL HIGHLIGHTS

財務摘要

FOR THE YEAR ENDED 31 DECEMBER 2025
(RMB thousand except where otherwise stated)

截至2025年12月31日止年度
(除另有註明外，以人民幣千元列示)

		2025	2024	% Change
		RMB'000	RMB'000	變動百分比
		人民幣千元	人民幣千元	(+/-)
Turnover	營業額	5,225,637	5,344,911	-2.2%
Profit/(loss) for the year	本年度溢利／（虧損）	15,823	(9,937)	+259.2%
Profit/(loss) for the year attributable to owners of the Company	本公司擁有人應佔本年度溢利／（虧損）	21,543	(11,980)	+279.8%
Earnings/(loss) per share – Basic and diluted (RMB cents)	每股盈利／（虧損） – 基本及攤薄 （人民幣分）	1.98	(1.10)	+280.0%

REGISTERED OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

註冊辦事處

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN THE PRC

Scud Industrial Park
Fuzhou Pilot Free Trade Zone
No. 98 Jiangbin East Avenue
Mawei District, Fuzhou
Fujian Province, PRC

中國主要營業地點

中國福建省
福州市馬尾區
江濱東大道98號
福州自貿試驗區
飛毛腿工業園

PLACE OF BUSINESS IN HONG KONG

Room 1017, 10/F Leighton Centre
77 Leighton Road
Causeway Bay, Hong Kong

香港營業地點

香港銅鑼灣
禮頓道77號
禮頓中心10樓1017室

BOARD OF DIRECTORS

Executive Directors

Ni Chen Hui (Chairman)
Lian Xiu Qin (Chief Executive Officer)

董事會

執行董事

倪晨暉 (主席)
連秀琴 (行政總裁)

Non-Executive Directors

Feng Ming Zhu (re-designated from an executive Director with effect from 27 May 2025)
Loke Yu (resigned with effect on 17 March 2025)

非執行董事

馮明竹 (自2025年5月27日起從執行董事調任)
陸海林 (自2025年3月17日起辭任)

Independent Non-Executive Directors

Heng Ja Wei Victor
Lam Yau Yiu
Cheung Wai Kwok Gary

獨立非執行董事

邢家維
林友耀
張為國

CORPORATE INFORMATION

公司資料

COMPANY SECRETARY

Yeung Mun Tai (FCCA, CPA)

AUTHORISED REPRESENTATIVES

Ni Chen Hui
Yeung Mun Tai

LEGAL ADVISER

Reed Smith Richards Butler LLP
17th Floor, One Island East
Taikoo Place
18 Westlands Road, Quarry Bay
Hong Kong

INDEPENDENT AUDITOR

BDO Limited
Certified Public Accountants
Registered Public Interest
Entity Auditors
25th Floor, Wing On Centre
111 Connaught Road, Central
Hong Kong

AUDIT COMMITTEE

Heng Ja Wei Victor (Chairman)
Lam Yau Yiu
Cheung Wai Kwok Gary

REMUNERATION COMMITTEE

Heng Ja Wei Victor (Chairman)
Lam Yau Yiu
Cheung Wai Kwok Gary

NOMINATION COMMITTEE

Cheung Wai Kwok Gary (Chairman)
Lam Yau Yiu
Heng Ja Wei Victor

公司秘書

楊滿泰(FCCA、CPA)

獲授權代表

倪晨暉
楊滿泰

法律顧問

禮德齊伯禮律師行有限法律責任合夥
香港
鰂魚涌華蘭路18號
太古坊
港島東中心17樓

獨立核數師

香港立信德豪會計師事務所有限公司
執業會計師
註冊公眾利益實體核數師
香港
干諾道中111號
永安中心25樓

審核委員會

邢家維(主席)
林友耀
張為國

薪酬委員會

邢家維(主席)
林友耀
張為國

提名委員會

張為國(主席)
林友耀
邢家維

CORPORATE GOVERNANCE COMMITTEE

Lam Yau Yiu (Chairman)
Cheung Wai Kwok Gary
Heng Ja Wei Victor
Feng Ming Zhu
Ni Chen Hui
Loke Yu (resigned with effect on 17 March 2025)

企業管治委員會

林友耀 (主席)
張為國
邢家維
馮明竹
倪晨暉
陸海林 (自2025年3月17日起辭任)

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

股份過戶登記總處

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

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

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

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

PRINCIPAL BANKERS

The Export-Import Bank of China
Bank of Communications
Fujian Haixia Bank
China Merchants Bank
Bank of China
ICBC

主要往來銀行

中國進出口銀行
交通銀行
福建海峽銀行
招商銀行
中國銀行
中國工商銀行

WEBSITE

www.vesonhldg.com

網站

www.vesonhldg.com

CHAIRMAN'S STATEMENT

主席報告書

On behalf of the board (the "Board") of directors (the "Directors") of Veson Holdings Limited ("Veson" or the "Company", together with its subsidiaries, the "Group"), I am pleased to present the annual results of the Company for the full year from 1 January 2025 to 31 December 2025 (the "Review Period").

During the past year, the global 3C consumer electronics market continued to evolve, with the rapid proliferation of artificial intelligence driving the upgrade cycle of smartphones. AI-powered smartphones have gradually become a new growth engine for the industry. This trend has stimulated demand for high performance lithium-ion batteries, particularly in areas such as enhanced energy density, optimized fast charging efficiency, and improved thermal management. Within the Group's ODM business, mobile phone batteries remain the primary source of revenue, while we have actively expanded into tablet batteries, notebook batteries, and power banks to mitigate risks associated with reliance on a single product category. With the rapid development of wearable devices, AR/VR equipment, and in vehicle electronics, demand for miniature batteries and long cycle life batteries has grown significantly, creating new market opportunities for the Group.

During the Review Period, the global economic environment remained uncertain and market competition intensified. Pricing pressure from customers and aggressive low cost strategies adopted by peers posed challenges to the Group's gross margin. Nevertheless, leveraging years of accumulated expertise in lithium-ion battery design and manufacturing, the Group continued to enhance its R&D capabilities and operational efficiency, shorten product development cycles, and respond swiftly to market demand. We accelerated our new product deployment, extending technological advantages into wearable device batteries, automotive batteries, and energy storage batteries, while exploring the application of new materials and advanced manufacturing technologies to establish differentiated competitiveness in emerging markets.

本人謹代表銳信控股有限公司（「銳信」或「本公司」），連同其附屬公司為「本集團」董事（「董事」）會（「董事會」）欣然提呈本公司由2025年1月1日至2025年12月31日全年（「回顧期間」）的年度業績。

回顧過去一年，全球3C消費電子市場持續演變，人工智能技術的快速普及及推動了智能手機的升級換代，AI手機逐漸成為行業新的增長引擎。這一趨勢帶動了對高性能鋰離子電池的需求，尤其是在能量密度提升、快充效率優化以及散熱設計改善方面。本集團在ODM業務中，仍以手機電池為主要收入來源，但同時積極拓展平板電池、筆記本電池及移動電源等產品線，以分散單一產品依賴所帶來的風險。隨著穿戴設備、AR/VR裝置以及車載電子的快速發展，微型電池與高循環壽命電池的需求顯著增長，為本集團帶來了新的市場機遇。

於回顧期間，全球經濟環境仍存在不確定性，市場競爭愈加激烈，客戶降價壓力與同行低價策略對本集團毛利率構成挑戰。然而，本集團憑藉多年在鋰離子電池設計與製造領域的技術積累，持續提升研發能力與營運效率，縮短產品開發週期，快速回應市場需求。我們在新產品佈局方面加快步伐，將技術優勢延伸至穿戴設備電池、車載電池及儲能電池，並探索新型材料及先進生產技術的應用，以確保在新興市場中建立差異化競爭力。

CHAIRMAN'S STATEMENT

主席報告書

Looking ahead, the Group's management will continue to strengthen relationships with core customers, improve product and service quality, and secure stable and growing order volumes. We will exercise strict control over fixed expenses and raw material procurement costs, while enhancing efficiency through supply chain integration to maintain healthy gross and net profit margins. On this foundation, the Group will further deepen penetration into high margin product categories, optimize product mix, cultivate new projects and customers, expand business scope, and increase market share. The Group will also continue to uphold the highest standards of corporate governance in driving sustainable development, actively develop energy saving products, and achieve greater breakthroughs in green innovation and social responsibility.

On behalf of the Board and the management team, I would like to express my heartfelt gratitude to all employees, customers, suppliers, shareholders, and partners for their continued support throughout the challenging yet opportunity filled year of 2025. With everyone's joint efforts, the Group will seize opportunities in the new wave of industry transformation, continuously enhance competitiveness, and move towards long term sustainable growth.

Ni Chen Hui
Chairman

展望未來，本集團管理層將持續鞏固與核心客戶的合作關係，提升產品與服務品質，確保訂單份額的穩定與增長。我們將嚴格管控固定費用及材料採購成本，並透過供應鏈整合提升效率，以維持穩健的毛利與淨利水準。在此基礎上，本集團將進一步深化對高毛利產品的滲透，優化產品結構，培育新項目與新客戶，拓展業務領域，提升市場佔有率。本集團將繼續以最高管治標準推動可持續發展，積極研發節能產品，並在綠色創新與社會責任方面取得更大突破。

本人謹代表董事會與管理層，衷心感謝全體員工、客戶、供應商、股東及合作夥伴在充滿挑戰與機遇的2025年持續給予支持。憑藉大家的共同努力，本集團將在新一輪行業變革中把握機遇，持續提升競爭力，邁向長期穩健的發展。

倪晨暉
主席

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

INDUSTRY REVIEW

According to the latest data from IDC, a market research agency, global smartphone shipments in 2025 reached approximately 1.26 billion units, representing a year on year increase of 1.9%, which demonstrates resilience despite ongoing macroeconomic challenges. On a quarterly basis, shipments in the first quarter grew by 1.5% to 304.9 million units; in the second quarter by 1.0% to 295.2 million units; in the third quarter by 2.6% to 323 million units; and in the fourth quarter by 2.3% to 336 million units. While the global market maintained a positive trajectory overall, the Chinese market experienced a decline in the second quarter, ending its previous growth trend and reflecting regional consumer demand pressures.

From a macroeconomic perspective, tariff fluctuations, foreign exchange instability, unemployment, and inflation continued to weigh on consumer spending, particularly in the low end market segment. Geopolitical tensions and rising component costs also added uncertainty to the industry outlook. Nevertheless, foldable devices and advanced camera technologies remained focal points of competition among manufacturers, driving growth in the premium segment, while 5G devices continued to stimulate demand in emerging markets and served as a key driver of shipment growth.

With the rapid adoption of artificial intelligence, AI enabled smartphones have become a critical growth engine for the industry, propelled by both technological innovation and market demand. The multifunctionality of AI smartphones has made battery endurance a core competitive advantage. Consumers' growing expectations for all day battery life and fast charging have encouraged manufacturers to adopt higher capacity lithium-ion batteries. High performance lithium-ion batteries have thus become the foundation supporting ongoing innovation in AI smartphones and are expected to remain a major focus of research and investment in the coming years. The rise of AI smartphones has also helped stabilize demand in the consumer battery market, offsetting weakness in the low end segment.

At the same time, the market has raised expectations for the safety of rechargeable batteries. In recent years, incidents of power banks catching fire have become more frequent, prompting Chinese regulators to strengthen quality control, while some airlines have even banned passengers from carrying non compliant power banks. These developments highlight the critical importance of battery safety and have made consumers and partners more attentive to product reliability. For companies that have long positioned themselves

行業回顧

根據市場調查機構IDC最新數據，2025年全球智能手機市場全年出貨量約為12.6億部，同比增長1.9%，顯示出在宏觀經濟挑戰下仍具韌性。分季度來看，第一季出貨量同比增長1.5%，達到3.049億部；第二季增長1.0%，達到2.952億部；第三季則錄得2.6%的增幅，達到3.23億部；第四季增長2.3%，達到3.36億部。雖然全球市場保持正面態勢，但中國市場在第二季出現下滑，結束了此前的增長趨勢，反映出區域性消費需求的壓力。

在宏觀環境方面，關稅波動、外匯不穩、失業率及通脹壓力持續影響消費者的支出意願，尤其在低端市場更為顯著。地緣政治緊張局勢以及零部件成本上升，亦為市場前景增添不確定性。儘管如此，摺疊屏設備與高階相機技術仍是廠商競爭的焦點，推動高端市場的增長；而5G設備則持續推動新興市場的需求，成為出貨量增長的重要支柱。

隨著人工智能的快速普及，AI智能手機在技術創新與市場需求的雙重推動下，已成為行業的關鍵增長動力。AI智能手機的多功能性使電池續航成為核心競爭力，消費者對全天候續航與快速充電的需求日益強烈，推動廠商採用更高容量的鋰離子電池。高性能鋰離子電池因此成為支撐AI智能手機持續創新的基礎，未來幾年勢必成為手機產業研發與投資的重點方向。AI智能手機的興起亦使消費類電池市場需求保持平穩，抵消了部分低端市場的疲弱。

同時，市場對充電電池的安全性提出了更高期望。近年來，移動電源起火事故頻發，中國監管部門加強了品質管制，部分航空公司甚至禁止乘客攜帶不合格的移動電源。這些事件凸顯了電池安全的重要性，也使消費者與合作夥伴更加重視產品的可靠性。對於多年

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

as providers of high quality ODM batteries for smartphones, tablets, notebooks, and power banks, this trend has created new opportunities. By leveraging strict quality management and advanced safety design, the company is well placed to capture greater market share as the industry consolidates and consumer trust is rebuilt.

Looking ahead, as technological innovation and product upgrades accelerate, market competition will become increasingly intense. Although the market share of mobile phone lithium-ion batteries has shown a declining trend in recent years, the application of lithium-ion batteries in new energy vehicles, energy storage systems, and other emerging fields such as power tools, drones, and robots is rapidly expanding, gradually integrating into industrial production and daily life. With the widespread adoption of 5G and AI technologies, the scope of smart product applications will further broaden, and it is expected to drive continuous growth in demand for consumer lithium-ion batteries and battery protection circuits.

BUSINESS REVIEW

During the period from 1 January 2025 to 31 December 2025 (the “Review Period”), more than 90% of the Group’s revenue was derived from the ODM business, and the core order volume from key ODM customers remained generally stable. The Group recorded an overall increase in the sales volume of its ODM battery products compared with the same period last year. The majority of the ODM sales revenue came from the smartphone and tablet segment in the consumer electronics market. Approximately 63.5% and 18.1% of the Group’s ODM sales revenue during the Review Period were contributed by mobile phone batteries and tablet batteries, respectively. The Group mainly deploys its production facilities in the PRC, which provides advantages of large-scale manufacturing and strong industrial design capabilities. The customer portfolio and product mix of the ODM business did not change significantly during the Review Period. However, as the mobile phone market has matured and growth opportunities have narrowed, sales revenue from mobile phone batteries declined due to a general decrease in both sales volume and selling prices. Nevertheless, the Group has continued to optimize its production processes and enhance efficiency through equipment redesign and modification, resulting in a general improvement in the profit margins of ODM battery products during the Review Period. These efficiency gains have had a positive impact on the overall profitability and operating performance of the ODM business. However, the global economic slowdown ultimately led to longer smartphone replacement cycles, while excess capacity in the smartphone industry chain intensified competition in the domestic market, further squeezing the gross profit margins of smartphones and

來專注於高品質ODM手機、平板、筆記本電池及移動電源的企業而言，這一趨勢反而帶來了新的商機。公司憑藉嚴格的品質管理與安全設計優勢，有望在行業整合與消費者信任重建的過程中獲得更大市場份額。

展望未來，隨著技術創新和產品升級的加速推進，市場競爭將更加激烈。雖然手機鋰電池在消費市場的佔比近年來呈下降趨勢，但鋰離子電池在新能源汽車、儲能系統及其他新興領域如電動工具、無人機、機器人等設備上的應用正快速擴展，並逐步融入工業生產及日常生活。隨著5G與AI技術的普及，智能產品的應用範圍將進一步擴大，預計將帶動消費類鋰離子電池及電池保護電路的需求持續增長。

業務回顧

於2025年1月1日至2025年12月31日期間（「回顧期間」），本集團超過90%的銷售收入來自於ODM業務，來自主要ODM客戶的核心訂單量總體保持穩定。與去年同期相比，本集團的ODM電池產品銷售量整體有所增長。當中大部分ODM銷售收入來自消費電子市場的智能手機及平板電腦市場。於回顧期間，本集團約63.5%及18.1%的ODM銷售收入分別來自手機電池及平板電池的銷售。本集團主要在中國設有生產設施，具備大規模生產的優勢及卓越的工業設計能力，回顧期間內ODM業務的客戶組合及產品結構並未發生顯著變化。然而，隨著手機市場的成熟，增長空間逐漸縮小，手機電池的銷售收入因銷量和售價普遍下降而減少。儘管如此，本集團持續優化生產流程，並透過設備的重新設計和改造來提升生產效率，使ODM電池產品的利潤率在回顧期間普遍改善。這些效率提升對ODM業務的整體利潤率和經營表現產生了積極影響。然而，全球經濟疲軟最終導致手機換機週期延長，手機產業鏈的產能過剩問題加劇了國內市場的競爭，進一步壓縮了手機產品及相關配件的毛利空間。為降低單一產品對整體業務的影響，本集團正持續拓寬其產品及技術平台，實現收入及盈利來源

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related accessories. In order to reduce the impact of a single product on the overall business, the Group is constantly broadening its product and technology platforms to diversify its sources of revenue and profit, thereby reducing its dependence on the mobile phone battery segment. The Group believes that for a long time to come, smartphones will still be the most important carrier for personal entertainment, consumption and social networking, the light productivity characteristics of smartphones are also constantly strengthening, and there is no new technology terminal that can really replace smartphones. Smartphones themselves are also constantly evolving and upgrading, and the high-end mobile phone market represented by foldable mobile phones has brought users differentiated applications, content and operation experience while enriching product modality.

In response to public concerns over the safety of rechargeable batteries, regulatory authorities in China have strengthened quality control, and new government regulations will restrict the sales of low-end power banks. Leveraging its strict quality management and safety design advantages, the Group recorded significant growth of approximately 86% in power bank sales revenue during the Review Period. Sales of power banks accounted for approximately 6.6% of the Group's total ODM sales, representing a notable increase compared with 3.5% in the same period last year. The Group expects that stricter quality control measures will further benefit the sales of power banks designed and developed for its major customers.

The Group is adjusting its development strategy to respond to market changes and taking measures to diversify business risks by actively exploring new power supply product markets, and developing new energy storage intelligent hardware battery products with higher profits. As the large-scale application of 5G technology will bring vast application basis for a variety of new energy storage intelligent hardware battery products, the new energy storage intelligent hardware battery market is expected to maintain rapid growth and continuous increment, and the demand for the entire consumer battery industry will continue to show a steady growth trend. The Group will focus its future business plan on improving profit rather than operating income growth, and will constantly monitor market competition to make appropriate responses. The Group will continue to invest in the research and development of new technologies, and the research and development team will continuously strive for innovation in industrial design and AI technology application to ensure that the Company can gain momentum for future business development, and better identify and respond to the changing needs of customers, industry trends and competitiveness.

的多樣化，從而減輕其對於手機電池業務的依賴。本集團相信，在未來很長一段時間裡，智能手機仍將是個人娛樂、消費和社交的核心載體，其輕生產力屬性也在不斷強化，目前尚未出現能夠真正替代智能手機的新的科技終端。同時，智能手機自身也不斷演化和升級，以摺疊屏為代表的高端手機市場不僅豐富了產品形態，還為用戶帶來了差異化的應用、內容和操作體驗。

因應公眾對充電電池安全性的關注，中國監管部門已加強品質管制，政府的新規將限制低端移動電源的銷售。憑藉嚴格的品質管理與安全設計優勢，本集團在回顧期間的移動電源銷售收入錄得約86%的增長，移動電源銷售收入佔ODM整體銷售的比例約為6.6%，較去年同期的3.5%有顯著提升。本集團預期，更嚴格的品質管制將有利於我們為主要客戶設計及開發的移動電源的銷售。

本集團正在調整發展戰略以應對市場變化，同時採取措施分散業務風險，積極開拓新的電源產品市場，專注於開發利潤較高的新型智能硬件電池產品。隨著5G技術的大規模應用將為各式各樣的新型智能硬件電池產品帶來大規模應用基礎，新型智能硬件電池市場有望保持高速增長及持續增量，整體消費電池行業需求將繼續呈現穩定增長的趨勢。本集團的未來業務計劃將聚焦於提升盈利能力，而非單純追求營業收入的增長。同時，本集團將密切關注市場競爭狀況以作出適當回應。本集團會繼續投資於研發新技術，研發團隊將不斷在工業設計及AI技術應用等方面進行創新，以確保本公司取得未來業務發展動力，更可識別和滿足客戶不斷變化的需求，跟上行業發展趨勢並保持市場競爭力。

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Facing the complex external environment, the Group will continue to focus on the improvement of its own operating efficiency and re-development capabilities, further enhance the versatility of equipment to reduce the equipment input cost of production lines, quickly respond to the new requirements of new products and new technologies for production process, and establish the competitive advantage of various lithium-ion battery product segments. During the Review Period, the Group continuously optimised its product development processes and carried out automation and intelligent transformation of its equipment to enhance production efficiency, product yield, and process precision. At the same time, through business restructuring, the Group maintained a streamlined and flexible organisational structure, ensuring strong business relationships with customers to meet their production needs. Cost of sales and operating expenses were generally reduced through optimisation and restructuring related to assets and labour. The Group will closely manage and control production costs and capital resources to enable the Group to respond promptly to environmental changes. In addition, the Group will actively pay attention to talent development, product quality, environmental awareness promotion and supplier management, explore value by paying more attention to details, and strive to provide customers and consumers with safe green energy products, so as to achieve sustainable development.

During the Review Period, the Group's consolidated turnover amounted to approximately RMB5,225.6 million (2024: RMB5,344.9 million), decreased by approximately 2.2% compared with 2024. The Group recorded profit for the year attributable to owners of the Company of approximately RMB21.5 million (2024: loss for the year attributable to owners of the Company of RMB12.0 million). Basic and diluted earnings per share of approximately RMB1.98 cents (2024: Basic and diluted loss RMB1.10 cents). The ODM business recorded a turnover of approximately RMB4,932.7 million (2024: RMB4,994.6 million), accounting for approximately 94.4% (2024: 93.4%) of the Group's consolidated turnover. The bare battery cell business recorded a turnover of approximately RMB96.5 million (2024: RMB110.3 million), accounting for approximately 1.8% (2024: 2.1%) of the Group's consolidated turnover.

ODM Business

The lithium-ion battery products supplied by the ODM business mainly consist of mobile phone batteries, tablet batteries, notebook batteries and power banks. During the Review Period, turnover of mobile phone batteries represented approximately 63.5% (2024: 66.8%) of turnover of the ODM business and the sales volume of mobile phone batteries

面對複雜的外部環境，本集團將持續專注於提升營運效率及再開發能力，進一步提高裝備的通用性，降低生產線裝備投入成本，快速響應新產品和新工藝對生產環節的要求，建立各鋰電池產品細分領域的競爭優勢。本集團在回顧期間持續優化產品開發流程，並對設備進行自動化及智能化改造，以提升生產效率、產品良率及工藝精度。同時，集團通過業務重組保持架構的精簡與靈活，確保與客戶維持良好的業務關係，以滿足其生產需求。資產及勞力的優化及重組有效降低了銷售成本及經營開支。本集團會密切管理及控制生產成本及資本資源，以快速應對市場變化。此外，本集團將更加關注人才發展、產品品質、環境意識推廣和供應商管理，通過專注細節挖掘價值，致力於為客戶及消費者提供安全的綠色能源產品，實現可持續發展。

於回顧期間，本集團綜合營業額約人民幣5,225,600,000元（2024年：人民幣5,344,900,000元），較2024年減少約2.2%。本集團錄得本公司擁有人應佔本年度溢利約人民幣21,500,000元（2024年：本公司擁有人應佔本年度虧損人民幣12,000,000元）。每股基本及攤薄盈利約人民幣1.98分（2024年：基本及攤薄虧損人民幣1.10分）。ODM業務錄得營業額約人民幣4,932,700,000元（2024年：人民幣4,994,600,000元），佔本集團綜合營業額約94.4%（2024年：93.4%）。電芯業務分部錄得營業額約人民幣96,500,000元（2024年：人民幣110,300,000元），佔本集團綜合營業額約1.8%（2024年：2.1%）。

ODM業務

ODM業務所供應的鋰離子電池產品主要包括手機電池、平板電池、筆記本電池及移動電源。於回顧期間，手機電池營業額約佔ODM業務營業額63.5%（2024年：66.8%）以及手機電池銷售量減少約4.6%至約8,910萬顆（2024年：9,340萬顆）及錄

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decreased by approximately 4.6% to approximately 89.1 million pieces (2024: 93.4 million pieces) and recorded a turnover of approximately RMB3,131.4 million (2024: RMB3,334.3 million), which decreased by approximately 6.1% year-on-year. In terms of product mix, mobile phone batteries, tablet batteries, notebook batteries and power banks contributed approximately 63.5%, 18.1%, 4.3% and 6.6% (2024: 66.8%, 16.6%, 4.7% and 3.5%) of the Group's ODM turnover respectively. Since the Group is adjusting its development strategy to respond to market changes by actively exploring new power supply product markets, including wearable device batteries, automotive batteries and energy storage batteries, the aggregate sales of the new power supply products contributed approximately RMB225.0 million (2024: RMB262.6 million) to the turnover of the ODM business during the Review Period, which represented approximately 4.6% (2024: 5.3%) of the turnover of the ODM business. As a result, the ODM business segment recorded a segment profit of approximately RMB111.4 million (2024: segment profit RMB107.3 million).

Bare Battery Cell Business

During the Review Period, the bare battery cell business recorded consolidated turnover of approximately RMB96.5 million (2024: RMB110.3 million), representing a decrease of approximately 12.5% year-on-year. During the Review Period, bare battery cell business recorded segment loss of approximately RMB14.8 million (2024: segment loss RMB12.6 million).

FINANCIAL REVIEW

During the Review Period, the Group recorded consolidated turnover of approximately RMB5,225.6 million (2024: RMB5,344.9 million), representing a decrease by approximately 2.2% as compared to that in 2024. Gross profit for the Group was approximately RMB395.3 million (2024: RMB378.8 million), representing an increase by approximately 4.3% as compared to that in 2024. The profit for the year and profit for the year attributable to owners of the Company were approximately RMB15.8 million (2024: the loss for the year RMB9.9 million) and approximately RMB21.5 million (2024: loss for the year attributable to owners of the Company RMB12.0 million) respectively, representing an increase by approximately 259.2% and 279.8% year-on-year respectively. The Group recorded EBITDA of approximately RMB158.6 million (2024: RMB162.4 million) for the year, representing a decrease by approximately 2.3% as compared to 2024. Basic and diluted earnings per share was approximately RMB1.98 cents (2024: Basic and diluted loss RMB1.10 cents).

得營業額約人民幣3,131,400,000元(2024年:人民幣3,334,300,000元),同比減少約6.1%。按產品組合計,手機電池、平板電池、筆記本電池及移動電源的營業額分別約佔本集團ODM業務營業額63.5%、18.1%、4.3%及6.6%(2024年:66.8%、16.6%、4.7%及3.5%)。由於本集團正在調整發展戰略應對市場變化,積極開拓新的電源產品市場,包括穿戴設備電池、車載電池及儲能電池,於回顧期間,新電源產品的總銷售額為ODM業務營業額貢獻約人民幣225,000,000元(2024年:人民幣262,600,000元),佔ODM業務營業額約4.6%(2024年:5.3%)。因此,ODM業務分部錄得分部溢利約人民幣111,400,000元(2024年:分部溢利人民幣107,300,000元)。

電芯業務

於回顧期間,電芯業務錄得綜合營業額約人民幣96,500,000元(2024年:人民幣110,300,000元),同比減少約12.5%。於回顧期間,電芯業務錄得分部虧損約人民幣14,800,000元(2024年:分部虧損人民幣12,600,000元)。

財務回顧

於回顧期間,本集團錄得綜合營業額約人民幣5,225,600,000元(2024年:人民幣5,344,900,000元),較2024年減少約2.2%。本集團的毛利約人民幣395,300,000元(2024年:人民幣378,800,000元),較2024年增加約4.3%。本年度溢利及本公司擁有人應佔本年度溢利分別約人民幣15,800,000元(2024年:本年度虧損人民幣9,900,000元)及約人民幣21,500,000元(2024年:本公司擁有人應佔本年度虧損人民幣12,000,000元),同比分別增加約259.2%及279.8%。本集團錄得本年度未計利息、稅項、折舊及攤銷前盈利約人民幣158,600,000元(2024年:人民幣162,400,000元),較2024年減少約2.3%。每股基本及攤薄盈利約人民幣1.98分(2024年:基本及攤薄虧損人民幣1.10分)。

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Turnover by segments

During the Review Period, turnover of approximately RMB4,932.7 million (2024: RMB4,994.6 million) was generated from the ODM business segment, which accounted for approximately 94.4% (2024: 93.4%) of the Group's consolidated turnover. The turnover contributed by the ODM business segment recorded a drop of approximately 1.2% was mainly attributable to the decrease in the selling price and sales volume of mobile phone batteries sold as a result of the decrease in the demand from the smartphone manufacturing clients. A turnover of approximately RMB96.5 million (2024: RMB110.3 million) was contributed by the bare battery cell business segment, which accounted for approximately 1.8% (2024: 2.1%) of the Group's consolidated turnover. The turnover contributed by the bare battery cell business segment recorded a decline of approximately 12.5% as compared with 2024.

Sales by major products

During the Review Period, turnover of approximately RMB3,131.4 million (2024: RMB3,334.3 million) were generated from the sale of mobile phone batteries, which accounted for approximately 59.9% (2024: 62.4%) of the Group's consolidated turnover. Sales of tablet batteries and notebook batteries amounted to approximately RMB891.4 million (2024: RMB831.0 million) and RMB211.2 million (2024: RMB233.7 million) respectively, accounted for approximately 17.1% (2024: 15.5%) and 4.0% (2024: 4.4%) of the Group's consolidated turnover. Sales of power banks amounted to approximately RMB326.9 million (2024: RMB175.9 million), which accounted for approximately 6.3% (2024: 3.3%) of the Group's consolidated turnover. Sales of new power supply products amounted to approximately RMB225.0 million (2024: RMB262.6 million), which accounted for approximately 4.3% (2024: 4.9%) of the Group's consolidated turnover. Sales of approximately RMB96.5 million (2024: RMB110.3 million) were generated from the sale of bare battery cells, which accounted for approximately 1.8% (2024: 2.1%) of the Group's consolidated turnover.

Segment Results

The ODM business segment recorded a segment profit of approximately RMB111.4 million (2024: RMB107.3 million) during the Review Period, represented an increase of approximately 3.8% as compared with 2024. The turnover of the ODM business was declined as compared with 2024 because the global smartphone shipments were impacted by the market slowdown. However, benefiting from the continuous advancement of lean management, the operational

各分部營業額

於回顧期間，ODM業務分部產生營業額約人民幣4,932,700,000元（2024年：人民幣4,994,600,000元），佔本集團綜合營業額約94.4%（2024年：93.4%）。ODM業務分部所貢獻的營業額下降約1.2%，主要是由於智能手機製造客戶的需求減少導致手機電池銷售價格及銷量降低所致。電芯業務分部產生營業額約人民幣96,500,000元（2024年：人民幣110,300,000元），佔本集團綜合營業額約1.8%（2024年：2.1%）。電芯業務分部所貢獻的營業額較2024年減少約12.5%。

各主要產品銷售額

於回顧期間，約人民幣3,131,400,000元（2024年：人民幣3,334,300,000元）的營業額來自手機電池之銷售額，佔本集團綜合營業額約59.9%（2024年：62.4%）。平板電池及筆記本電池的銷售額分別為約人民幣891,400,000元（2024年：人民幣831,000,000元）及人民幣211,200,000元（2024年：人民幣233,700,000元），分別佔本集團綜合營業額約17.1%（2024年：15.5%）及4.0%（2024年：4.4%）。移動電源的銷售額約人民幣326,900,000元（2024年：人民幣175,900,000元），佔本集團綜合營業額約6.3%（2024年：3.3%）。新電源產品的銷售額約為人民幣225,000,000元（2024年：人民幣262,600,000元），佔本集團綜合營業額約4.3%（2024年：4.9%）。約人民幣96,500,000元（2024年：人民幣110,300,000元）的營業額來自電芯之銷售，佔本集團綜合營業額約1.8%（2024年：2.1%）。

分部業績

於回顧期間，ODM業務分部錄得分部溢利約人民幣111,400,000元（2024年：人民幣107,300,000元），較2024年增加約3.8%。ODM業務的營業額較2024年減少，乃由於全球智能手機出貨量受市場下滑影

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efficiency of the ODM business segment improved, costs and expenses were reduced year-on-year, and the gross profit margin of major products increased, contributing profits to the ODM business.

The bare battery cell business segment recorded a segment loss of approximately RMB14.8 million (2024: segment loss of approximately RMB12.6 million) during the Review Period.

Cost of Sales

The Group's cost of sales amounted to approximately RMB4,830.3 million during the Review Period (2024: RMB4,966.1 million), representing a decrease of approximately 2.7% as compared to 2024. The decrease in cost of sales in 2025 was in line with the decrease in sales revenue during the Review Period. Direct materials, direct labour and other production costs accounted for approximately 91.8% (2024: 92.2%), 5.0% (2024: 4.9%) and 3.2% (2024: 2.9%) of the cost of sales respectively.

Gross Profit and Gross Profit Margin

Gross profit for the Group was approximately RMB395.3 million (2024: RMB378.8 million), representing an increase by approximately 4.3% as compared to that in 2024. The Group recorded a gross profit margin of 7.6% (2024: 7.1%) for the Review Period. For the ODM business, the overall gross profit margin for the Review Period was approximately 7.5% (2024: 7.1%). For the bare battery cell business, the overall gross profit margin for the Review Period was approximately 0.1% (2024: 3.4%). The Group's gross profit margin improved during the Review Period, primarily due to its continuous efforts to optimize production processes, redesign, and retrofit equipment to enhance efficiency. These initiatives led to higher profit margins for ODM battery products. The resulting efficiency gains contributed positively to the overall profit margin and operating results of the ODM business during the Review Period.

Other revenue of approximately RMB26.4 million (2024: RMB43.5 million) in 2025 mainly comprised of bank interest income, government grants and revenue from sales of moulds. The decrease on other revenue was mainly due to the recognition of insurance compensation of approximately RMB17.3 million in 2024, whereas no such income was recorded in 2025.

響。然而，受益於精益管理的持續推進，ODM業務分部的運營效率得到提高，成本費用同比有所節約，主要產品銷售毛利率提升，為ODM業務帶來利潤。

於回顧期間，電芯業務分部錄得分部虧損約人民幣14,800,000元（2024年：分部虧損約人民幣12,600,000元）。

銷售成本

於回顧期間，本集團的銷售成本約人民幣4,830,300,000元（2024年：人民幣4,966,100,000元），較2024年減少約2.7%。於2025年的銷售成本減少與回顧期間的銷售收入減少一致。直接材料、直接人工及其他生產成本分別佔銷售成本約91.8%（2024年：92.2%）、5.0%（2024年：4.9%）及3.2%（2024年：2.9%）。

毛利及毛利率

本集團的毛利約人民幣395,300,000元（2024年：人民幣378,800,000元），較2024年增加約4.3%。於回顧期間，本集團錄得毛利率7.6%（2024年：7.1%）。ODM業務於回顧期間的整體毛利率約為7.5%（2024年：7.1%）。電芯業務於回顧期間的整體毛利率則約為0.1%（2024年：3.4%）。於回顧期間，本集團的毛利率有所提升，主要歸因於持續優化生產流程、重新設計及改造設備以提升效率。這些舉措帶動了ODM電池產品的利潤率上升。由此產生的效率提升，對ODM業務於回顧期間的整體毛利率及營運業績均帶來正面貢獻。

於2025年，其他收益約人民幣26,400,000元（2024年：人民幣43,500,000元），主要包括銀行利息收入、政府津貼及銷售模組收益。其他收益減少主要由於在2024年確認保險賠償約人民幣17,300,000元，而2025年則並無錄得有關收入所致。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Selling and distribution expenses of approximately RMB65.6 million (2024: RMB66.2 million) accounted for approximately 1.3% (2024: 1.2%) of the Group's consolidated turnover in 2025. The selling and distribution expenses mainly comprised of entertainment expenses, transportation expenses, commercial expenses and staff salaries and welfare. Selling and distribution expenses decreased as a result of the decrease in entertainment expenses and commercial expenses, which was in line with the decrease in sales revenue during the Review Period.

Administrative expenses of approximately RMB249.8 million (2024: RMB245.7 million) accounted for approximately 4.8% (2024: 4.6%) of the Group's consolidated turnover in 2025. Administrative expenses mainly comprised of R&D expenses, staff training expenses, staff salaries and welfare, depreciation and amortisation expenses and technical support fees. The increase in administrative expenses was mainly attributable to the increase in R&D expenses and staff salaries and welfare during the Review Period.

Other operating expenses of approximately RMB10.0 million (2024: RMB11.1 million) mainly represented the write-off of inventories and loss on disposal of property, plant and equipment. Other operating expenses decreased was mainly due to the decrease in write-off of property, plant and equipment and impairment loss on inventories as compared with 2024.

A loss on disposal of a subsidiaries amounted to approximately RMB20.4 million was recognised in 2024. The one-off loss arising from the disposal was related to the termination of the Group's joint venture investment project in India in 2024.

During the Review Period, the Group recorded a reversal of impairment recognised on trade and notes receivables, net of approximately RMB5.6 million as compared to an impairment recognised on trade and notes receivables, net in 2024 of approximately RMB11.9 million. The Group also recorded an impairment loss recognised on prepayments, deposits and other receivables, net of approximately RMB21.7 million, as compared to an impairment recognised on prepayments, deposits and other receivables, net in 2024 of approximately RMB5.9 million.

於2025年，銷售及分銷開支約人民幣65,600,000元（2024年：人民幣66,200,000元），佔本集團的綜合營業額約1.3%（2024年：1.2%）。銷售及分銷開支主要包括招待費用、運輸費、業務費及員工薪金及福利。銷售及分銷開支減少乃由於招待費用及業務費減少所致，其與回顧期間的銷售收益減少一致。

於2025年，行政開支約人民幣249,800,000元（2024年：人民幣245,700,000元），佔本集團的綜合營業額約4.8%（2024年：4.6%）。行政開支主要包括研發費用、員工培訓費用、員工薪金及福利、折舊及攤銷費用及技術支援費用。行政開支上升乃主要由於於回顧期間研發費用、員工薪金及福利增加所致。

其他經營開支約人民幣10,000,000元（2024年：人民幣11,100,000元），主要包括存貨撇銷及出售物業、廠房及設備之虧損。其他經營開支減少主要是由於物業、廠房及設備撇銷及存貨減值虧損較2024年減少所致。

於2024年，本集團確認出售附屬公司之虧損約人民幣20,400,000元。於2024年，該出售事項所產生的一次性虧損與本集團終止其印度合營投資項目有關。

於回顧期間，本集團錄得就應收貿易款項及應收票據確認之減值撥回淨額約人民幣5,600,000元，而2024年錄得就應收貿易款項及應收票據確認之減值淨額約人民幣11,900,000元。本集團亦錄得就預付款項、按金及其他應收款項確認之減值虧損淨額約人民幣21,700,000元，而2024年錄得就預付款項、按金及其他應收款項確認之減值淨額約人民幣5,900,000元。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Finance costs of approximately RMB52.0 million (2024: RMB65.9 million) mainly represent interest on bank borrowings. The decrease in finance costs was primarily attributable to the reduction in short-term bank borrowings and notes receivable received during the Review Period, which led to a corresponding decline in interest expenses as compared with 2024.

Profit/(Loss) Attributable to Owners of the Company

During the Review Period, the Group's overall sales performance in its ODM business was impacted by the slowdown in global smartphone sales. Although the Group's high-quality customer base remained stable, sales volume of mobile phone batteries declined by 4.6% compared with 2024. Nevertheless, benefiting from improved operational efficiency in the ODM business, the segment recorded a profit of approximately RMB111.4 million, representing a year-on-year increase of about 3.9%. Consequently, the Group reported a profit attributable to owners of the Company of approximately RMB21.5 million, compared with a loss of RMB12.0 million in 2024.

Treasury Management and Cash Funding

The Group's funding and treasury policy is designed to maintain a diversified and balanced debt profile and financing structure. The Group continues to monitor its cash flow position and debt profile, and to enhance the cost-efficiency of funding initiatives by its centralised treasury function. In order to maintain financial flexibility and adequate liquidity for the Group's operations, potential investments and growth plans, the Group has built a strong base of funding resources and will keep exploring cost-efficient ways of financing.

Liquidity and Financial Resources

Cash and cash equivalents held by the Group as at 31 December 2025 was approximately RMB187.8 million (2024: RMB333.0 million), principally denominated in Renminbi, representing a decrease by approximately RMB145.2 million year-on-year. The Group recorded a net cash inflow from operating activities of approximately RMB83.7 million (2024: net cash inflow from operating activities RMB256.0 million) and a net cash outflow from investing activities of approximately RMB96.8 million (2024: net cash inflow from investing activities RMB89.2 million) and a net cash outflow from financing activities of approximately RMB135.4 million (2024: net cash outflow from financing activities RMB140.6 million) for the year ended 31 December 2025.

融資成本約人民幣52,000,000元(2024年:人民幣65,900,000元)主要指銀行借款利息。融資成本減少主要是由於回顧期間短期銀行借款和應收票據減少,以致利息開支較2024年相應下滑所致。

本公司擁有人應佔溢利/(虧損)

於回顧期間,本集團ODM業務的整體銷售表現受全球市智能手機銷售下滑所影響。儘管本集團的優質客戶群保持穩定,但手機電池的銷量較2024年減少4.6%。然而,受惠於ODM業務的經營效率有所改善,分部錄得溢利約人民幣111,400,000元,按年增長約3.9%。因此,與2024年出現虧損人民幣12,000,000元相比,本集團錄得本公司擁有人應佔溢利約人民幣21,500,000元。

庫務管理及融資

本集團的融資及庫務政策旨在維持債務狀況及融資架構多元化及平衡。本集團持續監控其現金流狀況及負債組合,並由本集團的庫務政策統籌以提升融資活動的成本效益。本集團已建立雄厚的資金來源基礎並將持續尋求符合成本效益的融資途徑為本集團的營運、潛在投資及發展計劃,維持充足及靈活的流動資金狀況。

流動資金及財務資源

本集團於2025年12月31日持有的現金及現金等價項目約為人民幣187,800,000元(2024年:人民幣333,000,000元)(主要以人民幣計值),同比減少約人民幣145,200,000元。截至2025年12月31日止年度,本集團錄得來自經營活動的現金流入淨額約人民幣83,700,000元(2024年:來自經營活動的現金流入淨額人民幣256,000,000元)、來自投資活動的現金流出淨額約人民幣96,800,000元(2024年:來自投資活動的現金流入淨額人民幣89,200,000元)及來自融資活動的現金流出淨額約人民幣135,400,000元(2024年:來自融資活動的現金流出淨額人民幣140,600,000元)。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

The Group's borrowings, principally denominated in Renminbi, which were outstanding as at 31 December 2025 amounted to approximately RMB1,137.5 million (2024: RMB1,222.2 million). Bank borrowings amounting to approximately RMB219.2 million (2024: RMB319.0 million) and approximately RMB918.3 million (2024: RMB903.2 million) were carried at floating interest rate and fixed interest rate respectively. A total of approximately RMB711.9 million (2024: RMB1,003.1 million) of the interest-bearing borrowings will fall due during the 12 months after the end of the Review Period. There was no particular seasonality of the Group's borrowing requirements. Please refer to Note 29 to the consolidated financial statements for details on the maturity profile of the Group's borrowings. The Group monitored capital using a gearing ratio, which is total debt of the Group divided by total equity of the Group. The gearing ratio of the Group expressed as a percentage of interest bearing borrowings over the total equity of approximately RMB1,106.9 million (2024: RMB1,087.8 million) was approximately 102.8% (2024: 112.4%) as at 31 December 2025. Bank deposits pledged for banking facilities as at 31 December 2025 was approximately RMB633.7 million (2024: RMB597.8 million).

As at 31 December 2025, the Group's current ratio was approximately 1.3 times (2024: 1.2 times) based on current assets of approximately RMB3,600.7 million (2024: RMB3,582.3 million) and current liabilities of approximately RMB2,826.5 million (2024: RMB3,056.5 million). Trade receivable turnover days were approximately 112 days for the year ended 31 December 2025 as compared to approximately 127 days for the year ended 31 December 2024. Inventory turnover days were approximately 40 days for the year ended 31 December 2025 as compared to approximately 41 days for the year ended 31 December 2024. Trade payable turnover days were approximately 60 days for the year ended 31 December 2025 as compared to approximately 67 days for the year ended 31 December 2024.

Net Current Assets and Net Assets

The Group's net current assets as at 31 December 2025 was approximately RMB774.2 million, representing an increase by approximately 47.2% from the balance of approximately RMB525.9 million recorded as at 31 December 2024. Net assets as at 31 December 2025 was approximately RMB1,106.9 million, representing an increase by approximately 1.8% from the balance of approximately RMB1,087.8 million as at 31 December 2024.

於2025年12月31日，本集團的未償還借款（主要以人民幣計值）約人民幣1,137,500,000元（2024年：人民幣1,222,200,000元）。銀行借款約人民幣219,200,000元（2024年：人民幣319,000,000元）及約人民幣918,300,000元（2024年：人民幣903,200,000元）分別按浮動利率及固定利率計息。計息借款合計約人民幣711,900,000元（2024年：人民幣1,003,100,000元）將於回顧期間結束後的12個月內到期。本集團的借款要求並無特定季節性。有關本集團借款到期詳情，請參閱綜合財務報表附註29。本集團採用資本負債比率監控資金，計算方式為本集團總負債除以總權益。本集團資產負債比率按計息借款除以總權益約人民幣1,106,900,000元（2024年：人民幣1,087,800,000元）的百分比計算，於2025年12月31日的比率約102.8%（2024年：112.4%）。於2025年12月31日，本集團就銀行融資質押的銀行存款約為人民幣633,700,000元（2024年：人民幣597,800,000元）。

於2025年12月31日，本集團流動比率約為1.3倍（2024年：1.2倍），乃根據流動資產約人民幣3,600,700,000元（2024年：人民幣3,582,300,000元）及流動負債約人民幣2,826,500,000元（2024年：人民幣3,056,500,000元）計算。於截至2025年12月31日止年度，應收貿易款項週轉天數約為112日，而於截至2024年12月31日止年度則約為127日。於截至2025年12月31日止年度，存貨週轉天數約為40日，而於截至2024年12月31日止年度則約為41日。於截至2025年12月31日止年度，應付貿易款項週轉天數約為60日，而於截至2024年12月31日止年度則約為67日。

流動資產淨值及資產淨值

本集團於2025年12月31日的流動資產淨值約人民幣774,200,000元，較於2024年12月31日錄得的結餘約人民幣525,900,000元增加約47.2%。資產淨值於2025年12月31日約人民幣1,106,900,000元，較2024年12月31日的結餘約人民幣1,087,800,000元增加約1.8%。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Pledge of Assets

As at 31 December 2025, bank loans of approximately RMB1,137.5 million (2024: RMB1,222.2 million) were secured by the Group's assets.

Commitments

The Group's capital commitments outstanding as at 31 December 2025 amounting to approximately RMB1.8 million (2024: RMB29.3 million) was mainly attributed to acquisition of property, plant and equipment.

Contingent Liabilities

As at 31 December 2025, no provision for contingent liabilities was required.

Capital Structure

During the Review Period, there had been no change in the share capital of the Company.

Foreign Exchange Exposure

For the year 2025, the Group conducted its business transactions principally in Renminbi. The Group has not experienced any material difficulties or negative impacts on its operations as a result of fluctuations in currency exchanges rates. Although the Group has certain bank balances denominated in United States Dollars, Japanese Yen, Indian Rupee and Hong Kong Dollars, their proportion to the Group's total assets is insignificant. The Directors considered that no hedging of exchange risk is required and no financial instruments, currency borrowings or other hedging instruments were used for hedging purposes during the Review Period. Nevertheless, the management will continue to monitor the Group's foreign exchange exposure and will take prudent measures against currency exchange risks as and when it is appropriate.

Significant Investment Held and Material Acquisition and Disposal

Significant Investment Held

The Group did not hold any significant investment during the Review Period.

資產抵押

於2025年12月31日，為數約人民幣1,137,500,000元（2024年：人民幣1,222,200,000元）的銀行貸款乃以本集團的資產作抵押。

承擔

於2025年12月31日，本集團尚有資本承擔約人民幣1,800,000元（2024年：人民幣29,300,000元），主要用於購買物業、廠房及設備。

或然負債

於2025年12月31日，毋須作出或然負債撥備。

資本架構

於回顧期間，本公司的股本並無變動。

外匯風險

於2025年，本集團主要以人民幣進行其業務交易。本集團並無因匯率波動而面臨任何重大困難或對其營運產生重大負面影響。儘管本集團擁有若干以美元、日圓、印度盧比及港元為單位的銀行結餘，但佔本集團的總資產比例甚低。董事認為毋須對沖外匯風險，因此於回顧期間並無運用金融工具、外幣借款或其他對沖工具作對沖。儘管如此，管理層將繼續監察本集團外匯風險，並在適當時採取應對外匯風險的審慎措施。

重大投資持有以及重大收購及出售

持有重大投資

於回顧期間，本集團概無持有任何重大投資。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Material Acquisition and Disposal of Subsidiaries, Associates and Joint Ventures

The Group did not make any material acquisition or disposal of subsidiaries, associates or joint ventures during the Review Period.

Future Plans for Material Investments or Capital Assets

As at 31 December 2025, the Group did not have any future plan for material investments or capital assets for the coming year.

Employee, Remuneration Policies and Share Option Scheme

As at 31 December 2025, the Group had 2,415 full-time employees (2024: 2,406). The salaries of the Group's employees were determined by reference to the personal performance, professional qualification and industry experience of the relevant employee and relevant market trends. The Group ensures all levels of employees are paid according to market standard and employees are rewarded on a performance-related basis within the framework of the Group's salary, incentives and bonus scheme. The management reviews the remuneration policy of the Group on a regular basis and evaluates the working performance of the employees. The remuneration of the employees includes salaries, allowances, year-end bonus and social insurance. In accordance with the relevant prevailing laws and regulations of the PRC, the Group has participated in the social insurance plans set up by the relevant local government authorities, including pension funds, medical insurance (including maternity insurance), unemployment insurance and work-related injury insurance. The Group has also participated in the mandatory provident fund scheme for its Hong Kong employees in accordance with the Mandatory Provident Fund Scheme Ordinance (Chapter 485 of the Laws of Hong Kong). The Company also adopted a share option scheme on 17 June 2019 to reward eligible participants (including directors and employees of the Group) for their contributions to the Group.

The emolument of Directors are recommended and approved by the Remuneration Committee and the Board respectively, having regard to the Group's operating results, individual performance and comparable market statistics.

重大收購及出售附屬公司、聯營公司及合營企業

於回顧期間，本集團並無進行任何重大收購或出售附屬公司、聯營公司或合營企業。

重大投資或資本資產之未來計劃

於2025年12月31日，本集團於來年並無任何關於重大投資或資本資產的未來計劃。

僱員、薪酬政策及購股權計劃

於2025年12月31日，本集團有2,415名全職僱員（2024年：2,406名）。本集團僱員的薪酬乃經參考有關僱員的個人表現、專業資格及行內經驗及相關市場趨勢釐定。本集團確保所有職級僱員的薪酬均符合市場水平，而本集團會根據本集團的薪金、獎勵及花紅計劃並因應僱員的表現對僱員作出獎勵。管理層定期檢討本集團的薪酬政策，並評估僱員的工作表現。僱員薪酬包括薪金、津貼、年終花紅及社會保障。根據中國現行相關法律及法規，本集團已參與本地有關政府機關設立的社會保障計劃，包括退休金、醫療保險（包括生育保險）、失業保險及工傷保險。本集團亦按照強制性公積金計劃條例（香港法例第485章）為香港僱員參與強制性公積金計劃。本公司亦於2019年6月17日採納購股權計劃獎勵合資格參與者（包括本集團董事及僱員）為本集團作出的貢獻。

董事酬金由薪酬委員會及董事會考慮本集團的經營業績、個人表現及可資比較市場統計數據後分別提出建議及批准。

DIRECTORS AND SENIOR MANAGEMENT

董事和高級管理層

EXECUTIVE DIRECTORS

Ni Chen Hui, aged 39, is the Chairman of the Board, an executive Director and a member of the Corporate Governance Committee. He joined the Group in June 2019 and successively served as the assistant to the Chief Executive Officer of the Group, the Director of the Group's President Office, the executive director of Scud Electronics and Scud Battery Co., Ltd.. Mr. Ni graduated from the Yang-En University in 2009, majoring in financial management, with a bachelor's degree in management. Before joining the company in 2019, he had more than 10 years of experience in the financial industry and was familiar with national financial policies, financial instruments and products, and investment and financing businesses. As at 31 December 2025, Mr. Ni did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

Lian Xiu Qin, aged 54, is an executive Director and the Chief Executive Officer of the Group. She is primarily responsible for the management of the Group's daily operations. She joined the Group in March 1998 and she has been the Engineering Manager, Production Head, Deputy General Manager and the Division Head of the first business division of Scud (Fujian) Electronics Company Limited ("Scud Electronics") and was appointed Chief Executive Officer of the Group in September 2018. Ms. Lian has over 20 years' experience in engineering and manufacturing technologies. She was awarded the honorary title "Second-term Outstanding Highly Skilled Talent of Fuzhou" by the Human Resources and Social Security Bureau of Fuzhou in May 2013. The polymer battery metal shell structure registered by the State Intellectual Property Office of the PRC as a patent in the name of Scud Electronics was invented by Ms. Lian and two other staff of the Group. Publications by Ms. Lian on "Lithium Battery Production Technologies" and "Electronic Products Assembly Process" are used as teaching materials at the Fujian Scud Senior Technician Training School.

執行董事

倪晨暉，39歲，為董事會主席、執行董事及企業管治委員會成員。彼於2019年6月加入本集團，歷任本集團行政總裁助理、本集團總裁辦公室主任、飛毛腿電子及飛毛腿電池有限公司執行董事。倪先生於2009年畢業於仰恩大學，主修財務管理專業，並獲管理學學士學位。於2019年加入本公司前，彼於金融行業擁有逾10年經驗，熟悉國家金融政策、金融工具及產品以及投融資業務。於2025年12月31日，根據證券及期貨條例第XV部，倪先生並無於本公司股份中擁有任何權益。

連秀琴，54歲，執行董事及本集團行政總裁。彼主要負責本集團日常經營管理。彼於1998年3月加入本集團，歷任飛毛腿（福建）電子有限公司（「飛毛腿電子」）工程部經理、製造總監、副總經理及第一事業部總經理，2018年9月任本集團行政總裁。連女士擁有逾20年的工程製造技術經驗。彼於2013年5月被福州市人力資源及社會保障局授予「福州市第二屆優秀高技能人才」榮譽稱號。連女士及本集團兩名其他員工所發明的聚合物鋁塑封裝工藝方案由中國國家知識產權局以飛毛腿電子的名義登記為國家專利。由連女士出版的「鋰離子電池製造技術」及「電子產品組裝工藝基礎」被用作福建飛毛腿高級技工培訓學校的教材。

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Ms. Lian is a qualified senior technician specialising in the production of battery cells. She graduated from the Shenyang University of Technology in July 1995 specialising in Applied Electronics Technology. She also obtained an undergraduate qualification in Business English at the Fujian Normal University in June 2009 and a part-time Master's degree in Business Administration at the Seton Hall University of the United States of America in 2021. Ms. Lian has completed professional training on "Quantitative Methods in Process Improvement" (ISO 13053-1&2:2011) published by the International Organisation for Standardisation and on cost control management. As at 31 December 2025, Ms. Lian did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

NON-EXECUTIVE DIRECTORS

Feng Ming Zhu, aged 62, is a non-executive Director and a member of the Corporate Governance Committee. He joined the Group in March 2007 and successively served as the Director of Investment, the Director of Administration and the General Manager of SMT Business Unit of the Group, and was appointed as the Vice President of the Group in April 2013. Before his re-designation as a non-executive Director, he was an executive Director and the Chairman of the Board. Mr. Feng graduated from the Anhui University of Finance and Economics in the PRC with a Bachelor's degree in Engineering, and served as the Chairman of the Battery Technology Association of Fujian Province, a Specialist of Fujian JingXin Think Tank Industry Research and a member of the Steering Committee of the Master of Materials Engineering of Fujian Normal University. As at 31 December 2025, Mr. Feng did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

Loke Yu, alias Loke Hoi Lam, aged 76, was a non-executive Director and a member of the Corporate Governance Committee during the Review Period. He resigned as the non-executive Director and a member of the Corporate Governance Committee with effect from 17 March 2025. Dr. Loke was an independent non-executive Director and the Chairman of the Audit Committee, Remuneration Committee and Nomination Committee from May 2009 to September 2018 and he rejoined the Group on 1 September 2020. Dr. Loke has over 40 years of experience in accounting and auditing for private and public companies, financial consultancy and corporate management. Dr. Loke is a Fellow of the Institute of Chartered Accountants in England and Wales, the Hong Kong Chartered Governance Institute, and a life member of the Hong Kong Independent Non-Executive Directors Association and was a former member of the Hong Kong Institute of

連女士是一名合資格的高級技師，專門從事電池生產。彼於1995年7月畢業於沈陽工業大學，主修應用電子技術，彼亦於2009年6月於福建師範大學獲得商務英語學士學位及於2021年於美國西東大學獲得兼職工商管理碩士學位。連女士完成了由國際標準化組織編輯的「過程改進中的定量法」(ISO 13053-1及2:2011)以及成本管理控制方面的專業培訓。於2025年12月31日，根據證券及期貨條例第XV部，連女士並無於本公司股份中擁有任何權益。

非執行董事

馮明竹，62歲，為非執行董事及企業管治委員會成員。彼於2007年3月加入本集團，歷任本集團投資總監、行政總監、SMT事業部總經理，於2013年4月任本集團副總裁。於調任為非執行董事前，彼曾任執行董事及董事會主席。馮先生畢業於中國安徽財經大學、工學學士學位；曾擔任福建省電池技術協會理事長、福建經信智庫產業研究專家、福建師範大學材料工程專業碩士指導委員會委員。於2025年12月31日，根據證券及期貨條例第XV部，馮先生並無於本公司股份中擁有任何權益。

陸海林，76歲，於回顧期間為非執行董事及企業管治委員會成員。彼自2025年3月17日起辭任非執行董事及企業管治委員會成員。陸博士亦曾於2009年5月至2018年9月期間擔任獨立非執行董事以及審核委員會、薪酬委員會及提名委員會主席，並於2020年9月1日重新加入本集團。陸博士於私人及上市公司會計及核數、金融諮詢及公司管理領域積逾40年經驗。陸博士為英格蘭及威爾斯特許會計師公會、香港公司治理公會資深成員，香港獨立非執行董事協會終身成員，並為香港會計師公會前會員。陸博士於2001年4月取得馬來西亞工藝大學工商管理碩士學位，及於2006年3月取得南澳大學工商管理博士學位。獨立非執行董事邢家維先生為其姪婿。陸博士曾於2018年6月6日至2023年11月30日擔任中華銀科技控股有限公司

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Certified Public Accountants. Dr. Loke obtained a degree of Master of Business Administration from the Universiti Teknologi Malaysia in April 2001 and a degree of Doctor of Business Administration from the University of South Australia in March 2006. Mr. Heng Ja Wei Victor, an independent non-executive Director, is his nephew-in-law. Dr. Loke was an independent non-executive director of China Silver Technology Holdings Limited (stock code: 515) from 6 June 2018 to 30 November 2023, Tianjin Development Holdings Limited (stock code: 882) from 21 December 2012 to 21 June 2023, TradeGo FinTech Limited (stock code: 8017) from 29 August 2018 to 8 February 2023, Crazy Sports Group Limited (stock code: 82) from 17 May 2005 to 26 May 2022, Times Universal Group Holdings Limited (stock code: 2310) from 18 April 2016 to 1 September 2022, Hong Kong Resources Holdings Company Limited (stock code: 2882) (now known as 3DG Holdings (International) Limited) (“HK Resources”) from 31 May 2017 to 9 February 2024, Zhenro Properties Group Limited (stock code: 6158) from 15 January 2018 to 31 December 2024, Hang Sang (Siu Po) International Holding Company Limited (stock code: 3626) from 17 May 2016 to 15 March 2025 and Matrix Holdings Limited (stock code: 1005) from 30 September 2004 to 17 March 2025, the shares of which are listed on the Stock Exchange. On 4 December 2023, the Listing Committee of the Stock Exchange issued an announcement in which, among others, certain members and former members of the board of Hong Kong Resources were censured, details of which in respect of Dr. Loke are set out in the Company’s announcement dated 5 December 2023. As disclosed in the announcement of the Company dated 17 March 2025, in a statement published by the SFC on 14 March 2025 (the “SFC Statement”), it is stated that the SFC has commenced legal proceedings to seek disqualification and compensation orders against eight former directors of HK Resources, including Dr. Loke, who was an independent non-executive director of HK Resources at the relevant time. In seeking disqualification orders, the SFC alleges that all the directors breached their duties owed to HK Resources and failed to act with proper skill, care, and diligence in exercising their powers and carrying out their functions. Dr. Loke has noted the SFC Statement and will defend his rights vigorously.

(股份代號：515)、於2012年12月21日至2023年6月21日擔任天津發展控股有限公司(股份代號：882)、於2018年8月29日至2023年2月8日擔任捷利交易寶金融科技有限公司(股份代號：8017)、於2005年5月17日至2022年5月26日擔任瘋狂體育集團有限公司(股份代號：82)、於2016年4月18日至2022年9月1日擔任時代環球集團控股有限公司(股份代號：2310)、於2017年5月31日至2024年2月9日擔任香港資源控股有限公司(股份代號：2882)(現稱金至尊集團(國際)有限公司)(「香港資源」)、於2018年1月15日至2024年12月31日擔任正榮地產集團有限公司(股份代號：6158)、於2016年5月17日至2025年3月15日擔任Hang Sang (Siu Po) International Holding Company Limited(股份代號：3626)及於2004年9月30日至2025年3月17日擔任美力時集團有限公司(股份代號：1005)的獨立非執行董事，該等公司的股份均於聯交所上市。於2023年12月4日，聯交所上市委員會發佈公告，譴責(其中包括)香港資源董事會的若干成員及前成員，有關陸博士的詳情載於本公司日期為2023年12月5日的公告。誠如本公司日期為2025年3月17日的公告所披露，在證監會於2025年3月14日發佈的一份聲明(「證監會聲明」)中，證監會表示其已展開法律程序，尋求對香港資源的八名前董事作出取消資格令及賠償令，其中包括陸博士，彼於相關時間為香港資源的獨立非執行董事。在尋求作出取消資格令時，證監會指稱所有董事均違反彼等對香港資源負有的責任，並且在行使彼等之權力和履行彼等之職能時，沒有以適當的技能、小心審慎和勤勉盡責的態度行事。陸博士已注意到證監會聲明，並將積極維護自己的權利。

DIRECTORS AND SENIOR MANAGEMENT

董事和高級管理層

INDEPENDENT NON-EXECUTIVE DIRECTORS

Heng Ja Wei Victor, aged 48, is an independent non-executive Director, the Chairman of the Audit Committee and Remuneration Committee and a member of the Nomination Committee and Corporate Governance Committee. He joined the Group on 1 September 2016. Mr. Heng is a partner of Morison Heng, Certified Public Accountants. Mr. Heng holds a Bachelor of Engineering degree in Electronic Engineering from the University of Warwick in the United Kingdom and a Master of Science degree in Computer Science from the Imperial College of Science, Technology and Medicine of the University of London. He is a member of the Hong Kong Institute of Certified Public Accountants and a fellow member of the Association of Chartered Certified Accountants. He holds a Certified Public Accountant (Practising) certificate issued by the Accounting and Financial Reporting Council. Mr. Heng has served as an independent non-executive director, Lee & Man Chemical Company Limited (stock code: 746) since June 2010, Matrix Holdings Limited (stock code: 1005) since December 2012 and TradeGo Fintech Limited (stock code: 8017) since February 2023 and as the company secretary of China Life Insurance Company Limited (stock code: 2628) since April 2013, the shares of which are listed on the Stock Exchange. Mr. Heng has served as an independent non-executive director of Bacui Technologies International Ltd (SGX stock code: YYB) since June 2023, the shares of which is listed on the Singapore Stock Exchange. Mr. Heng was also an independent non-executive director of Best Food Holding Company Limited (stock code: 1488) from May 2011 to December 2024. Mr. Heng is a nephew-in-law of Dr. Loke Yu, a non-executive Director. As at 31 December 2025, Mr. Heng did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

Lam Yau Yiu, alias Lam Yau Yiu Laurence, aged 62, is an independent non-executive Director, the Chairman of the Corporate Governance Committee and a member of the Audit Committee, Remuneration Committee and Nomination Committee. He joined the Group on 27 September 2018. Mr. Lam is a fellow member of the Hong Kong Institute of Certified Public Accountants and a fellow member of the Association of Chartered Certified Accountants. He has over 30 years of experience in auditing, accounting and corporate management. Mr. Lam has served as an independent non-executive director of China New City Group Limited (formerly known as China New City Commercial Development Limited) (stock code: 1321) since February 2023, the shares of which is listed on the Stock Exchange. He was a non-executive director of Bank of Asia (BVI) Limited from June 2021 to November 2024.

獨立非執行董事

邢家維，48歲，為獨立非執行董事、審核委員會及薪酬委員會主席以及提名委員會及企業管治委員會成員。彼於2016年9月1日加入本集團。邢先生為執業會計師華利信會計師事務所的合夥人。邢先生持有英國華威大學電子工程學士學位，以及英國倫敦大學帝國理工及醫科學院電腦科技碩士學位。彼是香港會計師公會會員及英國特許公認會計師公會資深會員。彼持有會計及財務匯報局頒發的註冊會計師（執業）證書。邢先生自2010年6月起擔任理文化工有限公司（股份代號：746）、自2012年12月起擔任美力時集團有限公司（股份代號：1005）及自2023年2月起擔任捷利交易寶金融科技有限公司（股份代號：8017）之獨立非執行董事並自2013年4月起擔任中國人壽保險股份有限公司（股份代號：2628）之公司秘書，該等公司之股份於聯交所上市。邢先生自2023年6月起擔任拔萃科技國際股份有限公司（新交所股份代號：YYB）之獨立非執行董事，該公司之股份於新加坡證券交易所上市。邢先生自2011年5月至2024年12月亦曾擔任百福控股有限公司（股份代號：1488）之獨立非執行董事。邢先生為非執行董事陸海林博士之姪婿。於2025年12月31日，根據證券及期貨條例第XV部，邢先生並無於本公司股份中擁有任何權益。

林友耀，62歲，為獨立非執行董事、企業管治委員會主席以及審核委員會、薪酬委員會及提名委員會成員。彼於2018年9月27日加入本集團。林先生為香港會計師公會資深會員及英國特許公認會計師公會資深會員。彼於審計、會計及企業管理方面擁有超過30年經驗。林先生自2023年2月起擔任中國新城市集團有限公司（前稱中國新城市商業發展有限公司）（股份代號：1321）之獨立非執行董事，該公司之股份於聯交所上市。彼自2021年6月至2024年11月擔任亞洲銀行(BVI)有限公司之非執行董事。

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董事和高級管理層

Mr. Lam holds a Master's degree in Business Administration and a Master of Science in Information Systems Management from the Hong Kong University of Science and Technology and a Bachelor of Accounting from the City University of Hong Kong. He was the consultant to Chase Solar Limited from January 2018 to December 2018 and he was the chief financial officer and company secretary of Million Cities Development Limited from January 2017 to July 2017. Mr. Lam was also the company secretary of Crazy Sports Group Limited (stock code: 82) from February 2019 to December 2022 and he was the financial controller and the company secretary of Zhong An Real Estate Limited (now known as Zhong An Group Limited, stock code: 672) from October 2008 to December 2016, the shares of which are listed on the Stock Exchange. As at 31 December 2025, Mr. Lam did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

Cheung Wai Kwok Gary, aged 72, is an independent non-executive Director, the Chairman of the Nomination Committee and a member of the Audit Committee, Remuneration Committee and Corporate Governance Committee. Mr. Cheung joined the Group on 19 May 2020. Mr. Cheung holds a Bachelor's degree of Arts in Business Administration and a Bachelor's degree of Arts (Honours) in Economics from York University in Canada and he has over 40 years of experience in the financial services industry. Mr. Cheung is the associate director of Luk Fook Securities (HK) Limited since July 2025. Mr. Cheung was an executive director of Sun Hung Kai & Co. Limited, the chief executive of the Hong Kong Securities Institute, the chief executive officer of Tung Shing Securities (Brokers) Limited (currently known as Sinopac Securities (Asia) Limited), the chief executive officer of Investport (H.K.) Limited, the responsible officer of YF Securities Company Limited, YF Futures Company Limited and YF Asset Management Limited, the chief executive officer of Blackwell Global Investments (HK) Limited and the chief executive officer and director of OnePlatform Securities Limited. Mr. Cheung also served as a committee member of the banking and finance training board of the Vocational Training Council of Hong Kong from April 2017 to March 2019. Mr. Cheung was elected as the chairman of the board of directors of the Hong Kong Securities Association Limited in November 2017 and became its permanent honorary president in September 2019, prior to which he was the vice chairman of its board of directors from 2011 to 2015. Mr. Cheung was a member of the Steering Committee of the Asian Financial Forum 2018 and has been the chief supervisor of East Asia Qianhai Securities Limited since October 2017 to December 2025, a director of the board of the Financial Dispute Resolution Centre since March 2018 to February

林先生持有香港科技大學之工商管理學碩士學位及信息系統管理學碩士學位及香港城市大學之會計學士學位。彼自2018年1月至2018年12月曾擔任 Chase Solar Limited之顧問，且彼自2017年1月至2017年7月擔任萬城發展有限公司之首席財務官及公司秘書。林先生亦曾於2019年2月至2022年12月期間擔任瘋狂體育集團有限公司（股份代號：82）的公司秘書及於2008年10月至2016年12月期間擔任眾安房產有限公司（現稱眾安集團有限公司，股份代號：672）之財務總監及公司秘書，該等公司之股份均於聯交所上市。於2025年12月31日，根據證券及期貨條例第XV部，林先生並無於本公司股份中擁有任何權益。

張為國，72歲，為獨立非執行董事、提名委員會主席以及審核委員會、薪酬委員會及企業管治委員會成員。張先生於2020年5月19日加入本集團。張先生持有加拿大約克大學的商業管理文學士學位及經濟學（榮譽）文學士學位，在金融服務行業擁有逾40年經驗。自2025年7月起，張先生出任六福證券（香港）有限公司的副董事。張先生曾為新鴻基有限公司的執行董事、香港證券專業學會的主要行政人員、東盛證券（經紀）有限公司（現稱為永豐金證券（亞洲）有限公司）的公司總裁、投資港有限公司的公司總裁、怡發證券有限公司、怡發期貨有限公司及怡發資產管理有限公司的負責人員、博威環球投資（香港）有限公司的行政總裁及環一證券有限公司的行政總裁及董事。於2017年4月至2019年3月，張先生亦擔任香港職業訓練局銀行及金融業訓練委員會委員。張先生於2017年11月獲選為香港證券業協會董事會主席，並於2019年9月獲選為永久名譽會長，在此之前，張先生於2011年至2015年期間擔任其董事會副主席。張先生曾為2018年亞洲金融論壇策劃委員會委員，自2017年10月至2025年12月擔任東亞前海證券有限責任公司的監事會主席，於2018年3月至2024年2月擔任金融糾紛調解中心董事，自2018年4月至2024年3月擔任香港打擊洗錢及恐怖分子資金籌集覆核審裁處小組成員，自2020年4月至2024年3月擔任證券及期貨事務監察委員會的學術評審諮詢委員會委員以及自2014年9月起成為香港證券及投資學會的資深會員。張先生於2020年1月29日至2023年9月1日期間擔任生興控股（國際）有限公司（股份代號：1472）的獨立非執行董事及於2009年6月至2011年6月期間擔

DIRECTORS AND SENIOR MANAGEMENT

董事和高級管理層

2024, a panel member of the AntiMoney Laundering and Counter-Terrorist Financing Review Tribunal of Hong Kong since April 2018 to March 2024, a member of the Academic and Accreditation Advisory Committee of the Securities and Futures Commission since April 2020 to March 2024 and a senior fellow of the Hong Kong Securities and Investment Institute since September 2014. Mr. Cheung was an independent non-executive director of Sang Hing Holdings (International) Limited (stock code: 1472) from 29 January 2020 to 1 September 2023 and was the executive director and the managing director of South China Financial Holdings Limited (stock code: 619) from June 2009 to June 2011, the securities of which are listed on the Stock Exchange. As at 31 December 2025, Mr. Cheung did not have any interests in the shares of the Company within the meaning of Part XV of the SFO.

SENIOR MANAGEMENT

Mr. Yeung Mun Tai (FCCA, CPA), aged 49, is the Company Secretary and Chief Financial Officer of the Group. With over twenty years of experience in finance and corporate governance, he is responsible for overseeing the Group's financial management, capital operations, and corporate governance matters. Mr. Yeung is a member of the Association of Chartered Certified Accountants and the Hong Kong Institute of Certified Public Accountants, and he holds a Bachelor's degree in Business Administration and Accounting.

After graduating from the Hong Kong University of Science and Technology, Mr. Yeung joined Deloitte Touche Tohmatsu, specializing in audits of listed companies. He has accumulated extensive experience working with leading enterprises in both Mainland China and Hong Kong, thereby strengthening his expertise in accounting and IPO operations. Mr. Yeung joined the Group in 2005 and, in the following year, successfully led the Company's listing on the Main Board of the Hong Kong Stock Exchange, he has continued to lead the Group's financial strategies, providing professional guidance in mergers and acquisitions, corporate governance, and internal control systems, while also driving the implementation of ESG frameworks and enhancing risk management practices.

任南華金融控股有限公司（股份代號：619）的執行董事兼董事總經理，該等公司的證券均於聯交所上市。於2025年12月31日，根據證券及期貨條例第XV部，張先生並無於本公司股份中擁有任何權益。

高級管理層

楊滿泰先生(FCCA、CPA)，49歲，為本公司之公司秘書兼集團首席財務官，擁有逾二十年的財務及企業管治經驗，負責監督集團之財務管理、資本運作及公司治理事宜。楊先生為英國特許公認會計師公會會員及香港會計師公會會員，並持有工商管理及會計學士學位。

楊先生畢業於香港科技大學後，加入德勤•關黃陳方會計師事務所，專責上市公司審計，並累積了在中港兩地領先企業工作的豐富經驗，鞏固其在會計及IPO運作方面的專業知識。2005年楊先生加入本集團，翌年成功帶領公司在香港聯合交易所主板，並持續領導集團的財務策略，在併購、企業管治及內部監控方面提供專業指導，同時積極推動ESG框架的落實及完善風險管理制度。

DIRECTORS' REPORT

董事會報告

The board (the "Board") of directors (the "Directors") of Veson Holdings Limited (the "Company" and, together with its subsidiaries, the "Group") presents its annual report and audited consolidated financial statements for the financial year from 1 January 2025 to 31 December 2025 ("Review Period").

The discussions in the "Chairman's Statement", "Management Discussion and Analysis" and "Corporate Governance Report" sections of this annual report form part of the discussions of this directors' report.

A discussion on the Group's environmental policies and performance and community investment can be found in the "Environmental, Social and Governance Report" of the Company.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The principal activities of its major subsidiaries are set out in Note 1 and Note 36 to the consolidated financial statements.

RESULTS AND APPROPRIATIONS

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on page 96.

The Board has decided not to recommend any final dividend for the year ended 31 December 2025 to preserve cash for the working capital requirement of the business of the Group.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements during the Review period in the property, plant and equipment of the Group are set out in Note 16 to the consolidated financial statements.

SHARE CAPITAL

Details of the movements during the Review period in the share capital are set out in Note 32 to the consolidated financial statements.

DISTRIBUTABLE RESERVES OF THE COMPANY

The Company's reserves available for distribution to shareholders as at 31 December 2025 comprised retained earnings, other reserves and share premium of approximately RMB990.5 million (2024: RMB965.6 million).

銳信控股有限公司（「本公司」，連同其附屬公司為「本集團」）董事（「董事」）會（「董事會」）謹提呈由2025年1月1日至2025年12月31日止財政年度（「回顧期間」）之年度報告及經審核綜合財務報表。

本年報「主席報告書」、「管理層討論及分析」及「企業管治報告」章節的討論構成此董事會報告討論的一部分。

有關本集團環境政策及表現以及社區投資的討論可參閱本公司「環境、社會及管治報告」。

主要業務

本公司為一間投資控股公司。其主要附屬公司的主要業務載於綜合財務報表附註1及附註36。

業績及分配

本集團截至2025年12月31日止年度之業績載於第96頁之綜合損益及其他全面收益表。

董事會已決定不建議派付截至2025年12月31日止年度任何末期股息，以預留現金作本集團業務所需之營運資金。

物業、廠房及設備

本集團於回顧期間之物業、廠房及設備的變動詳情載於綜合財務報表附註16。

股本

本集團於回顧期間之股本變動詳情載於綜合財務報表附註32。

本公司可派發儲備

本公司於2025年12月31日之可派發予股東之儲備包括保留盈利、其他儲備及股份溢價約為人民幣990,500,000元（2024年：人民幣965,600,000元）。

DIRECTORS AND SERVICE CONTRACTS

Save for Dr. Loke Yu who had resigned with effect on 17 March 2025, the Directors during the Review Period and up to the date of this report were:

EXECUTIVE DIRECTORS:

Ni Chen Hui (Chairman)
Lian Xiu Qin (Chief Executive Officer)

NON-EXECUTIVE DIRECTORS:

Feng Ming Zhu (re-designated from an executive Director with effect from 27 May 2025)
Loke Yu (resigned with effect on 17 March 2025)

INDEPENDENT NON-EXECUTIVE DIRECTORS:

Heng Ja Wei Victor
Lam Yau Yiu
Cheung Wai Kwok Gary

According to Article 84(1) of the articles of association of the Company, at each annual general meeting one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years. Ms. Lian Xiu Qin, Mr. Ni Chen Hui and Mr. Heng Ja Wei Victor will retire at the forthcoming annual general meeting of the Company in accordance with Article 84(1) of the articles of association of the Company. Ms. Lian Xiu Qin, Mr. Ni Chen Hui and Mr. Heng Ja Wei Victor all being eligible, will offer themselves for re-election at the forthcoming annual general meeting of the Company. There are no service contracts or appointment letters of any of the Directors who are proposed for re-election at the forthcoming annual general meeting which are not determinable by the Group within one year without payment of compensation (other than statutory compensation).

Update on Directors' Information under Rule 13.51(B) of the Listing Rules are set out below:

董事及服務合約

除陸海林博士已自2025年3月17日起辭任外，於回顧期間及直至本報告日期之董事為：

執行董事：

倪晨暉（主席）
連秀琴（行政總裁）

非執行董事：

馮明竹（自2025年5月27日起從執行董事調任）
陸海林（自2025年3月17日起辭任）

獨立非執行董事：

邢家維
林友耀
張為國

根據本公司之組織章程細則第84(1)條，於每年股東週年大會上，將有當時三分之一董事（若董事數目並非三的倍數，將以最接近但不少於三分之一的董事數目為準）輪席告退，惟每名董事須至少每三年於股東週年大會上退任一次。根據本公司之組織章程細則第84(1)條，連秀琴女士、倪晨暉先生及邢家維先生將於本公司應屆股東週年大會上退任。連秀琴女士、倪晨暉先生及邢家維先生均合資格於本公司應屆股東週年大會上膺選連任。於應屆股東週年大會獲提名連任之董事概無訂立本集團不可在一年內不作賠償（法定賠償除外）而予以終止之服務合約或委任函。

根據上市規則第13.51(B)條更新董事資料如下：

DIRECTORS' REPORT

董事會報告

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES

As at 31 December 2025, none of the Directors or chief executives of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) ("SFO") as recorded in the register required to be kept under section 352 of the SFO or as notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers.

SHARE OPTIONS

The Company's share option scheme (the "Scheme") was adopted pursuant to a shareholders' resolution passed on 17 June 2019 for the purpose of rewarding eligible participants who have contributed or will contribute to the Group and encouraging eligible participants to work towards enhancing the value of the Company and its shares for the benefit of Company and its shareholders as a whole. Eligible participants include directors and employees of the Group and any advisors, consultants, distributors, contractors, suppliers, agents, customers, business partners, joint venture business partners, promoters or service providers of any member of the Group who the board of directors of the Company considers to have contributed or will contribute to the Group. Under the Scheme, the board of directors of the Company may grant options to eligible employees, including directors of the Company and its subsidiaries, to subscribe for shares in the Company. The Scheme was adopted for a period of 10 years expiring on 16 June 2029 and the Company by ordinary resolution in general meeting or the board of directors of the Company may at any time terminate the Scheme without prejudice to the options granted during the life of the Scheme and which remain unexpired immediately prior to such termination.

董事及最高行政人員之股份權益及淡倉

於2025年12月31日，概無本公司董事或最高行政人員於本公司或其任何相聯法團（定義見香港法例第571章證券及期貨條例（「證券及期貨條例」）第XV部）之任何股份、相關股份或債券中擁有根據證券及期貨條例第352條規定存置之登記冊所記錄或根據上市發行人董事進行證券交易之標準守則而須知會本公司及聯交所之任何權益或淡倉。

購股權

本公司之購股權計劃（「該計劃」）為根據2019年6月17日通過之股東決議案採納，目的是獎勵曾經或將會對本集團有貢獻之合資格參加者並鼓勵合資格參加者為提升本公司、本公司股份及其股東整體的價值而努力。合資格參加者包括本公司董事會認為對本集團有貢獻或將對本集團有貢獻的本集團董事和員工及任何本集團成員的任何顧問、諮詢人、分銷商、承包商、供應商、代理人、顧客、業務夥伴、聯營業務夥伴、發起人或服務供應商。根據該計劃，本公司董事會可向合資格僱員（包括本公司及其附屬公司董事）授出可認購本公司股份之購股權。該計劃採納年期為十年，將於2029年6月16日到期，在無損該計劃年期內所授出購股權及於緊接終止前尚未屆滿購股權之權益下，本公司可藉股東大會上之普通決議案或本公司董事會可於任何時間終止該計劃。

The number of shares in respect of which options had been granted and remained outstanding under the Scheme was Nil as at 1 January 2025 and 31 December 2025. No options have been granted under the Scheme since the adoption of the Scheme and during the Review Period. The total number of shares in respect of which options may be granted under the Scheme without prior approval from the Company's shareholders shall not exceed 109,000,124 shares, representing approximately 10% of the total number of shares of the Company in issue as at the date of this annual report. The number of options available for grant under the Scheme as at 1 January 2025 and 31 December 2025 is 109,000,124. The number of shares issued and to be issued in respect of which options granted and may be granted to any individual in any 12-month period without prior approval from the Company's shareholders shall not exceed 1% of the shares of the Company in issue for the time being. The number of shares issued and to be issued in respect of which options granted and may be granted to a substantial shareholder or an independent non-executive Director or any of their respective associates representing in aggregate over 0.1% the Company's share capital on the date of such grant or with an aggregate value in excess of HK\$5,000,000 must be approved in advance by resolution of the Company's shareholders (voting by way of poll). Subject to the terms of the Scheme, an offer of grant of an option will remain open for acceptance by the eligible participant for 28 days from the date of the offer. Upon the acceptance of the offer, a consideration of HK\$1 for the grant of the option is payable and the relevant option may be exercised in accordance with the terms of the Scheme at any time during the exercise period to be determined by the Board, which shall not exceed 10 years. The Board may with respect to each grant of options, determine the minimum period, if any, for which an option must be held before it can be exercised. The exercise price of the options shall be determined by the Board in its absolute discretion but will in any event not be less than the higher of:-

- (1) the closing price of the Company's shares as stated in the daily quotations sheets issued by the Stock Exchange on the date of an offer of an option by the Company (which must be a business day);
- (2) the average closing price of the Company's shares as stated in the daily quotations sheets issued by the Stock Exchange for the 5 business days immediately preceding the date of the offer of an option; and
- (3) the nominal value of the Company's shares.

於2025年1月1日及2025年12月31日，該計劃項下已授出但尚未行使之購股權所涉及之股份數目為零。自採納該計劃起及於回顧期間並無於該計劃項下授出購股權。未經本公司股東事先批准，根據該計劃可能授出之購股權所涉及之股份總數，不得超過109,000,124股股份，佔本公司於本年報日期已發行股份總數約10%。於2025年1月1日及2025年12月31日，該計劃項下可供授出的購股權數目為109,000,124份。未經本公司股東事先批准，於任何12個月期間已經及可能向任何個別人士授出之購股權所涉及之已發行及將予發行股份數目，不得超過本公司當時已發行股份之1%。已經及可能向主要股東或獨立非執行董事或任何彼等之聯繫人士授出之購股權所涉及之已發行及將予發行股份數目如合共超過本公司於授出日期之股本之0.1%或所涉金額合共超過5,000,000港元，必須獲本公司股東（以投票表決方式）預先批准。在計劃條款之規限下，授出購股權之要約於要約日期起計28日可供相關合資格參與者接納。接納要約之際，承授人須支付1港元作為獲授購股權之代價並可於董事會所釐定之行使期內隨時按該計劃之條款行使相關購股權，有關行使期不得超過10年。董事會就每次授出購股權可釐定於購股權可予行使前必須持有購股權之最短期限（如有）。購股權之行使價由董事會全權酌情釐定，惟無論如何將不會低於下列各項中之最高者：—

- (1) 本公司股份於本公司提呈授出購股權當日（必須為營業日）在聯交所發出之每日報價表所列之收市價；
- (2) 本公司股份於提呈授出購股權當日前緊接五個營業日在聯交所發出之每日報價表所列之平均收市價；及
- (3) 本公司股份之面值。

DIRECTORS' REPORT

董事會報告

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed in the section headed "Share Options", at no time during the Review Period or at the end of the Review Period was the Company, or any of its holding companies, subsidiaries or fellow subsidiaries, a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

SUBSTANTIAL SHAREHOLDERS

As at 31 December 2025, the following persons (other than the Directors or the chief executive of the Company) had interests or short positions in the shares and underlying shares of the Company as recorded in the register required to be kept under section 336 of the SFO:

Long positions (ordinary shares of HK\$0.10 each in the issued share capital of the Company)

Name of shareholder 股東姓名	Capacity and nature of interest 身份及權益性質
Swift Joy Holdings Limited (Note 2) 迅悦控股有限公司 (附註2)	Beneficial owner 實益擁有人
Right Grand Holdings Limited (Note 2) 正宏控股有限公司 (附註2)	Beneficial owner 實益擁有人
Fang Jin (Note 3) 方金 (附註3)	Interest in controlled corporations 受控法團權益

董事收購股份或債券之權利

除「購股權」一節所披露外，本公司或其任何控股公司、附屬公司或同系附屬公司於回顧期間或回顧期間末概無訂立任何安排，致使董事可透過收購本公司或任何其他法團之股份或債券以獲取利益。

主要股東

於2025年12月31日，以下人士（並非本公司董事或最高行政人員）於本公司之股份或相關股份中擁有根據證券及期貨條例第336條規定存置之登記冊所記錄之權益或淡倉：

好倉（本公司已發行股本中每股面值0.10港元之普通股）

Number of issued ordinary shares/ underlying shares held 所持已發行普通股/ 相關股份數目	Percentage of the issued share capital of the Company as at 31 December 2025 (Note 1) 於2025年12月31日佔本 公司已發行股本百分比 (附註1)

423,770,000 38.88%

128,568,000 11.79%

552,338,000 50.67%

Note 1: We have applied the number of shares of the Company in issue as at 31 December 2025, i.e. 1,090,001,246 shares, when calculating this percentage.

Note 2: Each of Swift Joy Holdings Limited and Right Grand Holdings Limited was a private company directly wholly-owned by Mr. Fang Jin.

Note 3: Among 552,338,000 shares, 423,770,000 shares were owned by Swift Joy Holdings Limited and 128,568,000 shares were owned by Right Grand Holdings Limited (see also Note 2 above).

附註1：本公司於計算該百分比時，採用本公司於2025年12月31日之已發行股份數目（即1,090,001,246股股份）計算。

附註2：迅悅控股有限公司及正宏控股有限公司均為方金先生直接全資擁有的私營公司。

附註3：於552,338,000股股份中，423,770,000股股份由迅悅控股有限公司擁有及128,568,000股股份由正宏控股有限公司擁有（亦見上文附註2）。

Save as disclosed above, as at 31 December 2025, the Company had not been notified by any persons (other than the Directors or the chief executive of the Company) who had interests or short positions in the shares or underlying shares of the Company as recorded in the register required to be kept under section 336 of the SFO.

除以上披露者外，於2025年12月31日，本公司並無獲悉任何人士（並非本公司董事或最高行政人員）於本公司股份或相關股份中擁有須根據證券及期貨條例第336條規定存置之登記冊所記錄之權益或淡倉。

CORPORATE GOVERNANCE

Report on the corporate governance practice adopted by the Company is set out on pages 61 to 88 of this annual report.

企業管治

有關本公司所採納之企業管治常規之報告書載於本年報第61頁至第88頁。

REMUNERATION OF THE DIRECTORS AND THE FIVE HIGHEST PAID EMPLOYEES

For the year ended 31 December 2025, the total remuneration of the Directors and the five highest paid employees are set out in Note 11 to the consolidated financial statements.

董事及五位最高薪酬僱員之酬金

於截至2025年12月31日止年度，董事及五位最高薪酬僱員之酬金總額載於綜合財務報表附註11。

AUDIT COMMITTEE, NOMINATION COMMITTEE, REMUNERATION COMMITTEE AND CORPORATE GOVERNANCE COMMITTEE

The Company has established an audit committee ("Audit Committee"), a nomination committee ("Nomination Committee"), a remuneration committee ("Remuneration Committee") and a corporate governance committee ("Corporate Governance Committee").

審核委員會、提名委員會、薪酬委員會及企業管治委員會

本公司已設立審核委員會（「審核委員會」）、提名委員會（「提名委員會」）、薪酬委員會（「薪酬委員會」）及企業管治委員會（「企業管治委員會」）。

DIRECTORS' REPORT

董事會報告

AUDIT COMMITTEE

The purpose of the Audit Committee is to assist the Board in considering how the Board should apply financial reporting principles and for maintaining an appropriate relationship with the Company's independent auditor. As at 31 December 2025, the Audit Committee consisted of three members who were Mr. Heng Ja Wei Victor (Chairman), Mr. Lam Yau Yiu and Mr. Cheung Wai Kwok Gary.

NOMINATION COMMITTEE

The purpose of the Nomination Committee is to identify, screen and recommend to the Board appropriate candidates to serve as Directors, to oversee the process for evaluating the performance of the Board and to develop, recommend to the Board and monitor nomination guidelines for the Company. As at 31 December 2025, the Nomination Committee consisted of three members who were Mr. Cheung Wai Kwok Gary (Chairman), Mr. Lam Yau Yiu and Mr. Heng Ja Wei Victor.

REMUNERATION COMMITTEE

The purpose of the Remuneration Committee is to assist the Board in determining the policy and structure for the remuneration of executive Directors, evaluating the performance of executive Directors, reviewing incentive schemes and Directors' service contracts and fixing the remuneration packages for all Directors and senior management. As at 31 December 2025, the Remuneration Committee consisted of three members who were Mr. Heng Ja Wei Victor (Chairman), Mr. Lam Yau Yiu and Mr. Cheung Wai Kwok Gary.

CORPORATE GOVERNANCE COMMITTEE

The purpose of the Corporate Governance Committee is to assist the Board in considering how the Board should apply risk management and internal control principles, performing the corporate governance duties and ensuring the Company's compliance with the Corporate Governance code as set out in Appendix C1 to the Rules Governing the Listing of securities on the Stock Exchange of Hong Kong Limited ("Listing Rules"). As at 31 December 2025, the Corporate Governance Committee comprised three independent non-executive Directors namely Mr. Lam Yau Yiu (Chairman), Mr. Cheung Wai Kwok Gary and Mr. Heng Ja Wei Victor, one non-executive Director namely Mr. Feng Ming Zhu and one executive Director namely Mr. Ni Chen Hui. Dr. Loke Yu had resigned as a member of the Corporate Governance Committee with effect on 17 March 2025.

審核委員會

設立審核委員會之目的為協助董事會審議董事會應如何採用財務報告原則以及與本公司獨立核數師維持恰當關係。於2025年12月31日，審核委員會由三名成員（分別為邢家維先生（主席）、林友耀先生及張為國先生）組成。

提名委員會

設立提名委員會之目的為物色及甄選擔任董事的合適人選並就此向董事會提供建議，以監督評估董事會表現之過程，以及向董事會提供建議，並監控本公司之提名指引。於2025年12月31日，提名委員會由三名成員（分別為張為國先生（主席）、林友耀先生及邢家維先生）組成。

薪酬委員會

薪酬委員會之目的為協助董事會釐定執行董事之薪酬政策及結構，評估執行董事之表現，檢討獎勵計劃及董事服務合約以及釐定全體董事及高級管理人員之薪酬待遇。於2025年12月31日，薪酬委員會由三名成員（分別為邢家維先生（主席）、林友耀先生及張為國先生）組成。

企業管治委員會

企業管治委員會之目的為協助董事會審議董事會應如何採用風險管理及內部控制原則、履行企業管治職責以及確保本公司遵守香港聯合交易所有限公司證券上市規則（「上市規則」）附錄C1所載企業管治守則。於2025年12月31日，企業管治委員會包括三名獨立非執行董事（即林友耀先生（主席）、張為國先生及邢家維先生）、一名非執行董事（即馮明竹先生）及一名執行董事（即倪晨暉先生）。陸海林博士已自2025年3月17日起辭任企業管治委員會成員。

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the articles of association of the Company or the laws of the Cayman Islands, which would oblige the Company to offer new shares on a pro-rata basis to its existing shareholders.

MAJOR CUSTOMERS AND SUPPLIERS

Sales to the top five customers and the largest customer of the Group represented approximately 77.6% and approximately 23.5% of the Group's total sales revenue of the Review Period, respectively. Purchase from the top five suppliers and the largest supplier of the Group represented approximately 58.9% and approximately 30.0% of the Group's total purchases of the Review Period, respectively.

At no time during the Review Period did a Director, a close associate of a Director or a shareholder of the Company (which, to the knowledge of the Directors, owns more than 5% of the number of issued shares (excluding treasury shares, if any) of the Company) has any interest in the top five customers or suppliers of the Group.

PERMITTED INDEMNITY PROVISION

Pursuant to article 164 of the articles of association of the Company, every Director shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which he/she shall or may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of his/her duties in his/her offices or trusts provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to the relevant Director. Such permitted indemnity provision was in force during the Review Period and remained in force as at the date of this report.

CONNECTED TRANSACTIONS

During the Review Period, the Group had the following connected transactions, certain details of which are set out below in compliance with the requirements of Chapter 14A of the Listing Rules.

The Company has complied with the disclosure requirements in relation to such transactions in accordance with Chapter 14A of the Listing Rules.

優先購買權

本公司組織章程細則或開曼群島法律並無有關優先購買權的條文，致使本公司須向其現有股東按比例提呈發售新股份。

主要客戶及供應商

於回顧期間本集團之總銷售額中，銷售予本集團五大客戶及最大客戶分別佔約77.6%及約23.5%。於回顧期間本集團之總採購額中，採購自本集團五大供應商及最大供應商分別佔約58.9%及約30.0%。

回顧期間，概無董事及其緊密聯繫人士或就董事所知擁有本公司已發行股份數目（不包括庫存股份（如有））之5%或以上之本公司股東於本集團五大客戶或供應商中擁有任何權益。

獲准許彌償條文

根據本公司組織章程細則第164條，每名董事就彼等基於其職位履行其職務或委託所進行、同意或遺漏任何行動而產生或蒙受或可能產生或蒙受的所有訴訟、費用、收費、損失、損害及開支，均可自本公司的資產及溢利獲得彌償，確保免就此受損，惟本彌償保證不延伸至任何與相關董事欺詐或不忠誠有關之事宜。該等獲准許的彌償條文已於回顧期間生效且截至本報告日期仍有效。

關連交易

於回顧期間，本集團曾進行下列關連交易，其若干詳情已按照上市規則第14A章的規定載於下文。

本公司已根據上市規則第14A章遵守該等交易的披露規定。

DIRECTORS' REPORT

董事會報告

As at 31 December 2025, the name of, and the relationship with, the parties connected with the Company are as follows:

於2025年12月31日，與本公司有關連的人士的名稱及相應關係如下：

Name 名稱	Relationship 關係
Fang Jin ("Mr. Fang") 方金 (「方先生」)	A controlling shareholder of the Company 本公司控股股東
Fang Yubin ("Mr. Fang Yubin") 方玉濱 (「方玉濱先生」)	The son of Mr. Fang, who directly owns approximately 78.0381% (2024: 68.63%) of Scud Power Technology and indirectly owns approximately 78.0381% (2024: 68.63%) of Vietnam Scud Power Technology 方先生之兒子，直接擁有飛毛腿動力科技約78.0381% (2024年：68.63%) 及間接擁有越南飛毛腿動力科技約78.0381% (2024年：68.63%)
Scud Battery 飛毛腿電池	Scud Battery Co., Ltd., an indirectly wholly-owned subsidiary of the Company 飛毛腿電池有限公司，本公司之間接全資附屬公司
Scud Electronics 飛毛腿電子	Scud (Fujian) Electronics Co., Ltd., an indirectly wholly-owned subsidiary of the Company 飛毛腿 (福建) 電子有限公司，本公司之間接全資附屬公司
Scud Energy Technology 飛毛腿能源科技	Scud Energy Technology Co., Ltd., a limited liability company established in the PRC, which is owned as to approximately 99.9% (2024: 99.9%) by Mr. Fang 飛毛腿能源科技有限公司，於中國成立的有限公司，由方先生擁有約99.9% (2024年：99.9%)
Scud Power Technology 飛毛腿動力科技	Fujian Scud Power Technology Co., Ltd., a limited liability company established in the PRC, which is owned as to approximately 78.0381% (2024: 68.63%) by Mr. Fang Yubin and approximately 15.0722% (2024: 24.48%) by Scud Energy Technology 福建飛毛腿動力科技有限公司，於中國成立的有限公司，由方玉濱先生擁有約78.0381% (2024年：68.63%) 及由飛毛腿能源科技擁有約15.0722% (2024年：24.48%)
Vietnam Scud Power Technology 越南飛毛腿動力科技	Vietnam Scud Power Technology Co., Ltd. is a wholly-owned subsidiary of Scud Power Technology 越南飛毛腿動力科技有限公司，飛毛腿動力科技之全資附屬公司
Scud Stock 飛毛腿股份	Scud Stock (Fujian) Co., Ltd., a company in which Mr. Fang held 70% (2024: 70%) shareholding interest and the remaining 25% (2024: 25%) and 5% (2024: 5%) shareholding interest were held by Mr. Lin Chao ("Mr. Lin") and Ms. Bian Zhen ("Ms. Bian"), both third parties independent of the Company and its connected persons, respectively 福建飛毛腿股份有限公司，方先生擁有其70% (2024年：70%) 股權，剩餘25% (2024年：25%) 及5% (2024年：5%) 股權分別由林超先生 (「林先生」) 及卞真女士 (「卞女士」) 持有，二人均為獨立於本公司及其關連人士的第三方

(I) Continuing Connected Transactions

(A) Lease agreements with Scud Stock (2025)

On 27 December 2024, Scud Electronics (as lessee) and Scud Stock (as lessor) entered into a lease agreement (the "2025 Lease Agreement") to renew the lease of certain premises owned by Scud Stock.

Under the 2025 Lease Agreement, Scud Stock agreed to lease to Scud Electronics the premises (the "2025 Lease Premises") located at land lot numbers 39-2 and 44-2, Kuai An Extension Area, Mawei District, Fuzhou, Fujian Province, PRC comprising:

- (i) rental area of approximately 31,155 square metres in 4 blocks of factories with a total construction area of approximately 40,627.68 square metres;
- (ii) rental area of approximately 7,040 square metres in 1 office building with a total construction area of approximately 12,852.26 square metres; and
- (iii) rental area of approximately 11,250 square metres in 1 warehouse building with a total construction area of approximately 11,331.92 square metres.

The 2025 Lease Premises were leased for use as factory, office for administration use for the Group and warehouse for storage of stocks.

The term of lease was from 1 January 2025 to 31 December 2025. The annual rental under the 2025 Lease Agreement was RMB10,092,279.96. The rentals were payable in cash on a monthly basis.

Further details of the 2025 Lease Agreement are set out in the Company's announcement dated 27 December 2024.

(I) 持續關連交易

(A) 與飛毛腿股份訂立的租賃協議 (2025年)

於2024年12月27日，飛毛腿電子（作為承租人）與飛毛腿股份（作為出租人）訂立一份租賃協議（「2025租賃協議」），以續新飛毛腿股份所擁有若干物業之租約。

根據2025租賃協議，飛毛腿股份同意向飛毛腿電子出租位於中國福建省福州市馬尾區快安延伸區第39-2號及第44-2號的地段之物業（「2025租賃物業」），包括：

- (i) 租賃面積約為31,155平方米，位於總建築面積約為40,627.68平方米的四幢廠房內；
- (ii) 租賃面積約為7,040平方米，位於總建築面積約為12,852.26平方米的一幢辦公大樓內；及
- (iii) 租賃面積約為11,250平方米，位於總建築面積約為11,331.92平方米的一幢貨倉大樓內。

已租賃的2025租賃物業是用作本集團之廠房、行政辦公室及貨物儲存之貨倉。

租賃期限自2025年1月1日至2025年12月31日。根據2025租賃協議，年租金為人民幣10,092,279.96元。租金以現金按月支付。

2025租賃協議之進一步詳情載於本公司日期為2024年12月27日之公告。

DIRECTORS' REPORT

董事會報告

As at 27 December 2024, Scud Stock was owned as to 70% by Mr. Fang, the controlling shareholder of the Company. Scud Stock is therefore a connected person of the Company under the Listing Rules and accordingly, the above transactions constituted continuing connected transactions of the Company. Based on information available to the Company, Mr. Lin and Ms. Bian hold the remaining equity interests as to 25% and 5% respectively. To the best of the Directors' knowledge, information and belief having made all reasonable enquiry, Mr. Lin and Ms. Bian are third parties independent of the Company and its connected persons.

The details on annual caps for the rental payable by Scud Electronics to Scud Stock under the 2025 Lease Agreement are as follows:

Annual cap for the year ended 31 December 2025	截至2025年12月31日止年度之年度上限	RMB 人民幣元 10,092,279.96
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The actual rental amounts paid for the above continuing connected transaction for the year ended 31 December 2025 was RMB10,092,279.96.

(B) Lease agreement with Scud Stock (2026)

On 30 December 2025, Scud Electronics (as lessee) and Scud Stock (as lessor) entered into a lease agreement (the "2026 Lease Agreement") to renew the lease of certain premises owned by Scud Stock.

Under the 2026 Lease Agreement, Scud Stock agreed to lease to Scud Electronics the premises (the "2026 Lease Premises") located at land lot numbers 39-2 and 44-2, Kuai An Extension Area, Mawei District, Fuzhou, Fujian Province, PRC comprising:

- (i) rental area of approximately 31,155 square metres in 4 blocks of factories with a total construction area of approximately 40,627.68 square metres;
- (ii) rental area of approximately 5,632 square metres in 1 office building with a total construction area of approximately 12,852.26 square metres; and

於2024年12月27日，飛毛腿股份由本公司之控股股東方先生擁有70%的權益。飛毛腿股份故根據上市規則為本公司之關連人士，據此上述交易構成本公司之持續關連交易。根據本公司可獲得之資料，林先生及卞女士分別持有餘下25%及5%股權。據董事作出一切合理查詢後所知、所悉及所信，林先生及卞女士為獨立於本公司及其關連人士之第三方。

飛毛腿電子根據2025租賃協議應向飛毛腿股份支付租金之年度上限的詳情如下：

	RMB 人民幣元
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截至2025年12月31日止年度，上述持續關連交易的實際已付租金為人民幣10,092,279.96元。

(B) 與飛毛腿股份訂立的租賃協議 (2026年)

於2025年12月30日，飛毛腿電子（作為承租人）與飛毛腿股份（作為出租人）訂立一份租賃協議（「2026租賃協議」），以續新飛毛腿股份所擁有若干物業之租約。

根據2026租賃協議，飛毛腿股份同意向飛毛腿電子出租位於中國福建省福州市馬尾區快安延伸區第39-2號及第44-2號的地段之物業（「2026租賃物業」），包括：

- (i) 租賃面積約為31,155平方米，位於總建築面積約為40,627.68平方米的四幢廠房內；
- (ii) 租賃面積約為5,632平方米，位於總建築面積約為12,852.26平方米的一幢辦公大樓內；及

(iii) rental area of approximately 11,250 square metres in 1 warehouse building with a total construction area of approximately 11,331.92 square metres.

The 2026 Lease Premises were leased for use as factory, office for administration use for the Group and warehouse for storage of stocks.

The term of lease is from 1 January 2026 to 31 December 2026. The annual rental under the 2026 Lease Agreement is RMB9,609,537.12. The rentals are payable in cash on a monthly basis.

Further details of the 2026 Lease Agreement are set out in the Company's announcement dated 30 December 2025.

As at 30 December 2025, Scud Stock was owned as to 70% by Mr. Fang, the controlling shareholder of the Company. Scud Stock is therefore a connected person of the Company under the Listing Rules and accordingly, the above transactions constituted continuing connected transactions of the Company. Based on information available to the Company, Mr. Lin and Ms. Bian hold the remaining equity interests as to 25% and 5% respectively. To the best of the Directors' knowledge, information and belief having made all reasonable enquiry, Mr. Lin and Ms. Bian are third parties independent of the Company and its connected persons.

The details on annual caps for the rental payable by Scud Electronics to Scud Stock under the 2026 Lease Agreement are as follows:

Annual cap for the year ending 31 December 2026

截至2026年12月31日止年度之年度上限

9,609,537.12

The rentals are payable commencing 1 January 2026 as the term of lease is from 1 January 2026.

(iii) 租賃面積約為11,250平方米，位於總建築面積約為11,331.92平方米的一幢貨倉大樓內。

已租賃的2026租賃物業是用作本集團之廠房、行政辦公室及貨物儲存之貨倉。

租賃期限自2026年1月1日至2026年12月31日。根據2026租賃協議，年租金為人民幣9,609,537.12元。租金以現金按月支付。

2026租賃協議之進一步詳情載於本公司日期為2025年12月30日之公告。

於2025年12月30日，飛毛腿股份由本公司之控股股東方先生擁有70%的權益。飛毛腿股份故根據上市規則為本公司之關連人士，據此上述交易構成本公司之持續關連交易。根據本公司可獲得之資料，林先生及卞女士分別持有餘下25%及5%股權。據董事作出一切合理查詢後所知、所悉及所信，林先生及卞女士為獨立於本公司及其關連人士之第三方。

飛毛腿電子根據2026租賃協議應向飛毛腿股份支付租金之年度上限的詳情如下：

RMB
人民幣元

租金須自2026年1月1日起支付，因為租賃期自2026年1月1日起計。

(C) Lease agreement with Scud Stock (2025)

On 27 December 2024, Scud Battery (as lessor) entered into a lease agreement with Scud Stock (as lessee) to renew the lease of certain premises owned by Scud Battery (“the “Scud Battery Premises 2025”) to Scud Stock for the period commenced from 1 January 2025 and ended on 31 December 2025 (the “Lease Agreement (2025)”).

Under the Lease Agreement (2025), Scud Battery agreed to lease to Scud Stock the Scud Battery Premises 2025 located at No. 135, Rujiangdong Road, Mawei District, Fuzhou, Fujian Province, PRC comprising:

- (i) rental area of approximately 29,600 square metres in 3 blocks of factories and 1 warehouse building with a total construction area of approximately 93,313.27 square metres; and
- (ii) rental area of approximately 2,597.2 square metres in 1 office building with a total construction area of approximately 3,603.68 square metres.

The Scud Battery Premises 2025 were leased for use as manufacturing facility.

The term of lease was from 1 January 2025 to 31 December 2025. The annual rental under the Lease Agreement (2025) was RMB7,479,760.92. The rentals were payable in cash on a monthly basis.

Further details of the Lease Agreement (2025) are set out in the Company’s announcement dated 27 December 2024.

As at 27 December 2024, Scud Stock was owned as to 70% by Mr. Fang, the controlling shareholder of the Company. Scud Stock is therefore a connected person of the Company under the Listing Rules and accordingly, the lease under the Lease Agreement (2025) constitutes a continuing connected transaction of the Company. Based on information available to the Company, Mr. Lin and Ms. Bian hold the remaining equity interests as to 25% and 5% respectively. To the best of the Directors’ knowledge, information and belief having made all reasonable enquiry, Mr. Lin and Ms. Bian are third parties independent of the Company and its connected persons.

(C) 與飛毛腿股份訂立的租賃協議 (2025年)

於2024年12月27日，飛毛腿電池（作為出租人）與飛毛腿股份（作為承租人）訂立了一份租賃協議，以續新飛毛腿電池所擁有並出租予飛毛腿股份之若干物業（「飛毛腿電池物業2025」）之租約，租期由2025年1月1日開始起至2025年12月31日止（「租賃協議（2025年）」）。

根據租賃協議（2025年），飛毛腿電池同意將位於中國福建省福州市馬尾區儒江東路135號的飛毛腿電池物業2025出租予飛毛腿股份，包括：

- (i) 租賃面積約為29,600平方米，位於總建築面積約為93,313.27平方米的三幢廠房及一幢貨倉大樓內；及
- (ii) 租賃面積約為2,597.2平方米，位於總建築面積約為3,603.68平方米的一幢辦公大樓內。

所租賃之飛毛腿電池物業2025乃用作生產設施。

租賃期限自2025年1月1日至2025年12月31日。根據租賃協議（2025年），年租金為人民幣7,479,760.92元。租金以現金按月支付。

租賃協議（2025年）之進一步詳情載於本公司日期為2024年12月27日之公告。

於2024年12月27日，飛毛腿股份由本公司控股股東方先生擁有70%的權益。飛毛腿股份故根據上市規則為本公司之關連人士。因此，租賃協議（2025年）項下的租賃構成本公司之持續關連交易。根據本公司可獲得之資料，林先生及卞女士分別持有餘下25%及5%股權。據董事作出一切合理查詢後所知、所悉及所信，林先生及卞女士為獨立於本公司及其關連人士之第三方。

The annual cap for the aggregate rental payable by Scud Stock to Scud Battery under the Lease Agreement (2025) for the year ended 31 December 2025 was RMB7,479,760.92.

The actual rental amount paid for the above continuing connected transaction for the year ended 31 December 2025 was RMB7,479,760.92.

(D) Lease agreement with Scud Stock (2026)

On 30 December 2025, Scud Battery (as lessor) entered into a lease agreement with Scud Stock (as lessee) to renew the lease of certain premises owned by Scud Battery (the "Scud Battery Premises 2026") to Scud Stock for the period from 1 January 2026 to 31 December 2026 (the "Lease Agreement (2026)").

Under the Lease Agreement (2026), Scud Battery agreed to lease to Scud Stock the Scud Battery Premises 2026 located at No. 135, Rujiangdong Road, Mawei District, Fuzhou, Fujian Province, PRC comprising:

- (i) rental area of approximately 29,600 square metres in 3 blocks of factories and 1 warehouse building with a total construction area of approximately 93,313.27 square metres; and
- (ii) rental area of approximately 2,597.2 square metres in 1 office building with a total construction area of approximately 3,603.68 square metres.

The Scud Battery Premises 2026 were leased for use as factory, office for administration and warehouse for storage of stocks.

The term of lease is from 1 January 2026 to 31 December 2026. The annual rental under the Lease Agreement (2026) is RMB7,479,760.92. The rentals are payable in cash on a monthly basis.

Further details of the Lease Agreement (2026) are set out in the Company's announcement dated 30 December 2025.

截至2025年12月31日止年度，飛毛腿股份根據租賃協議（2025年）向飛毛腿電池應付租金總額之年度上限為人民幣7,479,760.92元。

截至2025年12月31日止年度，上述持續關連交易的實際已付租金為人民幣7,479,760.92元。

(D) 與飛毛腿股份訂立的租賃協議（2026年）

於2025年12月30日，飛毛腿電池（作為出租人）與飛毛腿股份（作為承租人）訂立了一份租賃協議，以續新飛毛腿電池所擁有並出租予飛毛腿股份之若干物業（「飛毛腿電池物業2026」）之租約，租期由2026年1月1日起至2026年12月31日止（「租賃協議（2026年）」）。

根據租賃協議（2026年），飛毛腿電池同意將位於中國福建省福州市馬尾區儒江東路135號的飛毛腿電池物業2026出租予飛毛腿股份，包括：

- (i) 租賃面積約為29,600平方米，位於總建築面積約為93,313.27平方米的三幢廠房及一幢貨倉大樓內；及
- (ii) 租賃面積約為2,597.2平方米，位於總建築面積約為3,603.68平方米的一幢辦公大樓內。

所租賃之飛毛腿電池物業2026乃用作廠房、行政辦公室及貨物儲存之貨倉。

租賃期限自2026年1月1日至2026年12月31日。根據租賃協議（2026年），年租金為人民幣7,479,760.92元。租金以現金按月支付。

租賃協議（2026年）之進一步詳情載於本公司日期為2025年12月30日之公告。

DIRECTORS' REPORT

董事會報告

As at 30 December 2025, Scud Stock was owned as to 70% by Mr. Fang, the controlling shareholder of the Company. Scud Stock is therefore a connected person of the Company under the Listing Rules and accordingly, the lease under the Lease Agreement (2026) constituted a continuing connected transaction of the Company. Based on information available to the Company, Mr. Lin and Ms. Bian hold the remaining equity interests as to 25% and 5% respectively. To the best of the Directors' knowledge, information and belief having made all reasonable enquiry, Mr. Lin and Ms. Bian are third parties independent of the Company and its connected persons.

The annual cap for the rental payable by Scud Stock to Scud Battery under the Lease Agreement (2026) for the year ending 31 December 2026 is RMB7,479,760.92.

The rentals are payable commencing 1 January 2026 as the term of lease is from 1 January 2026.

(E) Processing Framework Agreement with Scud Power Technology and sales framework agreement with Vietnam Scud Power Technology

On 7 February 2025, Scud Battery entered into the processing framework agreement ("Processing Framework Agreement") with Scud Power Technology, pursuant to which Scud Battery has conditionally agreed to provide the processing services for printed circuit boards assembly ("PCBA") to Scud Power Technology for a term of three years commencing from the date on which the independent shareholders approval relating to the Processing Framework Agreement and the proposed processing fee caps having been obtained pursuant to the requirements under Chapter 14A of the Listing Rules.

On 7 February 2025, Scud Electronics entered into the sales framework agreement ("Sales Framework Agreement") with Vietnam Scud Power Technology, pursuant to which Scud Electronics has conditionally agreed to supply the Products (including but not limited to bare battery cells, plastic parts and nickel sheets) from time to time to Vietnam Scud Power Technology for a term of three years commencing from the date on which the independent shareholders approval relating to the Sales Framework Agreement and the proposed sales caps having been obtained pursuant to the requirements under Chapter 14A of the Listing Rules.

於2025年12月30日，飛毛腿股份由本公司控股股東方先生擁有70%的權益。飛毛腿股份故根據上市規則為本公司之關連人士。因此，租賃協議（2026年）項下的租賃構成本公司之持續關連交易。根據本公司可獲得之資料，林先生及卞女士分別持有餘下25%及5%股權。據董事作出一切合理查詢後所知、所悉及所信，林先生及卞女士為獨立於本公司及其關連人士之第三方。

截至2026年12月31日止年度，飛毛腿股份根據租賃協議（2026年）向飛毛腿電池應付租金之年度上限為人民幣7,479,760.92元。

由於租約之期限自2026年1月1日開始，故租金自2026年1月1日支付。

(E) 與飛毛腿動力科技及飛毛腿能源科技之委託加工框架協議書

於2025年2月7日，飛毛腿電池與飛毛腿動力科技及飛毛腿能源科技訂立委託加工框架協議書（「委託加工框架協議書」），據此，飛毛腿電池有條件同意向飛毛腿動力科技及飛毛腿能源科技提供組裝電路板加工服務（「加工服務」），期限自根據上市規則第14A章的規定就委託加工框架協議書及建議加工費上限獲得獨立股東批准之日起計為期三年。

於2025年2月7日，飛毛腿電子訂立銷售框架協議（「銷售框架協議」），據此，飛毛腿電子有條件同意不時向越南飛毛腿動力科技供應產品（包括但不限於電芯，塑件及鍍片），期限自根據上市規則第14A章的規定就銷售框架協議書及建議銷售上限獲得獨立股東批准之日起計為期三年。

The proposed resolutions set out in the extraordinary general meeting of the Company held to consider and approve the Processing Framework Agreement and the Sales Framework Agreement and the proposed processing fee and sales caps (the "EGM") notice dated 3 March 2025 were duly passed by the shareholders of the Company as an ordinary resolutions by way of poll at the EGM held on 21 March 2025.

The Processing Framework Agreement

A summary of the principal terms of the Processing Framework Agreement is set out below.

Date:	7 February 2025
Parties:	(i) Scud Battery, as the provider of the Processing Services (ii) Scud Power Technology, as the receiver of the Processing Services
Duration:	Three years commencing from the date on which the requirements under the Listing Rules that are relevant to the Processing Framework Agreement having been complied with, and such term may be extended by mutual agreement subject to compliance with applicable Listing Rules at the time.
Processing Services:	Scud Battery shall provide the Processing Services for printed circuit board assembly (PCBA) according to the manufacturer's instructions given by Scud Power Technology, which includes the following key processes: (a) surface mount technology (SMT); (b) dual in-line packaging (DIP); and/or

本公司為審議及批准委託加工框架協議書及建議加工費及銷售上限已舉行股東特別大會（「股東特別大會」），日期為2025年3月3日的股東特別大會通告所載的建議決議案已於2025年3月21日舉行之股東特別大會上獲本公司股東以投票表決方式正式通過為普通決議案。

加工框架協議書

委託加工框架協議書的主要條款概要載列如下。

日期:	2025年2月7日
訂約方:	(i) 飛毛腿電池，作為加工服務的受託方 (ii) 飛毛腿動力科技，作為加工服務的委託方
期限:	自符合上市規則下與加工框架協議書有關的規定起計為期三年，且該期限可在遵守當時適用的上市規則的情況下雙方一致同意延長。
加工服務:	飛毛腿電池將根據飛毛腿動力科技發出的生產製作指示提供組裝電路板(PCBA)加工服務，包括以下關鍵工序： (a) 表面貼焊技術 (SMT)； (b) 雙列直插式封裝 (DIP)；及/或

- (c) undergoing other pre-processing procedures on the printed circuit boards such as labelling, testing and wire harness, depending on specific requirements and designs specified in purchase orders to be placed by Scud Power Technology and to be agreed by Scud Battery.

Scud Power Technology shall provide Scud Battery with product test proposals in writing and provide on-site technology support during the first mass production of new products.

Scud Power Technology shall provide the materials for processing and Scud Battery shall collect such materials and conduct inventory and quality checks. If there is quality defects of such materials or the quantity of such materials is insufficient, Scud Battery shall notify Scud Power Technology in a timely manner, after which Scud Power Technology shall make up for the shortfalls or replacements and a reasonable extension of delivery date may be requested by Scud Battery accordingly.

After having received the materials, Scud Battery shall check the model number of the electronic components against the respective bill of materials and confirm with Scud Power Technology if there is any issue. Scud Battery shall keep the electronic components dry and in vacuum packaging before SMT processing.

- (c) 根據飛毛腿動力科技下達並經飛毛腿電池同意的採購訂單中訂明的特定要求及設計，在組裝電路板上進行其他預加工程序，例如標籤、測試及焊接線束。

飛毛腿動力科技應以書面形式向飛毛腿電池提供產品測試方案，並在新產品首次量產時提供現場技術支持。

飛毛腿動力科技須提供加工所需物料，而飛毛腿電池須收集該等物料並進行清點及品質檢查。如有關物料品質出現異常或有關物料出現數量缺少，飛毛腿電池應及時通知飛毛腿動力科技，並由飛毛腿動力科技補缺或更換，而飛毛腿電池可相應要求適當順延交貨日期。

於收到物料後，飛毛腿電池需對電路元件的型號與物料清單進行核對，如發現任何問題，應與飛毛腿動力科技進行確認。飛毛腿電池在進行SMT加工前須確認電路元件有完整的真空包裝及保持乾燥。

After the printed circuit boards have been assembled, Scud Battery shall deliver them by the delivery date specified in the purchase order to a place designated by Scud Power Technology. In general, it takes about three (3) working days to deliver assembled printed circuit boards which involved SMT, and about five (5) working days to deliver assembled printed circuit boards where other pre-processing procedures are required on top of SMT, each date being from the date of receipt of all required materials. For urgent orders to be handled in priority, the parties may separately agree on a delivery date.

Scud Power Technology shall conduct inventory and quality checks on the processed products. Products which do not meet quality standards or malfunction during sample inspection should be either returned to Scud Battery for rework or, depending on the circumstances, rework by Scud Power Technology if agreed by both parties. For products that Scud Power Technology requires to be debugged, Scud Battery must keep complete debugging and maintenance data record.

On the last working day of each calendar month, Scud Battery shall provide Scud Power Technology with a list of products yet to be processed and the reasons.

組裝電路板裝配完成後，飛毛腿電池須在採購訂單規定的交貨日期前將已加工產品交付至飛毛腿動力科技指定的地點。一般而言，涉及SMT的板卡需要約三(3)個工作日交貨，而除SMT外需要其他預加工程序的板卡需要約五(5)個工作日交貨，每個日期自收到所有必需物料之日起計。對於需要優先處理的特急訂單，各訂約方可以單獨約定交貨日期。

飛毛腿動力科技須對已加工產品進行清點及品質檢查。不符合品質標準或在樣品檢查期間出現故障的產品應退回飛毛腿電池返修，或者根據情況，若訂約雙方同意，由飛毛腿動力科技返修。對於飛毛腿動力科技需要調試的產品，飛毛腿電池必須保留完整的調試及維修數據記錄。

於每個曆月的最後工作日，飛毛腿電池須向飛毛腿動力科技提供一份未結單的產品清單及說明原因。

DIRECTORS' REPORT

董事會報告

For the avoidance of doubt, the Processing Framework Agreement is non-exclusive in nature. Scud Battery is not obliged to provide the Processing Services to Scud Power Technology, and Scud Power Technology is not obliged to commission Scud Battery to provide the Processing Services.

Processing Fee: Within two (2) working days after Scud Power Technology submits a request for quotation through a specified service platform, Scud Battery shall provide a fee quote to Scud Power Technology ("Fee Quote") which specifies the Processing Fee of the relevant purchase order.

The Processing Fee shall primarily depend on the size of the purchase orders be calculated based on the unit price/charging basis as shown in the table below, in each case having taken into account the production efficiency resulting from panelization:

為避免生疑，委託加工框架協議書為非獨家性的協議。飛毛腿電池並非必須向飛毛腿動力科技提供加工服務，而飛毛腿動力科技亦非必須委託飛毛腿電池提供加工服務。

加工費：在飛毛腿動力科技通過指定服務平台提交報價請求後的兩(2)個工作日內，飛毛腿電池應向飛毛腿動力科技提供費用報價（「費用報價」），其中訂明相關採購訂單的加工費用。

加工費將主要取決於採購訂單的大小，乃根據下表所示單價／收費基準結算，在各種情況下均須考慮實際產品的拼板數及效率補償：

Type of products to which the processed printed circuit boards shall apply 加工組裝電路板適用的產品類別		Mobile phone batteries and accessories 手機電池及配套	3C/Motive batteries 3C/動力電池	Smart home batteries 智能家居電池	LED lighting panel LED照明板	POS machines POS機主板	Car products 汽車產品	Others 其他	
Processing procedure 工序項目	Unit 單位	Unit price (tax exclusive) (RMB) 單價(不含稅)(人民幣元)							
SMT	point 點	0.01	0.01	0.009	0.004	0.008	0.019	Fee quote to be provided on a case by case basis 以實際每次合作核算報價為準	
Laser marking 激光刻碼	piece 片	0.06	0.053	0.053	-	0.044	-		
	hour 小時	30	30	-	-	-	40		
De-paneling 分板	With milling tool 銑刀	piece 片	0.106	0.106					
		hour 小時	30	30		-	24.3		40
	Without milling tool 走刀	piece 片	0.08	0.08					
		hour 小時	30	30		-	24.3		40
DIP	point 點	-	0.088	0.088	-	-	-		
	hour 小時	30	30	-	-	24.3	40		
Testing 測試	hour 小時	30	30	-	-	24.3	40		
Dispensing 點膠	piece 片	-	0.088	0.088	-	-	-		
	hour 小時	30	30	-	-	24.3	40		
Assembly 組裝	hour 小時	-	-	-	-	24.3	40		

- (i) **For orders of 300,000 or more pieces of processed products and orders for special projects:** the parties may agree a discounted Processing Fee at the rate of 0.9 to 0.95 times of the Processing Fee calculated based on the breakdown of fees for the relevant procedures involved in processing each piece of product in accordance with the unit price or charging basis as set out in the table above;
- (ii) **For orders of processed products above 1,000 pieces but below 300,000 pieces:** the Processing Fee shall be calculated based on the breakdown of fees for the relevant procedures involved in processing each piece of product in accordance with the unit price or charging basis as set out in the table above;
- (iii) **For orders of processed products in the range of 201 and 1,000 pieces and research and development orders:** the Processing Fee shall be charged at a rate of 1.5 to 2 times of the Processing Fee calculated based on the breakdown of fees for the relevant procedures involved in processing each piece of product in accordance with the unit price or charging basis as set out in the table above; and
- (iv) **For orders of 200 or less pieces of processed products:** a onetime charge of RMB1,500 (tax exclusive) per order.
- (i) 就**300,000件或更多加工產品**的訂單及特殊項目訂單而言：訂約方可協定折扣加工費，該費用乃根據上表所列單價或收費基準，按每件產品所涉及相關加工程序的分項費用計算的加工費的0.9至0.95倍結算；
- (ii) 就**1,000件以上但少於300,000件加工產品**的訂單而言：加工費乃根據上表所列單價或收費基準，按每件產品所涉及相關加工程序的分項費用結算；
- (iii) 就**201至1,000件加工產品**的訂單及研發訂單而言：乃按加工費的1.5至2倍結算，而加工費乃根據上表所列單價或收費基準，按每件產品所涉及相關加工程序的分項費用計算；及
- (iv) 就**200件或更少加工產品**的訂單而言：每個訂單一次性收取人民幣1,500元（不含稅）。

Depletion fees (to be included in the Fee Quote) are charged at a rate of 0.3% of the cost of materials.

損耗費用（將計入費用報價中）按物料成本的0.3%收取。

Packaging fees (to be included in the Fee Quote) are charged based on the actual cost of packaging materials.

包裝費用（將計入費用報價中）按包裝材料的實際成本收取。

For processed products which are determined to be defective after testing, to the extent that such defects are the responsibility of Scud Power Technology, Scud Battery will be commissioned to rework at RMB10 (tax inclusive) per piece and the required materials will be provided by Scud Power Technology.

對已加工完成的產品，經檢測認定為不良品的，如屬於飛毛腿動力科技責任的，按每片人民幣10元（含稅）委託飛毛腿電池返修，所需物料由飛毛腿動力科技提供。

At the last working day of each calendar month, Scud Battery shall cross-check its records against the records of Scud Power Technology to ascertain and confirm the Processing Fee payable, based on which Scud Battery shall issue invoice to Scud Power Technology which shall be payable within 60 days after the relevant calendar month end. Interest on any overdue payment shall be calculated based on the average interest rate of one-year working capital loans granted by PRC banks in the same period.

於每個曆月的最後工作日，飛毛腿電池應將其記錄與飛毛腿動力科技的記錄交叉核對，以確定及確認應付的加工費，飛毛腿電池將據此向飛毛腿動力科技開具發票，並須於相關曆月結束後六十日內支付。逾期款按同時期國內銀行一年期流動資金貸款平均利率計息。

Long Stop Date:

In the event that the Independent Shareholders' approval relating to the Processing Framework Agreement and the Proposed Processing Fee Caps has not been obtained on or before 30 June 2025 (or such other date as agreed in writing between the parties), the Processing Framework Agreement shall be automatically terminated, and neither of the party shall be entitled to any right or benefit, or be liable under or related to the Processing Framework Agreement.

最後截止日期：

倘在2025年6月30日或之前（或訂約方書面協定的其他日期）未就委託加工框架協議書及建議加工費上限獲得獨立股東批准，則委託加工框架協議書將自動無效，而訂約方均無權享有委託加工框架協議書項下或與之相關的任何權利或利益，且訂約方均毋須承擔委託加工框架協議書項下或與之相關的責任。

DIRECTORS' REPORT

董事會報告

The Processing Fee was agreed between Scud Battery and Scud Power Technology having considered (i) the processing fee charged by Scud Battery to clients which are independent third parties for similar processing services; (ii) the prevailing market price of similar processing services; and (iii) the prevailing market condition.

The details on proposed processing fee caps for the maximum amount of Processing Fee receivable by Scud Battery from Scud Power Technology under the Processing Framework Agreement are as follows:

	From the Effective Date to 31 December 2025	For the year ending 31 December 2026	For the year ending 31 December 2027	From 1 January 2028 to the date immediately before the third anniversary date of the Effective Date
	於生效日期至2025年12月31日 (RMB) (人民幣元)	截至2026年12月31日止年度 (RMB) (人民幣元)	截至2027年12月31日止年度 (RMB) (人民幣元)	於2028年1月1日至緊接生效日期的第三個週年日 前一日 (RMB) (人民幣元)
Proposed Processing Fee Caps 建議加工費上限	40,000,000	50,000,000	60,000,000	10,000,000

Further details of the Processing Framework Agreement are set out in the Company's announcement dated 7 February 2025 and the circular dated 3 March 2025.

As at 7 February 2025, Scud Power Technology is owned as to approximately 68.63% by Mr. Fang Yubin, who is the son of Mr. Fang, the controlling shareholder of the Company, and approximately 24.48% by Scud Energy Technology, which is owned as to 99.9% by Mr. Fang. Scud Power Technology is therefore connected person of the Company under the Listing Rules and accordingly, the Processing Services under the Processing Framework Agreement constitutes a continuing connected transaction of the Company.

加工費乃經飛毛腿電池及飛毛腿動力科技協定，並已考慮(i)向委託飛毛腿電池提供類似加工服務的獨立第三方客戶所收取的加工費；(ii)類似加工服務的現行市場價格；及(iii)當前市場狀況。

飛毛腿電池根據加工框架協議書應收飛毛腿動力科技的最高加工費之建議加工費上限詳情如下：

加工框架協議書的進一步詳情載於本公司日期為2025年2月7日的公告及日期為2025年3月3日的通函。

於2025年2月7日，飛毛腿動力科技由本公司控股股東方先生之子方玉濱先生擁有約68.63%，以及飛毛腿能源科技擁有約24.48%，而其由方先生擁有99.9%。因此，根據上市規則，飛毛腿動力科技為本公司的關連人士，故加工框架協議書項下的加工服務構成本公司的持續關連交易。

The processing fee cap for the processing fee receivable by Scud Battery from Scud Power Technology under the Processing Framework Agreement for the year ended 31 December 2025 was RMB40,000,000.

The actual processing fee paid for the above continuing connected transaction for the year ended 31 December 2025 was RMB38,380,173.

The Sales Framework Agreement

A summary of the principal terms of the Sales Framework Agreement is set out below.

Date: 7 February 2025

Parties: (i) Scud Electronics (as the supplier of the Products)

(ii) Vietnam Scud Power Technology (as the purchaser of the Products)

Term: Three years commencing from the date on which the requirements under the Listing Rules that are relevant to the Sales Framework Agreement having been complied with, and such term may be extended by the parties' mutual agreement subject to compliance with applicable Listing Rules at the time.

截至2025年12月31日止年度，飛毛腿電池根據加工框架協議書應收飛毛腿動力科技的加工費之加工費上限為人民幣40,000,000元。

截至2025年12月31日止年度，就上述持續關連交易支付之實際加工費為人民幣38,380,173元。

銷售框架協議書

銷售框架協議書的主要條款概述如。

日期：2025年2月7日

訂約方：(i) 飛毛腿電子（為產品的供應商）

(ii) 越南飛毛腿動力科技（為產品的買方）

期限：自符合上市規則下與銷售框架協議相關的規定起計為期三年，且該期限可在遵守當時適用的上市規則的情況下雙方一致同意延長。

Sale of Products: Scud Electronics may from time to time supply the Products (including but not limited to bare battery cells, plastic parts and nickel sheets) to Vietnam Scud Power Technology. Scud Electronics and Vietnam Scud Power Technology shall enter into Specific Orders for the purchase of Products, which will set out the specific terms (such as the price, quantity specifications, delivery date of the Products) for the relevant transactions contemplated under the Sales Framework Agreement. The terms of the Specific Orders shall be consistent with the principles and terms of the Sales Framework Agreement and in compliance with the Listing Rules. If there is any discrepancy between the terms of a transaction under a Specific Order and the Sales Framework Agreement, the latter shall prevail.

Confirming or Terminating the Specific Order

After Vietnam Scud Power Technology send a stamped purchase order to Scud Electronics, Scud Electronic shall confirm the purchase order within two (2) days. If the purchase order is not confirmed within the time limit, the purchase order is deemed to have been rejected.

Vietnam Scud Power Technology is required to provide a 90-day demand forecast (which should be updated on a monthly basis) to Scud Electronics, so that Scud Electronics may adjust its inventories in accordance with the anticipated demand of Products from Vietnam Scud Power Technology.

銷售產品： 飛毛腿電子可能會不時向越南飛毛腿動力科技供應產品（包括但不限於電芯、塑件及鍍片）。飛毛腿電子及越南飛毛腿動力科技須另行訂立採購產品的具體訂單，其中將規定銷售框架協議書項下擬進行相關交易的具體條款（例如產品的價格、數量規格、交貨日期）。具體訂單的條款應與銷售框架協議書的原則及條款一致，並符合上市規則。如具體訂單項下的交易條款與銷售框架協議書之間存在任何差異，應以後者為準。

確認或終止具體訂單

在越南飛毛腿動力科技向飛毛腿電子發送經蓋章的採購訂單後，飛毛腿電子須於兩(2)天內確認採購訂單。如採購訂單未在該期限內確認，則視為採購訂單被拒絕。

越南飛毛腿動力科技需向飛毛腿電子提供90天的需求預測（應每月更新），以便飛毛腿電子可以根據越南飛毛腿動力科技的預期產品需求安排庫存。

In the event that it is necessary to terminate a valid Specific Order due to market changes or other unforeseeable circumstances, both parties shall first negotiate to work out the applicable compensation. If negotiation fails, Vietnam Scud Power Technology shall pay the full amount specified in the relevant Specific Order.

Inspection and warranty period of the Products

Vietnam Scud Power Technology shall confirm receipt of the Products purchased under a Specific Order within three (3) working days upon the delivery of the relevant Products. Inspection of the Products shall be based on the specifications agreed by both parties. If Vietnam Scud Power Technology discovers any Products which are not up to standard during the inspection process, it shall notify Scud Electronics in writing within 48 hours upon receipt of the relevant Products. Otherwise, the Products under the relevant Specific Order are deemed to have passed the inspection and been accepted.

Scud Electronics guarantees the quality of the Products for 12 months commencing on the date of despatch of the Products.

For the avoidance of doubt, the Sales Framework Agreement is non-exclusive in nature. Scud Electronics is not obliged to supply the Products to Vietnam Scud Power Technology, and Vietnam Scud Power Technology is not obliged to purchase the Products from Scud Electronics.

如因市場變化或其他不可預見的因​​素需終​​止生效的具體訂​​單時，訂約雙方應首先協商確定適用的賠償。如協商未達一致，越南飛毛腿動力科技應全額支付相關具體訂​​單中規定的款項。

產品的檢驗及保修期

越南飛毛腿動力科技應在相關產品交付後三(3)個工作日內確認收到根據具體訂​​單購買的產品。產品的檢驗應基於訂約雙方協定的規格進行。如越南飛毛腿動力科技在檢驗過程中發現任何不合格產品，應在收到相關產品後48小時內以書面形式通知飛毛腿電子。否則，相關具體訂​​單下的產品將被視為通過檢驗並已被接受。

飛毛腿電子為產品提供12個月的品質保證期，自產品發貨之日起計算。

為避免生疑，銷售框架協議書為非獨家性的協議。飛毛腿電子並非必須向越南飛毛腿動力科技供應產品，而越南飛毛腿動力科技亦非必須向飛毛腿電子購買產品。

Pricing Policy: The prices of the Products shall be determined based on the procurement costs of the Products plus a gross profit margin of approximately 10% to 15%. The procurement costs borne by Scud Electronics include the costs of raw materials, transportation costs and customs fees. The prices of the Products shall be adjusted on a quarterly basis based on the actual costs incurred by Scud Electronics.

Scud Electronics shall issue invoice which meets the requirements of Vietnam Scud Power Technology as agreed and payment shall be made by Vietnam Scud Power Technology within 90 days upon the delivery of the Products. Interest on any overdue payment shall be calculated based on the average interest rate of one-year working capital loans granted by PRC banks in the same period.

When there are significant market fluctuations that may affect the fairness and reasonableness of the transaction(s), Vietnam Scud Power Technology may exercise its right to propose re-negotiation of the pricing method. Vietnam Scud Power Technology shall notify Scud Electronics in writing at least one (1) month in advance, and the new purchase prices of the Products will be implemented after both parties have agreed and confirmed in writing.

The prices of the Products offered by Scud Electronics shall be comparable to those offered by Independent Third Parties and the transaction under the Specific Order shall be conducted on normal commercial terms.

定價政策： 產品的價格應根據產品的採購成本另加約10%至15%的毛利率釐定。飛毛腿電子承擔的採購成本包括原材料採購價、運輸費及報關費。產品價格應根據飛毛腿電子產生的實際成本每季度調整一次。

飛毛腿電子應按協定開具符合越南飛毛腿動力科技要求的發票，越南飛毛腿動力科技應在產品交付後90天內付款。逾期款按同時期國內銀行一年期流動資金貸款平均利率計息。

當存在可能影響交易公平性及合理性的重大市場波動時，越南飛毛腿動力科技可以行使其權利，提議重新磋商定價方法。越南飛毛腿動力科技應至少提前一(1)個月以書面形式通知飛毛腿電子，而產品的新購買價格將在訂約雙方書面同意並確認後執行。

飛毛腿電子提供的產品價格須與獨立第三方提供的價格相當，且具體訂單項下的交易應按正常商業條款進行。

Long Stop Date: In the event that the Independent Shareholders' approval relating to the Sales Framework Agreement and the Proposed Sales Caps has not been obtained on or before 30 June 2025 (or such other date as agreed in writing between the parties), the Sales Framework Agreement shall be automatically terminated, and neither of the party shall be entitled to any right or benefit, or be liable under or related to the Sales Framework Agreement.

最後截止日期: 倘有關銷售框架協議書及建議銷售上限未於2025年6月30日或之前(或訂約方書面協定的其他日期)獲得獨立股東批准,銷售框架協議書應自動無效,而訂約方均無權享有銷售框架協議書項下或與之相關的任何權利或利益,且訂約方均毋須承擔銷售框架協議書項下或與之相關的責任。

The pricing policy of the Products was agreed between Scud Electronics and Vietnam Scud Power Technology having considered (i) the prevailing market price of similar Products charged by other Independent Third Party suppliers; and (ii) the capability of Scud Electronics in sourcing large quantity of high-quality raw materials from its well-established network of suppliers at advantageous rates in a timely manner, which is valued by Vietnam Scud Power Technology as well as its clients downstream in the production chain.

產品的定價政策由飛毛腿電子與越南飛毛腿動力科技協定,並已考慮(i)其他獨立第三方供應商收取的類似產品的現行市場價格;及(ii)飛毛腿電子及時以優惠的價格自其完善的供應商網絡採購大量優質原材料的能力,越南飛毛腿動力科技及其生產鏈下游客戶對此極為重視。

The details on proposed sales caps for the maximum amount of sales receivable by Scud Electronics from Vietnam Scud Power Technology under the Sales Framework Agreement are as follows:

根據銷售框架協議書,飛毛腿電子從越南飛毛腿動力科技應收取的最高銷售額的建議銷售上限載列如下:

		From the Effective Date to 31 December 2025	For the year ending 31 December 2026	For the year ending 31 December 2027	From 1 January 2028 to the date immediately before the third anniversary date of the Effective Date
		於生效日期至2025年12月31日 (RMB) (人民幣元)	截至2026年12月31日止年度 (RMB) (人民幣元)	截至2027年12月31日止年度 (RMB) (人民幣元)	於2028年1月1日至緊接生效日期的第三個週年日前一日 (RMB) (人民幣元)
Proposed Sales Caps	建議銷售上限	15,000,000	20,000,000	20,000,000	5,000,000

DIRECTORS' REPORT

董事會報告

Further details of the Sales Framework Agreement are set out in the Company's announcement dated 7 February 2025 and the circular dated 3 March 2025.

As at 7 February 2025, Vietnam Scud Power Technology is a wholly-owned subsidiary of Scud Power Technology. As such Vietnam Scud Power Technology is connected person of the Company under the Listing Rules and accordingly, the Sales under the Sales Framework Agreement constitute a continuing connected transaction of the Company.

The sales cap for the amount of sales receivable by Scud Electronics under the Sales Framework Agreement for the year ended 31 December 2025 was RMB15,000,000.

The actual sales from the above continuing connected transaction for the year ended 31 December 2025 was RMB1,334,899.

(II) Connected Transactions

Further details of the transactions and relationships of the connected parties are also set out in Note 24 and 37 to the consolidated financial statements.

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

- (1) (except for the Lease Agreement (2025) and, the Lease Agreement (2026)) in the ordinary and usual course of business of the Group;
- (2) on normal commercial terms or better; and
- (3) according to the relevant agreements governing such transactions on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

更多銷售框架協議書的詳情，載於本公司日期為2025年2月7日的公告及日期為2025年3月3日的通函內。

於2025年2月7日，越南飛毛腿動力科技為飛毛腿動力科技的全資附屬公司。因此，根據上市規則，越南飛毛腿動力科技為本公司的關連人士。故此，銷售框架協議書下的銷售構成本公司的持續關連交易。

截至2025年12月31日止年度，飛毛腿電子應收取的銷售額的銷售上限為人民幣15,000,000元。

截至2025年12月31日止年度，以上持續關連交易的實際銷售為人民幣1,334,899元。

(II) 關連交易

有關交易及關連人士之間關係的進一步詳情亦載於綜合財務報表附註24及37。

獨立非執行董事已審閱上文所載持續關連交易，並確認截至2025年12月31日止年度，有關交易乃：

- (1) (除租賃協議(2025年)及租賃協議(2026年)外)於本集團日常及一般業務過程中訂立；
- (2) 以正常商業條款或更佳條款訂立；及
- (3) 按公平合理、且符合本公司股東整體利益的條款根據監管該等交易的相關協議訂立。

The independent auditor of the Company has also confirmed that in relation to the above continuing connected transactions:

- (1) nothing has come to its attention that causes it to believe that such transactions have not been approved by the Board;
- (2) for transactions involving the provision of goods or services by the Group, nothing has come to its attention that causes it to believe that the transactions were not, in all material respects, in accordance with the pricing policies of the Group;
- (3) nothing has come to its attention that causes it to believe that such transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and
- (4) nothing has come to its attention that causes it to believe that such transactions have exceeded the relevant annual cap as set by the Company.

RELATED PARTY TRANSACTIONS

During the Review Period, the Group entered into certain transactions with parties regarded as “related parties” under the applicable accounting principles. Details of the related party transactions are set out in Note 24 and 37 to the consolidated financial statements. The related party transactions which are also non-exempted continuing connected transactions under Chapter 14A of the Listing Rules are disclosed in the section headed “Continuing Connected Transactions” above.

CONTRACTS WITH CONTROLLING SHAREHOLDER

Save as disclosed in the section headed “Continuing Connected Transactions” above and in Note 24 and 37 to the consolidated financial statements, no other contracts of significance between the Company or any of its subsidiaries and a controlling shareholder or any of its subsidiaries and no other contracts of significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder or any of its subsidiaries were entered into or existed during the Review Period.

本公司的獨立核數師亦已確認有關上述持續關連交易：

- (1) 其並無注意到任何事項使其相信相關交易尚未經董事會批准；
- (2) 就涉及本集團提供貨品或服務的交易而言，其並無注意到任何重大事項使其相信相關交易於所有重大方面並未根據本集團的定價政策進行；
- (3) 其並無注意到任何事項使其相信有關交易於所有重大方面並未根據監管該等交易的相關協議進行；及
- (4) 其並無注意到任何事項使其相信相關交易已超過本公司設定之相關年度上限。

關連人士交易

於回顧期間，本集團亦與在適用會計原則稱之為「關連人士」的人士進行若干交易。關連人士交易的詳情載於綜合財務報表附註24及37。根據上市規則第14A章，關連人士交易（亦為非豁免持續關連交易）披露於上述「持續關連交易」一節。

與控股股東之合約

除上述「持續關連交易」一節及綜合財務報表附註24及37所披露者外，於回顧期間，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有或存在其他重大合約，且概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有或存在任何其他重大合約。

DIRECTORS' REPORT

董事會報告

DIRECTORS' INTERESTS IN COMPETING BUSINESS

None of the Directors were interested in any business apart from the business of the Group, which competed or was likely to compete, either directly or indirectly, with the business of the Group during the Review Period and up to the date of this annual report.

DIRECTORS' MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

No Director or entity connected with a Director (within the meaning of section 486 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong)) had any direct or indirect material interests in any transaction, arrangement or contract of significance to which the Company, its subsidiaries, its holding company or its fellow subsidiaries was a party entered into during, or subsisting during or at the end of, the Review Period.

PENSION SCHEME

The Company participates in a mandatory provident fund scheme, which is registered under the Hong Kong Mandatory Provident Fund Schemes Ordinance (the "MPF Ordinance"), for all its employees in Hong Kong. The scheme is a defined contribution scheme and is funded by contributions from employer and employees in accordance with the provisions of the MPF Ordinance. No forfeited contributions (by employers on behalf of employees who leave the scheme prior to vesting fully in such contributions) may be used by the employer to reduce the existing level of contributions.

Furthermore, the employees of the Group in the PRC are members of state-managed defined contribution retirement benefits schemes operated by the local governments. The employers and the employees are obliged to make contributions at a certain percentage of the payroll under the rules of the schemes.

Details of the pension scheme contributions of the Group for the year ended 31 December 2025 are set out in Note 4(l) to the consolidated financial statements.

董事於競爭業務的權益

於回顧期間及直至本年報日期，概無董事於可能與本集團業務直接或間接競爭之任何業務（本集團之業務除外）中擁有權益。

董事於重大交易、安排或合約之重大權益

概無董事或與其關聯的實體（定義見香港法例第622章公司條例第486條）直接或間接於回顧期間內或結束時訂立或仍然生效的本公司、其附屬公司、其控股公司或其同系附屬公司為其中一方的任何重要交易、安排或合約中擁有重大利益。

退休金計劃

本公司為其所有於香港之僱員參與了一項於香港《強制性公積金計劃條例》（「《強積金條例》」）下註冊之強制性公積金。該退休金計劃為界定供款計劃且乃根據《強積金條例》之條款由僱主及僱員作出供款。概無已被沒收之供款（由僱主代該等在供款悉數歸屬前退出計劃之僱員作出）可供僱員用以削減現有水平之供款。

此外，本集團在中國之僱員均為個別地方政府營辦之國家管理界定供款退休福利計劃之成員。根據此等計劃之規則，僱主及僱員均有責任按薪酬之若干百分比作出供款。

有關本集團截至2025年12月31日止年度之退休金計劃供款之詳情載於綜合財務報表附註4(l)。

MANAGEMENT CONTRACT

No contract concerning the management or administration of the whole or any substantial part of the business of the Group was entered into or existed during the Review Period.

RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group values its employees and provides competitive remuneration package to attract and motivate its employees. The Group regularly reviews the remuneration package of its employees and makes necessary adjustments to conform to market standard. The Group also provides regular training to its employees for their career development.

The Group values the views and opinions of its customers and regularly communicates with them in order to obtain feedback and opinions and understand their business needs and demands.

The Group has developed long-term and good relationships with its suppliers. The relevant departments of the Group work closely together to ensure that the procurement process is conducted in an open, fair and just manner.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

To the best knowledge of the Directors, there was no material noncompliance with applicable laws and regulations by the Group which had a significant impact on the business and operations of the Group during the Review Period.

PURCHASE, SALE OR REDEMPTION OF SECURITIES

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the Review Period.

ANNUAL CONFIRMATION OF INDEPENDENCE

The Company has received from each independent non-executive Director an annual confirmation of his or her independence pursuant to rule 3.13 of the Listing Rules, and the Company considers such independent non-executive Directors to be independent.

管理合約

於回顧期間，本集團概無訂立與本集團整體或任何主要部分業務有關之管理或行政合約或有此類合約存在。

與僱員、客戶及供應商之關係

本集團重視僱員並提供具競爭力的薪酬待遇，以吸引並激勵僱員。本集團定期檢討僱員之薪酬待遇，並作出必要之調整，以符合市場標準。本集團亦為其僱員提供職業發展之定期培訓。

本集團重視其客戶的意見及建議，並定期與彼等交流以獲得反饋及建議，並可了解彼等之業務要求及需求。

本集團與供應商建立了長期友好的關係。本集團相關部門緊密合作，以確保按公開、公平及公正的方式進行採購程序。

遵守相關法律及規例

據董事所知，於回顧期間，本集團並無嚴重違反對本集團業務及營運有重大影響的適用法律及規例。

購買、出售或贖回證券

本公司或其任何附屬公司概無於回顧期間購買、出售或贖回本公司任何上市證券。

獨立身份之年度確認

根據上市規則第3.13條，本公司已收到各獨立非執行董事的年度獨立身份確認書，且本公司認為，有關獨立非執行董事均為獨立人士。

DIRECTORS' REPORT

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SUFFICIENT PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors, as at the latest practicable date prior to the issue of this annual report, the Company has maintained sufficient public float as required under the Listing Rules.

On behalf of the Board

NI CHEN HUI

Chairman

31 March 2026

足夠公眾持股水平

根據本公司可得之公開資料及據董事所知，於印發本年報前之最後實際可行日期，本公司已按照上市規則之規定維持足夠公眾持股水平。

代表董事會

倪晨暉

主席

2026年3月31日

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CORPORATE GOVERNANCE PRACTICE

Veson Holdings Limited (the “Company”) together with its subsidiaries (the “Group”) are committed to maintaining and ensuring a high level of corporate governance standards and continuously review and improve the Group’s corporate governance and internal control practices. Save as otherwise specified, set out below are the principles of corporate governance as adopted by the Company during the financial year from 1 January 2025 to 31 December 2025 (the “Review Period”). The Company has adopted the code provisions set out in Part 2 of the Corporate Governance Code (the “Corporate Governance Code”) in Appendix C1 of The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”). The Company complied with all the applicable code provisions of the Corporate Governance Code during the Review Period.

ROLES OF CHAIRMAN AND CHIEF EXECUTIVE OFFICER (“CEO”)

During the Review Period, Mr. Feng Ming Zhu served as the Chairman of the Board and an executive Director, (the “Chairman”) since 19 May 2020 to 27 May 2025. Mr. Feng was designated from an executive Director to a non-executive Director; and cease to be the Chairman of the Board since 27 May 2025. Following the stepping down of Mr. Feng as the Chairman of the Board, Mr. Ni Chen Hui (“Mr. Ni”), an executive Director, has been appointed as the Chairman of the Board with effect from 27 May 2025. The Chairman is responsible for leading the Board in protecting the interest of the shareholders of the Company (the “Shareholders”) as a whole and for overseeing the Group, whilst Ms. Lian Xiu Qin served as the Chief Executive Officer (“CEO”) of the Company and is responsible for managing the overall business operations of the Group, proposing strategies to the Board and monitoring the effective implementation of the strategies and policies adopted by the Board.

Save for their business relationships as a result of their respective directorships and positions in the Group, there are no financial, business, family or other material or relevant relationships between Mr. Ni Chen Hui, Mr. Feng Ming Zhu and Ms. Lian Xiu Qin.

企業管治常規

銳信控股有限公司（「本公司」）連同其附屬公司（「本集團」）一直致力確保企業管治標準維持於高水平，並持續檢討及改善本集團的企業管治及內部控制常規。除另有規定外，以下為本公司由2025年1月1日至2025年12月31日止財政年度（「回顧期間」）採納的企業管治原則。本公司已採用香港聯合交易所有限公司證券上市規則（「上市規則」）附錄C1中企業管治守則（「企業管治守則」）第2部所載的守則條文。本公司於回顧期間內已遵守企業管治守則的所有守則條文。

主席及行政總裁（「行政總裁」）的分工

於回顧期間，馮明竹先生自2020年5月19日至2025年5月27日擔任董事會主席（「主席」）及執行董事。馮先生由執行董事調任為非執行董事，並自2025年5月27日起不再為董事會主席。馮先生退下董事會主席一職後，執行董事倪晨暉先生（「倪先生」）已獲委任為董事會主席，並自2025年5月27日起生效。主席負責領導董事會保護本公司股東（「股東」）整體權益並監督本集團，而連秀琴女士擔任本公司之行政總裁（「行政總裁」），負責管理本集團的整體業務運營、向董事會提出戰略以及監督董事會採納的戰略及政策的有效實施。

除了因彼等各自擔任本集團的董事職務及職位而產生的業務關係外，倪晨暉先生、馮明竹先生及連秀琴女士之間並無財務、業務、家族或其他重大或相關關係。

THE BOARD

As of 31 December 2025, there were six members on the Board, which comprised of two executive Directors, one non-executive Director (“NED”) and three independent non-executive Directors (“INEDs”), whose names are shown in the table on page 64. The INEDs are considered by the Board to be independent of the management and free of any relationship that could materially interfere with the exercise of their independent judgments. The Board considered that each of the INEDs brings his own relevant expertise to the Board and its deliberations. The term of appointment of Mr. Heng Ja Wei Victor, Mr. Cheung Wai Kwok Gary and Mr. Lam Yau Yiu, the INEDs, commenced on 27 May 2025 and will end on the earlier of 26 May 2026 and the date of the annual general meeting to be held by the Company in 2026. All appointment letters of the INEDs can be terminated by the Company or the INED giving at least 3 months’ prior written notice. Each of the INEDs confirmed their respective independence to the Group. The term of appointment of Mr. Feng Ming Zhu commenced on 27 May 2025 and will end on the earlier of 26 May 2026 and the date of the annual general meeting to be held by the Company in 2026. The term of appointment of Dr. Loke Yu commenced on 30 May 2024 and, had he not resigned as a NED, will end on the earlier of 29 May 2025 and the date of the annual general meeting to be held by the Company in 2026. The appointment letter of the NED can be terminated by the Company or the NED giving at least 3 months’ prior written notice. Save for the Directors’ business relationships as a result of their respective directorships and positions in the Group and save that Mr. Heng Ja Wei Victor is a nephew-in-law of Dr. Loke Yu, there are no financial, business, family or other material or relevant relationships among members of the Board and they are independent from each other.

The Board met regularly during the Review Period on an ad hoc basis as required by business needs. The Board’s primary purpose is to set and review the overall strategic development of the Group and to oversee the achievement of its business plans to enhance Shareholders’ value as a whole. Daily operational decisions are delegated to the executive Directors and the senior management. Management is entrusted with the task of implementing and executing business plans set by the Board. Such Board meetings involved the active participation, either in person or through other electronic means of communication, of the Directors. During the Review Period, the Board met 8 times and the Directors’ attendance record is shown in the table on page 75. In advance of the Board meetings, appropriate notices, meeting agenda and other relevant

董事會

於2025年12月31日，董事會由六位成員組成，其包括兩位執行董事、一位非執行董事（「非執行董事」）及三位獨立非執行董事（「獨立非執行董事」），彼等姓名載於第64頁之表內。董事會認為，各獨立非執行董事均為與管理層並無關係的獨立人士，且無任何將嚴重影響其獨立判斷的關係。董事會認為，各獨立非執行董事均為董事會及其決策貢獻本身的相關專業知識。邢家維先生、張為國先生及林友耀先生（獨立非執行董事）之任期於2025年5月27日開始，並將於2026年5月26日及於本公司於2026年將舉行的股東週年大會之日期（以較早者為準）結束。所有獨立非執行董事之委任函可由本公司或獨立非執行董事至少提前三個月發出書面通知予以終止。各獨立非執行董事已向本集團確認彼等均為獨立人士。馮明竹先生之任期由2025年5月27日開始，並將於2026年5月26日及於本公司於2026年將舉行的股東週年大會之日期（以較早者為準）結束。非執行董事陸海林博士之任期於2024年5月30日開始，並將於2025年5月29日及於本公司於2026年將舉行的股東週年大會之日期（以較早者為準）結束。非執行董事之委任函可由本公司或非執行董事於至少三個月內以書面通知終止。除因彼等於本集團擔任董事職務及職位而產生的業務關係外，及除邢家維先生為陸海林博士之姪婿外，董事會成員之間並無財務、業務、家族或其他重大或相關關係，並各自為獨立人士。

董事會於回顧期間經常按業務所需不時舉行會議。董事會的主要功能為制訂及檢討本集團的整體策略發展，以及監督業務計劃成效以提升股東的整體價值。日常營運決策乃授權執行董事及高級管理層進行。管理層獲委託實施及執行董事會制定的業務計劃。董事均親自或通過其他電子電訊方式積極參與該等董事會會議。董事會於回顧期間舉行了8次會議，而董事的出席記錄見第75頁所載表內。董事會會議召開前，將向全體董事送達適當的通知、會議議程及其他相關

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information were given to all Directors. All Directors were consulted to include additional matters (if any) in the agenda for Board meetings. Draft and final versions of the Board meeting minutes were sent to all Directors for their comment and record respectively. The original minutes of Board meetings are kept by the company secretary of the Company and such minutes are open for inspection at any reasonable time on reasonable prior notice by any Director. The Company has put in place appropriate insurance cover in respect of Directors' liability.

The Company's overall management is vested in its Board, which accepts that it is ultimately accountable and responsible for the performance and affairs of the Group. The Board's role is to provide entrepreneurial leadership, set the Company's strategic aims and the Company's values and standards, and to ensure that its obligations to its stakeholders and others are understood and met. To facilitate the operations, the Board has established a schedule of matters reserved for its approval. The specific responsibilities reserved for the Board include (1) setting the Group's strategies and dividend policy; (2) reviewing operational and financial performance; (3) approving major investments and divestments; (4) reviewing risk management and internal control system of the Group; (5) ensuring appropriate management development and succession plans are in place; (6) approving appointments of Directors and other senior executives; (7) approving corporate social responsibility policies; (8) ensuring effective communication with Shareholders and (9) other significant operational and financial matters. The day-to-day management, administration and operation of the Group are delegated to the management.

資料，並將徵求所有董事意見以於會議議程中增加額外事項（如有）。董事會會議記錄草稿及終稿將送達所有董事以供其評閱及存檔。董事會會議記錄原件由本公司公司秘書保存，且任何董事均可於作出合理事先通知後於任何合理時間查閱該等會議記錄。本公司已就董事責任投保適當之責任保險。

董事會肩負起管理本公司之業務，並對本集團表現及事務負最終責任。董事會之職能為提供企業領導、制定本公司之戰略目標及本公司之價值與標準，以及確保公司理解對其持份者及其他人之應有義務並履行該等義務。為促進營運，董事會已建立一份有待審批的事項清單。董事之具體責任包括(1)制定集團戰略及股息政策；(2)審閱營運及財務表現；(3)批准重大投資及撤資；(4)審閱本集團之風險管理及內部控制系統；(5)確保適當的管理人員開發及備有繼任計劃；(6)批准委任董事及其他高級管理人員；(7)批准企業社會責任政策；(8)確保與股東之有效交流及(9)其他重大營運及財務事務。本集團日常管理、行政及營運被委託予管理層。

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Details of the Board are as follows:

董事會詳情如下：

	Ni Chen Hui 倪晨暉	Lian Xiu Qin 連秀琴	Feng Ming Zhu 馮明竹 (re-designated from an executive Director with effect from 27 May 2025) (自2025年5月27日起由 執行董事調任)	Loke Yu 陸海林 (resigned with effect on 17 March 2025) (自2025年3月17 日起辭任)	Victor Heng 邢家維	Laurence Lam 林友耀	Gary Cheung 張為國
Position in the Board 於董事會的職位	Executive Director 執行董事	Executive Director 執行董事	Non-Executive Director 非執行董事	Non-Executive Director 非執行董事	Independent Non- Executive Director 獨立非執行董事	Independent Non- Executive Director 獨立非執行董事	Independent Non- Executive Director 獨立非執行董事
No. of Years Serving in the Company 於本公司服務年限	6 years 9 months 6年9個月	28 years 28年	19 years 19年	13 years 10 months 13年10個月	9 years 6 months 9年6個月	7 years 6 months 7年6個月	5 years 10 months 5年10個月
Other Significant Positions or Commitments	- Chairman - Corporate Governance Committee	- Chief Executive Officer	- Corporate Governance Committee	- Corporate Governance Committee	- Audit Committee (Chairman) - Remuneration Committee (Chairman) - Nomination Committee - Corporate Governance Committee	- Audit Committee - Remuneration Committee - Nomination Committee - Corporate Governance Committee (Chairman)	- Audit Committee - Remuneration Committee - Nomination Committee (Chairman) - Corporate Governance Committee
其他重要職位或承擔	- 主席 - 企業管治委員會	- 行政總裁	- 企業管治委員會	- 企業管治委員會	- 審核委員會 (主席) - 薪酬委員會 (主席) - 提名委員會 - 企業管治委員會	- 審核委員會 - 薪酬委員會 - 提名委員會 - 企業管治委員會 (主席)	- 審核委員會 - 薪酬委員會 - 提名委員會 (主席) - 企業管治委員會
Gender 性別	Male 男	Female 女	Male 男	Male 男	Male 男	Male 男	Male 男
Age 年齡	36-45 36-45歲	46-59 46-59歲	60+ 60+歲	60+ 60+歲	46-59 46-59歲	60+ 60+歲	60+ 60+歲
Qualification	- Bachelor's Degree	- Bachelor's Degree	- Bachelor's Degree	- Doctorate - Master's Degree - Bachelor's Degree - CPA	- Master's Degree - Bachelor's Degree - CPA	- Master's Degree - Bachelor's Degree - CPA	- Bachelor's Degree
學歷	- 學士學位	- 學士學位	- 學士學位	- 博士 - 碩士學位 - 學士學位 - 執業會計師	- 碩士學位 - 學士學位 - 執業會計師	- 碩士學位 - 學士學位 - 執業會計師	- 學士學位
Competencies	- Corporate Management - Strategic Management - Operations Management - Investment Management - Risk Management - Corporate Governance	- International Business Management - Corporate Management - Strategic Management - Production Management - Operations Management - Board of Directors - Engineering - Technology	- Corporate Management - Strategic Management - Operations Management - Investment Management - Board of Directors - Legal & Regulatory - Risk Management - Corporate Governance	- International Business Management - Corporate Management - Strategic Management - Board of Directors - Finance & Accounting - Risk Management - Corporate Governance	- Corporate Management - Board of Directors - Finance & Accounting	- Corporate Management - Board of Directors - Finance & Accounting - Corporate Governance	- International Business Management - Corporate Management - Strategic Management - Operations Management - Investment Management - Board of Directors - Finance & Accounting - Legal & Regulatory - Risk Management - Corporate Governance
能力	- 企業管理 - 戰略管理 - 經營管理 - 投資管理 - 風險管理 - 公司治理	- 國際業務 - 企業管理 - 戰略管理 - 生產管理 - 經營管理 - 董事會 - 工程 - 技術	- 企業管理 - 戰略管理 - 經營管理 - 投資管理 - 董事會 - 法律及監管 - 風險管理 - 公司治理	- 國際業務 - 企業管理 - 戰略管理 - 董事會 - 財務及會計 - 風險管理 - 公司治理	- 企業管理 - 董事會 - 財務及會計	- 企業管理 - 董事會 - 財務及會計 - 公司治理	- 國際業務 - 企業管理 - 戰略管理 - 經營管理 - 投資管理 - 董事會 - 財務及會計 - 法律及監管 - 風險管理 - 公司治理

DIRECTORS' TRAINING AND PROFESSIONAL DEVELOPMENT

Every Director keeps abreast of responsibilities as a director of the Company and of the conduct, business activities and development of the Company. Directors are continually provided with updates to regulatory and governance developments. The Company provides all members of the Board with monthly updates on the Company's performance, position and prospects. Directors are encouraged to participate in continuous professional development courses and seminars to develop and refresh their knowledge and skills, including updates to laws and regulations applicable to the Company and its Directors as well as any amendments thereto. During the Review Period, the Company provided regular updates to the Directors on material changes to regulatory requirements applicable to the Directors and the Company and on the latest business development of the Group on a timely basis. Mr. Ni Chen Hui, Ms. Lian Xiu Qin, Mr. Feng Ming Zhu, Mr. Heng Ja Wei Victor, Mr. Lam Yau Yiu and Mr. Cheung Wai Kwok Gary confirmed that they have complied with code provision C.1.4 of the Corporate Governance Code in relation to continuous professional development during the Review Period. During the Review Period, all of the Directors have participated in continuous professional development by attending seminars, e-seminars, in-house briefing and reading materials to develop and refresh their knowledge and skills in areas related to their roles, functions and duties of Directors such as corporate governance and regulatory updates. In addition, during the Review Period, Mr. Heng Ja Wei Victor, Mr. Lam Yau Yiu, Mr. Cheung Wai Kwok Gary and Dr. Loke Yu attended various directors' training seminars and e-seminars arranged by various organisations including the Hong Kong Institute of Certified Public Accountants and Hong Kong Institute of Directors. On a continuing basis, Directors are encouraged to keep up to date on all matters relevant to the Group and attend briefings and seminars as appropriate.

BOARD PERFORMANCE

The Company regards board evaluations as an important tool for assessing the effectiveness and efficiency of the Board. In 2025, it completed internal performance evaluations of the Board and its committees. The approach and process for this year's evaluation were determined by the Chairman and the Nomination Committee, while the Company Secretary was responsible for execution and for consolidating the feedback provided by directors. The Board and the relevant committees then formulated corresponding improvement

董事培訓及專業發展

各董事均熟知身為本公司董事之責任以及本公司之經營運作、業務活動及發展。董事持續獲提供規管及管治發展之最新資訊。本公司每月向所有董事會成員提供有關本公司業績、狀況及前景之最新資訊。本公司鼓勵董事參與持續性專業發展課程及研討會，以發展及更新彼等之知識及技能，其中包括適用於本公司及其董事之最新法律法規以及該等法律及法規之修訂本。於回顧期間，本公司定期向董事提供有關適用於董事及本公司規例要求重大變動的更新資訊以及本公司的最新業務發展。倪晨暉先生、連秀琴女士、馮明竹先生、邢家維先生、林友耀先生及張為國先生確認，彼等於回顧期間已遵守企業管治守則有關持續專業發展的守則條文第C.1.4條。於回顧期間，所有董事均有出席與彼等角色、職能及董事職責相關之研討會、網上研討會、內部簡介會及閱讀資料等持續性專業發展培訓，以發展及更新彼等的知識及技能，如企業管治及規管的最新資訊等。此外，於回顧期間，邢家維先生、林友耀先生、張為國先生及陸海林博士已參加由多個機構（包括香港會計師公會及香港董事學會）安排之多場董事培訓研討會及網上研討會。本公司鼓勵董事持續掌握與本集團相關之所有最新事宜並適時出席簡介會及研討會。

董事會表現

本公司視董事會評核為評估董事會成效及效率的重要工具，於2025年已完成董事會及其轄下委員會的內部表現評核。本年度董事會評核的方式及流程由主席及提名委員會制定，由公司秘書負責執行及對董事提出的意見予以匯總，再由董事會及各委員會對相關意

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strategies based on the collected opinions. The evaluation involved each director completing a questionnaire to submit individual ratings and express views on a range of topics. The purpose of the evaluation was to ensure that the Board and its committees continue to perform their expected duties and responsibilities effectively, while also formulating improvement action plans.

The scope of the evaluation covered multiple dimensions, including board operations and effectiveness, board composition and diversity, transparency and communication, director appointment and ongoing development, individual director performance, the functioning of committees (such as Audit, Nomination, Remuneration, and Corporate Governance Committees), sustainability and ESG oversight, as well as overall assessment and recommendations. The evaluation results were analyzed and presented in aggregate form to the Nomination Committee and the Board, without disclosing individual directors' specific ratings or comments, in order to maintain confidentiality, foster a culture of trust, and encourage candid discussion.

Based on the 2025 evaluation, the Board considered its current practices to be effective. The Company has discussed and reviewed the results, and going forward will arrange more forward-looking agendas to cover additional key topics, give priority to candidates with diverse backgrounds when appointing new directors to ensure alignment of board skills with corporate strategic objectives, and establish more rigorous and transparent procedures for director appointments and succession planning. In addition, to actively advance the Company's ESG initiatives, the Company will provide directors with more training on ESG-related matters and strengthen the Board's regular review of the implementation of the Company's sustainability strategies and goals, with the aim of more effectively overseeing issues such as climate change, carbon emissions, and social responsibility.

Overall, all members of the Board agreed that the Board operates effectively and embodies a strong governance culture. In this era of challenges and rapid development, the initiatives introduced by the Group to enhance overall performance have been well received. The Board is confident that performance objectives have been achieved, and each director has made a positive contribution to the overall effectiveness of the Board and its committees.

見制定相應的改善策略。評核方式包括各董事填寫問卷，提交個人評級，並就一系列議題表達意見。此舉旨在確保董事會及其轄下委員會能持續有效地履行職責與責任，並制定改善行動計劃。

是次評核涵蓋多方面，包括董事會的運作與效能、組成與多元性、資訊透明度與溝通、董事的選任及持續進修、董事個人表現、各功能性委員會的運作（如審核、提名、薪酬及企業管治委員會）、持續發展與ESG監督，以及整體評價與建議。評核結果將以匯總形式提交提名委員會及董事會，不會披露個別董事的具體評價或評級，以保持機密性、培養信任文化並促進坦誠討論。

根據2025年度的評核結果，董事會認為現行做法行之有效。本公司已就結果進行討論與檢討，並計劃在往後的工作中安排更具前瞻性的議程，以涵蓋更多關鍵議題；在委任新董事時優先考慮具備多元背景的人選，使董事會成員的技能與本公司策略目標相符；同時制定更嚴謹及透明的董事選任程序與接班人計劃。再者，為積極推動公司的ESG舉措，本公司亦將向董事提供更多ESG相關培訓，並加強董事會定期檢視公司持續發展策略與目標的執行情況，以更有效地監督氣候變遷、碳排放及社會責任等議題。

整體而言，全體董事會成員一致認同董事會的運作有效並具備良好的管治文化。在這個充滿挑戰及迅速發展的時代，本集團為提升整體表現而推出的各項舉措亦獲得肯定。董事會相信已達致表現目標，而各董事均對董事會及其委員會的整體成效作出了積極貢獻。

AUDIT COMMITTEE

The Company has established an audit committee (the "Audit Committee") with written terms of reference as suggested under the code provisions and recommended best practices under the Corporate Governance Code and adopted with reference to "A Guide for Effective Audit Committees" published by the Hong Kong Institute of Certified Public Accountants in February 2002. As at 31 December 2025, the Audit Committee comprised three INEDs, namely Mr. Heng Ja Wei Victor, Mr. Lam Yau Yiu and Mr. Cheung Wai Kwok Gary, and the chairman of the Audit Committee was Mr. Heng Ja Wei Victor. Each committee member can bring to the Audit Committee his valuable experience in reviewing financial statements and evaluating significant control and financial issues of the Group, who among themselves possess a wealth of management experience in the accounting profession or commercial sectors. The Audit Committee was established on 3 December 2006 and held 3 meetings during the Review Period. The committee members' attendance is shown on page 75.

The main duties of the Audit Committee are as follows:

- (i) to review the half-year and annual financial statements of the Group before they are submitted to the Board for approval;
- (ii) to make recommendations to the Board on the appointment, reappointment and removal of the external auditor, and to approve the remuneration and terms of engagement of the external auditor, and any questions of its resignation or dismissal of that auditor;
- (iii) to review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards;
- (iv) to review the Company's financial controls;
- (v) to review the Group's financial and accounting policies and practices;
- (vi) to review and monitor the effectiveness of the internal audit function;

審核委員會

本公司已按照企業管治守則下的建議最佳應用守則條文以及香港會計師公會於2002年2月刊發的「審核委員會有效運作指引」成立審核委員會（「審核委員會」）並以書面釐定其職權。於2025年12月31日，審核委員會成員包括三名獨立非執行董事（即邢家維先生、林友耀先生及張為國先生）及審核委員會之主席為邢家維先生。每位委員會成員向審核委員會貢獻其對審閱財務報表及評估本集團重大控制及財務事宜的寶貴經驗。彼等均於會計專業或商界擁有豐富的管理經驗。審核委員會於2006年12月3日成立，並於回顧期間舉行3次會議。有關委員會成員的出席情況載於第75頁。

審核委員會的主要職責如下：

- (i) 在本集團半年及年度財務報表提呈董事會批准前審閱有關報表；
- (ii) 就委任、重新委任及撤換外部核數師向董事會提出建議，批准外聘核數師的酬金及委聘條款，以及處理任何有關該核數師辭任或解聘的問題；
- (iii) 按照適用準則，檢討及監察外部核數師的獨立及客觀性，以及核數程序的效用；
- (iv) 檢討本公司的財務監控；
- (v) 檢討本集團的財務及會計政策與慣例；
- (vi) 檢討及監察內部審核職能的效用；

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- (vii) to review the arrangements which the employees of the Company can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters; and
- (viii) to review the terms and conditions of ongoing connected transactions of the Group.

During the Review Period, the Audit Committee carried out its duties as set out above, including reviewing certain financial information of the Group.

REMUNERATION COMMITTEE

The Company established a remuneration committee (the "Remuneration Committee") on 3 December 2006 and held 1 meeting during the Review Period. The committee members' attendance is shown on page 75. As at 31 December 2025, the Remuneration Committee comprised three INEDs, namely Mr. Heng Ja Wei Victor, Mr. Lam Yau Yiu and Mr. Cheung Wai Kwok Gary. The chairman of the Remuneration Committee was Mr. Heng Ja Wei Victor. Its main duties are summarised as follows:

- (i) to make recommendations to the Board on the Group's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing such remuneration policies, and to determine, with delegated responsibility, the remuneration packages of all individual executive Directors and senior management;
- (ii) to make recommendations to the Board on the remuneration of non-executive Directors;
- (iii) to ensure that no Director or any of his/her associates is involved in deciding his/her own remuneration;
- (iv) to review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules; and
- (v) to advise Shareholders on how to vote in respect of any service contract or appointment letter of Directors that requires Shareholders' approval in accordance with the Listing Rules.

- (vii) 檢討有關本公司僱員可暗中就財務報告、內部控制或其他方面可能發生的不當行為提出關注之安排；及

- (viii) 審閱本集團持續關連交易的條款及條件。

於回顧期間，審核委員會已履行上文所載之職責，包括審核本集團若干財務資料。

薪酬委員會

本公司於2006年12月3日設立薪酬委員會（「薪酬委員會」），薪酬委員會於回顧期間曾舉行1次會議，該委員會成員的出席情況載於第75頁。於2025年12月31日，薪酬委員會由三名獨立非執行董事，即邢家維先生、林友耀先生及張為國先生組成。薪酬委員會的主席為邢家維先生。薪酬委員會主要職責概述如下：

- (i) 就本集團有關董事及高級管理層所有薪酬的政策及架構，以及訂立發展該等薪酬政策的正式及具透明度的程序向董事會作出推薦意見，及根據授權釐定各執行董事及高級管理層的薪酬組合；
- (ii) 就非執行董事的薪酬向董事會作出推薦意見；
- (iii) 確保並無任何董事或其任何聯繫人士參與決定其本身的薪酬；
- (iv) 審查及／或批准與上市規則第17章下之股份計劃有關的事項；及
- (v) 就根據上市規則須經股東批准之任何董事服務合約或委任函如何進行投票向股東提出建議。

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The work done by the Remuneration Committee during the Review Period included the above and the following:

- (i) determining the policy for the remuneration of executive Directors;
- (ii) assessing performance of executive Directors; and
- (iii) approving the terms of executive Directors' service contracts.

Details of the amount of the Directors' emoluments are set out in Note 11 to the consolidated financial statements.

Pursuant to code provision E.1.5 of the Corporate Governance Code, the remuneration payable to member of the senior management by band for the year ended 31 December 2025 is set out below:

薪酬委員會於回顧期間的工作包括上述及以下各項：

- (i) 釐定執行董事的薪酬政策；
- (ii) 評估執行董事的表現；及
- (iii) 批准執行董事服務合約的條款。

有關董事酬金款額的詳情載於綜合財務報表附註11。

根據企業管治守則之守則條文第E.1.5條，截至2025年12月31日止年度，高級管理層成員之薪酬介乎以下組別：

In the band of 薪酬組別		Number of individual(s) 人數
Nil to RMB915,300 (equivalent to Nil to HKD1,000,000)	零至人民幣915,300元 (相當於零至1,000,000港元)	2
RMB2,288,251 to RMB2,745,900 (equivalent to HKD2,500,001 to HKD3,000,000)	人民幣2,288,251元至人民幣2,745,900元 (相當於2,500,001港元至3,000,000港元)	1

NOMINATION COMMITTEE

The Company established a nomination committee (the "Nomination Committee") on 3 December 2006 and held 1 meeting during the Review Period. The committee members' attendance is shown on page 75. As at 31 December 2025, the Nomination Committee comprised three INEDs, namely Mr. Cheung Wai Kwok Gary, Mr. Lam Yau Yiu and Mr. Heng Ja Wei Victor. The chairman of the Nomination Committee was Mr. Cheung Wai Kwok Gary. The Nomination Committee selects and recommends appropriate candidates based on the candidates' prior experience and qualifications to the Board on the appointment of Directors. The main duties of the Nomination Committee are as follows:

- (i) to review the structure, size and composition (including but not limited to gender, age, cultural background, educational background, professional experience, skills, knowledge and/or length of service) of the Board on a regular basis and to make recommendations to the Board regarding any proposed changes;

提名委員會

本公司於2006年12月3日設立提名委員會（「提名委員會」），提名委員會於回顧期間曾舉行1次會議，該委員會成員之出席情況載於第75頁。於2025年12月31日，提名委員會由三名獨立非執行董事，即張為國先生、林友耀先生及邢家維先生組成。提名委員會的主席為張為國先生。提名委員會於委任董事時，將根據候選人的過往經驗及資格挑選並向董事會推薦適當人選。提名委員會的主要職責如下：

- (i) 定期審議董事會的架構、人數及成員（包括但不限於性別、年齡、文化背景、教育背景、專業經驗、技能、知識及／或服務任期方面），並就任何建議變動向董事會作出推薦意見；

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| (ii) to develop the criteria for identifying and assessing the qualifications of and evaluating candidates for directorship; | (ii) 制定識別及評估董事候選人資格及評估候選人的標準； |
| (iii) to identify individuals who are suitably qualified to become a Board member and to select or make recommendations to the Board on the selection of individuals nominated for directorships having regard to each candidate's merit against an objective criteria and the benefits of diversity of the Board; | (iii) 基於對董事候選人各自優點及董事會成員多樣性好處的考慮，識別合資格適宜成為董事會成員的個別人士，並揀選或就揀選個別人士被提名董事一職向董事會提出建議； |
| (iv) to assess the independence of independent non-executive directors to determine their eligibility; | (iv) 評估獨立非執行董事的獨立身份以決定其資格； |
| (v) to review and assess the adequacy of the corporate governance guidelines of the Company and to recommend any proposed changes to the Board for approval; and | (v) 審議及評估本公司企業管治指引是否全面，以及推薦任何建議變動以提呈董事會批准；及 |
| (vi) have regard to the Company's policy concerning diversity of Board members ("Board Diversity Policy"), and make appropriate disclosure of the policy or a summary of the policy in the Company's corporate governance report. | (vi) 在適當情況下於本公司企業管治報告中檢討董事會成員多元化政策（「董事會成員多元化政策」），及就政策或政策摘要作出適當披露。 |

The work done by the Nomination Committee during the Review Period included the above and determining the policy for the nomination of Directors.

提名委員會於回顧期間的工作包括上述及制定提名董事的政策。

NOMINATION POLICY FOR DIRECTORSHIP

The Board has approved and adopted a nomination policy for directorship with effect from 1 January 2019 (the "Nomination Policy"). The Nomination Policy aims at setting out the processes and criteria for the nomination of a candidate for directorship in the Company. The Nomination Committee shall consider the following factors in assessing the suitability of a proposed candidate:

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| (a) reputation for integrity; | (a) 誠信信譽； |
| (b) accomplishment and professional knowledge and industry experience which may be relevant to the Company; | (b) 與本公司相關的成就、專業知識及行業經驗； |
| (c) commitment in respect of available time; | (c) 可投入的時間； |
| (d) merit and potential contributions that such candidate could bring to the Board with reference to the Company's Board Diversity Policy, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, independence, skills, knowledge and length of service; | (d) 參考本公司的董事會成員多元化政策，有關候選人可為董事會帶來的好處及潛在貢獻，包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、獨立性、技能、知識及服務期長短； |

董事提名政策

董事會已批准並採納一項董事提名政策（「提名政策」），該政策自2019年1月1日起生效。該提名政策旨在列明提名本公司董事候選人之程序及標準。提名委員會於評估擬任候選人的合適性時，應參考以下因素：

- (e) in case of a candidate for an independent non-executive director of the Company, to assess the independence of such candidate; and
- (f) board succession planning considerations and the long-term needs of the Company.

The Nomination Committee has the discretion to consider any other factors and matters and nominate any person, as it considers appropriate. After reaching its decision, the Nomination Committee nominates such candidates to the Board for approval and appointment.

BOARD MEMBERS AND DIVERSITY POLICY

In August 2013, the Board adopted a board diversity policy setting out the approach to achieve diversity in the Board to ensure that the Board has the balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. In designing the Board's composition, the Company will consider its own business model and specific needs. In selecting candidates, the Company will consider a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, professional experience, skills, knowledge and length of service. All Board appointments will be based on merit and contribution that the candidates will bring to the Board, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board. The Board reviews the implementation and effectiveness of the board diversity policy on an annual basis and has reviewed the board diversity policy during the Review Period.

The Nomination Committee of the Company is responsible for reviewing the structure, size, diversity profile and skills matrix of the Board, selecting individuals to be nominated as directors, reviewing succession planning for directors, and making recommendation on such matters to the Board for adoption. The Nomination Committee will review the composition of the Board annually and set a diversity target for the Board for the ensuing year.

- (e) 就本公司獨立非執行董事候選人而言，將予評估有關候選人的獨立性；及
- (f) 董事會的繼任規劃考慮因素及本公司的長期需要。

提名委員會有酌情權考慮任何其他因素及事宜並提名其認為適當的任何人士。提名委員會在作出決定後，將有關人選提名予董事會批准及委任。

董事會成員及多元化政策

於2013年8月，董事會採納了董事會多元化政策，當中載列實現董事會多元化的方針，以確保董事會具備適合本公司業務需求的技能、經驗及多樣性觀點。為達致可持續的均衡發展，本公司視董事會層面日益多元化為支援其達到戰略目標及維持可持續發展的關鍵元素。本公司在設定董事會成員組合時按本公司的業務模式及特定需要而訂定，甄選人選時將按一系列多元化範疇為基準，包括但不限於性別、年齡、文化及教育背景、專業經驗、技能、知識及服務任期。董事會所有委任最終將按人選的長處及可為董事會提供的貢獻而作決定，並在考慮人選時以客觀條件充分顧及董事會成員多元化的裨益。董事會每年會審查董事會多元化政策的實施情況及成效，並已於回顧期間內審查董事會多元化政策。

本公司提名委員會負責檢討董事會之架構、規模、多元化概況及才能組合、甄選個別人士提名為董事、檢討董事的繼任計劃，並就此等事宜向董事會提出建議，供其採納。提名委員會將每年檢討董事會組成，並訂定來年董事會成員多元化的目標。

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As of 31 December 2025, the Board of the Company comprises a total of seven members, including three independent non-executive Directors and one non-executive Director, whose professional areas cover finance and accounting, electronics and electrical machinery, financial service, and corporate management, etc. More than half of the Board members are non-executive Directors to ensure the independence of the Board, only two of the Board members are responsible for specific management affairs. All of the independent non-executive Directors have a tenure of more than five years. The Company has always paid attention to gender diversity among the Board members, and has committed to maintaining an appropriate level of female representation in the Board, which shall be no less than 10%. As of 31 December 2025, female directors make up 16.7% of the Board and 50.0% of executive Directors.

EMPLOYMENT FIGURES

As at 31 December 2025, the Group had a total of 2,415 full-time employees (2024: 2,406) and 1 (2024: 1) senior management members. The Group adheres to the principle of equality and non-discrimination in its business operations. All employees are entitled to equal opportunities regardless of their gender, age, nationality, ethnic background, religion, political background, marital status, pregnancy status, military service status and physical disability. The Group has always paid attention to gender equality among employees. At present, the ratio of male and female employees (excluding senior management) is 62.7% (2024: 65.1%) and 37.3% (2024: 34.9%) respectively, and the ratio of male and female senior management members is 100% (2024: 100%) and 0% (2024: 0%) respectively. The gender ratio of the Group is in line with industry norm. The Group is committed to maintaining the current level of female employees in its workforce.

DIVIDEND POLICY

The Board has approved and adopted a dividend policy with effect from 1 January 2019 (the "Dividend Policy"). It is the policy of the Board, in considering the payment of dividends, to allow shareholders of the Company to participate in the Company's profits whilst retaining adequate reserves for the Group's future growth. The Board shall consider the following factors before declaring or recommending any dividends:

- (a) the Company's actual and expected financial performance;
- (b) the Group's liquidity position;

於2025年12月31日，本公司董事會成員共有7名，含3名獨立非執行董事及1名非執行董事，專業領域涵蓋財務會計、電子電機、金融服務及公司管理等。董事會過半數成員為非執行董事，以確保董事會之獨立性，董事會成員中只有2名董事負責具體管理事務。全體獨立非執行董事的任期年資在5年以上。本公司向來關注董事會成員性別多元化，並承諾於董事會維持適當比例的女性代表，該比例不得小於10%。於2025年12月31日，女性董事佔董事會的16.7%及執行董事的50.0%。

僱傭數字

截至2025年12月31日，本集團共有2,415名全職僱員（2024年：2,406名）及1名（2024年：1名）高級管理人員。本集團在其業務營運中秉持平等及無歧視原則，不論性別、年齡、國籍、種族背景、宗教、政治背景、婚姻狀況、懷孕狀況、兵役狀況及身體殘疾，僱員均享有平等機會。本集團向來關注僱員性別平等，現階段男性員工及女性員工比例（不包括高級管理層）分別為62.7%（2024年：65.1%）及37.3%（2024年：34.9%），當中男性高級管理人員及女性高級管理人員比率分別為100%（2024年：100%）及0%（2024年：0%）。本集團的性別比率符合行業慣例。本集團承諾將其員工中的女性僱員維持在現有水平。

股息政策

董事會已批准並採納一項股息政策（「股息政策」），該政策自2019年1月1日起生效。董事會考慮派付股息時所採納之政策准許本公司股東分享本公司溢利，同時預留足夠儲備以供本集團日後發展之用。董事會與宣派及建議股息前須考慮以下因素：

- (a) 本公司之實際及預期財務表現；
- (b) 本集團之流動資金狀況；

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|--|--|
| (c) retained earnings and distributable reserves of the Company and each of the members of the Group; | (c) 本公司及本集團各成員公司之保留盈利及可分派儲備； |
| (d) the level of the Group's debts to equity ratio, return on equity and the relevant financial covenants; | (d) 本集團之債務權益比率水平、股權回報率及相關財務契諾； |
| (e) any restrictions on payment of dividends that may be imposed by the Group's lenders; | (e) 本集團貸方或會施加的任何派息限制； |
| (f) the Group's expected working capital requirements and future expansion plans; | (f) 本集團之預期營運資金需求及未來擴展計劃； |
| (g) general economic conditions and other internal or external factors that may have an impact on the business or financial performance and position of the Company; and | (g) 整體經濟狀況及或會影響本公司業務或財務表現及狀況之其他內部或外部因素；及 |
| (h) any other factors that the Board deem appropriate. | (h) 董事會認為適當的任何其他因素。 |

The declaration, recommendation and payment of any dividends are also subject to compliance with applicable laws, regulations and the articles of association of the Company. The Board will continually review the Dividend Policy from time to time and there can be no assurance that dividends will be paid in any particular amount for any given period.

宣派、建議及派付任何股息亦須遵守適用法例、法規及本公司之組織章程細則。董事會將不時持續檢討股息政策，亦無法保證股息將於任何指定期間按任何特定金額派付。

CORPORATE GOVERNANCE COMMITTEE

The Company established a corporate governance committee (the "Corporate Governance Committee") on 27 September 2018 and held 3 meetings during the Review Period. The committee members' attendance is shown on page 75. As at 31 December 2025, the Corporate Governance Committee comprised Mr. Lam Yau Yiu (an INED), Mr. Cheung Wai Kwok Gary (an INED), Mr. Heng Ja Wei Victor (an INED), Mr. Feng Ming Zhu (a NED) and Mr. Ni Chen Hui (an executive Director). Dr. Loke Yu had resigned as a member of the Corporate Governance Committee with effect from 17 March 2025. The chairman of the Corporate Governance Committee was Mr. Lam Yau Yiu. All of the committee members have significant experience in the internal control, corporate governance, legal and/or accounting areas. The committee is primarily responsible for performing corporate governance functions and risk management and internal control functions in accordance with the Corporate Governance Code. Mr. Ni Chen Hui, executive Directors, who is responsible for the daily

企業管治委員會

本公司於2018年9月27日設立企業管治委員會（「企業管治委員會」），企業管治委員會於回顧期間曾舉行3次會議，該委員會成員之出席情況載於第75頁。於2025年12月31日，企業管治委員會由林友耀先生（獨立非執行董事）、張為國先生（獨立非執行董事）、邢家維先生（獨立非執行董事）、馮明竹先生（非執行董事）及倪晨暉先生（執行董事）組成。陸海林博士已自2025年3月17日起辭任企業管治委員會成員。企業管治委員會主席為林友耀先生。該委員會成員皆於內部控制、企業管治、法律及／或會計領域擁有豐富經驗。該委員會主要負責根據企業管治守則履行企業管治職能及風險管理及內部控制職能。執行董事倪晨暉先生負責本集團日常營運，為委員會主要成

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operations of the Group is the key members of the committee. Mr. Ni Chen Hui plays a key role in experiencing the actual implementation status and/or progress of various internal control and ongoing monitoring policies, and therefore can identify key issues as and when they arise and interact with the staff and the operational systems in order to identify any such issues on a timely basis.

The main duties of the Corporate Governance Committee are as follows:

- (a) to develop, review and monitor the Company's policies and practices on corporate governance and make recommendations to the Board;
- (b) to review and monitor the training and continuous professional development of the Directors and senior management of the Company;
- (c) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- (d) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and the Directors;
- (e) to review the Company's compliance with the Corporate Governance Code and disclosure in the Company's corporate governance report;
- (f) to oversee the Company's risk management and internal control systems on an ongoing basis (including reviewing the Company's risk management and internal control systems, which includes assessing the effectiveness of the Company's internal control system), evaluate and determine the nature and extent of the risks the Company is willing to take in achieving the Company's strategic objectives, and ensure that the Company establishes and maintains appropriate and effective risk management and internal control systems; and
- (g) to conduct an annual review of the effectiveness of the risk management and internal control systems, covering all material controls, including financial, operational and compliance controls.

員。倪晨暉先生在體驗各項內部控制及持續監督政策的實際執行情況及／或進展方面發揮關鍵作用，因此於問題出現時能及時發現，並與員工及業務系統進行互動，以便及時發現任何該等問題。

企業管治委員會的主要職責如下：

- (a) 制定、檢討及監察本公司的企業管治政策及常規，並向董事會提出建議；
- (b) 檢討及監察本公司董事及高級管理層的培訓及持續專業發展；
- (c) 檢討及監察本公司在遵守法律及監管規定方面的政策及常規；
- (d) 制定、檢討及監察僱員及董事適用的操守準則及合規手冊（如有）；
- (e) 檢討本公司遵守企業管治守則及在本公司企業管治報告內的披露；
- (f) 持續監督本公司的風險管理及內部控制系統（包括檢討本公司的風險管理及內部控制系統，其包括評估本公司內部控制系統的有效性）、評估及釐定本公司達成本公司戰略目標時所願意接納的風險性質及程度及確保本公司設立及維持有效的風險管理系統；及
- (g) 每年檢討風險管理及內部控制系統的有效性，涉及所有重大監控事項（包括財務、經營及合規監控）。

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During the Review Period, the Corporate Governance Committee carried out its duties as set out above, including discussing with the Group's risk management department in relation to the internal control systems of the Group.

於回顧期間，企業管治委員會已履行上文所載之職責，包括就本集團的內部控制系統與本集團風險管理部門進行討論。

The following table summarises the attendance of each individual Director and committee member in the respective Board, committee and general meetings held during the Review Period.

下表概述各董事及委員會成員於回顧期間出席各董事會、委員會及股東大會的情況。

		Meetings attended/held in 2025 於2025年出席/舉行的會議					
		Board 董事會	Audit Committee 審核委員會	Nomination Committee 提名委員會	Remuneration Committee 薪酬委員會	Corporate Governance Committee 企業管治委員會	General Meeting 股東大會
Number of meetings held during the Review Period	於回顧期間舉行的會議數目	8	3	1	1	2	2
Executive Directors:	執行董事：						
Ni Chen Hui (Chairman)	倪晨暉 (主席)	8/8	N/A不適用	N/A不適用	N/A不適用	2/2	2/2
Lian Xiu Qin (Chief Executive Officer)	連秀琴 (行政總裁)	7/8	N/A不適用	N/A不適用	N/A不適用	N/A不適用	2/2
Non-executive Directors:	非執行董事：						
Feng Ming Zhu (re-designated from an executive Director with effect from 27 May 2025)	馮明竹 (自2025年5月27日起由執行董事調任)	8/8	N/A不適用	N/A不適用	N/A不適用	2/2	2/2
Loke Yu (resigned with effect from 17 March 2025)	陸海林 (自2025年3月17日起辭任)	2/8	N/A不適用	N/A不適用	N/A不適用	0/2	0/2
Independent non-executive Directors:	獨立非執行董事：						
Heng Ja Wei Victor	邢家維	8/8	3/3	1/1	1/1	2/2	2/2
Lam Yau Yiu	林友耀	8/8	3/3	1/1	1/1	2/2	2/2
Cheung Wai Kwok Gary	張為國	8/8	3/3	1/1	1/1	2/2	2/2

GOING FORWARD

The Group will keep on reviewing its corporate governance standards on a regular basis and the Board endeavors to take the necessary actions to ensure compliance with the provisions of the Corporate Governance Code.

展望

本集團將繼續定期檢討其企業管治標準，董事會致力採取必要行動，以確保遵守企業管治守則的條文。

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INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the INEDs an annual written confirmation of his independence, and the Company considers such Directors to be independent in accordance with each and every guideline set out in Rule 3.13 of the Listing Rules.

During the Review Period, the Board has reviewed the mechanisms for ensuring independent views and input are available to the Board, including the proportion, and independence of INEDs, their contributions and the channels for obtaining internal appropriate information and seeking external independent professional advice, and considered such mechanism to be effectively implemented.

CORPORATE GOVERNANCE FUNCTIONS

The Corporate Governance Committee is responsible for performing the corporate governance functions as set out in its terms of reference, the main duties of which are set out above.

During the Review Period, the Corporate Governance Committee reviewed the Company's compliance with the Corporate Governance Code.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE OF THE LISTING RULES

In the opinion of the Directors, the Company has complied with the code provisions set out in the Corporate Governance Code as set out in Part 2 of Appendix C1 of the Listing Rules during the Review Period.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Structure of the Group

The Corporate Governance Committee is responsible for overseeing the risk management and internal control systems of the Group and assessing their effectiveness. The risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

獨立非執行董事的獨立性

本公司已收到各獨立非執行董事的年度獨立身份確認書，本公司認為根據上市規則第3.13條所載的各項指引，有關董事均為獨立人士。

於回顧期間，董事會已審查確保能向董事會提供獨立意見及建議的機制，包括獨立非執行董事的比例、獨立性、彼等所作出的貢獻，以及獲取內部適當資料及尋求外部獨立專業意見的渠道，並認為有關機制已得到有效實施。

企業管治職能

企業管治委員會負責執行其職權範圍載列之企業管治職能，其主要職責載列於上文。

於回顧期間，企業管治委員會檢討本公司就企業管治守則的遵守情況。

遵從上市規則之企業管治守則

董事認為，本公司於回顧期間已遵守上市規則附錄C1第2部所載之企業管治守則之守則條文。

風險管理及內部控制

本集團的風險管理構架

企業管治委員會負責監督本集團的風險管理及內部控制系統，以及評估其有效性。風險管理及內部控制系統旨在管理而非消除未能達成業務目標的風險，而且只能就不會有重大的失實陳述或損失作出合理而非絕對的保證。

Risk Management Department

The Group has set up a risk management department which is responsible for the design and implementation of the risk management system, assisting the Board in monitoring and supervising the implementation and effectiveness of the risk management framework and process and reviewing the measures on dealing with risks. The risk management department performs an internal audit function and is responsible for performing review of the adequacy and effectiveness of the internal control systems of the Group.

The Corporate Governance Committee reports to the Board after review of the effectiveness of the Group's risk management and internal control system. Upon consideration of the work and results of review of the Corporate Governance Committee, the Board forms its view on the effectiveness of the risk management and internal control systems.

The Board ensures that a review of the risk management and internal control systems of the Group is conducted annually in respect of the relevant financial year.

During the Review Period, the Corporate Governance Committee and the risk management department conducted a review of the internal control systems and procedures of the Group and to make recommendations accordingly ("Internal Control Review").

The scope of work of the risk management department included an independent assessment of the internal control systems of the major subsidiaries of the Group. During the Review Period, the risk management department performed reviews on the internal control systems of the major subsidiaries of the Group which involved collecting relevant information and conducting walkthrough tests.

The Internal Control Review has been completed. Having reviewed the findings and results of the report on the Internal Control Review prepared by the risk management department, and having taken into consideration the improvements and/or remedial measures implemented in accordance with the risk management department's recommendations, the Board is of the view that the Company has put in place adequate internal control system and financial reporting procedures to meet its obligations under the Listing Rules. In view of the above, the Board considers that a review of the effectiveness of the risk management and internal control systems was conducted during the Review Period and the risk management and internal control systems of the Group are effective and adequate.

風險管理部門

本集團已設立了一個風險管理部門，其負責設計及執行風險管理制度、協助董事會監察及監督風險管理構架及程序的執行及有效性，以及檢討風險應對措施。風險管理部門執行內部審計職能和負責對本集團內部控制系統的充分性和有效性進行檢討。

企業管治委員會在檢討本集團風險管理及內部控制系統的成效後向董事會報告。董事會考慮企業管治委員會的工作及檢討結果後，再就風險管理及內部控制系統的成效得出自己的意見。

董事會確保每年就有關財政年度對本集團風險管理及內部控制系統進行檢討。

於回顧期間，企業管治委員會及風險管理部門對本集團的內部控制系統和程序進行審閱，並提出相應的建議（「內部控制審閱」）。

風險管理部門之工作範圍包括獨立評估本集團主要附屬公司之內部控制系統。於回顧期間，風險管理部門對本集團主要附屬公司之內部控制系統進行檢討，其包括收集相關資料及運行測試。

內部控制審閱已完成。經審閱風險管理部門編製之內部控制審閱報告的發現及結果，及經考慮根據風險管理部門之建議實施的改善及／或補救措施後，董事會認為，本公司已建立充足的內部控制系統及財務報告程序，以履行上市規則項下之責任。鑒於上述情況，董事會認為，經於回顧期間內對風險管理及內部控制系統的有效性進行檢討，本集團的風險管理及內部控制系統屬有效且充足。

Major Risks and Uncertainties of the Group

The Group is exposed to different risks and uncertainties. Some of the Group's major risks are set out below and appropriate mitigation measures have been devised to manage such risks.

(A) OPERATIONAL, STRATEGIC AND FINANCIAL RISKS

The smart electronic products industry advances at a tremendous pace. Lithium-ion battery module, being the Company's main product, is mostly used in smartphones, notebooks, tablets and wearable devices. The sales of consumer smart electronics may change rapidly in response to consumer demand or taste. As a supplier of lithium-ion battery modules for a number of PRC smartphone brands, the drastic fluctuation in customers' sales of smartphones will have significant effect on the sales of the Group's lithium-ion battery modules.

Actions taken by the Group to address these issues include the following:

- (i) investment of resources in development of new products and application of lithium-ion battery in new industries and new fields in response to changes in market demands;
- (ii) diversification of product portfolios in order to reduce the impact of a reduction in sales of individual products on the Group's overall business; and
- (iii) proactive recruitment and training of skilled and experienced technicians to enhance the Group's R&D capability.

For lithium-ion battery products, great importance is attached to their quality and safety. The performance and safety of lithiumion battery is very sensitive to ambient environment. The safety of lithium-ion battery lies in effective use of external circuit design to ensure battery's operation is normal and safe. However, the efficiency and reliability of these safety devices are closely connected with good and consistent manufacturing quality. Various different circumstances or causes may also lead to short circuit and other risks.

本集團主要風險及不確定性

本集團面臨不同風險及不確定性。本集團某些主要風險載列如下並已採取適當緩解措施以管理該等風險。

(A) 經營、戰略及金融風險

智能電子產品行業發展一日千里，本公司主要產品鋰離子電池模組多應用於智能手機、筆記本及平板及可穿戴設備。消費類智能電子產品的銷售量或會因應消費者的需求或口味而急速改變，作為多家中國智能手機品牌的鋰離子電池模組供應商，客戶的智能手機銷售量大幅波動將對本集團的鋰離子電池模組銷售造成重大影響。

本集團已採取以下措施解決該等問題：

- (i) 投資資源開發新產品，因應市場需求變化，將鋰離子電池應用於新行業及新領域；
- (ii) 多元化產品組合，以減少個別產品之銷售變化對本集團整體業務之影響；及
- (iii) 積極招聘及培訓有技術和經驗的技術人員，以增強本集團的研發能力。

鋰離子電池產品十分著重其質量及安全性。鋰離子電池的性能及安全性受環境溫度的影響很大。鋰離子電池的安全性在於是否有效利用外在電路設計確保電池在正常且安全的狀態下運作。然而，這些安全裝置的效能及可靠度，與良好且一致的製造質量緊密相關。各種不同情況或原因亦可能會引發不同程度的短路及其他風險。

Actions taken by the Group to address these issues include the following:

- (i) in the pursuit of higher efficiency and endurance for batteries, the Group conducted more rigorous review of the safety of batteries to ensure that all the batteries delivered by the Group meet high safety standards;
- (ii) the Group ensures it purchases sufficient product liability insurance for protection. Product liability insurance covers the liability arising from a defective product that causes personal injury, property damage or other losses; and
- (iii) the raw materials and other auxiliary materials used for the Company's products shall be certified by authorities before being used. In the process of production, the Company's quality control department shall conduct inspection at each stage throughout the whole production process to ensure the quality of the Company's product and safeguard the interests of consumers with a quality monitoring system.

In 2025, more than 90% of the Group's turnover was derived from its ODM business. Over 60% of the sales of its ODM business was to three smartphone brand manufacturers. If the Group loses one of these top customers, it may have adverse effects on the operation and financial results of the Group's ODM business.

Actions taken by the Group to address these issues include the following:

- (i) look for more potential customers to reduce its dependence on top customers;
- (ii) strengthen after-sales services for customers, pay regular visits to customers and conduct customer satisfaction survey to continuously improve the quality of products and services, consolidate the Group's competitiveness in the industry and increase customer loyalty; and
- (iii) develop more new products to meet customers' needs.

本集團已採取以下措施解決該等問題：

- (i) 在追求電池的高效能與續航力之下，本集團開展更嚴謹檢視電池的安全性，確保所有出廠的電池符合高安全性的標準；
- (ii) 本集團確保有購買足夠的產品責任保險作保障。產品責任保險涵蓋由於不合格產品導致人身傷害、財產損失或其他損失產生的責任；及
- (iii) 本公司產品所採用的原材料及其他原輔料，在使用前需獲得權威機構給予認證方可使用。在生產的過程中，本公司質量控制部門應於整個生產過程中的每個階段開展檢測，確保以質量監控體系保證本公司產品質量以及保護廣大消費者權益。

於2025年，本集團逾90%的營業額來自其ODM業務。ODM業務的銷售當中有60%以上為售予三家智能手機品牌製造商。倘本集團流失該等大客戶之一，可能對本集團的ODM業務營運及財務業績構成不利影響。

本集團已採取以下措施解決該等問題：

- (i) 尋找更多潛在客戶，減少對大客戶的依賴度；
- (ii) 加強客戶的售後服務工作，定期走訪客戶和進行客戶滿意度調查，不斷提升產品及服務質量，鞏固本集團於行業的競爭力及增加客戶忠誠度；及
- (iii) 開發更多新產品以滿足客戶需求。

CORPORATE GOVERNANCE REPORT

企業管治報告

The vast majority of the Group's sales revenue is from operating units in the PRC. Adverse events in the PRC's operation and political environment may result in material adverse effects on the Group's business, financial position and operation results.

Actions taken by the Group to address these issues include the following:

- (i) development of overseas markets to increase revenue from overseas operations; and
- (ii) continuous monitoring of PRC's operations and political environment, anticipation of possible problems, and establish quick strategic response to changing business environment.

Overdue payments by customers granted with credit by the Group will increase the financial risk to the Group and affect the Group's financial performance and operating cash flow.

Actions taken by the Group to address these issues include the following:

- (i) regular review of the amount of accounts receivable from key customers to control it at an appropriate level; and
- (ii) implementation of strict internal control measures and increase collection efforts for overdue accounts receivable.

The main raw material for lithium-ion battery modules (being the Group's main product) is lithium-ion bare battery cell. The Group purchases lithium-ion bare battery cells from many well-known international manufacturers. In recent years, lithium-ion bare battery cell has been widely used in smartphones, notebooks, tablets, wearable devices, power tools, electric bicycles, energy storage and other fields. Any increase in the price or shortage of supply of lithium-ion bare battery cells will have a material impact on the profitability and production costs of the Group.

本集團銷售收益絕大部分來自中國的營運單位。中國營運及政治環境發生的不利事件可能導致本集團的業務、財務狀況及經營業績受到重大不利影響。

本集團已採取以下措施解決該等問題：

- (i) 開拓海外市場以增加海外業務的收益；及
- (ii) 持續監察中國的營運及政治環境，預判可能出現的問題，快速對任何不斷變化的業務環境作出策略應對。

獲授予本集團信貸期的客戶如逾期付款，將會增加本集團的金融風險，並會影響本集團的財務表現及經營現金流量。

本集團已採取以下措施解決該等問題：

- (i) 定期審視重要客戶之應收賬款金額並控制於適當水平；及
- (ii) 實施嚴格內部控制措施，對逾期之應收賬款加大催收力度。

本集團主要產品鋰離子電池模組的主要原材料為鋰離子電芯。本集團向眾多國際知名電芯製造商採購鋰離子電芯。近年來，鋰離子電芯被廣泛地應用於智能手機、筆記本、平板、可穿戴設備、電動工具、電動自行車、儲能及其他領域。鋰離子電芯價格有任何上升或出現供應短缺，將對本集團的盈利及生產成本造成重大影響。

Actions taken by the Group to address these issues include the following:

- (i) regular research on and evaluation of suppliers to ensure stable supply of raw materials; and
- (ii) through automation upgrade of production lines, the Group solves the problem with human resources and effectively controls production costs, which have positive effects on improvement of the Group's profitability and control of production costs.

(B) ACCIDENT RISKS

Major accidents including fires, natural disasters or serious infectious diseases will affect the Group's assets and operations, thus affecting the Group's operational capacity and reducing profitability.

Actions taken by the Group to address these issues include the following:

- (i) ensure comprehensive insurance coverage over the Group's properties and business is purchased;
- (ii) provision of regular education and training sessions on safety for all staff to strengthen staff's awareness of production safety;
- (iii) training on fire safety, fire emergency evacuation and fire drill at workplace are organised at least twice a year to ensure staff have a solid understanding of the significance and necessity of production safety and improve their own awareness of safety protection; and
- (iv) organise physical examination for the benefit of its staff to help in assessing possible occupational and serious infectious diseases.

(C) INDUSTRY RISKS

The possible slowdown of the Chinese economy, the possible drop in global shipment of smartphones and the possible substantial decrease in consumers' demands for replacement of smartphones will have material adverse effects on the Group's business, financial position and operation results.

本集團已採取以下措施解決該等問題：

- (i) 定期對供應商進行調研及評估以確保原材料的穩定供應；及
- (ii) 通過產線的自動化升級，本集團解決人力的問題以及有效控制生產成本，對改善本集團的盈利及控制生產成本有正面幫助。

(B) 事故風險

重大事故，例如火災、自然災難或嚴重傳染病會影響本集團資產及營運，進而影響集團的經營能力及降低盈利。

本集團已採取以下措施解決該等問題：

- (i) 確保已為本集團財產及業務購買全面的保險保障；
- (ii) 定期為全體員工提供安全教育及培訓課程，強化員工安全生產意識；
- (iii) 每年至少組織兩次消防安全教育的培訓，消防應急疏散及實地操作滅火演練，確保員工深刻認識到安全生產重要性及必要性，提高自身的安全防範意識；及
- (iv) 對其員工組織健康檢查，防止職業病及嚴重傳染病的發生，以保障職工的健康安全。

(C) 行業風險

中國經濟可能放緩，智能手機的國際運送量可能下降，且消費者對智能手機的更換需求可能大幅減少，這將對本集團的業務、財務狀況及經營業績產生重大不利影響。

CORPORATE GOVERNANCE REPORT

企業管治報告

Actions taken by the Group to address these issues include the following:

- (i) proactively pay attention to the application of lithium-ion batteries in new industries and new fields, grasp opportunities for access to the market and adjust the development strategy in response to changes in the market; and
- (ii) proactively build a platform for communication with consumers, pay close attention to consumers' demands, timely listen to consumers' opinions, and provide good products and aftersales services to increase customer loyalty.

INSIDE INFORMATION

With respect to procedures and internal controls for the handling and dissemination of inside information, the Company:

- is aware of its obligations under the Securities and Futures Ordinance and the Listing Rules;
- conducts its affairs in strict compliance with the relevant guidelines and policies relating to inside information issued by the Securities and Futures Commission and the Stock Exchange from time to time;
- has implemented procedures for responding to external enquiries about the Group's affairs; and
- requires all employees of the Group to abide by the Code of Conduct and Inside Information Disclosure Policy to keep inside information in strict confidence and refrain from accepting personal benefits through the power or authority derived from their positions.

本集團已採取以下措施解決該等問題：

- (i) 積極關注鋰離子電池在新行業及新領域的應用，抓住市場機遇，調整發展戰略應對市場變化；及
- (ii) 積極構建與消費者溝通的平台，密切關注消費者的需求，及時聽取消費者的意見，以及提供良好的產品及售後服務，提高客戶忠誠度。

內幕消息

關於處理及傳播內幕消息的程序及內部控制，本公司：

- 知悉證券及期貨條例及上市規則規定的義務；
- 嚴格按照證券期貨委員會及聯交所不時發佈的內幕消息相關指引及政策處理事務；
- 已實施程序應對有關本集團事務的外部諮詢；及
- 要求本集團全體僱員遵守個人操守及內幕消息披露政策，須嚴格保密內部資料，並不得透過來自其職位的權力或權限接受個人利益。

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 of the Listing Rules (the "Model Code"). Having made specific enquiries of all Directors, the Company confirmed that all Directors have complied with the required standard as set out in the Model Code for the financial year ended 31 December 2025.

AUDITOR'S REMUNERATION

The Audit Committee is responsible for considering the appointment of the external auditor and reviewing any non-audit functions performed by the external auditor, including whether such non-audit functions could lead to any potential material adverse effect on the Company. During the Review Period, the Group paid approximately RMB1,432,000 to its external auditors, namely BDO Limited, and approximately RMB328,000 to its PRC auditor for their audit services. The Group paid approximately RMB252,000 to BDO Limited for their non-audit services in respect of the review of the interim financial information of the Group for the six months ended 30 June 2025. There has been no change of the Company's auditors in any of the preceding three years from the date of this report.

DIRECTORS' RESPONSIBILITIES FOR ACCOUNTS

The Directors acknowledge their responsibility for preparing the consolidated financial statements of the Group. The Directors' responsibilities for the accounts and the reporting responsibilities of the external auditors are set out on pages 92 to 95 of this annual report.

COMPANY SECRETARY

The company secretary of the Company is Mr. Yeung Mun Tai (FCCA, CPA). Mr. Yeung took no less than 15 hours of relevant professional training during the Review Period.

上市發行人董事進行證券交易的標準守則

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易的標準守則（「標準守則」）。本公司向全體董事作出特別查詢後，確認全體董事於截至2025年12月31日止財政年度均已遵守標準守則所規定的標準。

核數師酬金

審核委員會負責審議委聘外聘核數師及審閱由外聘核數師履行的任何非審計工作，包括該等非審計工作會否對本公司構成任何潛在重大不利影響。於回顧期間，本集團就審計服務而向其外聘核數師香港立信德豪會計師事務所有限公司支付約人民幣1,432,000元，並向其中國核數師支付約人民幣328,000元。本集團就審閱本集團截至2025年6月30日止六個月之中期財務資料的非審計服務向香港立信德豪會計師事務所有限公司支付約人民幣252,000元。於本報告日期前三年內，本公司核數師並無變動。

董事就賬目的責任

董事知悉彼等編製本集團綜合財務報表的責任。董事對賬目的責任及外聘核數師的報告責任載列於本年報第92至95頁。

公司秘書

本公司的公司秘書為楊滿泰先生(FCCA、CPA)。於回顧期間，楊先生參加了不少於15小時的相關專業培訓。

SHAREHOLDER AND INVESTOR RELATIONS

COMMUNICATION STRATEGIES

The Board established a Shareholders' communication policy setting out the principles of the Company in relation to its communication with the Shareholders, with the objective of ensuring the Shareholders are provided with access to information about the Company in order to enable Shareholders to assess the Company's overall performance, exercise their rights in an informed manner and engage actively with the Company.

Information would be communicated to Shareholders mainly through the Company's corporate communications including interim and annual reports, annual general meetings and other general meetings that may be convened, as well as by making available all the disclosures submitted to the Stock Exchange, its corporate communications and other corporate publications on the Company's website. Shareholders may direct enquiries about their shareholdings to the Company's share registrars. To the extent the requisite information of the Company is publicly available, Shareholders and the investment community may at any time put forward enquiries to the Board in writing to the Company's head office in Hong Kong by post, facsimile or email via the address, facsimile number or email address provided on the Company's website.

If Shareholder(s) would like to express their views to a matter mentioned in a proposed resolution or other business to be dealt with at an AGM or extraordinary general meeting, they can submit a written statement of not more than 1,000 words with respect to that matter or business and request the Company to circulate their written statement to Shareholders entitled to receive notice of the meeting. Such Shareholder(s) must represent at least:-

- (a) 2.5% of the total voting rights of all the Shareholders having the relevant right to vote at the meeting; or
- (b) 50 shareholders having the relevant right to vote at the meeting.

The Company concluded that the Shareholders' communication policy was effectively implemented during the Review Period, as the Company had made use of multiple communication channels to solicit and understand the views of shareholders.

股東及投資者關係

溝通策略

董事會制定股東溝通政策並列明本公司與股東溝通的有關原則，其目標為確保股東可獲取本公司資料，以協助股東評估本公司的整體業績，在知情情況下行使彼等的權利並積極與本公司建立密切關係。

資訊主要透過本公司之企業通訊，包括中期及年度報告、股東週年大會及其他可能召開的股東大會向股東傳達，並將所有呈交予聯交所的披露資料、其企業通訊及其他企業刊物登載於本公司網站。股東可直接向本公司股份過戶登記處查詢其持股量。於可供公眾查閱之範圍內，股東及公眾投資者可隨時透過於本公司網站提供之地址、傳真號碼或電郵地址，以郵寄、傳真或電郵方式向本公司之香港總辦事處書面查詢所需資料。

在股東週年大會或股東特別大會，若股東希望就會議提呈的決議案或其他有待處理的事宜表達意見，可向公司遞交一份不多於1,000字的書面陳述書，並要求公司將該書面陳述書傳閱予有權收取會議通告的股東。該股東須符合下列條件：—

- (a) 佔全體有相關表決權利的股東的總表決權最少2.5%的股東；或
- (b) 最少50名有相關表決權利的股東。

本公司認為股東溝通政策已於回顧期間獲有效實施，因為本公司已利用多個溝通渠道徵求及了解股東的意見。

SHAREHOLDERS' RIGHTS

Pursuant to the articles of association of the Company, any one or more Shareholders holding on 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 at our head office in Hong Kong by post, facsimile or email via the address, facsimile number or email address provided on the Company's website, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. The written requisition may also be deposited at the Company's head office in Hong Kong at Room 1017, 10/F Leighton Centre, 77 Leighton Road, Causeway Bay, Hong Kong, for the attention of the Board or the Company Secretary. If within 21 days of such deposit of the written requisition, the Board fails to proceed to convene such meeting, the requisitionist(s) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

CONSTITUTIONAL DOCUMENTS

There was no change to the constitutional documents of the Company during the year ended 31 December 2025.

STAKEHOLDERS

The continuing development and present scale of the Group were benefited from the trust and support of the stakeholders. We have been dedicating efforts not only to maximise the present value of the Group but also to maximise the interest and return for all parties so as to achieve harmonious development and collaboration with mutual benefits in the long run.

1. INVESTORS

The Group has always paid much attention to communication and interaction with investors, and continues to improve communication channels with shareholders and investors, so as to enhance governance transparency. The Group's management regularly meets with investors, and proactively announces the latest information and business development plans.

股東之權利

根據本公司之組織章程細則，任何一位或以上於遞呈要求日期持有不少於本公司繳足股本（賦有於本公司股東大會上投票權）十分之一的股東於任何時候有權透過於本公司網站提供之地址、傳真號碼或電郵地址，以郵寄、傳真或電郵方式向位於本公司之香港總辦事處的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定的任何事項。亦可將書面呈請送達本公司的香港總辦事處，地址為香港銅鑼灣禮頓道77號禮頓中心10樓1017室，向董事會或公司秘書遞交。倘於遞交有關書面呈請該日起計21日內，董事會未有召開有關大會，則呈請人可按相同方式召開會議，而本公司須向呈請人彌償其因董事會未有召開大會而產生的所有合理開支。

組織章程文件

截至2025年12月31日止年度，本公司之組織章程文件並無變動。

持份者

本集團能持續發展至現有的規模，實在有賴各持份者的信任和支持。本集團不僅致力提升本身的現有價值，並且不斷為各方爭取最大的利益及回報，實現和諧發展、合作共贏的願景。

1. 投資者

本集團一向重視與投資者的溝通與互動，並不斷完善與股東及投資者的溝通橋樑，以提升管治透明度。本集團的管理層定期與投資者會面，並積極地向投資者發佈最新資訊及業務發展計劃。

2. CONSUMERS

PRODUCT SAFETY

The Group has placed emphasis on the safety of products, especially on mobile phone batteries, and has implemented strict quality control such as the ISO standards so as to meet safety requirements. With our product testing centres, we administer stages of tests, including crash, high-temperature, damp and long period recharging, on our battery products. We also invest resources in product R&D to develop more reliable products. The battery products of the Group have also passed the stringent requirements on quality control and safety set by the relevant government authorities.

3. EMPLOYEES

OCCUPATIONAL SAFETY

The Group has focused on factory production safety, strived to enhance employees' safety knowledge and training, and increased factory fire prevention facilities and safety patrols, so as to ensure unobstructed fire passages and the availability of water in case of fire. In addition, the Group has regularly held fire drills and increased investments in fire prevention facilities in factories, so as to ensure the sufficiency of fire prevention equipment and facilities.

The Group has proactively taken and implemented various measures, including:

- (i) increase factory fire prevention facilities and safety patrols (once a week), resolve problems in a timely manner and ensure unobstructed fire passages and the availability of water in case of fire;
- (ii) hold regular safety seminar and training for employees, especially for new staff, striving to enhance employees' hazard prevention and safety awareness;
- (iii) conduct at least two large scale fire drills every year and conduct general safety checks on such days;
- (iv) enhance factory management and divide it into safety responsibility districts, appoint safety examiners at the workshops with routine patrols, and eliminate potential problems in a timely manner; and

2. 消費者

產品安全

本集團注重產品的安全，特別是手機電池，並已執行諸如ISO標準的嚴格品質控制，以符合安全要求。本集團設有產品檢測中心，對電池產品進行撞擊、高溫、受潮及長期充電等多重測試，我們亦投入資源進行產品研發，開發更可靠的產品。本集團的電池產品亦已符合相關政府部門對品質監控及安全性的嚴格要求。

3. 員工

職業安全

本集團注重廠房的生產安全，致力提高員工的安全知識和培訓，並增加廠房消防設備的數量和加強安全巡查，以確保防火通道暢通和消防用水充足。此外，本集團更定期舉行安全消防演習並加強對廠房的安全防火設備投資，以確保充足的防火設備及措施。

本集團已積極採取並實行多項措施，包括：

- (i) 增加廠房消防設備的數量和加強安全巡查，做到每週進行一次，發現問題及時糾正以及保持防火通道暢通和消防用水充足；
- (ii) 定期為員工舉辦安全知識研討會和培訓，尤其加強新員工的培訓，著力提高他們的防災及安全意識；
- (iii) 每年最少進行兩次大規模安全消防演習，每年在消防演習日進行安全大檢查；
- (iv) 加強廠房管理並劃分安全責任分區，於各車間設安全檢查員進行日常巡視，一旦發現隱患會及時消除；及

- (v) improve and formulate storage, safe keeping, transportation and processing procedures for flammables, and provide training for staff frequently in contact with such flammables.

ESTABLISHMENT OF OWN SKILL TRAINING INSTITUTE

Apart from occupational safety, the Group has also placed emphasis on providing on-the-job training for its staff. The Group started a comprehensive talent training programme, which is tied to the establishment of its own skill training institute. Talents are cultivated at the skill training institute and made available to the production pipeline to resolve the labour shortage issue faced by industry participants. After a period of training, the Group will allocate labour resources directly to various departments, which will shorten the time for staff replacement and reduce labour cost. Automated production will also be implemented at different phases. Moreover, in the training process, participating staff can understand the practical operation issues arising from the course of production, which will effectively enhance production efficiencies and qualities. The Group invites talents from society and selects personnel with the required management and technical expertise through professional and rigorous training processes. At the same time, this also brings to society a new generation of trained talents in fulfillment of the Company's social responsibilities.

- (v) 改善並制定易燃物品的存放、保管、搬運及處理流程，並對於在生產過程中經常接觸該等易燃物品的員工展開培訓。

興辦自有的技能培訓學校

除注重職業安全外，本集團亦重視對員工提供的在職培訓。本集團已全面啟動專才培訓計劃，通過興辦自有技能培訓學校為本集團輸送人才，從而解決行業內面臨的勞工短缺問題。在經過一段時間的培訓之後，本集團將勞動力直接輸送至本集團各部門，這不僅縮短了員工更換的時間，降低了勞動力成本，更有助逐步推行自動化的生產模式。此外，在培訓過程中，參與員工可從生產過程中了解到實際操作上的困難，有效地提高生產效率及質素。本集團將廣納人才，通過專業嚴格的培訓，選拔出本集團需要的管理和技術人才，同時也為社會培育新生人才力量，盡企業之社會責任。

PROTECTION OF EMPLOYEES' LEGAL RIGHTS

The Group promotes and undertakes a fair and non-discriminative employment policy. Employees are employed on contract basis and employment contracts are signed based on principles of fairness and on employees' own volition, with clear provisions on contractual terms such as scope of work, remuneration, social insurance and working hours, among others. The legal rights and obligations of the employer and employee are clearly defined. We also strictly comply with the relevant laws and regulations in relation to national social insurance to set up insurance scheme for basic pension, medical, work-related injuries, unemployment and maternity for employees and cover the various insurance expenses. Meanwhile, to further protect the interests of individual employees, the Company has taken out a commercial accident insurance scheme for all employees. The Group has complied with the Labor Contract Law of the PRC since 1 January 2008 and established a labor union. We hold an employees' meeting every two weeks, in support of the construction and development of a harmonious and stable employee and employer relationship.

4. COMMUNITY

ENVIRONMENTAL PROTECTION

As a responsible enterprise, the Group has always put emphasis on supporting environmental protection. We strictly control the production procedures and reduce waste generation. Although small amounts of waste are generated during the packaging process, some of them are delivered to qualified recycling plants for treatment.

For the environmental, social and governance report of the Group, please refer to the "Environmental, Social and Governance Report" of the Company.

保障僱員合法權益

本集團一直倡導並執行平等和非歧視的僱員政策，實行勞動合同制，按照平等自願的原則與員工簽訂書面勞動合同，對合同條款如（其中包括）工作範圍、薪酬、社會保險及工時等作出明確規定，清楚列明勞資雙方的法律權利和義務。本集團同時嚴格執行國家社會保險的相關法律法規，為員工建立了基本養老、醫療、工傷、失業和生育保險，繳納各項保險費用，同時為進一步保障員工切身利益，本公司為全體在職員工辦理商業意外保險。本集團執行自2008年1月1日起施行的《中華人民共和國勞動合同法》，成立企業工會組織，每兩週進行一次員工懇談會，支持構建和發展和諧穩定的勞資關係。

4. 社會

環境保護

作為負責任的企業，本集團一直大力支持環境保護。本集團在生產過程中嚴格控制流程，減少廢物生產。儘管在包裝過程中無可避免地產生出少量廢料，本集團亦會把它們分門別類，並將可回收的廢料交由合資格的回收廠處理。

有關本集團的環境、社會及管治報告，請參閱本公司「環境、社會及管治報告」。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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TO THE SHAREHOLDERS OF VESON HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

致銳信控股有限公司股東

(於開曼群島註冊成立之有限公司)

OPINION

We have audited the consolidated financial statements of Veson Holdings Limited (the "Company") and its subsidiaries (together the "Group") set out on pages 96 to 198, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies information.

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

BASIS FOR OPINION

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

意見

我們已審核列載於第96頁至第198頁銳信控股有限公司(「貴公司」)及其附屬公司(統稱「貴集團」)的綜合財務報表。此綜合財務報表包括於2025年12月31日的綜合財務狀況表,以及截至該日止年度的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,包括重要會計政策資料。

我們認為,該綜合財務報表已根據國際會計準則委員會頒佈的國際財務報告準則會計準則(「國際財務報告準則會計準則」)真實、公平呈列貴集團於2025年12月31日的綜合財務狀況,以及於截至該日止年度的綜合財務表現及綜合現金流量,並已按照香港公司條例的披露要求妥為編製。

意見之基準

我們根據香港會計師公會(「香港會計師公會」)頒佈之香港審計準則(「香港審計準則」)進行審計。我們在該等準則下之責任於我們的報告「核數師就審計綜合財務報表須承擔的責任」一節中進一步詳述。根據香港會計師公會頒佈的《專業會計師道德守則》(「守則」)(適用於對公眾利益實體財務報表的審計),我們獨立於貴集團。我們亦已履行守則中的其他道德責任。我們相信,我們所獲得的審計憑證能充分及適當地為我們的意見提供基準。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS

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

1. Impairment assessment of trade and notes receivables (Refer to notes 4(f), 5(iii), 21 and 42(a)(iv) to the consolidated financial statements)

As at 31 December 2025, the Group had trade and notes receivables with net carrying amount of approximately RMB1,699 million and a net reversal of impairment loss of approximately RMB5.6 million was recognised in profit or loss for the year ended 31 December 2025.

The directors of the Company have performed an impairment assessment on the trade and notes receivables in accordance with the Group's accounting policies which required the exercise of significant management judgement in considering factors such as the credit history including default or delay in payments, ageing analysis, settlement records during the year and subsequent settlements after the year end.

Our response

Our key procedures in relation to the directors' impairment assessment included:

- Understanding the Group's relationship and transaction history with the customers;
- Reviewing the ageing analysis of the trade and notes receivables;
- Reviewing payment patterns during the year and amount of subsequent settlements after the year end made by the customers;
- Assessing the reasonableness of the Group's estimation of recoverability of trade and notes receivables with reference to factors considered by the directors;
- Assessing the appropriateness of the expected credit loss provisioning methodology, examining the key data inputs on a sample basis to assess their accuracy and completeness, and challenging the assumptions, including both historical and forward-looking information, used to determine the expected credit losses.

關鍵審計事項

根據本核數師的專業判斷，關鍵審計事項為我們審計於本期間的綜合財務報表中最重要的事項。我們在審計綜合財務報表及就此達致意見時處理該等事項，而不會就該等事項單獨發表意見。在這方面，我們並無任何報告。

1. 應收貿易款項及應收票據的減值評估（請參閱綜合財務報表附註4(f)、5(iii)、21及42(a)(iv)）

於2025年12月31日，貴集團應收貿易款項及應收票據的賬面淨值約為人民幣1,699,000,000元及截至2025年12月31日止年度於損益確認減值虧損撥回淨額約人民幣5,600,000元。

貴公司董事已根據貴集團會計政策對應收貿易款項及應收票據進行減值評估，其要求於考慮如信貸歷史（包括付款違約或延遲、賬齡分析、年內結付記錄及年後的後續回款）等因素時進行重大管理層判斷。

我們的應對措施

我們有關董事減值評估的關鍵程序包括：

- 了解貴集團與客戶的關係及交易歷史；
- 審閱應收貿易款項及應收票據的賬齡分析；
- 審閱客戶年內的付款方式及年後作出的後續回款金額；
- 經參考董事考慮的因素，評估貴集團對應收貿易款項及應收票據可收回性估計的合理性；
- 評估預期信貸虧損撥備方法之合理性、按樣品基準檢測關鍵輸入數據以評估彼等之準確性及完整性，及論證用於釐定預期信貸虧損之假設（包括歷史及前瞻性資料）。

2. Impairment assessment of non-financial assets

(Refer to notes 4(m) and 5(iv) to the consolidated financial statements)

As at 31 December 2025, the Group had property, plant and equipment, intangible assets, investment properties and right-of-use assets with carrying amount of approximately RMB572 million, RMB2 million, RMB63 million and RMB21 million respectively. The market capitalisation of the Company of approximately RMB185 million fell below the net asset value of the Group of approximately RMB1,107 million as at 31 December 2025. These conditions constitutes impairment indicators on the Group's non-financial asset in accordance with International Accounting Standard 36. The directors of the Company have performed an impairment assessment on the cash-generating units in which these assets belonged to in accordance with the Group's accounting policies and concluded that, there was no impairment loss required for the year ended 31 December 2025.

Estimation of the recoverable amounts of the cash-generating units required the exercise of significant management judgement.

Our response

Our key procedures in relation to the directors' impairment assessment included:

- Assessing the appropriateness of methodology used for assessing the recoverable amounts; and
- Assessing the reasonableness of the underlying key assumptions used.

2. 非金融資產的減值評估

(請參閱綜合財務報表附註4(m)及5(iv))

於2025年12月31日，貴集團的物業、廠房及設備、無形資產、投資物業及使用權資產的賬面值分別約為人民幣572,000,000元、人民幣2,000,000元、人民幣63,000,000元及人民幣21,000,000元。貴公司市值約人民幣185,000,000元低於貴集團於2025年12月31日的資產淨值約人民幣1,107,000,000元。根據國際會計準則第36號，該等狀況構成貴集團非金融資產減值指標。貴公司董事已根據貴集團的會計政策對該等資產所屬的現金產生單位進行減值評估，並認為截至2025年12月31日止年度無需計提任何減值虧損。

估計現金產生單位的可收回金額須進行重大管理層判斷。

我們的應對措施

我們有關董事減值評估的關鍵程序包括：

- 評估用於評估可收回金額的方法之適當性；及
- 評估所用相關關鍵假設的合理性。

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OTHER INFORMATION IN THE ANNUAL REPORT

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

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

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

DIRECTORS' RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation and fair presentation of these consolidated financial statements in accordance with IFRS Accounting Standards 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.

The directors are also responsible for overseeing the Group's financial reporting process. The Audit Committee assists the directors in discharging their responsibility in this regard.

於本年報中的其他資料

貴公司董事須對其他資料負責。其他資料包括貴公司年報內所載資料，但並未包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他資料，我們亦不對該等其他資料發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於我們已執行的工作，倘我們認為其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們並無任何報告。

董事就綜合財務報表須承擔的責任

貴公司董事須負責根據國際財務報告準則會計準則及香港公司條例的披露規定擬備並公平呈列該等綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團的持續經營能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或除此之外別無其他實際的替代方案。

董事亦負責監督貴集團的財務報告過程。審核委員會協助董事履行其監督貴集團的財務報告過程中的責任。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with the terms of our engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

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

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

核數師就審計綜合財務報表須承擔的責任

我們的目標是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證並作出包括我們意見的核數師報告。我們僅按照委聘書條例向閣下（作為整體）報告，除此之外別無其他目的。我們概不就本報告之內容，向任何其他人士負上或承擔任何責任。

合理保證是高水平的保證，但不能保證根據香港審計準則進行的審計工作總能發現存在的重大錯誤陳述。錯誤陳述可源於欺詐或錯誤，倘若於合理預期情況下，彼等單獨或整體可能影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

根據香港審計準則進行審計時，我們運用專業判斷，於整個審計過程中抱持專業懷疑態度。我們亦：

- 識別及評估綜合財務報表由於欺詐或錯誤而導致重大錯誤陳述的風險，因應該等風險設計及執行審計程序，以及獲得充足及適當審核憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計有關的內部控制，以設計恰當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所用會計政策的恰當性及所作會計估計及相關披露的合理性。

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- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.
- 對董事採用持續經營會計基礎的恰當性作出結論，並根據獲取的審計憑證，確定是否存在有對貴集團持續經營的能力構成重大疑問的事件或情況等重大不確定因素。倘若我們認為存在重大不確定因素，我們需於核數師報告中提請使用者注意綜合財務報表中的相關披露。假若相關披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所獲得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構及內容，包括披露，以及綜合財務報表是否中肯反映相關交易及事項。
- 規劃並執行集團審計，以就集團內實體或業務單位的財務資料獲得充足、適當的審計憑證，作為就集團財務報表發表意見的基礎。我們須負責指導、監督及覆核就集團審計執行的工作。我們須為審計意見承擔全部責任。

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

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

除其他事項外，我們與審核委員會溝通了審計工作的計劃範圍、時間安排及重大審計發現等，包括我們於審計中識別出內部控制的任何重大缺陷。

我們亦向審核委員會提交聲明，說明我們已符合有關獨立性的相關道德要求，並與彼等溝通有可能合理地被認為會影響我們獨立性的所有關係及其他事項，以及在適用的情況下，為消除威脅所採取的行動或防範措施。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

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

從與董事溝通的事項中，我們確定該等事項對本期間綜合財務報表的審計最為重要，便會構成關鍵審計事項。我們於核數師報告中描述此等事項，除非法律法規不允許對此等事項作出公開披露，或在極端罕見的情況下，由於合理預期於我們報告中溝通此等事項而造成的負面後果超過其產生的公眾利益，我們將不會在報告中溝通該等事項。

BDO Limited

Certified Public Accountants

Chan Tsz Hung

Practising Certificate no. P06693

Hong Kong, 31 March 2026

香港立信德豪會計師事務所有限公司

執業會計師

陳子鴻

執業證書編號P06693

香港，2026年3月31日

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2025年12月31日止年度

		Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Turnover	營業額	6	5,225,637	5,344,911
Cost of sales	銷售成本		(4,830,333)	(4,966,068)
Gross profit	毛利		395,304	378,843
Other revenue	其他收益	7	26,414	43,536
Selling and distribution expenses	銷售及分銷開支		(65,625)	(66,191)
Administrative expenses	行政開支		(249,838)	(245,725)
Other operating expenses	其他經營開支	9	(9,990)	(11,139)
Loss on disposal of subsidiaries	出售附屬公司之虧損	40	–	(20,431)
Reversal of impairment loss/(impairment loss) recognised on trade and notes receivables, net	就應收貿易款項及應收票據 確認之減值虧損撥回/ (減值虧損)淨額	21	5,567	(11,926)
Impairment loss recognised on prepayments, deposits and other receivables, net	就預付款項、按金及其他應 收款項確認之減值虧損 淨額	22	(21,665)	(5,867)
Finance costs	融資成本	12	(52,038)	(65,933)
Profit/(loss) before income tax	除所得稅前溢利/(虧損)	8	28,129	(4,833)
Income tax expense	所得稅開支	13	(12,306)	(5,104)
Profit/(loss) for the year	本年度溢利/(虧損)		15,823	(9,937)
Other comprehensive income for the year, net of tax:	本年度稅後其他全面收益：			
Items that may be reclassified subsequently to profit or loss	於後續期間擬重新歸類至損 益的項目			
– Exchange differences on translating foreign operations	– 換算海外業務之匯兌差額		3,339	(4,963)
– Reclassification of exchange differences on disposal of foreign operations	– 出售海外業務之匯兌差額 重新分類	40	–	(1,059)
Other comprehensive income for the year, net of tax	本年度稅後其他全面收益		3,339	(6,022)
Total comprehensive income for the year	本年度全面收益總額		19,162	(15,959)
Profit/(loss) for the year attributable to:	下列人士應佔本年度溢利/ (虧損)：			
Owners of the Company	本公司擁有人		21,543	(11,980)
Non-controlling interests	非控股權益	34	(5,720)	2,043
			15,823	(9,937)
Total comprehensive income attributable to:	下列人士應佔全面收益總 額：			
Owners of the Company	本公司擁有人		24,882	(18,326)
Non-controlling interests	非控股權益		(5,720)	2,367
			19,162	(15,959)
Earnings/(loss) per share	每股盈利/(虧損)			
– Basic and diluted (RMB cents)	– 基本及攤薄 (人民幣分)	15	1.98	(1.10)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At 31 December 2025 於2025年12月31日

		Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	16	572,375	562,013
Investment properties	投資物業	17	62,684	92,827
Right-of-use assets	使用權資產	18	21,246	9,472
Intangible assets	無形資產	19	1,771	2,203
Deposits	按金	22	7,709	–
Financial assets at fair value through other comprehensive income	按公平值計入其他全面收益的金融資產	23	20,940	20,940
Deferred tax assets	遞延稅項資產	31	87,401	98,968
Total non-current assets	非流動資產總額		774,126	786,423
Current assets	流動資產			
Inventories	存貨	20	512,700	542,854
Trade and notes receivables	應收貿易款項及應收票據	21	1,699,053	1,664,664
Prepayments, deposits and other receivables	預付款項、按金及其他應收款項	22	246,026	221,806
Amounts due from related parties	應收關連人士款項	24	306,288	207,231
Current tax recoverable	可收回即期稅項		15,062	15,066
Pledged bank deposits	已抵押銀行存款	25	633,745	597,759
Bank balances and cash	銀行結餘及現金	26	187,822	332,961
Total current assets	流動資產總額		3,600,696	3,582,341
Current liabilities	流動負債			
Trade and notes payables	應付貿易款項及應付票據	27	2,002,591	1,961,850
Other payables, contract liabilities and accrued charges	其他應付款項、合約負債及應計費用	28	105,336	86,454
Lease liabilities – current portion	租賃負債 – 流動部分	18	5,309	4,060
Bank loans – current portion	銀行貸款 – 流動部分	29	711,895	1,003,050
Amounts due to directors	應付董事款項	30	16	44
Amounts due to related parties	應付關連人士款項	24	1,394	1,029
Total current liabilities	流動負債總額		2,826,541	3,056,487
Net current assets	流動資產淨值		774,155	525,854
Total assets less current liabilities	資產總額減流動負債		1,548,281	1,312,277

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

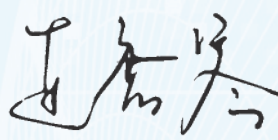
綜合財務狀況表

At 31 December 2025 於2025年12月31日

		Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Non-current liabilities	非流動負債			
Lease liabilities – non-current portion	租賃負債 – 非流動部分	18	10,437	–
Bank loans – non-current portion	銀行貸款 – 非流動部分	29	425,566	219,161
Deferred tax liabilities	遞延稅項負債	31	5,360	5,360
Total non-current liabilities	非流動負債總額		441,363	224,521
Net assets	淨資產		1,106,918	1,087,756
Capital and reserves	資本及儲備			
Share capital	股本	32	107,590	107,590
Reserves	儲備	33	990,482	965,600
Equity attributable to owners of the Company	本公司擁有人應佔權益		1,098,072	1,073,190
Non-controlling interests	非控股權益	34	8,846	14,566
Total equity	總權益		1,106,918	1,087,756



NI CHEN HUI
倪晨暉
DIRECTOR
董事



LIAN XIU QIN
連秀琴
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2025年12月31日止年度

		Share capital	Share premium	Capital reserve	Statutory reserve fund	Enterprise expansion fund	Translation reserve	Retained profits	Attributable to owners of the Company	Non-controlling interests	Total equity
		股本	股份溢價	資本儲備	法定公積金	企業發展基金	匯兌儲備	保留溢利	本公司擁有人應佔部分	非控股權益	總權益
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
At 1 January 2024	於2024年1月1日	107,590	619,288	186,133	149,540	74,291	(74,340)	29,014	1,091,516	(5,461)	1,086,055
(Loss)/profit for the year	本年度(虧損)/溢利	-	-	-	-	-	-	(11,980)	(11,980)	2,043	(9,937)
Exchange differences on translating foreign operations	換算海外業務之匯兌差額	-	-	-	-	-	(5,287)	-	(5,287)	324	(4,963)
Reclassification of exchange differences on disposal of foreign operations (Note 40)	出售海外業務之匯兌差額重新分類(附註40)	-	-	-	-	-	(1,059)	-	(1,059)	-	(1,059)
Total comprehensive income for the year	本年度全面收益總額	-	-	-	-	-	(6,346)	(11,980)	(18,326)	2,367	(15,959)
Disposal of subsidiaries (Note 40)	出售附屬公司(附註40)	-	-	-	-	-	-	-	-	17,660	17,660
Appropriations	分配	-	-	-	1,156	578	-	(1,734)	-	-	-
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	107,590	619,288	186,133	150,696	74,869	(80,686)	15,300	1,073,190	14,566	1,087,756
Profit/(loss) for the year	本年度溢利/(虧損)	-	-	-	-	-	-	21,543	21,543	(5,720)	15,823
Exchange differences on translating foreign operations	換算海外業務之匯兌差額	-	-	-	-	-	3,339	-	3,339	-	3,339
Total comprehensive income for the year	本年度全面收益總額	-	-	-	-	-	3,339	21,543	24,882	(5,720)	19,162
Appropriations	分配	-	-	-	6,897	3,449	-	(10,346)	-	-	-
At 31 December 2025	於2025年12月31日	107,590	619,288	186,133	157,593	78,318	(77,347)	26,497	1,098,072	8,846	1,106,918

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended 31 December 2025 截至2025年12月31日止年度

Notes:

Share premium

The share premium account represents the excess of the issue price net of any issuance expenses over the par value of the shares issued and has been credited to the share premium account of the Company. The application of the share premium account is governed by Section 34 under the Companies Law of the Cayman Islands.

Capital reserve

The capital reserve of the Group represents the difference between the nominal amount of the shares issued by the Company and the aggregate amount of the paid-in capital of subsidiaries acquired plus the consideration received by the Company pursuant to the Group Reorganisation in preparation of the listing of the Company's shares.

Statutory reserve fund and enterprise expansion fund

Pursuant to relevant laws and regulations in the People's Republic of China (the "PRC") applicable to foreign investment enterprises and the Articles of Association of the PRC subsidiaries of the Company, these PRC subsidiaries are required to maintain two statutory reserves, namely a statutory reserve fund and an enterprise expansion fund which are non-distributable.

Scud (Fujian) Electronics Co., Ltd. ("Scud Electronics"), Scud Battery Co., Ltd. ("Scud Battery"), Shenzhen Hongde Battery Co., Ltd. ("Shenzhen Hongde"), Dongguan Hongde Battery Co., Ltd. ("Dongguan Hongde"), Scud Intelligent Technology Co., Ltd. ("Scud Intelligent Technology") (together the "PRC Subsidiaries") are required to transfer 10% of their respective profit after income tax as reported in the PRC statutory financial statements to the statutory reserve fund until the balance reaches 50% of their respective registered capital. Pursuant to the Articles of Association of the PRC Subsidiaries, they are also required to make appropriation from their respective profit after income tax as reported in the PRC statutory financial statements to the enterprise expansion fund at rates determined by their respective boards of directors.

The statutory reserve fund may be used to make up prior year losses incurred and, with the approval of the relevant government authorities, to increase capital for expansion of production of the PRC Subsidiaries. The enterprises expansion fund, subject to the approval by the relevant government authorities, may also be used to increase capital of the PRC Subsidiaries.

Translation reserve

Gain/loss arising on translating the net assets of foreign operations into presentation currency.

Retained profits

No dividend is proposed for the year ended 31 December 2025 and 2024. As at 31 December 2025, the balance of retained profits of the Group was RMB26,497,000 (2024: retained profits of RMB15,300,000).

附註：

股份溢價

股份溢價賬指發行價（扣除任何發行開支）超出所發行股份面值之數額，並已計入本公司之股份溢價賬。動用股份溢價賬須受開曼群島公司法第34條所管制。

資本儲備

本集團之資本儲備指本公司已發行股份之面額與收購附屬公司之實收資本總額加上本公司根據為準備本公司股份上市之集團重組所收代價之差額。

法定公積金及企業發展基金

根據有關適用於海外投資企業之中華人民共和國（「中國」）法律及法規及本公司中國附屬公司的組織章程細則，該等中國附屬公司須維持兩項法定儲備，即法定公積金及企業發展基金（均不可分派）。

飛毛腿（福建）電子有限公司（「飛毛腿電子」）、飛毛腿電池有限公司（「飛毛腿電池」）、深圳市鴻德電池有限公司（「深圳鴻德」）、東莞市鴻德電池有限公司（「東莞鴻德」）、飛毛腿智能科技有限公司（「飛毛腿智能科技」）（統稱為「中國附屬公司」）均須自中國法定財務報表所呈報之除所得稅後溢利轉讓10%至法定公積金，直至有關結餘達致彼等各自註冊股本50%。根據中國附屬公司之組織章程細則，以上公司亦須於中國法定財務報表所呈報之彼等各自除所得稅後溢利，按其各自的董事會決定之比率，撥款至企業發展基金。

法定公積金經有關政府機關批准後，可用於彌補先前年度帶來之虧損，及用於增加中國附屬公司之生產擴展資本。企業發展基金經有關政府機關批准後，亦可用作增加中國附屬公司之資本。

匯兌儲備

匯兌海外業務淨資產為呈列貨幣所產生之收益／虧損。

保留溢利

截至2025年及2024年12月31日止年度，概無建議宣派股息。於2025年12月31日，本集團的保留溢利結餘為人民幣26,497,000元（2024年：保留溢利人民幣15,300,000元）。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2025 截至2025年12月31日止年度

	Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Cash flows from operating activities	經營活動所得現金流量		
Profit/(loss) before income tax	除所得稅前溢利/(虧損)	28,129	(4,833)
Adjustments for:	調整項目:		
Gain on lease modification	租賃修改收益	7	(168)
Interest income	利息收入	7	(8,541)
Amortisation of intangible assets	無形資產攤銷	8	942
Depreciation of property, plant and equipment	物業、廠房及設備折舊	8	95,074
Depreciation of investment properties	投資物業折舊	8	5,074
Depreciation of right-of-use assets	使用權資產折舊	8	5,346
(Reversal of impairment)/impairment loss recognised on inventories, net	就存貨確認的(減值撥回)/減值虧損淨額	7,9	1,279
Loss on disposal of property, plant and equipment	出售物業、廠房及設備之虧損		
		9	22
Write-off of property, plant and equipment	物業、廠房及設備撇銷	9	2,478
Write-off of inventories	存貨撇銷	9	7,205
Finance costs	融資成本	12	65,933
(Reversal of impairment)/impairment loss recognised on trade and notes receivables, net	就應收貿易款項及應收票據確認之(減值撥回)/減值虧損淨額	21	11,926
Impairment loss recognised on prepayments, deposits and other receivables, net	就預付款項、按金及其他應收款項確認之減值虧損淨額	22	5,867
Loss on disposal of subsidiaries	出售附屬公司之虧損	40	20,431
Operating profit before changes in working capital	營運資金變動前的經營溢利	188,516	208,035
Decrease in inventories	存貨減少	24,431	22,729
(Increase)/decrease in trade and notes receivables	應收貿易款項及應收票據(增加)/減少	(28,822)	649,722
Increase in prepayments, deposits and other receivables	預付款項、按金及其他應收款項增加	(53,594)	(106,455)
Increase in amounts due from related parties	應收關連人士款項增加	(99,057)	(89,782)
Increase/(decrease) in trade and notes payables	應付貿易款項及應付票據增加/(減少)	40,741	(400,874)
Increase/(decrease) in other payables, contract liabilities and accrued charges	其他應付款項、合約負債及應計費用增加/(減少)	18,882	(17,086)
Cash generated from operations	營運所得現金	91,097	266,289
Interest paid	已付利息	(6,616)	(8,862)
Income tax paid	已付所得稅	(739)	(1,429)
Net cash generated from operating activities	經營活動所得現金淨額	83,742	255,998
Cash flows from investing activities	投資活動所得現金流量		
Interest received	已收利息	5,898	8,541
(Increase)/decrease in pledged deposits	已抵押存款(增加)/減少	(35,986)	111,305
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備所得款項	5,381	4,161
Proceeds used in disposal of subsidiaries, net of cash disposed	出售附屬公司所用款項(扣除出售現金)	40	(120)
Payments to acquire property, plant and equipment	購買物業、廠房及設備支付款項	(72,075)	(34,544)
Payments to acquire intangible assets	購買無形資產支付款項	-	(111)
Net cash (used in)/generated from investing activities	投資活動(所用)/所得現金淨額	(96,782)	89,232

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2025 截至2025年12月31日止年度

		Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Cash flows from financing activities	融資活動所得現金流量	38		
Bank loans raised	籌集銀行貸款		1,153,861	1,573,589
Repayment of principal portion of bank loans	償還銀行貸款本金部分		(1,238,611)	(1,651,210)
Repayment of interest portion of bank loans	償還銀行貸款利息部分		(44,755)	(56,473)
Repayment of principal portion of leases	償還租賃本金部分		(5,606)	(5,755)
Repayment of interest portion of leases	償還租賃利息部分		(667)	(598)
Repayments to directors	償還董事款項		(44)	(49)
Advances from directors	董事墊款		16	44
Repayments to related parties	償還關連人士款項		(1,029)	(1,162)
Advances from related parties	關連人士墊款		1,394	1,029
Net cash used in financing activities	融資活動所用現金淨額		(135,441)	(140,585)
Net (decrease)/increase in cash and cash equivalents	現金及現金等價項目(減少)/增加淨額		(148,481)	204,645
Cash and cash equivalents at beginning of year	年初現金及現金等價項目		332,961	133,825
Effect of foreign exchange rate changes	匯率變動影響		3,342	(5,509)
Cash and cash equivalents at end of year	年末現金及現金等價項目		187,822	332,961
Analysis of the balances of cash and cash equivalents	現金及現金等價項目結餘分析			
Bank balances and cash	銀行結餘及現金		187,822	332,961

MAJOR NON-CASH TRANSACTIONS

During the year ended 31 December 2025, the Group had non-cash lease modifications on right-of-use assets and lease liabilities of RMB17,309,000, in respect of the lease arrangements for the leased factory, office and staff dormitory.

During the year ended 31 December 2024, the Group had non-cash enhancement and transformation of property, plant and equipment with net carrying amount of RMB194,000 from their original uses. These property, plant and equipment were accounted for as disposal when they were being enhanced and transformed; and accounted for as addition when they were ready to use.

主要非現金交易

截至2025年12月31日止年度，本集團的使用權資產及租賃負債非現金租賃修改為人民幣17,309,000元，乃與租賃廠房、辦公室及員工宿舍的租賃安排有關。

截至2024年12月31日止年度，本集團的自原有用途的非現金提升及改造物業、廠房及設備的賬面淨值為人民幣194,000元。該等物業、廠房及設備於提升及改造時計作出售；及於其可供使用時計作添置。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

1. GENERAL

Veson Holdings Limited (the “**Company**”) is a public limited company incorporated in the Cayman Islands on 20 July 2006 as an exempted company with limited liability and its shares were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 21 December 2006.

The Company’s principal activity is investment holding and its subsidiaries are principally engaged in manufacture and sale of lithium-ion battery modules and related accessories for mobile phones, tablets and digital electronic appliances, while also engaging in manufacture and sale of lithium-ion bare battery cells.

2. BASIS OF PRESENTATION

(a) Statement of compliance

The financial statements have been prepared in accordance with all applicable International Financial Reporting Standards, International Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”) and Interpretations issued by the International Financial Reporting Interpretations Committee of the IASB (hereinafter collectively referred to as the “**IFRS Accounting Standards**”) and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, the financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

(b) Basis of measurement

The financial statements have been prepared under the historical cost basis except for notes receivables, and financial assets at fair value through other comprehensive income that have been measured at fair value. The measurement bases are fully described in the accounting policies below.

(c) Functional and presentation currency

The financial statements are presented in Chinese Renminbi (“**RMB**”), which is the same as the functional currency of the Company.

1. 一般資料

銳信控股有限公司（「**本公司**」）於2006年7月20日在開曼群島註冊成立為獲豁免之上市有限公司，其股份於2006年12月21日在香港聯合交易所有限公司（「**聯交所**」）主板上市。

本公司的主要業務為投資控股，及其附屬公司主要從事提供手機、平板及數碼類電子產品所用之鋰離子電池模組及有關配件之生產及銷售，亦從事鋰離子電芯之生產及銷售。

2. 呈列基準

(a) 合規聲明

財務報表乃根據所有適用國際財務報告準則、國際會計準則委員會（「**國際會計準則委員會**」）頒佈的國際會計準則及國際會計準則委員會轄下的國際財務報告詮釋委員會頒佈的詮釋（統稱「**國際財務報告準則會計準則**」）以及香港公司條例之披露要求而編製。此外，財務報表包括香港聯合交易所有限公司證券上市規則規定的適用披露。

(b) 計量基準

財務報表乃根據歷史成本基準編製，惟應收票據及按公平值計入其他全面收益的金融資產按公平值計量則除外。計量基準於下文會計政策中詳述。

(c) 功能及呈列貨幣

財務報表乃以人民幣（「**人民幣**」）呈列，其與本公司的功能貨幣相同。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

3. ADOPTION OF NEW OR AMENDED IFRS ACCOUNTING STANDARDS

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

Amendments to IAS 21 and IFRS 1

國際會計準則第21號及國際財務報告準則第1號（修訂本）

None of these amended IFRS Accounting Standards has a material impact on the Group's results and financial position for the current or prior period. The Group has not early applied any new or amended IFRS Accounting Standards that is not yet effective for the current accounting period.

The amendments do not have a material impact on the consolidated financial statements.

3. 採納新訂或經修訂國際財務報告準則會計準則

(a) 採納經修訂國際財務報告準則會計準則 – 自2025年1月1日起生效

Lack of Exchangeability

缺乏可兌換性

該等經修訂國際財務報告準則會計準則對本集團於當前或過往期間的業績及財務狀況概無重大影響。本集團並無提早採用任何於本會計期間尚未生效的新訂或經修訂國際財務報告準則會計準則。

該等修訂對綜合財務報表並無重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

3. ADOPTION OF NEW OR AMENDED IFRS ACCOUNTING STANDARDS (continued)

(b) New or amended IFRS Accounting Standards that have been issued but are not yet effective and not early adopted

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

Amendments to IFRS 9 and IFRS 7
國際財務報告準則第9號及國際財務報告準則第7號(修訂本)

Amendments to IFRS 9 and IFRS 7
國際財務報告準則第9號及國際財務報告準則第7號(修訂本)

Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7
國際財務報告準則第1號、國際財務報告準則第7號、國際財務報告準則第9號、國際財務報告準則第10號及國際會計準則第7號(修訂本)

IFRS 18
國際財務報告準則第18號

IFRS 19
國際財務報告準則第19號

Amendments to IFRS 19
國際財務報告準則第19號(修訂本)

Amendments to IAS 1

國際會計準則第1號(修訂本)

Amendments to IFRS 10 and IAS 28

國際財務報告準則第10號及國際會計準則第28號(修訂本)

¹ Effective for annual periods beginning on or after 1 January 2026

² Effective for annual periods beginning on or after 1 January 2027

³ The amendments shall be applied prospectively to the sale or contribution of assets occurring in annual periods beginning on or after a date to be determined

The Group is currently assessing the impact of these new or amended accounting standards and amendments.

3. 採納新訂或經修訂國際財務報告準則會計準則(續)

(b) 已頒佈但尚未生效且未提早採納之新訂或經修訂國際財務報告準則會計準則

下列可能與本集團綜合財務報表有關的新訂或經修訂國際財務報告準則會計準則已經頒佈但尚未生效，且未獲本集團提早採納。本集團目前擬在該等變動生效之日起加以應用。

Classification and Measurement of Financial Instruments¹
金融工具的分類及計量¹

Contracts Referencing Nature – dependent Electricity¹
涉及依賴自然資源產生電力的合約¹

Annual improvements to IFRS Accounting Standards – Volume 11¹
國際財務報告準則會計準則的年度改進 – 第11冊¹

Presentation and Disclosure in Financial Statements²
財務報表中的呈列及披露²

Subsidiaries without Public Accountability: Disclosures²
無公眾責任的附屬公司：披露²

Subsidiaries without Public Accountability: Disclosures²
無公眾責任的附屬公司：披露²

Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause²

借款人對含有按要求償還條款的定期貸款的分類²

Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³

投資者與其聯營公司或合營企業之間出售或注入資產³

¹ 於2026年1月1日或之後開始的年度期間生效

² 於2027年1月1日或之後開始的年度期間生效

³ 該等修訂將前瞻性地應用於在待定期限或之後開始的年度期間內發生的資產出售或注入

本集團現正評估該等新訂或經修訂會計準則及修訂本的影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

3. ADOPTION OF NEW OR AMENDED IFRS ACCOUNTING STANDARDS (continued)

(b) New or amended IFRS Accounting Standards that have been issued but are not yet effective and not early adopted (continued)

IFRS 18 Presentation and Disclosure in Financial Statements, which was issued by the IASB in July 2024 supersedes IAS 1 and will result in major consequential amendments to IFRS Accounting Standards including IAS 8 Basis of Preparation of Financial Statements (renamed from Accounting Policies, Changes in Accounting Estimates and Errors). Even though IFRS 18 will not have any effect on the recognition and measurement of items in the consolidated financial statements, it is expected to have a significant effect on the presentation and disclosure of certain items. These changes include categorisation and sub-totals in the statement of profit or loss, aggregation/disaggregation and labelling of information, and disclosure of management-defined performance measures.

The adoption of IFRS 19 is optional. IFRS 19 specifies the disclosure requirements that an entity is permitted to apply to substitute the disclosure requirements in other IFRS Accounting Standards. The Company's shares are listed and traded in The Stock Exchange of Hong Kong Limited. Therefore, it has public accountability according to IFRS 19 and does not qualify for electing to apply the standard to prepare its financial statements.

Except for the above, these new or amended IFRS Accounting Standards are preliminary assessed and are not expected to have any significant impact on the Group's financial statements.

3. 採納新訂或經修訂國際財務報告準則會計準則 (續)

(b) 已頒佈但尚未生效且未提早採納之新訂或經修訂國際財務報告準則會計準則 (續)

國際財務報告準則第18號「財務報表中的呈列及披露」乃由國際會計準則委員會於2024年7月發佈，其取代國際會計準則第1號，並將導致對國際財務報告準則會計準則相應作出重大修訂，其中包括國際會計準則第8號「財務報表的編製基準」（由「會計政策、會計估計變更及誤差」更名而來）。儘管國際財務報告準則第18號不會對綜合財務報表中各項目的確認及計量產生任何影響，但預計其將對若干項目的呈列及披露產生重大影響。該等變動包括損益表中的分類及小計、資料的匯總／拆分及標示，以及管理層界定業績指標的披露。

採納國際財務報告準則第19號是可選項。國際財務報告準則第19號規定了實體獲准採用的披露要求，以替代其他國際財務報告準則會計準則的披露要求。本公司的股份在香港聯合交易所有限公司上市及交易。因此，根據國際財務報告準則第19號，本公司負有公共責任，不符合選擇採用該準則編製財務報表的資格。

除上述情況外，經初步評估，預計該等新訂或經修訂國際財務報告準則會計準則不會對本集團的財務報表產生任何重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries (the "Group"). Inter-company transactions and balances between group companies together with unrealised profits are eliminated in full in preparing the consolidated financial statements. Unrealised losses are also eliminated unless the transaction provides evidence of impairment on the asset transferred, in which case the loss is recognised in profit or loss.

(b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

The cost of property, plant and equipment includes its purchase price and the costs directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Property, plant and equipment are depreciated so as to write off their cost net of expected residual value over their estimated useful lives on a straight-line basis. The useful lives, residual value and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting period. The useful lives are as follows:

Building	3%
Plant and machinery	10-33%
Motor vehicles	20-25%
Electronic equipment, furniture and fixtures	10-33%
Leasehold improvements	10% or the remaining lease period whichever is shorter

4. 重要會計政策

(a) 綜合基準

綜合財務報表包括本公司及其附屬公司（「本集團」）的財務報表。集團公司內各公司間的交易及結餘連同未變現溢利於編製綜合財務報表時悉數對銷。未變現虧損亦予以對銷，惟相關交易有證據顯示所轉讓資產出現減值則除外，於此情況下，虧損於損益確認。

(b) 物業、廠房及設備

物業、廠房及設備按成本減累計折舊及累計減值虧損列賬。

物業、廠房及設備的成本包括其購買價及購置項目的直接應佔成本。

如項目相關的未來經濟利益將可能流入本集團，而項目成本能可靠地計算，則其後成本方會計入資產的賬面值或確認為一項獨立資產（按適用者）。重置部分的賬面值會被取消確認。

物業、廠房及設備會進行折舊，藉以於其估計可使用年期以直線法撇銷扣除預期剩餘價值後的成本。可使用年期、剩餘價值及折舊方法均於每個報告期末審閱，如屬恰當，則會作出調整。可使用年期如下：

樓宇	3%
廠房及機器	10-33%
汽車	20-25%
電子設備、傢俬及裝置	10-33%
租賃物業裝修	10%或餘下租賃期間（比較短者為準）

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(b) Property, plant and equipment (continued)

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

An asset is written down immediately to its recoverable amount if its carrying amount is higher than the asset's estimated recoverable amount.

The gain or loss on disposal of an item of property, plant and equipment is the difference between the net sale proceeds and its carrying amount, and is recognised in profit or loss on disposal.

(c) Investment property

Investment property is property held either to earn rentals or for capital appreciation or for both, but not held for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is measured at cost on initial recognition, less accumulated depreciation and accumulated impairment losses, if any.

4. 重要會計政策 (續)

(b) 物業、廠房及設備 (續)

在建工程按成本減去累計減值虧損入賬。成本包括直接建設成本及於建設及安裝期間被資本化的借款成本。當將資產準備用於其擬定用途的幾乎所有必要活動均完成時，該等成本不再資本化，而在建工程被轉入物業、廠房及設備的適當類別。在建工程於完成及準備好作擬定用途前不計提折舊撥備。

資產的賬面值如高於其估計可收回金額，則會被即時撇減至其可收回金額。

出售物業、廠房及設備項目的收益或虧損為銷售所得款項淨額與其賬面值之間的差額，並在出售時於損益確認。

(c) 投資物業

投資物業為持作賺取租金或資本升值或兩者兼有，而非於日常業務過程中持作出售、用於生產或提供貨品或服務，或作行政用途的物業。投資物業於首次確認時按成本減去累計折舊及累計減值虧損（若有）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2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(d) Leases

All leases (irrespective of they are operating leases or finance leases) are required to be capitalised in the statement of financial position as right-of-use assets and lease liabilities, but accounting policy choices exist for an entity to choose not to capitalise (i) leases which are short-term leases and/or (ii) leases for which the underlying asset is of low-value. The Group has elected not to recognise right-of-use assets and lease liabilities for low-value assets and leases for which at the commencement date have a lease term less than 12 months and do not contains a purchase option. The lease payments associated with those leases have been expensed on straight-line basis over the lease term.

Right-of-use asset

The right-of-use asset should be recognised at cost and would comprise: (i) the amount of the initial measurement of the lease liability (see below for the accounting policy to account for lease liability); (ii) any lease payments made at or before the commencement date, less any lease incentives received; and (iii) any initial direct costs incurred by the lessee, the Group measures the right-of-use assets applying a cost model. Under the cost model, the Group measures the right-to-use at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liability.

Lease liability

The lease liability is recognised at the present value of the lease payments that are not paid at the date of commencement of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, which is generally the case of the Group, the Group uses the lessee's incremental borrowing rate.

4. 重要會計政策 (續)

(d) 租賃

所有租賃（不論為經營租賃或融資租賃）須於財務狀況表資本化為使用權資產及租賃負債，惟存在會計政策選擇，實體可選擇不將(i)屬短期租賃的租賃及／或(ii)相關資產為低價值的租賃進行資本化。本集團已選擇不就低價值資產以及於開始日期租賃期少於12個月且不包括購買選擇權的租賃確認使用權資產及租賃負債。與該等租賃相關的租賃付款已於租賃期內按直線法支銷。

使用權資產

使用權資產應按成本確認並將包括：(i)初步計量租賃負債的金額（見下文有關租賃負債入賬的會計政策）；(ii)於開始日期或之前作出的任何租賃付款減已收取的任何租賃獎勵；及(iii)承租人產生的任何初步直接成本，本集團採用成本模式計量使用權資產。根據成本模式，本集團按成本減任何累計折舊及任何減值虧損計量使用權資產，並就租賃負債的任何重新計量作出調整。

租賃負債

租賃負債按並非於租賃開始日期支付之租賃付款的現值確認。倘利率可輕易釐定，租賃付款採用租賃暗含的利率貼現。倘該利率無法輕易釐定（本集團通常如此），本集團將採用承租人的增量借款利率。

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For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(d) Leases (continued)

Lease liability (continued)

The following payments for the right-to-use the underlying asset during the lease term that are not paid at the commencement date of the lease are considered to be lease payments: (i) fixed payments less any lease incentives receivable; and (ii) payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Subsequent to the commencement date, the Group measures the lease liability by: (i) increasing the carrying amount to reflect interest on the lease liability; (ii) reducing the carrying amount to reflect the lease payments made; and (iii) remeasuring the carrying amount to reflect any reassessment or lease modifications.

Rental income

Rental income under operating leases is recognised on a straight-line basis over the term of the relevant lease.

(e) Intangible assets

Acquired intangible assets

Intangible assets acquired separately are initially recognised at cost.

Amortisation is provided on a straight-line basis over their useful lives as follows. The amortisation expense is recognised in profit or loss and included in administrative expenses.

Software	3-5 years
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4. 重要會計政策 (續)

(d) 租賃 (續)

租賃負債 (續)

下列並非於租賃開始日期支付的租賃期內就相關資產使用權支付的款項被視為租賃付款：(i)固定付款減任何應收租賃獎勵；及(ii)倘租賃期反映承租人行使選擇權終止租賃，終止租賃的罰款付款。

於開始日期後，本集團透過下列方式計量租賃負債：(i)增加賬面值以反映租賃負債的利息；(ii)減少賬面值以反映作出的租賃付款；及(iii)重新計量賬面值以反映任何重估或租賃修改。

租金收入

經營租賃項目下之租金收入於相關租賃期內以直線法確認。

(e) 無形資產

已收購的無形資產

獨立收購之無形資產初步按成本確認。

攤銷乃按有關使用年期以直線基準計提撥備如下。攤銷費用於損益內確認並計入行政開支。

軟件	3至5年
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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(f) Financial Instruments

(i) Financial assets

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the Group classifies its debt instruments:

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets at amortised cost are subsequently measured using the effective interest method. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain on derecognition is recognised in profit or loss.

4. 重要會計政策 (續)

(f) 金融工具

(i) 金融資產

金融資產(並無重大金融資產部分的應收貿易款項除外)首次按公平值加上收購直接應佔的交易成本計量。並無重大金融資產部分的應收貿易款項首次按交易價計量。

所有以常規方式買賣的金融資產均於交易日(即本集團承諾買賣該資產當日)予以確認。

債務工具

債務工具之其後計量視乎本集團管理資產的業務模式及資產的現金流量特徵而定。本集團債務工具的計量分為以下兩類:

攤銷成本: 持作收取合約現金流量之資產按攤銷成本計量, 其中有關現金流量純粹指本金及利息付款。按攤銷成本計量的金融資產其後採用實際利息法計量。利息收入、匯兌收益及虧損以及減值於損益確認。取消確認的任何收益於損益確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(f) Financial Instruments (continued)

(i) Financial assets (continued)

Debt instruments (continued)

Fair value through other comprehensive income (“FVTOCI”): Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets’ cash flows represent solely payments of principal and interest, are measured at FVTOCI. Debt investments at FVTOCI are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to profit or loss.

Equity instruments

On initial recognition of an equity investment that is not held for trading, the Group could irrevocably elect to present subsequent changes in the investment’s fair value in other comprehensive income. This election is made on an investment-by-investment basis. Equity investments at FVTOCI are measured at fair value. Dividend income are recognised in profit or loss unless the dividend income clearly represents a recovery of part of the cost of the investments.

(ii) Impairment loss on financial assets

The Group recognises loss allowances for ECLs on trade receivables, financial assets measured at amortised cost and debt investments measured at FVTOCI. The ECLs are measured on either of the following bases: (1) 12-months ECLs: these are the ECLs that result from possible default events within the 12 months after the reporting date; and (2) lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

4. 重要會計政策 (續)

(f) 金融工具 (續)

(i) 金融資產 (續)

債務工具 (續)

按公平值計入其他全面收益 (「按公平值計入其他全面收益」): 持作收取合約現金流量及出售金融資產之資產按公平值計入其他全面收益計量, 其中有關資產現金流量純粹指本金及利息付款。按公平值計入其他全面收益的債務投資其後乃按公平值計算。利息收入採用實際利息法計量, 匯兌收益及虧損以及減值於損益中確認。其他收益及虧損淨額於其他全面收益中確認。於取消確認時, 其他全面收益中累計的收益及虧損重新分類至損益。

權益工具

於初次確認並非持作買賣用途的權益投資時, 本集團可不可撤回地選擇於其他全面收益中呈列投資公平值的後續變動。該選擇乃按投資逐項作出。按公平值計入其他全面收益的權益投資按公平值計量。股息收入於損益內確認, 除非股息收入明確表示收回部分投資成本。

(ii) 金融資產減值虧損

本集團就按攤銷成本計量之應收貿易款項、金融資產及按公平值計入其他全面收益的債務投資確認預期信貸虧損之虧損撥備。預期信貸虧損基於下列其中一個基準計量: (1) 12個月的預期信貸虧損: 預計在報告日後12個月內可能發生的違約事件而導致的預期信貸虧損; 及 (2) 年限內的預期信貸虧損: 金融工具的預期壽命期內所有可能發生的違約事件而導致的預期信貸虧損。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(f) Financial Instruments (continued)

(ii) Impairment loss on financial assets (continued)

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive. The shortfall is then discounted at an approximation to the assets' original effective interest rate.

The Group has elected to measure loss allowances for trade receivables using IFRS 9 simplified approach and has calculated ECLs based on lifetime ECLs. The Group has established a provision matrix that is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For other debt financial assets, the ECLs are based on the 12-months ECLs. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be credit-impaired when: (1) the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or (2) the financial asset is more than 90 days past due.

4. 重要會計政策 (續)

(f) 金融工具 (續)

(ii) 金融資產減值虧損 (續)

預期信貸虧損是信貸虧損的概率加權估計。信貸虧損按根據合約應付予本集團的所有合約現金流及本集團預期收到的全部現金流量之差額計量。其後差異按資產原實際利率的相若金額貼現。

本集團採用國際財務報告準則第9號簡化法計量應收貿易款項虧損撥備，並根據年內預期信貸虧損計算預期信貸虧損。本集團已設立根據本集團過往信貸虧損經驗計算的撥備矩陣，並按債務人特定的前瞻性因素及經濟環境作出調整。

就其他債務金融資產而言，預期信貸虧損以12個月之預期信貸虧損為基準。然而，倘信貸風險自發生以來顯著上升，則撥備將以年內預期信貸虧損為基準。

當釐定金融資產之信貸風險是否自初步確認後大幅增加，並於估計預期信貸虧損時，本集團考慮到相關及無須付出過多成本或努力即可獲得之合理及可靠資料。此包括根據本集團之過往經驗及已知信貸評估得出定量及定性之資料分析，並包括前瞻性資料。

本集團認為，倘逾期超過30天，則該金融資產之信貸風險顯著增加。

本集團認為金融資產於下列情況下為信貸減值：(1) 借款人不大可能在本集團無追索權採取行動（例如：變現抵押）（如持有）的情況下向本集團悉數支付其信貸義務；或(2) 該金融資產逾期超過90天。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(f) Financial Instruments (continued)

(ii) Impairment loss on financial assets (continued)

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Interest income on credit-impaired financial assets is calculated based on the amortised cost (i.e. the gross carrying amount less loss allowance) of the financial asset. For non credit-impaired financial assets interest income is calculated based on the gross carrying amount.

(iii) Financial liabilities

The Group classifies its financial liabilities, depending on the purpose for which the liabilities were incurred. Financial liabilities at amortised costs are initially measured at fair value, net of directly attributable costs incurred.

Financial liabilities at amortised cost

Financial liabilities at amortised cost including trade and notes payables, financial liabilities included in other payables and accrued charges, borrowings, amounts due to related parties, amounts due to directors and lease liabilities are subsequently measured at amortised cost, using the effective interest method. The related interest expense is recognised in profit or loss.

Gains or losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process.

4. 重要會計政策 (續)

(f) 金融工具 (續)

(ii) 金融資產減值虧損 (續)

撇銷

金融資產的總賬面值在無現實可收回前景的情況下予以撇銷(部分或全部)。一般而言,當本集團釐定債務人沒有可產生足夠現金流量償還面臨撇銷的款項之資產或收入來源時,即是此種情況。

已信貸減值金融資產之利息收入乃基於金融資產之攤銷成本(即總賬面值減虧損撥備)計算,而並無信貸減值之金融資產之利息收入乃基於總賬面值計算。

(iii) 金融負債

本集團視乎負債產生之目的將其金融負債分類。按攤銷成本計量的金融負債初步按公平值計量,扣除直接應佔成本。

按攤銷成本計量的金融負債

按攤銷成本計量的金融負債包括應付貿易款項及應付票據、計入其他應付款項及應計費用的金融負債、借款、應付關連人士款項、應付董事款項及租賃負債,其後使用實際利息法按攤銷成本計量。相關利息開支於損益中確認。

當負債取消確認及進行攤銷時,收益或虧損於損益中確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(f) Financial Instruments (continued)

(iv) Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments through the expected life of the financial asset or liability, or where appropriate, a shorter period.

(v) Derecognition

The Group derecognises a financial asset when the contractual rights to the future cash flows in relation to the financial asset expire or when the financial asset has been transferred and the transfer meets the criteria for derecognition in accordance with IFRS 9.

Financial liabilities are derecognised when the obligation specified in the relevant contract is discharged, cancelled or expires.

Where the Group issues its own equity instruments to a creditor to settle a financial liability in whole or in part as a result of renegotiating the terms of that liability, the equity instruments issued are the consideration paid and are recognised initially and measured at their fair value on the date the financial liability or part thereof is extinguished. If the fair value of the equity instruments issued cannot be reliably measured, the equity instruments are measured to reflect the fair value of the financial liability extinguished. The difference between the carrying amount of the financial liability or part thereof extinguished and the consideration paid is recognised in profit or loss for the year.

4. 重要會計政策 (續)

(f) 金融工具 (續)

(iv) 實際利息法

實際利息法為計算金融資產或金融負債攤銷成本及於有關期間內分配利息收入或利息開支的方法。實際利率為金融資產或負債於預計年期或於較短時間（如適用）內準確貼現估計未來現金收入或付款的利率。

(v) 取消確認

本集團在與金融資產有關的未來現金流量合約權利屆滿或金融資產已轉讓且該轉讓符合國際財務報告準則第9號的取消確認標準時，取消確認金融資產。

當有關合同的指定責任獲解除、註銷或到期，則取消確認金融負債。

倘由於重新磋商負債之條款，本集團向債權人發行其自身權益工具以結算全部或部分金融負債，則已發行之權益工具為已付代價並於抵銷金融負債或其部分日期按彼等之公平值初步確認及計量。倘已發行權益工具之公平值不能可靠計量，則權益工具將計量以反映所抵銷金融負債之公平值。所抵銷金融負債或其部分之賬面值與已付代價之差額於本年度損益中確認。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(g) Inventories

Inventories are initially recognised at cost, and subsequently at the lower of cost and net realisable value. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

(h) Revenue recognition

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

Depending on the terms of the contract and the laws that apply to the contract, control of the goods or service may be transferred over time or at a point in time. Control of the goods or service is transferred over time if the Group's performance:

- provides all of the benefits received and consumed simultaneously by the customer;
- creates or enhances an asset that the customer controls as the Group performs; or
- does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the goods or services transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the goods or service.

4. 重要會計政策 (續)

(g) 存貨

存貨初步按成本確認，其後按成本及可變現淨值之較低者確認。成本包括所有採購成本、轉移成本及將存貨送達致其目前地點及狀況所產生之其他成本。成本按加權平均法計算。可變現淨值相當於一般業務過程中之估計售價減去作出銷售所需之估計成本。

(h) 收益確認

當貨品或服務的控制權按反映預期本集團有權就交換該等貨品及服務所收取的代價金額轉移給客戶時確認客戶合約的收益（代第三方收取者除外）。收益不包括增值稅或其他銷售稅，且須扣減任何交易折扣。

貨品或服務的控制權是在一段時間內還是某一時點轉移，取決於合約的條款與適用於合約的法律規定。倘本集團滿足下列條件時，貨品或服務的控制權在一段時間內發生轉移：

- 提供客戶同時收到且消耗的所有利益；
- 產生或增強由客戶控制的資產（如本集團執行）；或
- 本集團不會產生具有可替代用途的資產，且本集團有權就至今已完成的履約部分強制收取款項的權利。

倘貨品或服務之控制權在一段時間內轉移，參照在整個合約期間已完成履約義務之進度確認收益。否則，收益於客戶獲得貨品或服務控制權之時點確認。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(h) Revenue recognition (continued)

(i) Sale of lithium-ion battery modules and related accessories for mobile phones and digital electronic appliances

Customers obtain control of the products when the goods are delivered to and have been accepted. Revenue is thus recognised upon when the customers accepted the products. There is generally only one performance obligation. Invoices are usually payable within 60-90 days.

(ii) Other revenue

Processing income is recognised over time when processing services are provided.

(i) Contract liabilities

A contract liability represents the Group's obligation to transfer services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

4. 重要會計政策 (續)

(h) 收益確認 (續)

(i) 銷售應用於手機及數碼類電子產品的鋰離子電池模組及有關配件

客戶於貨品已交付且獲接收時獲得產品之控制權。因而收益於客戶收到產品時獲確認。通常僅有一項履約責任。發票通常須於60日至90日內支付。

(ii) 其他收益

加工收入於提供加工服務之時間段確認。

(i) 合約負債

合約負債指本集團因本集團已自客戶收取代價（或代價金額到期應付），而須轉讓服務予客戶之義務。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (continued)

(j) Income tax

Income tax for the year comprises current tax and deferred tax.

Current tax is based on the profit or loss from ordinary activities adjusted for items that are non-assessable or disallowable for income tax purposes and is calculated using tax rates that have been enacted or substantively enacted at the end of reporting period.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for tax purposes. Except for goodwill and recognised assets and liabilities that affect neither accounting nor taxable profits and does not give rise to equal taxable and deductible temporary differences, deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Deferred tax is measured at the tax rates appropriate to the expected manner in which the carrying amount of the asset or liability is realised or settled and that have been enacted or substantively enacted at the end of reporting period.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, 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.

Income taxes are recognised in profit or loss except when they relate to items recognised in other comprehensive income in which case the taxes are also recognised in other comprehensive income or when they relate to items recognised directly in equity in which case the taxes are also recognised directly in equity.

4. 重要會計政策 (續)

(j) 所得稅

年內的所得稅包括當期稅項及遞延稅項。

當期稅項乃根據日常業務之損益，就所得稅而言毋須課稅或不可扣減之項目作出調整，按報告期末已制定或大致制定之稅率計算。

遞延稅項乃因就財務報告而言資產與負債之賬面值與就稅務而言之相應金額之暫時差額而確認。除不影響會計處理或應課稅溢利且不會產生等額應課稅及可扣減暫時差額之商譽及已確認資產及負債外，就所有暫時差額確認遞延稅項負債。倘應課稅溢利有機會可供扣減暫時差額，則確認遞延稅項資產。遞延稅項乃按適用於資產或負債之賬面值變現或結算之預期方式及於報告期末已制定或大致上制定之稅率計量。

遞延稅項負債乃按因於附屬公司之投資而引致之應課稅暫時差額而確認，惟若本集團可控制暫時差額之逆轉，以及暫時差額可能不會於可見將來逆轉則除外。

所得稅於損益確認，惟倘其與於其他全面收益確認的項目有關，則該等稅項亦於其他全面收益確認；或倘其與直接於權益確認的項目有關，則該等稅項亦直接於權益確認。

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4. MATERIAL ACCOUNTING POLICIES (continued)

(k) Foreign currency

Transactions entered into by group entities in currencies other than the currency of the primary economic environment in which they operate(s) (the “**functional currency**”) are recorded at the rates ruling when the transactions occur. Foreign currency monetary assets and liabilities are translated at the rates ruling at the end of reporting period. 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 translation of monetary items, are recognised in profit or loss in the period in which they arise.

On consolidation, income and expense items of foreign operations are translated into the presentation currency of the Group (i.e. RMB) at the average exchange rates for the year, unless exchange rates fluctuate significantly during the period, in which case, the rates approximating to those ruling when the transactions took place are used. All assets and liabilities of foreign operations are translated at the rate ruling at the end of reporting period. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity as foreign exchange reserve (attributed to minority interests as appropriate). Exchange differences recognised in profit or loss of group entities’ separate financial statements on the translation of long-term monetary items forming part of the Group’s net investment in the foreign operation concerned are reclassified to other comprehensive income and accumulated in equity as foreign exchange reserve.

4. 重要會計政策 (續)

(k) 外幣

集團實體以其經營所在主要經濟環境貨幣（「**功能貨幣**」）以外之貨幣進行之交易，按進行交易時之適用匯率入賬。外幣貨幣資產及負債則以各報告期末之適用匯率換算。外幣列值以歷史成本計量之非貨幣項目則不予重新換算。

結算貨幣項目及換算貨幣項目產生之匯兌差額於產生期間在損益確認。

於整合時，海外業務的收支項目以年內平均匯率換算為本集團的呈列貨幣（即人民幣），除非期內匯率大幅波動，在此情況下，則按進行該等交易時的相若匯率換算。所有海外業務的資產及負債均以報告期末的適用匯率換算。所產生的匯兌差額（如有）於其他全面收益確認，並於權益內累計入賬為外匯儲備（應付少數股東權益（如適用））。於換算構成本集團於所涉海外業務的部分投資淨額的長期貨幣項目時，在集團實體獨立財務報表的損益內確認的匯兌差額則重新分類至其他全面收益，並於權益內累計入賬為外匯儲備。

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綜合財務報表附註

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4. MATERIAL ACCOUNTING POLICIES (continued)

(l) Employee benefits

(i) Short term employee benefits

Short term employee benefits are employee benefits (other than termination benefits) that are expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. Short term employee benefits are recognised in the year when the employees render the related service.

(ii) Defined contribution retirement plan

Contributions to defined contribution retirement plans are recognised as an expense in profit or loss when the services are rendered by the employees.

(iii) Termination benefits

Termination benefits are recognised on the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

(m) Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of the following assets to determine whether there is any indication that those assets have suffered an impairment loss or an impairment loss previously recognised no longer exists or may have decreased:

- Property, plant and equipment;
- Investment properties under cost model;
- Intangible assets; and
- Right-of-use assets.

4. 重要會計政策 (續)

(l) 僱員福利

(i) 短期僱員福利

短期僱員福利乃指預計在僱員提供了相關服務的年度呈報期末後十二個月以前將全數結付的僱員福利（離職福利除外）。短期僱員福利於僱員提供相關服務的年度內確認。

(ii) 定額供款退休計劃

向定額供款退休計劃之供款於僱員提供服務時在損益中確認為開支。

(iii) 離職福利

離職福利乃於本集團不能撤回所提供的福利時及本集團確認涉及離職福利付款的重組成本時（以較早者為準）確認。

(m) 非金融資產減值

本集團於各報告期末審閱下列資產的賬面值，以確定是否有任何跡象顯示該等資產已經出現減值虧損或過往已確認的減值虧損是否已不存在或已減少：

- 物業、廠房及設備；
- 成本模式下投資物業；
- 無形資產；及
- 使用權資產。

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4. MATERIAL ACCOUNTING POLICIES (continued)

(m) Impairment of non-financial assets (continued)

If the recoverable amount (i.e. the greater of the fair value less costs of disposal and value in use) of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expenses immediately, unless the relevant asset is carried at a revalued amount under the IFRS Accounting Standards, in which case the impairment loss is treated as a revaluation decrease under that IFRS Accounting Standards.

(n) Government grants

Government grants are recognised when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them. Grants that compensate the Group for expenses incurred are recognised as revenue in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are deducted from the carrying amount of the asset and consequently are effectively recognised in profit or loss over the useful life of the asset by way of reduced depreciation expense.

4. 重要會計政策 (續)

(m) 非金融資產減值 (續)

倘資產之可回收金額(即為其公平值減出售成本與使用價值兩者的較高者)低於其賬面值,則該項資產之賬面值須降低至其可回收金額。減值虧損將即時確認為開支,惟根據國際財務報告準則,倘有關資產乃按重估數額入賬,則根據國際財務報告準則會計準則有關減值虧損將視為重估減值。

(n) 政府津貼

倘可合理確定能夠收取政府津貼,而本集團將遵守當中所附帶條件,則政府津貼將獲確認。補償本集團所產生開支的津貼會於產生開支的同一期間,有系統地於損益賬中確認為收益。補償本集團資產成本的津貼會於相關資產賬面值中扣除,其後於該項資產的可用年期以減少折舊開支方式於損益賬中實際確認。

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4. MATERIAL ACCOUNTING POLICIES (continued)

(o) Related parties

- (a) A person or a close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of key management personnel of the Group or the Company's parent.
- (b) An entity is related to the Group if any of the following conditions apply:
 - (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of the employees of the Group or an entity related to the Group.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of key management personnel of the entity (or of a parent of the entity).

4. 重要會計政策 (續)

(o) 關連人士

- (a) 倘屬以下人士，則該人士或該人士的近親家庭成員與本集團有關聯：
 - (i) 控制或共同控制本集團；
 - (ii) 對本集團有重大影響力；或
 - (iii) 為本集團或本公司母公司的主要管理層成員。
- (b) 倘符合下列任何條件，則該實體與本集團有關聯：
 - (i) 該實體與本集團屬同一集團的成員公司（即各母公司、附屬公司及同系附屬公司彼此間有關連）。
 - (ii) 一家實體為另一實體的聯營公司或合營企業（或另一實體為成員公司的集團成員公司的聯營公司或合營企業）。
 - (iii) 兩家實體均為同一第三方的合營企業。
 - (iv) 一家實體為第三方實體的合營企業，而另一實體為同一第三方實體的聯營公司。
 - (v) 實體為本集團或與本集團有關聯的實體就僱員利益而設的離職後福利計劃。
 - (vi) 實體受(a)所指定人士控制或共同控制。
 - (vii) (a)(i)所指人士對實體有重大影響力或屬該實體（或該實體母公司）的主要管理層成員。

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4. MATERIAL ACCOUNTING POLICIES (continued)

(o) Related parties (continued)

(b) (continued)

- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the group or to the group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- (i) that person's children and spouse or domestic partner;
- (ii) children of that person's spouse or domestic partner; and
- (iii) dependents of that person or that person's spouse or domestic partner.

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the directors to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results differ from these estimates.

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

4. 重要會計政策 (續)

(o) 關連人士 (續)

(b) (續)

- (viii) 實體，或其所屬集團的任何成員向集團或集團的母公司提供主要管理人員服務。

一名人士的近親家庭成員指預期在與實體的交易中可影響該人士或受該人士影響的家庭成員，包括：

- (i) 該人士的子女及配偶或家庭伴侶；
- (ii) 該人士配偶或家庭伴侶的子女；及
- (iii) 該人士或該人士的配偶或家庭伴侶的受養人。

5. 重要會計判斷及估計不確定因素之主要來源

編製符合國際財務報告準則會計準則的綜合財務報表要求董事對其他來源不明顯的資產及負債的賬面價值作出判斷、估計及假設。估計及相關假設乃基於過往經驗及其他被視為相關的因素。實際結果可能有別於此等估計。

該等估計及相關假設會持續檢討。修訂會計估計時，倘有關修訂只影響修訂估計的期間，則在該期間確認；倘有關修訂影響到本期及以後期間，則在修訂期間及以後期間確認。

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5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

The directors have considered the development, selection and disclosure of the Group's critical accounting policies and estimates. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets or liabilities are as follows:

(i) Useful lives and depreciation of property, plant and equipment and investment properties

The Group determines the estimated useful lives and related depreciation charges of its property, plant and equipment and investment properties. These estimates are based on the historical experience of the actual useful lives of property, plant and equipment and investment properties of similar nature and functions. The Group will increase the depreciation charge where useful lives are less than previously estimated lives, and will write-off or write-down technically obsolete or non-strategic assets that have been abandoned or sold. Actual economic lives may differ from estimated useful lives. Periodic review could result in a change in depreciable lives and therefore depreciation charges in future periods.

(ii) Net realisable value of inventories

Net realisable value of inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and variable selling expenses. These estimates are based on the current market condition and the historical experience of manufacturing and selling products of similar nature. It could change significantly as a result of changes in customer taste and competitor actions in response to any industry downturn. The directors reassess the estimations at the end of each reporting period.

5. 重要會計判斷及估計不確定因素之主要來源 (續)

董事已考慮本集團主要會計政策及估計之發展、選擇及披露。導致需對資產或負債賬面值作出重大調整之主要風險有關之估計及假設如下：

(i) 物業、廠房及設備以及投資物業之可使用年期及折舊

本集團釐定物業、廠房及設備以及投資物業之估計可使用年期以及相關折舊開支。該等估計乃根據性質及功能相近之物業、廠房及設備以及投資物業實際可使用年期之過往經驗而作出。倘可使用年期較之前之估計為短，則本集團將會提高折舊開支，並會將已報廢或出售之技術上過時或非策略資產撇銷或撇減。實際經濟年期可能與估計可使用年期不同。定期檢討可使上述資產之可折舊年期出現變動，因而引致本集團在未來期間之折舊開支。

(ii) 存貨之可變現淨值

存貨之可變現淨值乃於日常業務過程中作出之估計售價減估計完成成本及可變出售開支。此等估計乃根據現時市況及類似性質之製造及出售產品之過往經驗而作出，並會因應客戶品味及競爭對手就任何行業衰退所作行動而有重大變化。董事於各報告期末重新評估估計。

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5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

(iii) Allowances for trade receivables and notes receivables

The Group uses a provision of matrix to calculate ECLs for trade and notes receivables. The provision rates are based on days past due for groupings of various debtors that have similar loss patterns. The provision matrix is based on management's estimate of the lifetime expected credit losses to be incurred, which is estimated by taking into account the credit loss experience, ageing of overdue fee receivables, customers' repayment history and customers' financial position and an assessment of both the current and forecast general economic conditions, all of which involve a significant degree of management judgement. The provision of ECLs is sensitive to changes in circumstances and of forecast general economic conditions. The information about the ECLs and the Group's trade and notes receivables are disclosed in Notes 21 and 42. If the financial condition of the customers or the forecast economic conditions were to deteriorate, actual loss allowance would be higher than estimated.

(iv) Impairment of non-financial assets

The Group assesses whether there are any indicators of impairment for property, plant and equipment, investment properties, intangible assets and right-of-use assets at the end of each reporting period. These assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, the directors estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

5. 重要會計判斷及估計不確定因素之主要來源 (續)

(iii) 應收貿易款項及應收票據之撥備

本集團運用撥備矩陣來計算應收貿易款項及應收票據之預期信貸虧損。撥備率按具有類似虧損型態的不同債務人組別之逾期日數計算。撥備矩陣乃基於管理層對將產生的年限內預期信貸虧損之估算，經計及信貸虧損經驗、逾期費用應收款項賬齡、客戶還款記錄及客戶財務狀況及對目前及預測整體經濟狀況之評估來估量，當中各項均涉及重大程度的管理層判斷。預期信貸虧損撥備對各種情況及預測整體經濟狀況變動敏感。有關預期信貸虧損的資料及本集團應收貿易款項及應收票據於附註21及42披露。倘客戶的財務狀況或預測經濟狀況將惡化，則實際虧損撥備會高於估計額。

(iv) 非金融資產減值

本集團會於各報告期末評估物業、廠房及設備、投資物業、無形資產及使用權資產是否出現任何減值跡象。該等資產在有跡象顯示賬面值可能無法收回時作出減值測試。當資產或現金產生單位的賬面值超逾其可收回金額（其公平值減出售成本與其使用價值中的較高者）時，即出現減值。公平值減出售成本乃根據同類資產進行公平交易時從具約束力的銷售交易中可獲得的數據或可觀察市價減出售該資產的增量成本計算。進行使用價值計算時，董事必須估計來自資產或現金產生單位的預期未來現金流量，並選擇合適的貼現率以計算該等現金流量的現值。

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5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

(v) Deferred tax assets

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Further details on deferred taxes are disclosed in Note 31.

6. TURNOVER AND SEGMENT INFORMATION

(a) Turnover

Turnover represents gross invoiced sales, less returns and trade discounts.

The following table provides information about trade receivables, and contract liabilities from contracts with customers.

Trade and notes receivables (Note 21)	應收貿易款項及應收票據 (附註21)
Contract liabilities (Note 28)	合約負債(附註28)

The contract assets primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date on revenue. The contract assets are transferred to receivables when the rights become unconditional. This usually occurs when the Group provides the invoice to the customer.

5. 重要會計判斷及估計不確定因素之主要來源(續)

(v) 遞延稅項資產

所有未被動用稅項虧損乃被確認為遞延稅項資產，惟以應課稅盈利可用作抵扣可動用之虧損為限。董事須根據未來應課稅盈利之可能時間及數額連同未來應課稅計劃策略作出重大判斷，以釐定可予確認之遞延稅項資產金額。

有關遞延稅項的進一步詳情於附註31披露。

6. 營業額及分部資料

(a) 營業額

營業額指發貨單銷售總額減退貨及貿易折扣。

下表提供有關應收貿易款項及來自客戶合約之合約負債之資料。

	31 December 2025 2025年 12月31日 RMB'000 人民幣千元	31 December 2024 2024年 12月31日 RMB'000 人民幣千元
Trade and notes receivables (Note 21)	1,699,053	1,664,664
Contract liabilities (Note 28)	20,568	10,980

合約資產主要與本集團就已完成工作獲取代價的權利有關，惟於報告日期尚未於收益入賬。於權利成為無條件後，合約資產轉撥至應收款項。此情況一般於本集團向客戶開具發票時發生。

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For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION

(continued)

(a) Turnover (continued)

The contract liabilities mainly relate to the advance consideration received from customers. RMB10,980,000 of the contract liabilities as of 31 December 2024 has been recognised as revenue for the year ended 31 December 2025 from performance obligations satisfied during the year (Note 28).

The Group has applied the practical expedient to its sales contracts for lithium-ion battery modules and related accessories for mobile phones and digital electronic appliances and therefore the above information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts that had an original expected duration of one year or less.

(b) Reportable segments

IFRS 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision makers in order to allocate resources to segments and to assess their performance.

The Group is engaged in the business of original design manufacturing (“**ODM business**”) as well as bare battery cells (“**Bare battery cells business**”). The chief operating decision makers (i.e. the Company’s directors) review the segment information of these businesses and based on it to allocate resources to segments and to assess their performance. The Group’s reportable segments are set out below:

ODM business – Manufacture and supply of lithium-ion battery modules, power banks, motive battery and related accessories for branded mobile phone, notebooks, tablets manufacturers within and outside China and provision of processing services.

Bare battery cell business – Manufacture and sale of lithium-ion bare battery cells for mobile phones, tablets and power banks.

Others – Sales of raw materials, work-in-progress and rental income.

6. 營業額及分部資料 (續)

(a) 營業額 (續)

合約負債主要與收取來自客戶的預付代價有關。截至2024年12月31日之合約負債人民幣10,980,000元已確認為截至2025年12月31日止年度自本年度達成履約責任所產生的收益(附註28)。

本集團已將可行權宜方法應用於手機及數碼類電子產品的鋰離子電池模組及有關配件的銷售合約，因此，上述資料不包括本集團在履行有關原始預計期間為一年或更短之合約項下剩餘履約責任時有權獲取的收益資料。

(b) 申報分部

國際財務報告準則第8號要求在本集團組成部分之內部報告基礎上界定經營分部，該等內部報告需經主要經營決策者定期審閱，以便分配分部資源及評估分部業績。

本集團目前經營原廠設計及配套(「**ODM業務**」)及電芯(「**電芯業務**」)業務，而主要經營決策者(即本公司董事)亦審閱有關該等業務之分部資料，並據此以分配分部資源及評估其業績。本集團申報分部載列如下：

ODM業務—為中國境內外品牌手機、筆記本、平板製造商生產及供應鋰離子電池模組、移動電源、動力電池及相關配件及提供加工服務。

電芯業務—製造及銷售適用於手機、平板及移動電源的鋰離子電芯。

其他—銷售原材料、半成品及租金收入。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(b) Reportable segments (continued)

Segment information about these businesses is presented as follows:

(b) 申報分部 (續)

有關該等業務的分部資料呈列如下：

Segment revenue and results

分部收益及業績

		2025			
		ODM business	Bare battery cell business	Others	Total
		ODM業務	電芯業務	其他	總計
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Total turnover	總營業額	5,703,441	108,183	489,944	6,301,568
Less: Intersegment sales	減：內部銷售	(770,750)	(11,700)	(293,481)	(1,075,931)
Turnover	營業額	4,932,691	96,483	196,463	5,225,637
Segment profit/(loss)	分部溢利／(虧損)	111,395	(14,775)	19,187	115,807
Unallocated income	未分配收入				
– Bank interest income	– 銀行利息收入				5,778
– Others	– 其他				120
Unallocated expenses	未分配開支				
– Other corporate expenses	– 其他公司開支				(2,334)
– Auditor's remuneration	– 核數師酬金				(1,684)
– Exchange loss	– 匯兌虧損				(7,214)
– Legal and professional fees	– 法律及專業費用				(981)
– Staff costs	– 員工成本				(24,890)
– Finance costs	– 融資成本				(52,038)
– Others	– 其他				(4,435)
Profit before income tax	除所得稅前溢利				28,129
Income tax expense	所得稅開支				(12,306)
Profit for the year	本年度溢利				15,823

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6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(b) Reportable segments (continued)

Segment revenue and results (continued)

(b) 申報分部 (續)

分部收益及業績 (續)

		2024			
		ODM business	Bare battery cell business	Others	Total
		ODM業務	電芯業務	其他	總計
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Total turnover	總營業額	5,863,774	125,967	589,354	6,579,095
Less: Intersegment sales	減：內部銷售	(869,173)	(15,665)	(349,346)	(1,234,184)
Turnover	營業額	4,994,601	110,302	240,008	5,344,911
Segment profit/(loss)	分部溢利／(虧損)	107,254	(12,585)	9,386	104,055
Unallocated income	未分配收入				
– Bank interest income	– 銀行利息收入				8,541
– Exchange gain	– 匯兌收益				4,530
– Others	– 其他				2
Unallocated expenses	未分配開支				
– Loss on disposal of subsidiaries	– 出售附屬公司之虧損				(20,431)
– Other corporate expenses	– 其他公司開支				(3,165)
– Auditor's remuneration	– 核數師酬金				(1,614)
– Legal and professional fees	– 法律及專業費用				(294)
– Staff costs	– 員工成本				(26,037)
– Rental expense	– 租賃開支				(385)
– Finance costs	– 融資成本				(65,933)
– Others	– 其他				(4,102)
Loss before income tax	除所得稅前虧損				(4,833)
Income tax expense	所得稅開支				(5,104)
Loss for the year	本年度虧損				(9,937)

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(b) Reportable segments (continued)

Segment assets and liabilities

(b) 申報分部 (續)

分部資產及負債

		2025		
		ODM business	Bare battery cell business	Total
		ODM業務	電芯業務	總計
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
Segment assets	分部資產	3,976,919	118,679	4,095,598
Unallocated corporate assets	未分配公司資產			
– Property, plant and equipment	– 物業、廠房及設備			75,473
– Investment properties	– 投資物業			62,684
– Financial assets at FVTOCI	– 按公平值計入其他全面收益的金融資產			20,940
– Bank balances and cash	– 銀行結餘及現金			5,969
– Prepayments, deposits and other receivables	– 預付款項、按金及其他應收款項			310
– Amounts due from related parties	– 應收關連人士款項			111,137
– Others	– 其他			2,711
Consolidated total assets	綜合資產總額			4,374,822
Segment liabilities	分部負債	3,193,149	64,794	3,257,943
Unallocated corporate liabilities	未分配公司負債			
– Other payables	– 其他應付款項			2,304
– Amounts due to directors	– 應付董事款項			16
– Amounts due to related parties	– 應付關連人士款項			1,394
– Deferred tax liabilities	– 遞延稅項負債			5,360
– Others	– 其他			887
Consolidated total liabilities	綜合負債總額			3,267,904

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(b) Reportable segments (continued)

Segment assets and liabilities (continued)

(b) 申報分部 (續)

分部資產及負債 (續)

		2024		
		ODM business	Bare battery cell business	Total
		ODM業務	電芯業務	總計
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
Segment assets	分部資產	4,030,857	97,898	4,128,755
Unallocated corporate assets	未分配公司資產			
– Property, plant and equipment	– 物業、廠房及設備			43,510
– Investment properties	– 投資物業			92,827
– Financial assets at FVTOCI	– 按公平值計入其他全面收益的金融資產			20,940
– Bank balances and cash	– 銀行結餘及現金			8,528
– Prepayments, deposits and other receivables	– 預付款項、按金及其他應收款項			446
– Amounts due from related parties	– 應收關連人士款項			69,956
– Others	– 其他			3,802
Consolidated total assets	綜合資產總額			4,368,764
Segment liabilities	分部負債	3,234,009	38,033	3,272,042
Unallocated corporate liabilities	未分配公司負債			
– Other payables	– 其他應付款項			2,223
– Amounts due to directors	– 應付董事款項			44
– Amounts due to related parties	– 應付關連人士款項			986
– Deferred tax liabilities	– 遞延稅項負債			5,360
– Others	– 其他			353
Consolidated total liabilities	綜合負債總額			3,281,008

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION

(continued)

(c) Other information

6. 營業額及分部資料 (續)

(c) 其他資料

		2025			
		ODM business	Bare battery cell business	Others	Total
		ODM業務	電芯業務	其他	總計
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Depreciation of property, plant and equipment	物業、廠房及設備折舊	78,472	2,693	–	81,165
Depreciation of investment properties	投資物業折舊	–	–	3,591	3,591
Depreciation of right-of-use assets	使用權資產折舊	1,192	3,984	343	5,519
Write-off of property, plant and equipment	物業、廠房及設備撇銷	678	–	–	678
Amortisation of intangible assets	無形資產攤銷	405	27	–	432
Reversal of impairment loss recognised on trade and note receivables, net	就應收貿易款項及應收票據確認之減值虧損撥回淨額	(5,254)	(313)	–	(5,567)
Impairment loss recognised on prepayments, deposits and other receivables, net	就預付款項、按金及其他應收款項確認之減值虧損淨額	21,662	3	–	21,665
Write-off of inventories	存貨撇銷	7,928	–	–	7,928
Impairment loss/(reversal of impairment loss) on inventories, net	存貨減值虧損/(減值虧損撥回)淨額	658	(2,863)	–	(2,205)
Research and development costs	研發費用	97,935	5,012	–	102,947
Income tax expense	所得稅開支	10,071	1,525	710	12,306
Additions to property, plant and equipment	物業、廠房及設備添置	71,346	729	–	72,075
Loss on disposal of property, plant and equipment	出售物業、廠房及設備之虧損	1,041	–	–	1,041

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6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(c) Other information (continued)

(c) 其他資料 (續)

		2024			
		ODM business	Bare battery cell business	Others	Total
		ODM業務	電芯業務	其他	總計
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Depreciation of property, plant and equipment	物業、廠房及設備折舊	91,952	3,122	–	95,074
Depreciation of investment properties	投資物業折舊	–	–	5,074	5,074
Depreciation of right-of-use assets	使用權資產折舊	1,079	3,922	345	5,346
Write-off of property, plant and equipment	物業、廠房及設備撇銷	2,478	–	–	2,478
Amortisation of intangible assets	無形資產攤銷	913	29	–	942
Impairment loss recognised on trade and note receivables, net	就應收貿易款項及應收票據確認之減值虧損淨額	10,175	1,751	–	11,926
Impairment loss/(reversal of impairment loss) recognised on prepayments, deposits and other receivables, net	就預付款項、按金及其他應收款項確認之減值虧損/(減值虧損撥回)淨額	5,868	(1)	–	5,867
Write-off of inventories	存貨撇銷	7,205	–	–	7,205
Impairment loss on inventories, net	存貨減值虧損淨額	–	1,279	–	1,279
Research and development costs	研發費用	94,520	5,510	–	100,030
Income tax expense	所得稅開支	2,550	1,125	1,429	5,104
Additions to property, plant and equipment	物業、廠房及設備添置	34,367	840	–	35,207
Additions to intangible assets	無形資產添置	111	–	–	111
Loss on disposal of property, plant and equipment	出售物業、廠房及設備之虧損	7	15	–	22
Gain on lease modification	租賃修改收益	–	168	–	168

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION 6. 營業額及分部資料 (續)

(continued)

(d) Turnover from major products

The Group's disaggregated turnover from its major products were as follows:

(d) 主要產品之營業額

來自本集團主要產品之分類營業額如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
ODM Business	ODM業務		
Turnover recognised at a point in time	於某一時點確認的營業額		
Mobile phone batteries	手機電池	3,131,366	3,334,264
Tablet batteries	平板電池	891,366	830,981
Notebook batteries	筆記本電池	211,166	233,657
Power banks	移動電源	326,915	175,874
Other batteries	其他電池	224,959	262,564
Others	其他	95,133	120,689
		4,880,905	4,958,029
Turnover recognised over time	在一段時間內確認的營業額		
Processing income	加工收入	51,786	36,572
ODM business	ODM業務	4,932,691	4,994,601
Bare battery cell business	電芯業務		
Turnover recognised at a point in time	於某一時點確認的營業額		
Lithium-ion bare battery cells	鋰離子電芯	96,483	110,302
Others	其他	182,862	229,247
		5,212,036	5,334,150
Revenue from other sources	其他收入來源		
Rental income	租金收入	13,601	10,761
Total turnover	總營業額	5,225,637	5,344,911

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. TURNOVER AND SEGMENT INFORMATION

(continued)

(e) Geographical information

Analysis of the Group's turnover and results as well as analysis of the Group's carrying amount of each relevant segment's assets and additions to property, plant and equipment and intangible assets by geographical market have not been presented as they are substantially generated from or situated in the PRC.

During the year ended 31 December 2024, turnover contributed by the subsidiary in India was minimal to the Group's turnover. The subsidiary in India was disposed during 2024. Further details on disposal of subsidiaries are disclosed in Note 40.

(f) Information about major customers

Revenue from major customers, each of them accounted for 10% or more of the Group's revenue, are set out below:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Customer A	客戶A	1,225,293	1,012,010
Customer B	客戶B	1,110,190	631,114
Customer C	客戶C	893,140	1,119,700
Customer D	客戶D	697,683	1,112,004

6. 營業額及分部資料 (續)

(e) 地區資料

本集團並無呈列按地區市場劃分的本集團營業額及業績分析以及本集團每個分部的相關資產及添置物業、廠房及設備及無形資產的賬面值分析，原因為其絕大多數於中國產生或位於中國。

截至2024年12月31日止年度，印度附屬公司貢獻的營業額對本集團的營業額而言微不足道。印度附屬公司已於2024年出售。有關出售附屬公司的進一步詳情於附註40披露。

(f) 主要客戶資料

來自主要客戶之收益（彼等各佔本集團收益10%或以上）載列如下：

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For the year ended 31 December 2025 截至2025年12月31日止年度

7. OTHER REVENUE

7. 其他收益

		2025	2024
		RMB'000	RMB'000
		人民幣千元	人民幣千元
Insurance compensation	保險賠償	–	17,346
Government grants	政府津貼	7,650	9,764
Interest income	利息收入	5,898	8,541
Reversal of impairment loss on inventories, net (Note 20)	存貨減值虧損撥回淨額 (附註20)	2,205	–
Sale of moulds	銷售模組	8,960	3,531
Compensation from suppliers	供應商補償	–	15
Gain on lease modification	租賃修改收益	–	168
Sundry income	雜項收入	1,701	4,171
		26,414	43,536

The government grants represent subsidies received from the PRC Government to appreciate the industrial contribution to the city, substantial amount of export trade and technology development incurred by the Company's wholly-owned PRC-based subsidiaries. There are no unfulfilled conditions relating to the grants.

政府津貼指自中國政府收到之補貼，以感謝本公司之中國全資附屬公司對該市所作出的產業貢獻、大量出口貿易及技術開發。該等津貼並無任何相關未達成條件。

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For the year ended 31 December 2025 截至2025年12月31日止年度

8. PROFIT/(LOSS) BEFORE INCOME TAX

This is arrived at after charging/(crediting):

8. 除所得稅前溢利／（虧損）

已扣除／（計入）下列項目：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Auditor's remuneration:	核數師酬金：		
– audit service	– 核數服務	1,432	1,368
– review service	– 審閱服務	252	246
Depreciation of property, plant and equipment (including depreciation recorded in research and development costs of RMB6,151,000 (2024: RMB7,400,000))	物業、廠房及設備折舊（包括計入研發費用的折舊人民幣6,151,000元（2024年：人民幣7,400,000元））	81,165	95,074
Depreciation of investment properties	投資物業折舊	3,591	5,074
Depreciation of right-of-use assets	使用權資產折舊	5,519	5,346
Amortisation of intangible assets	無形資產攤銷	432	942
Cost of inventories recognised as expenses	確認為開支之存貨成本	4,810,393	4,959,436
Cost of processing income	加工收入之成本	19,940	6,632
Operating lease rentals for office premises	辦公室經營租賃租金	14,520	14,832
Research and development costs	研發費用	102,947	100,030
Staff costs (including staff costs recorded in research and development costs of RMB57,681,000 (2024: RMB49,207,000) (Note 10))	員工成本（包括計入研發費用的員工成本人民幣57,681,000元（2024年：人民幣49,207,000元）（附註10））	433,628	428,084
Net foreign exchange loss/(gain)	匯兌虧損／（收益）淨額	7,214	(4,530)

9. OTHER OPERATING EXPENSES

9. 其他經營開支

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Write-off of inventories (Note 20)	存貨撇銷（附註20）	7,928	7,205
Write-off of property, plant and equipment	物業、廠房及設備撇銷	678	2,478
Loss on disposal of property, plant and equipment	出售物業、廠房及設備之虧損	1,041	22
Impairment loss on inventories, net	存貨減值虧損淨額	–	1,279
Sundry expenses	雜項開支	343	155
		9,990	11,139

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10. STAFF COSTS

10. 員工成本

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Directors' remuneration (Note 11)	董事酬金 (附註11)	2,709	3,231
Other staff costs	其他員工成本	406,973	402,991
Retirement benefits scheme contributions	退休福利計劃供款	23,586	21,862
		433,268	428,084

11. DIRECTORS' AND EMPLOYEES' REMUNERATION

11. 董事及僱員薪酬

(a) Directors' emoluments disclosed pursuant to Section 383 of the Hong Kong Companies Ordinance (Cap. 622) and the Companies (Disclosure of information about Benefits of Directors) Regulation (Cap. 622G) is as follows:

(a) 根據香港公司條例(第622章)第383條及公司(披露董事利益資料)規例(第622G章)披露的董事酬金如下:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Salaries, housing allowances, other allowances and benefits in kind	薪酬、房屋津貼、其他津貼及實物福利	1,154	1,322
Fees	袍金	1,516	1,861
Other emoluments:	其他酬金:		
Retirement benefits scheme contributions	退休福利計劃供款	39	48
		2,709	3,231

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11. DIRECTORS' AND EMPLOYEES' REMUNERATION (continued)

(b) Details of emoluments paid by the Group to the directors are as follows:

11. 董事及僱員薪酬 (續)

(b) 本集團向董事支付的酬金詳情如下：

		2025			
		Salaries, housing allowances, other allowances and benefits in kind	Fees	Retirement benefits scheme contributions	Total emoluments
		薪酬、房屋津貼、其他津貼及實物福利	袍金	退休福利計劃供款	酬金總額
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Lian Xiu Qin	連秀琴	698	192	16	906
Ni Chen Hui	倪晨暉	240	172	16	428
Feng Ming Zhu	馮明竹	216	240	7	463
Heng Ja Wei Victor	邢家維	-	275	-	275
Lam Yau Yiu	林友耀	-	275	-	275
Cheung Wai Kwok Gary	張為國	-	275	-	275
Loke Yu	陸海林	-	87	-	87
		1,154	1,516	39	2,709

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11. DIRECTORS' AND EMPLOYEES' REMUNERATION (continued)

(b) Details of emoluments paid by the Group to the directors are as follows: (Continued)

		Salaries, housing allowances, other allowances and benefits in kind 薪酬、房屋津貼、其他津貼及實物福利 RMB'000 人民幣千元	Fees 袍金 RMB'000 人民幣千元	Retirement benefits scheme contributions 退休福利計劃供款 RMB'000 人民幣千元	Total emoluments 酬金總額 RMB'000 人民幣千元
Feng Ming Zhu	馮明竹	518	192	16	726
Lian Xiu Qin	連秀琴	598	192	16	806
Ni Chen Hui	倪晨暉	206	144	16	366
Loke Yu	陸海林	-	445	-	445
Heng Ja Wei Victor	邢家維	-	296	-	296
Lam Yau Yiu	林友耀	-	296	-	296
Cheung Wai Kwok Gary	張為國	-	296	-	296
		1,322	1,861	48	3,231

During both years, none of the directors have received any bonus payments paid by the Group.

11. 董事及僱員薪酬 (續)

(b) 本集團向董事支付的酬金詳情如下：
(續)

2024

於兩個年度內，概無董事收到本集團支付的任何獎金。

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11. DIRECTORS' AND EMPLOYEES' REMUNERATION (continued)

- (c) The five highest paid individuals include two directors for the year ended 31 December 2025 (2024: two), details of whose emoluments are set out above.

The emoluments of the remaining three (2024: three) non-director highest paid individuals are as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Salaries, housing allowances, other allowances and benefits in kind	薪金、房屋津貼、其他津貼及實物福利	3,811	3,753
Retirement benefits scheme contributions	退休福利計劃供款	49	48
		3,860	3,801

The emoluments of the remaining non-director, highest paid individuals are within the following bands:

		2025	2024
Nil to RMB915,300 (equivalent to HK\$1,000,000)	零至人民幣915,300元(相當於零至1,000,000港元)	2	2
RMB2,288,251 to RMB2,745,900 (equivalent to HK\$2,500,001 to HK\$3,000,000)	人民幣2,288,251元至人民幣2,745,900元(相當於2,500,001港元至3,000,000港元)	1	1

- (d) During both years, no emoluments were paid by the Group to the five highest paid individuals (including both directors and employees) or any directors of the Company as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors has waived or agreed to waive any emoluments during both years.

11. 董事及僱員薪酬 (續)

- (c) 截至2025年12月31日止年度，五名最高薪酬人士包括兩名(2024年：兩名)董事，彼等酬金詳情載於上文。

其餘三名(2024年：三名)非董事最高薪酬人士酬金如下：

其餘非董事最高薪酬人士的酬金介乎以下範圍：

- (d) 於兩個年度內，本集團概無向五名最高薪人士(包括董事及僱員)或本公司任何董事支付任何酬金，作為吸引加入本集團或加入本集團時的獎勵，或作為離職的補償。於兩個年度內並無董事放棄或同意放棄任何酬金。

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12. FINANCE COSTS

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Interest on bank borrowings	銀行借款利息	44,755	56,473
Interest on discounted notes receivables	貼現應收票據利息	6,616	8,862
Interest on lease liabilities (Note 18)	租賃負債利息(附註18)	667	598
		52,038	65,933

12. 融資成本

13. INCOME TAX EXPENSE

Details of the income tax expense in the consolidated statement of profit or loss and other comprehensive income are as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Current tax – PRC	即期稅項—中國		
Enterprise Income Tax:	企業所得稅:		
– Tax for the year	– 本年度稅項	739	1,437
Deferred tax – current year (Note 31)	遞延稅項—本年度(附註31)	11,567	3,667
Income tax expense	所得稅開支	12,306	5,104

13. 所得稅開支

計入綜合損益及其他全面收益表的所得稅開支詳情如下：

No provision for income tax has been made by the Company as it is not subject to tax in the Cayman Islands or other jurisdictions save for the PRC where it conducts its principal business operations.

由於除於中國進行主要業務運營外，本公司無需繳納開曼群島或其他司法權區的稅項，故本公司並無作出所得稅撥備。

No provision for Hong Kong Profits Tax has been made as the Group's profits were neither arising in nor derived from Hong Kong during both years, and all subsidiaries incorporated in Hong Kong incurred losses during the current and prior years.

由於在兩年內本集團的溢利既非於香港產生，亦非來自香港，而所有於香港註冊成立的附屬公司均於本年度及過往年度錄得虧損，故此並無就香港利得稅作出撥備。

Provision for PRC Enterprise Income Tax is calculated based on the estimated taxable income for PRC taxation purposes at the rate of taxation applicable for the year.

中國企業所得稅撥備乃根據於有關年度適用稅率作中國稅項用途的估計應課稅收入而計算。

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13. INCOME TAX EXPENSE (continued)

Pursuant to the PRC Enterprise Income Tax Law, the subsidiaries of the Group that established in the PRC are subject to PRC Enterprise Income Tax rate at 25%. Subsidiaries established in the PRC which are qualified as an Advance and New Technology Enterprise (“ANTE”) for a 3-year period are entitled to a concessionary Enterprise Income Tax rate of 15%, subject to the fulfilment of certain conditions on yearly basis during the 3-year period.

On 19 December 2025, Dongguan Hongde was approved to continue as an ANTE for a period of 3 years and the certificate number is GR202544007722. It is subject to income tax at 15% accordingly.

The reconciliation between profit/(loss) before income tax and income tax expense in the consolidated statement of profit or loss and other comprehensive income is as follows:

13. 所得稅開支 (續)

根據中國企業所得稅法，本集團在中國成立的附屬公司須按中國企業所得稅稅率25%繳稅。在中國成立並合資格作為為期三年的高新技術企業（「高新技術企業」）的附屬公司有權享有15%的企業所得稅優惠稅率，惟須於該三年期間每年滿足若干條件。

於2025年12月19日，東莞鴻德獲准繼續為高新技術企業，為期三年，證書編號為GR202544007722。其按15%的稅率繳納相應所得稅。

綜合損益及其他全面收益表中除所得稅前溢利／（虧損）與所得稅開支之對賬如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Profit/(loss) before income tax	除所得稅前溢利／（虧損）	28,129	(4,833)
Tax at tax rates applicable in the relevant jurisdictions	按適用於相關司法權區稅率計算的稅項	8,022	(1,032)
Tax effect of revenue not taxable for tax purposes	毋須繳稅收入的稅務影響	(918)	(5,545)
Tax effect of expenses not deductible for tax purposes	不可扣稅支出的稅務影響	17,407	15,300
Deduction of research and development costs	扣減研發費用	(24,430)	(15,967)
Tax effect of tax losses not recognised	未確認稅項虧損的稅務影響	8,372	7,589
Tax effect of temporary difference not recognised	未確認臨時性差額的稅務影響	11,567	1,125
Utilisation of tax losses not previously recognised	動用過往未確認之稅項虧損	(7,713)	-
Write-down of deferred tax assets	遞延稅項資產撇減	-	3,667
Effect of concessionary rate granted to the PRC subsidiaries	授予中國附屬公司優惠稅率的影響	(318)	173
Others	其他	317	(206)
Income tax expense	所得稅開支	12,306	5,104

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14. DIVIDENDS

No dividend was declared for the years ended 31 December 2025 and 2024.

14. 股息

截至2025年及2024年12月31日止年度並無宣派股息。

15. EARNINGS/(LOSS) PER SHARE

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

15. 每股盈利／（虧損）

本公司擁有人應佔每股基本及攤薄盈利／（虧損）根據以下數據計算：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Profit/(loss) for the purposes of basic and diluted earnings/(loss) per share (profit/(loss) for the year attributable to the owners of the Company)	用於計算每股基本及攤薄盈利／（虧損）的溢利／（虧損）（本公司擁有人應佔本年度溢利／（虧損））	21,543	(11,980)
		Number of ordinary shares 普通股數目	
		2025 '000 千股	2024 '000 千股
Weighted average number of ordinary shares for the purpose of basic and diluted earnings/(loss) per share	用於計算每股基本及攤薄盈利／（虧損）的普通股加權平均數	1,090,001	1,090,001

Diluted earnings/(loss) per share is of the same amount as the basic earnings/(loss) per share as there were no potential dilutive ordinary shares outstanding as at 31 December 2025 (2024: same).

每股攤薄盈利／（虧損）金額與每股基本盈利／（虧損）相同，因為於2025年12月31日並無潛在攤薄的已發行普通股（2024年：相同）。

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16. PROPERTY, PLANT AND EQUIPMENT

16. 物業、廠房及設備

		Notes	Building	Plant and machinery	Motor vehicles	Electronic equipment, furniture and fixtures	Construction in progress	Leasehold improvements	Total
			樓宇 RMB'000 人民幣千元	廠房及機器 RMB'000 人民幣千元	汽車 RMB'000 人民幣千元	電子設備、傢俬及裝置 RMB'000 人民幣千元	在建工程 RMB'000 人民幣千元	租賃物業裝修 RMB'000 人民幣千元	總計 RMB'000 人民幣千元
Cost	成本								
1 January 2024	2024年1月1日		373,870	568,227	8,260	57,749	40,164	140,614	1,188,884
Additions	添置		-	22,600	1,423	3,887	7,014	283	35,207
Disposals	出售		-	(149)	(3,299)	(1,016)	(3,668)	-	(8,132)
Disposal of subsidiaries	出售附屬公司	40	-	(11,551)	-	-	-	-	(11,551)
Written off	撇銷		-	(16,496)	(86)	(14,588)	-	-	(31,170)
Transferred to investment properties	轉入投資物業	17	(3,079)	-	-	-	-	-	(3,079)
Exchange realignment	匯兌調整		-	753	-	-	-	-	753
31 December 2024 and 1 January 2025	2024年12月31日及 2025年1月1日		370,791	563,384	6,298	46,032	43,510	140,897	1,170,912
Additions	添置		-	13,844	366	21,081	36,706	78	72,075
Disposals	出售		-	(5,086)	(382)	(902)	(4,743)	(263)	(11,376)
Written off	撇銷		-	(15,601)	-	(4,068)	-	-	(19,669)
Transferred from investment properties	自投資物業轉入	17	71,317	-	-	-	-	-	71,317
31 December 2025	2025年12月31日		442,108	556,541	6,282	62,143	75,473	140,712	1,283,259
Accumulated depreciation	累計折舊								
1 January 2024	2024年1月1日		24,430	376,092	6,972	50,661	-	100,243	558,398
Charge for the year	本年度開支		12,988	62,088	475	5,556	-	13,967	95,074
Disposals	出售		-	(122)	(3,127)	(700)	-	-	(3,949)
Disposal of subsidiaries	出售附屬公司	40	-	(11,437)	-	-	-	-	(11,437)
Written off	撇銷		-	(19,187)	(20)	(9,485)	-	-	(28,692)
Transferred to investment properties	轉入投資物業	17	(689)	-	-	-	-	-	(689)
Exchange realignment	匯兌調整		-	194	-	-	-	-	194
31 December 2024 and 1 January 2025	2024年12月31日及 2025年1月1日		36,729	407,628	4,300	46,032	-	114,210	608,899
Charge for the year	本年度開支		14,471	47,629	448	4,629	-	13,988	81,165
Disposals	出售		-	(3,865)	(363)	(616)	-	(110)	(4,954)
Written off	撇銷		-	(15,141)	-	(3,850)	-	-	(18,991)
Transferred from investment properties	自投資物業轉入	17	44,765	-	-	-	-	-	44,765
31 December 2025	2025年12月31日		95,965	436,251	4,385	46,195	-	128,088	710,884
Net book value	賬面淨值								
31 December 2025	2025年12月31日		346,143	120,290	1,897	15,948	75,473	12,624	572,375
31 December 2024	2024年12月31日		334,062	155,756	1,998	-	43,510	26,687	562,013

As at 31 December 2025, no plant and machinery (2024: plant and machinery with a carrying amount of RMB177,000) has been pledged to a landlord as collaterals for electricity expenses payable (Note 25).

於2025年12月31日，概無廠房及機器（2024年：賬面值為人民幣177,000元的廠房及機器）已作為應付電費的抵押物抵押予業主（附註25）。

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16. PROPERTY, PLANT AND EQUIPMENT

(continued)

As at 31 December 2025, building with a carrying amount of RMB322,146,000 (2024: RMB264,856,000) has been pledged by the Group in favour of a bank to secure a bank loan granted by a bank to the Group (Note 25 and 29).

As at 31 December 2025, plant and machinery with a carrying amount of RMB653,000 (2024: RMB4,798,000) has been pledged by the Group in favour of a bank to secure a bank loan granted by a bank to the Group (Note 25 and 29).

As at 31 December 2025, construction in progress with a carrying amount of RMB59,792,000 (2024: RMB24,482,000) have been pledged by the Group in favour of the banks to secure bank loans granted by the banks to the Group (Notes 25 and 29).

16. 物業、廠房及設備 (續)

於2025年12月31日，賬面值為人民幣322,146,000元（2024年：人民幣264,856,000元）的樓宇已被本集團抵押予銀行，以就銀行授予本集團之銀行貸款作擔保（附註25及29）。

於2025年12月31日，賬面值為人民幣653,000元（2024年：人民幣4,798,000元）的廠房及機器已被本集團抵押予銀行，以就銀行授予本集團之銀行貸款作擔保（附註25及29）。

於2025年12月31日，賬面值為人民幣59,792,000元（2024年：人民幣24,482,000元）的在建工程已被本集團抵押予銀行，以就銀行授予本集團之銀行貸款作擔保（附註25及29）。

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17. INVESTMENT PROPERTIES

17. 投資物業

		Note 附註	RMB'000 人民幣千元
Cost	成本		
1 January 2024	2024年1月1日		165,797
Transferred from property, plant and equipment	自物業、廠房及設備轉入	16, #	3,079
31 December 2024 and 1 January 2025	2024年12月31日及2025年1月1日		168,876
Transferred to property, plant and equipment	轉入物業、廠房及設備	16,#	(71,317)
31 December 2025	2025年12月31日		97,559
Accumulated depreciation	累計折舊		
1 January 2024	2024年1月1日		70,286
Charge for the year	本年度開支		5,074
Transferred from property, plant and equipment	自物業、廠房及設備轉入	16, #	689
31 December 2024 and 1 January 2025	2024年12月31日及2025年1月1日		76,049
Charge for the year	本年度開支		3,591
Transferred to property, plant and equipment	轉入物業、廠房及設備	16, #	(44,765)
31 December 2025	2025年12月31日		34,875
Net book value	賬面淨值		
31 December 2025	2025年12月31日		62,684
31 December 2024	2024年12月31日		92,827

During the year ended 31 December 2025, the Group has transferred certain properties with an aggregate carrying amount of RMB26,552,000 from investment properties to property, plant and equipment (2024: transferred certain properties with an aggregate carrying amount of RMB2,390,000 from property, plant and equipment to investment properties) due to change in use of the properties from leasing out to owner-occupation.

於截至2025年12月31日止年度，本集團自投資物業中轉出若干總賬面值為人民幣26,552,000元的物業至物業、廠房及設備（2024年：自物業、廠房及設備中轉出若干總賬面值為人民幣2,390,000元的物業至投資物業），因為相關物業的用途已由出租變為自用。

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17. INVESTMENT PROPERTIES (continued)

The Group leased out certain buildings located in the PRC under operating lease to Scud Stock, where Mr. Fang Jin is the common controlling shareholder and has beneficial interest. The fair value of the investment properties at 31 December 2025 amounted to RMB85,200,000 (2024: RMB99,400,000).

The fair value of the Group's investment properties at 31 December 2025 and 31 December 2024 has been arrived at on market value basis carried out by Ascent Partners Valuation Service Limited, an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and category of the investment properties being valued.

The fair value was determined based on the market comparison approach by reference to recent sales price of comparable properties on a price per square metre basis.

The fair value measurement of the Group's investment properties has been categorised into the three-level fair value hierarchy as defined in IFRS 13 "Fair value measurement". All of the fair values of the investment properties as at 31 December 2025 and 31 December 2024 is a level 3 recurring fair value measurement, which uses significant unobservable inputs in arriving at fair value. During the years ended 31 December 2025 and 31 December 2024, there were no transfers between level 1 and level 2, or transfers into or out of level 3.

17. 投資物業 (續)

本集團根據經營租賃將若干位於中國的樓宇出租予飛毛腿股份，方金先生為該公司之共同控股股東並擁有實益權益。於2025年12月31日投資物業之公平值為人民幣85,200,000元（2024年：人民幣99,400,000元）。

於2025年12月31日及2024年12月31日，本集團之投資物業之公平值乃根據艾升評估諮詢有限公司（持有認可及相關專業資格，並擁有最近在該地點及該類投資物業之估值經驗之獨立估值師）進行之估值按市值基準達致。

公平值乃根據市場比較法參考可資比較物業的最近銷售價格按每平方米價格釐定。

本集團之投資物業的公平值計量已按國際財務報告準則第13號「公平值計量」所界定的公平值的三個層級制度作分類。於2025年12月31日及2024年12月31日之所有投資物業之公平值屬第三級經常性公平值計量，其公平值使用了重大不可觀察之輸入參數而得出。截至2025年12月31日及2024年12月31日止年度，公平值計量並無於第1級及第2級之間轉撥，亦無轉撥入或轉撥出第3級。

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For the year ended 31 December 2025 截至2025年12月31日止年度

17. INVESTMENT PROPERTIES (continued)

Details of the Group's investment properties and information about the fair value hierarchy as at 31 December 2025 are as follows:

	Fair value hierarchy 公平值層級	Carrying value at 31 December 2025 於2025年12月31日 之賬面值 RMB'000 人民幣千元	Fair value at 31 December 2025 於2025年12月31日 之公平值 RMB'000 人民幣千元
Buildings located in the PRC 位於中國的樓宇	Level 3 第三級	62,684	85,200

The above investment properties are depreciated on a straight-line basis at the following rate per annum:

Buildings Over the remaining lease term of the land

As at 31 December 2025, investment properties with a carrying amount of RMB62,684,000 (2024: RMB92,827,000) have been pledged by the Group in favour of the banks to secure bank loans granted by the banks to the Group (Notes 25 and 29).

17. 投資物業 (續)

於2025年12月31日，有關本集團投資物業及公平值層級資料之詳情如下：

上述投資物業以直線法按以下年率折舊：

樓宇 土地餘下租期內

於2025年12月31日，賬面值為人民幣62,684,000元（2024年：人民幣92,827,000元）的投資物業已由本集團抵押予銀行，以就銀行授予本集團之銀行貸款作擔保（附註25及29）。

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18. LEASES

The Group has lease contracts for various items of leasehold land held under operating lease, factory, office and staff dormitory used in its operations. Lump sum payments were made upfront to acquire the leased land from the owners with lease periods over the lease term, and no ongoing payments will be made under the terms of these land leases. Leases of factory, office and staff dormitory generally have lease terms between 1 to 3 years (2024: between 1 to 5 years). Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

(a) Right-of-use assets

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

		Leasehold land	Factory, office and staff dormitory	Total
		租賃土地	工廠、辦公室及 員工宿舍	總計
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
1 January 2024	2024年1月1日	6,150	10,281	16,431
Charge for the year	本年度開支	(190)	(5,156)	(5,346)
Effect of lease modification	租賃修改的影響	-	(1,642)	(1,642)
Exchange realignment	匯兌調整	-	29	29
31 December 2024 and 1 January 2025	2024年12月31日及 2025年1月1日	5,960	3,512	9,472
Charge for the year	本年度開支	(190)	(5,329)	(5,519)
Effect of lease modification	租賃修改的影響	-	17,309	17,309
Exchange realignment	匯兌調整	-	(16)	(16)
31 December 2025	2025年12月31日	5,770	15,476	21,246

As at 31 December 2025, leasehold land with a carrying amount of RMB5,770,000 (2024: RMB5,960,000) have been pledged by the Group in favour of the banks to secure bank loans granted by the banks to the Group (Notes 25 and 29).

18. 租賃

本集團就其經營中所使用的各項根據經營租賃持有的租賃土地、工廠、辦公室及員工宿舍訂有租賃合約。本集團已一次性預付全額款項，以便根據租賃條款於租賃期內向擁有人獲得租賃土地，且將不會根據該等土地租賃的條款持續付款。工廠、辦公室及員工宿舍租賃一般有1至3年租賃期（2024年：1至5年）。一般而言，本集團不得在本集團以外轉讓及轉租租賃資產。

(a) 使用權資產

本集團使用權資產的賬面值及於年內的變動如下：

於2025年12月31日，賬面值為人民幣5,770,000元（2024年：人民幣5,960,000元）的租賃土地，已被本集團抵押予銀行，以就銀行授予本集團的銀行貸款作擔保（附註25及29）。

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18. LEASES (continued)

(b) Lease liabilities

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

		RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	11,583
Interest expense (Note 12)	利息開支(附註12)	598
Lease payments	租賃付款	(6,353)
Effect of lease modification	租賃修改的影響	(1,810)
Exchange realignment	匯兌調整	42
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	4,060
Interest expense (Note 12)	利息開支(附註12)	667
Lease payments	租賃付款	(6,273)
Effect of lease modification	租賃修改的影響	17,309
Exchange realignment	匯兌調整	(17)
At 31 December 2025	於2025年12月31日	15,746

Future lease payments are due as follows:

未來租賃付款於以下期間到期:

		31 December 2025 2025年12月31日		
		Total minimum lease payments 最低租賃 付款總額 RMB'000 人民幣千元	Interest of the minimum lease payments 最低租賃 付款之利息 RMB'000 人民幣千元	Present value of the minimum lease payments 最低租賃 付款之現值 RMB'000 人民幣千元
Within one year	一年內	6,702	1,393	5,309
More than one year but not exceeding two years	一年以上但不超過兩年	6,746	784	5,962
More than two years but not exceeding five years	兩年以上但不超過五年	4,630	155	4,475
		18,078	2,332	15,746

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18. LEASES (continued)

(b) Lease liabilities (continued)

		31 December 2024 2024年12月31日		
		Total minimum lease payments	Interest of the minimum lease payments	Present value of the minimum lease payments
		最低租賃付款總額	最低租賃付款之利息	最低租賃付款之現值
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
Within one year	一年內	4,173	113	4,060

The Group leases its investment properties as disclosed in Note 17 consisting of a factory building and a warehouse building in PRC under operating lease arrangement. Rental income recognised by the Group during the year was RMB13,601,000 (2024: RMB10,761,000).

At 31 December 2025, the undiscounted lease payments receivable by the Group in future period under non-cancellable operating lease with its tenants are as follow:

18. 租賃 (續)

(b) 租賃負債 (續)

		31 December 2024 2024年12月31日		
		Total minimum lease payments	Interest of the minimum lease payments	Present value of the minimum lease payments
		最低租賃付款總額	最低租賃付款之利息	最低租賃付款之現值
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
Within one year	一年內	4,173	113	4,060

本集團根據經營租賃安排租賃附註17所披露的投資物業，包括位於中國的一幢廠房及一幢倉庫。本集團於年內確認的租金收入為人民幣13,601,000元（2024年：人民幣10,761,000元）。

於2025年12月31日，本集團於未來期間根據與租戶的不可撤銷經營租賃應收未折現租賃付款如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Within one year	一年內	7,877	7,480
More than one year and not exceeding two years	一年以上但不超過兩年	397	—
More than two years and not exceeding five years	兩年以上但不超過五年	1,191	—
More than five years	五年以上	1,935	—
		11,400	7,480

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19. INTANGIBLE ASSETS

19. 無形資產

		Software 軟件 RMB'000 人民幣千元
Cost	成本	
1 January 2024	2024年1月1日	21,280
Additions	添置	111
31 December 2024, 1 January 2025 and 31 December 2025	2024年12月31日、2025年1月1日及 2025年12月31日	21,391
Amortisation and impairment	攤銷及減值	
1 January 2024	2024年1月1日	18,246
Charge for the year	本年度開支	942
31 December 2024 and 1 January 2025	2024年12月31日及2025年1月1日	19,188
Charge for the year	本年度開支	432
31 December 2025	2025年12月31日	19,620
Net book value	賬面淨值	
31 December 2025	2025年12月31日	1,771
31 December 2024	2024年12月31日	2,203

Note:

- i) The amortisation charge recognised for the year is included in “**Administrative expenses**” in the consolidated statement of profit or loss and other comprehensive income.

附註：

- i) 本年度確認的攤銷開支乃計入綜合損益及其他全面收益表「**行政開支**」項下。

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20. INVENTORIES

20. 存貨

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Raw materials	原材料	403,860	383,662
Work in progress	半成品	34,480	74,061
Finished goods	製成品	74,360	85,131
		512,700	542,854

At 31 December 2025, the carrying amount of inventories carried at the lower of cost and net realisable value amounted to RMB512,700,000 (2024: RMB542,854,000), after provision for impairment of RMB1,292,000 (2024: RMB3,497,000). During the year, net reversal of impairment loss of inventories of RMB2,205,000 (2024: impairment loss of inventories of RMB1,279,000) and a write-off of inventories of RMB7,928,000 (2024: RMB7,205,000) were recognised in profit or loss.

於2025年12月31日，按成本及可變現淨值的較低者列賬之存貨的賬面值為人民幣512,700,000元（2024年：人民幣542,854,000元），當中已扣除減值撥備人民幣1,292,000元（2024年：人民幣3,497,000元）。年內，存貨減值虧損撥回淨額人民幣2,205,000元（2024年：存貨減值虧損人民幣1,279,000元）及存貨撇銷人民幣7,928,000元（2024年：人民幣7,205,000元）已於損益中確認。

21. TRADE AND NOTES RECEIVABLES

21. 應收貿易款項及應收票據

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Trade receivables	應收貿易款項	1,721,579	1,667,034
Notes receivables	應收票據	44,867	97,898
		1,766,446	1,764,932
Less: Allowance for bad and doubtful debts	減：呆壞賬撥備	(67,393)	(100,268)
		1,699,053	1,664,664

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21. TRADE AND NOTES RECEIVABLES (continued) 21. 應收貿易款項及應收票據 (續)

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

根據發票日，在扣除撥備後於報告期末的應收貿易款項及應收票據的賬齡分析如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
0 to 60 days	0至60日	1,193,288	1,136,948
61 to 180 days	61至180日	454,344	478,148
181 to 365 days	181至365日	51,421	49,568
		1,699,053	1,664,664

The average credit period granted on sale of goods ranged from 60 to 90 days.

給予銷售貨品的平均信貸期介乎60至90日。

Movements in allowance for bad and doubtful debts during the year were as follows:

年內呆壞賬撥備的變動如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
1 January	1月1日	100,268	88,473
Write-off	撇銷	(27,308)	(131)
Impairment losses recognised	已確認減值虧損	21,669	24,178
Reversal of impairment losses previously recognised	過往確認之減值虧損撥回	(27,236)	(12,252)
31 December	12月31日	67,393	100,268

Notes receivables are stated at FVTOCI. The directors are of the opinion that the carrying amounts of notes receivables approximate to their fair value.

應收票據乃按公平值計入其他全面收益入賬。董事認為應收票據之賬面值與彼等之公平值相若。

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22. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

22. 預付款項、按金及其他應收款項

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Prepayments	預付款項	200,310	184,322
Less: Allowance for bad and doubtful debts	減：呆壞賬撥備	(166)	(3,072)
		200,144	181,250
Deposits and other receivables	按金及其他應收款項		
VAT recoverable	可收回增值稅	23,286	21,808
Deposits paid for acquisition of property, plant and equipment	購置物業、廠房及設備的已付按金	7,709	-
Refundable deposits	可退回按金	1,585	1,035
Others (Note (i))	其他（附註(i)）	36,109	37,060
		68,689	59,903
Less: Allowance for bad and doubtful debts	減：呆壞賬撥備	(15,098)	(19,347)
		53,591	40,556
Total	總計	253,735	221,806
Less: Amounts shown under non-current assets	減：非流動資產下呈列之金額	(7,709)	-
Amounts shown under current assets	流動資產下呈列之金額	246,026	221,806

Note (i): As at 31 December 2025, the balance mainly represents deposits in relation to operating expenses and security deposits. As at 31 December 2024, the balance mainly represents consideration receivable for disposal of subsidiaries (Note 40) deposits in relation to operating expenses and security deposits.

附註(i)：於2025年12月31日，結餘主要指與經營開支相關的按金及保證金。於2024年12月31日，結餘主要指出售附屬公司之應收代價（附註40）、與經營開支相關的按金及保證金。

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22. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES (continued)

Movements in allowance for bad and doubtful debts during the year were as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
1 January	1月1日	22,419	16,552
Impairment losses recognised	已確認減值虧損	35,127	9,931
Reversal of impairment losses previously recognised	過往確認之減值虧損撥回	(13,462)	(4,064)
Write-off	撇銷	(28,820)	-
31 December	12月31日	15,264	22,419

None of the above assets is past due. The financial assets included in the above balances relate to receivables for which there was no recent history of default.

年內呆壞賬撥備的變動如下：

以上資產並未逾期。以上結餘中包括的金融資產有關於其近期並無違約記錄的應收款項。

23. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Non-current	非流動		
Equity investment designated at FVTOCI (Note)	指定為按公平值計入其他全面收益的股權投資 (附註)	20,940	20,940

Note:

On 7 November 2022, Scud Battery, an indirect wholly-owned subsidiary of the Company, entered into an investment agreement (the "Investment Agreement") with Fujian Scud Power Technology Co., Ltd. (the "Target Company"), a related company of the Company as disclosed in Note 37(a), pursuant to which Scud Battery has conditionally agreed to acquire, and the Target Company has conditionally agreed to allot and issue to Scud Battery, 5.68% of equity interest in the Target Company, in accordance with the terms and conditions of the Investment Agreement.

23. 按公平值計入其他全面收益的金融資產

附註：

於2022年11月7日，飛毛腿電池（本公司間接全資附屬公司）與福建飛毛腿動力科技有限公司（「目標公司」），一間於附註37(a)披露的本公司之關連公司，訂立投資協議（「投資協議」）。據此，飛毛腿電池有條件同意收購，而目標公司有條件同意根據投資協議的條款及條件向飛毛腿電池配發及發行目標公司5.68%的股權。

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23. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (continued)

The movements in fair value of equity investment classified as level 3 in the fair value hierarchy are as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
As at 1 January and 31 December	於1月1日及12月31日	20,940	20,940

As at 31 December 2025, the fair value of equity investment classified as level 3 is calculated using discounted cash flow approach with the following key assumptions:

Re-levered beta	1.27
Company specific risk premium	2.00%
Market risk premium	5.89%
Risk-free interest rate	2.33%

A higher in any of the above parameters would result in a decrease in the fair value of equity investment, and vice versa.

24. AMOUNTS DUE FROM/TO RELATED PARTIES

The amounts due from/to related parties are unsecured, interest-free and repayable on demand.

The information disclosed pursuant to Section 383 of the Hong Kong Companies Ordinance (Cap.622) is as follows:

23. 按公平值計入其他全面收益的金融資產 (續)

分類為公平值層級第3級的股權投資之公平值變動如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
As at 1 January and 31 December	於1月1日及12月31日	20,940	20,940

於2025年12月31日，分類為第3級的股權投資公平值乃採用折現現金流量法計算，並附帶以下關鍵假設：

權益系統風險系數	1.27
企業特定風險報酬率	2.00%
市場風險溢價	5.89%
無風險利率	2.33%

上述任一參數增加將導致股權投資的公平值減少，反之亦然。

24. 應收／付關連人士款項

應收／付關連人士的款項為無抵押、免息且須按要項償還。

根據香港公司條例（第622章）第383條須披露的資料如下：

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24. AMOUNTS DUE FROM/TO RELATED PARTIES (continued)

24. 應收／付關連人士款項 (續)

		Maximum amount outstanding during the year 年內最高 未償金額 RMB'000 人民幣千元	Balance at 31 December 2025 於2025年 12月31日的結餘 RMB'000 人民幣千元	Balance at 31 December 2024 於2024年 12月31日的結餘 RMB'000 人民幣千元
Scud Stock (Fujian) Co., Ltd. (Note i)	福建飛毛腿股份有限 公司(附註i)	95,047	95,047	78,551
EBTEB New Energy Technology Co., Ltd. (Note ii)	易佰特新能源科技有限 公司(附註ii)	123,202	123,202	97,631
Scud Energy Technology Co., Ltd. (Note i)	飛毛腿能源科技有限 公司(附註i)	21,424	21,424	—
Fujian Province Sanjiang Technician College (Note v)	福建省三江技師學院 (附註v)	43,685	43,685	—
Scud Communication Technology Co., Ltd. (Note i)	飛毛腿通訊技術有限 公司(附註i)	12,428	11,375	12,428
Fujian Scud Power Technology Co., Ltd. (Note vi)	福建飛毛腿動力科技 有限公司(附註vi)	18,621	11,264	18,621
Dongguan Scud Intelligent Technology Co., Ltd. (Note iii)	東莞飛毛腿智能科技 有限公司(附註iii)	175	175	—
Vietnam Scud Power Technology Co., Ltd. (Note iii)	越南飛毛腿動力科技 有限公司(附註iii)	109	109	—
Scud (Tianjin) Energy Storage Technology Co., Ltd. (Note iv)	飛毛腿(天津)儲能科技 有限公司(附註iv)	7	7	—
			306,288	207,231

Notes:

- (i) Its director and shareholder, Mr. Fang Jin, is also the controlling shareholder of the Company.
- (ii) Its director is the son of Mr. Fang Jin.
- (iii) The son of Mr. Fang Jin is the controlling shareholder of the Company.
- (iv) Mr. Fang Jin is the director and controlling shareholder of the Company.
- (v) Mr. Fang Jin is the director and has beneficial interest of the Company.
- (vi) The son of Mr. Fang Jin is the director and controlling shareholder of the Company.

附註：

- (i) 其董事及股東方金先生亦為本公司之控股股東。
- (ii) 其董事為方金先生之子。
- (iii) 方金先生之子為本公司之控股股東。
- (iv) 方金先生為本公司之董事及控股股東。
- (v) 方金先生為本公司之董事及擁有實益權益。
- (vi) 方金先生之子為本公司之董事及控股股東。

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25. PLEDGE OF ASSETS

At the end of the reporting period, the following assets have been pledged by the Group in favour of the banks as guarantees for the issuance of bank accepted notes for payments to suppliers and grant of bank loans; and in favour of landlord as collaterals for electricity expenses payable:

		2025	2024
		RMB'000	RMB'000
		人民幣千元	人民幣千元
Property, plant and equipment (Note 16)	物業、廠房及設備 (附註16)	382,591	294,313
Investment properties (Note 17)	投資物業 (附註17)	62,684	92,827
Leasehold land held under operating lease included in right-of-use assets (Note 18)	計入使用權資產之根據經營租賃持有之租賃土地 (附註18)	5,770	5,960
Bank deposits*	銀行存款*	633,745	597,759
		1,084,790	990,859

* These assets are pledged for the issuance of bank accepted notes for payments to suppliers.

25. 資產抵押

於報告期末，本集團已將以下資產抵押予銀行作為向供應商付款而發出銀行承兌匯票及授予銀行貸款之擔保；及抵押予業主作為應付電費的抵押物：

* 該等資產抵押予銀行作為向供應商付款而發出銀行承兌匯票之擔保。

26. BANK BALANCES AND CASH

Bank balances and cash comprise cash held by the Group and short-term bank deposits with an original maturity period of three months or less.

The Chinese Renminbi (“RMB”) is not freely convertible into other currencies, however, under the PRC’s Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

26. 銀行結餘及現金

銀行結餘及現金包括本集團持有的現金及原到期限為三個月或以下的短期銀行存款。

人民幣(「人民幣」)並不可自由兌換其他貨幣，然而，據中國外匯管理條例及結匯、售匯及付匯管理規定，本集團可經由被授權進行外幣兌換業務之銀行換算人民幣。

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27. TRADE AND NOTES PAYABLES

27. 應付貿易款項及應付票據

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Trade payables	應付貿易款項	730,054	728,920
Notes payables	應付票據	1,272,537	1,232,930
		2,002,591	1,961,850

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

根據發票日，於報告期末應付貿易款項及應付票據的賬齡分析如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
0 to 60 days	0至60日	1,399,644	1,429,446
61 to 180 days	61至180日	588,822	435,089
181 to 365 days	181至365日	4,065	88,742
More than 1 year but within 2 years	一年以上但於兩年內	2,237	1,388
More than 2 years but within 3 years	兩年以上但於三年內	841	1,109
Over 3 years	三年以上	6,982	6,076
		2,002,591	1,961,850

Trade payables principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases ranged from 30 to 90 days.

應付貿易款項主要包括貿易購貨及持續成本的未支付款項。貿易購貨的信貸期平均介乎30日至90日。

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28. OTHER PAYABLES, CONTRACT LIABILITIES AND ACCRUED CHARGES

28. 其他應付款項、合約負債及應計費用

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Contract liabilities	合約負債	20,568	10,980
Payroll and welfare payables	應付薪酬及福利	20,260	19,631
Accrued expenses	應計開支	2,158	2,020
Payables for acquisition of property, plant and equipment	購置物業、廠房及設備應付款項	1,192	1,163
Other tax payables	其他應付稅項	55,068	43,447
Others	其他	6,090	9,213
		105,336	86,454

		31 December 2025 2025年12月31日 RMB'000 人民幣千元	31 December 2024 2024年12月31日 RMB'000 人民幣千元
Contract liabilities arising from:	產生自以下各項之合約負債：		
Sale of lithium-ion battery modules and related accessories for mobile phones and digital electronic appliances	銷售應用於手機及數碼類電子產品的鋰離子電池模組及有關配件	20,568	10,980

The deposit which the Group receives on sale of lithium-ion battery modules and related accessories for mobile phones and digital electronic appliances remains as a contract liability until it is recognised as revenue when control of goods is transferred to the customers. Typical payment terms which impact on the amount of contract liabilities are set out in Note 4(i).

本集團在銷售應用於手機及數碼類電子產品的鋰離子電池模組及有關配件時所收取的按金仍為合約負債，直至貨物控制權轉移至客戶時其被確認為收益為止。影響合約負債金額之一般付款條款載於附註4(i)。

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28. OTHER PAYABLES, CONTRACT LIABILITIES AND ACCRUED CHARGES (continued)

Movements in contract liabilities

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Balance at 1 January	於1月1日之結餘	10,980	17,767
Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the year (Note 6)	於本年度內確認收益(於年初包括在合約負債內)而導致合約負債減少(附註6)	(10,980)	(17,767)
Increase in contract liabilities as a result of receipts in advance on sale of goods	銷售貨品之預收款項而導致合約負債增加	20,568	10,980
Balance at 31 December	於12月31日之結餘	20,568	10,980

Amount due to a shareholder of RMB160,000 (2024: RMB160,000), which is included in other payables, contract liabilities and accrued charges, is unsecured, interest-free and repayable on demand.

計入其他應付款項、合約負債及應計費用的應付股東款項人民幣160,000元(2024年:人民幣160,000元)為無抵押、免息及須於要求時償還。

29. BORROWINGS

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Bank loans (Note):	銀行貸款(附註):		
Secured bank loans	有抵押銀行貸款	1,137,461	1,222,211
Less: Amounts shown under current liabilities	減: 流動負債下呈列之金額	(711,895)	(1,003,050)
Amounts shown under non-current liabilities	非流動負債下呈列之金額	425,566	219,161

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29. BORROWINGS (continued)

Notes:

(a) The terms of repayment of the bank loans are as follows:

Current portion:	流動部分：
Within 1 year or on demand	一年內或按要求
Non-current portion:	非流動部分：
More than 1 year but not exceeding 2 years	一年以上但不超過兩年
More than 2 years but not exceeding 5 years	兩年以上但不超過五年

29. 借款 (續)

附註：

(a) 銀行貸款還款年期如下：

	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Current portion:		
Within 1 year or on demand	711,895	1,003,050
Non-current portion:		
More than 1 year but not exceeding 2 years	312,857	50,095
More than 2 years but not exceeding 5 years	112,709	169,066
	1,137,461	1,222,211

As at 31 December 2025, bank loans of approximately RMB1,137,461,000 (2024: RMB1,222,211,000) were secured by: (i) the Group's property, plant and equipment of RMB382,591,000 (2024: RMB294,136,000) (Note 16), investment properties and leasehold land with aggregate carrying amount of RMB68,454,000 (2024: RMB98,787,000) (Notes 17 and 18(a)); or (ii) by personal guarantee from the Company's controlling shareholder, Mr. Fang Jin (2024: Mr. Fang Jin and the son of Mr. Fang Jin) for certain bank loans of the Group up to an amount of RMB1,331,580,000 (2024: RMB1,372,496,000); or (iii) corporate guarantee of the companies within the Group (2024: same); or (iv) leasehold land and building of a related company (2024: same); or (v) corporate guarantee of a related company (2024: same).

The average effective interest rates per annum (which are also equal to the contractual interest rates) on the Group's bank borrowings are as follows:

於2025年12月31日，約人民幣1,137,461,000元（2024年：人民幣1,222,211,000元）的銀行貸款由以下項目作抵押：(i)本集團人民幣382,591,000元（2024年：人民幣294,136,000元）之物業、廠房及設備（附註16），以及總賬面值人民幣68,454,000元（2024年：人民幣98,787,000元）的投資物業及租賃土地（附註17及18(a)）；或(ii)本公司控股股東方金先生（2024年：方金先生及方金先生的兒子）就向本集團提供金額最高達人民幣1,331,580,000元（2024年：人民幣1,372,496,000元）的若干銀行貸款所作個人擔保；或(iii)本集團內多家公司的企業擔保（2024年：相同）；或(iv)一家關連公司的租賃土地及樓宇（2024年：相同）；或(v)一家關連公司的企業擔保（2024年：相同）。

本集團的銀行借款的平均實際年利率（亦相當於合約利率）如下：

	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Average effective interest rate on fixed-rate borrowings	3.42%	4.00%

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30. AMOUNTS DUE TO DIRECTORS

The amounts due to directors are unsecured, interest-free and repayable on demand.

30. 應付董事款項

應付董事款項乃為無抵押、免息且須按要求償還。

31. DEFERRED TAX ASSETS AND LIABILITIES RECOGNISED

The components of deferred tax assets/(liabilities) recognised in the consolidated statement of financial position and the movements during the year are as follows:

31. 已確認的遞延稅項資產及負債

於年內在綜合財務狀況表確認的遞延稅項資產／（負債）組成部分及變動如下：

		Impairment loss on trade and other receivables	Provision for write down to net realisable value	Undistributed profits of subsidiaries	Tax loss	Total
		應收貿易款項 及其他應收 款項減值虧損	撇減至可變現 淨值撥備	附屬公司 未分派溢利	稅項虧損	總計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
1 January 2024	2024年1月1日	82,735	290	(5,360)	19,610	97,275
Credit/(charge) to profit or loss (Note 13)	於損益中計入/ (扣除) (附註13)	4,372	202	-	(8,241)	(3,667)
31 December 2024 and 1 January 2025	2024年12月31日及 2025年1月1日	87,107	492	(5,360)	11,369	93,608
Charge to profit or loss (Note 13)	於損益中扣除 (附註13)	(3,636)	(218)	-	(7,713)	(11,567)
31 December 2025	2025年12月31日	83,471	274	(5,360)	3,656	82,041

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31. DEFERRED TAX ASSETS AND LIABILITIES RECOGNISED (continued)

For presentation purpose, certain deferred tax assets and liabilities have been offset in the consolidated statement of financial position. The following is an analysis of the deferred tax balances for financial reporting purposes:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Net deferred tax assets recognised in the consolidated statement of financial position	於綜合財務狀況表內確認之遞延稅項資產淨值	87,401	98,968
Net deferred tax liabilities recognised in the consolidated statement of financial position	於綜合財務狀況表內確認之遞延稅項負債淨值	(5,360)	(5,360)
		82,041	93,608

The Group has unrecognised tax losses carry forwards amounting to approximately RMB284,153,000 (2024: RMB202,732,000) which relate to subsidiaries that have a history of losses and may not be used to offset taxable income elsewhere in the Group. The unused tax losses of approximately RMB8,276,000 (2024: RMB11,413,000) will be expired on 31 December 2026 and the remaining unused tax losses of approximately RMB275,877,000 (2024: RMB191,319,000) will be expired in two to five years. These subsidiaries have no temporary taxable differences which could partly support the recognition of deferred tax assets. Also, there are no tax planning opportunities available that would further provide a basis for recognition.

If the Group was able to recognise deferred tax assets, for all unrecognised tax loss, profits would increase by approximately RMB65,357,000 (2024: RMB50,683,000).

31. 已確認的遞延稅項資產及負債 (續)

就呈列而言，若干遞延稅項資產及負債已於綜合財務狀況表抵銷。以下為就財務報告而作出的遞延稅項結餘分析：

本集團有未確認結轉虧損稅項約人民幣284,153,000元（2024年：人民幣202,732,000元），此等虧損涉及曾錄得虧損的附屬公司及未必可用以抵銷本集團其他地方的應課稅收入。未動用虧損稅項約人民幣8,276,000元（2024年：人民幣11,413,000元）將於2026年12月31日到期，而剩餘未動用虧損稅項約人民幣275,877,000元（2024年：人民幣191,319,000元）將於二至五年內到期。此等附屬公司並無可部分支持確認遞延稅項資產的應課稅暫時差額。此外，並無稅項計劃機會可用以進一步提供確認基準。

如本集團能為所有未確認虧損稅項確認遞延稅項資產，溢利將增加約人民幣65,357,000元（2024年：人民幣50,683,000元）。

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31. DEFERRED TAX ASSETS AND LIABILITIES RECOGNISED (continued)

According to Articles 3 and 37 of the PRC Enterprise Income Tax Law, distribution of dividends by a foreign investment enterprise in China to its non-tax resident foreign investor is subject to Enterprise Income Tax at source on a withholding basis. The standard withholding tax rate pursuant to Article 4 of the PRC Enterprise Income Tax Law is 20%. According to Article 27 of the PRC Enterprise Income Tax Law and Article 91 of the Detailed Implementation Rules of the PRC Enterprise Income Tax Law, the applicable withholding tax rate has been reduced to 10%. Under the Arrangement between the Mainland China and Hong Kong Special Administration Region (“**HKSAR**”) for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion, or Mainland China/HKSAR Double Taxation Agreement, Hong Kong tax residents which hold 25% or more of a PRC enterprise are entitled to a reduced dividend withholding tax rate of 5%.

In addition, according to Cai Shui [2008] No.1, a circular jointly issued by the Ministry of Finance and State Administration of Taxation on 22 February 2008, distribution of dividends out of pre 2008 retained profits by a foreign investment enterprise to its foreign investor in or after 2008 is exempted from Enterprise Income Tax, whereas distribution of dividends out of profits generated by a foreign investment enterprise in or after 2008 shall be subjected to Enterprise Income Tax in accordance with the relevant articles of the PRC Enterprise Income Tax Law and its Detailed Implementation Rules as described above. Accordingly, dividends receivable from certain subsidiaries in respect of profits earned since 1 January 2008 is subject to 5% withholding tax.

31. 已確認的遞延稅項資產及負債 (續)

根據中國企業所得稅法第3條及第37條，中國外商投資企業向非繳稅居民外國投資者派發之股息須以源頭扣繳方式繳納企業所得稅。根據中國企業所得稅法第4條，標準預扣稅率為20%。而根據中國企業所得稅法第27條及中國企業所得稅法實施條例第91條，上述適用預扣稅率減至10%。根據《內地和香港特別行政區（「香港特別行政區」）關於對所得避免雙重徵稅和防止偷漏稅的安排》，凡持有中國企業25%或以上權益的香港納稅居民，可按優惠稅率5%繳納股息預扣稅。

另外，根據財政部及國家稅務總局於2008年2月22日聯合頒佈的《關於企業所得稅若干優惠政策的通知》（財稅[2008]1號），2008年之前外商投資企業形成的累積未分配利潤，在2008年或之後分配給外國投資者的，可免徵企業所得稅；而2008年或之後年度外商投資企業的新增利潤分配，須依上述中國企業所得稅法有關條例及其實施條例繳納企業所得稅。因此，若干附屬公司就自2008年1月1日開始獲得的溢利而應收股息須繳納5%的預扣稅。

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For the year ended 31 December 2025 截至2025年12月31日止年度

31. DEFERRED TAX ASSETS AND LIABILITIES RECOGNISED (continued)

At 31 December 2025, the Group's share of aggregate amount of temporary differences associated with retained earnings of the Company's PRC subsidiaries was approximately RMB440,295,000 (2024: RMB404,618,000). Deferred tax liabilities have not been all provided for in the consolidated financial statements in respect of the Group's share of temporary differences attributable to retained profits of the Company's PRC subsidiaries 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.

32. SHARE CAPITAL

31. 已確認的遞延稅項資產及負債 (續)

於2025年12月31日，本集團應佔本公司中國附屬公司保留盈利有關的暫時差額合共約人民幣440,295,000元（2024年：人民幣404,618,000元）。由於本集團可控制撥回暫時差額之時間，且暫時差額於可見將來將不會撥回，本集團並無就應佔本公司中國附屬公司保留溢利應佔之所有暫時差額於綜合財務報表作出遞延稅項負債撥備。

32. 股本

	Number of ordinary shares of HK\$0.10 each 每股0.10港元 普通股數目 in Thousands 千股	Amount 金額 RMB'000 人民幣千元
Issued and fully paid:		
At 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	已發行及繳足： 於2024年1月1日、 2024年12月31日、 2025年1月1日及 2025年12月31日	
	1,090,001	107,590

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33. RESERVES

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

		Share premium 股份溢價 RMB'000 人民幣千元	Capital reserve 資本儲備 RMB'000 人民幣千元	Translation reserve 匯兌儲備 RMB'000 人民幣千元	Retained profits 保留盈利 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	619,288	250,887	(47,348)	40,793	863,620
Loss for the year	本年度虧損	-	-	-	(1,863)	(1,863)
Other comprehensive income	其他全面收益	-	-	15,787	-	15,787
Total comprehensive income for the year	本年度全面收益總額	-	-	15,787	(1,863)	13,924
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	619,288	250,887	(31,561)	38,930	877,544
Loss for the year	本年度虧損	-	-	-	(13,960)	(13,960)
Other comprehensive income	其他全面收益	-	-	(17,984)	-	(17,984)
Total comprehensive income for the year	本年度全面收益總額	-	-	(17,984)	(13,960)	(31,944)
At 31 December 2025	於2025年12月31日	619,288	250,887	(49,545)	24,970	845,600

33. 儲備

本集團綜合權益的各個成份於年初及年末結餘的對賬載於綜合權益變動表。本公司於年初及年末個別部分權益變動之詳情載列如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

34. NON-CONTROLLING INTERESTS

Summarised financial information in relation to the Group's subsidiaries that have material non-controlling interests ("NCIs"), before intra-group eliminations, is presented below:

34. 非控股權益

本集團擁有重大非控股權益（「非控股權益」）之附屬公司於集團內對銷前之財務資料摘要呈列如下：

		2025	2024
Percentage of equity interest held by NCIs: Shenzhen Hongde and its subsidiary Cybertech Optiemus Holdings Limited ("Cybertech") and its subsidiaries (Disposed on 12 December 2024)	非控股權益所佔權益百分比：深圳鴻德及其附屬公司 Cybertech Optiemus Holdings Limited (「Cybertech」) 及其附屬公司（於2024年12月12日出售）	13%	13%
		—	—

For the year ended 31 December 2025

截至2025年12月31日止年度

		Shenzhen Hongde and its subsidiary 深圳鴻德及其附屬公司 RMB'000 人民幣千元
Revenue	收益	96,483
Loss for the year	本年度虧損	(16,458)
Loss allocated to NCIs	分配至非控股權益之虧損	(5,720)
Cash flows generated from operating activities	經營活動所得現金流量	4,966
Cash flows used in investing activities	投資活動所用現金流量	(4,121)
Cash flows generated from financing activities	融資活動所得現金流量	5,782
Net cash inflows	現金流入淨額	6,627
Current assets	流動資產	87,558
Non-current assets	非流動資產	31,232
Current liabilities	流動負債	(64,362)
Non-current liabilities	非流動負債	(7,782)
Net assets	淨資產	46,646
Accumulated NCIs	累計非控股權益	8,846

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For the year ended 31 December 2025 截至2025年12月31日止年度

34. NON-CONTROLLING INTERESTS (continued)

For the year ended 31 December 2024

34. 非控股權益 (續)

截至2024年12月31日止年度

		Cybertech and its subsidiaries Cybertech及其附屬公司 RMB'000 人民幣千元	Shenzhen Hongde and its subsidiary 深圳鴻德及其附屬公司 RMB'000 人民幣千元
Revenue	收益	-	110,302
Profit/(loss) for the year	本年度溢利/(虧損)	532	(13,507)
Profit/(loss) allocated to NCIs	分配至非控股權益之溢利/(虧損)	266	(1,778)
Cash flows used in operating activities	經營活動所用現金流量	(5,163)	(10,645)
Cash flows generated from investing activities	投資活動所得現金流量	-	6,323
Cash flows used in financing activities	融資活動所用現金流量	(36,509)	(6,172)
Net cash outflows	現金流出淨額	(41,672)	(10,494)
Current assets	流動資產	-	79,306
Non-current assets	非流動資產	-	26,325
Current liabilities	流動負債	-	(42,527)
Non-current liabilities	非流動負債	-	-
Net assets	淨資產	-	63,104
Accumulated NCIs	累計非控股權益	-	11,011

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綜合財務報表附註

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35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

35. 本公司財務狀況表

		Notes 附註	2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Non-current asset	非流動資產			
Investments in subsidiaries	於附屬公司投資	36	250,901	250,901
Total non-current asset	非流動資產總額		250,901	250,901
Current assets	流動資產			
Amounts due from subsidiaries	應收附屬公司款項		706,334	736,349
Prepayment	預付款項		162	–
Bank balances and cash	銀行結餘及現金		5,315	7,214
Total current assets	流動資產總額		711,811	743,563
Current liabilities	流動負債			
Other payables	其他應付款項		3	3
Amount due to a subsidiary	應付附屬公司款項		9,519	9,327
Total current liabilities	流動負債總額		9,522	9,330
Net current assets	流動資產淨值		702,289	734,233
Net assets	淨資產		953,190	985,134
Capital and reserves	資本及儲備			
Share capital	股本	32	107,590	107,590
Reserves	儲備	33	845,600	877,544
Total equity	總權益		953,190	985,134



NI CHEN HUI
倪晨暉
DIRECTOR
董事



LIAN XIU QIN
連秀琴
DIRECTOR
董事

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

36. SUBSIDIARIES

Details of the subsidiaries of the Company at the end of the reporting period are as follows. The class of shares held is ordinary unless otherwise stated:

Name of companies 公司名稱	Place of incorporation/ establishment and operation 註冊成立/成立及 經營地點	Issued and paid-up share/ registered capital 已發行及實繳股 本/註冊資本	Group's effective ownership interest		Principal activities 主要業務
			2025	2024	
Great Speed Enterprises Limited 宏迅企業有限公司	British Virgin Islands 英屬處女群島	US\$50,000 50,000美元	100%	100%	Investment holding 投資控股
Scud Group (Hong Kong) Company Limited 飛毛腿集團(香港)有限公司	Hong Kong 香港	HK\$1 1港元	100%*	100%*	Provision of corporate management services (Under de-registration) 提供公司管理服務(正在進行註銷)
Keen Power Holdings Limited 銳能集團有限公司	Hong Kong 香港	HK\$1,000 1,000港元	100%*	100%*	Investment holding 投資控股
Scud (Fujian) Electronics Co., Ltd. (Note (i)) 飛毛腿(福建)電子有限公司 (附註(i))	PRC 中國	US\$127,000,000 127,000,000美元	100%#	100%#	Manufacturing and sale of lithium-ion battery modules, power banks, motive battery and related accessories for mobile phones and digital electrical appliances 製造及銷售手機及數碼類電子產品的鋰離子電池 模組、移動電源、動力電池及相關配件
Scud Battery Co., Ltd. (Note (ii)) 飛毛腿電池有限公司(附註(ii))	PRC 中國	US\$30,000,000 30,000,000美元	100%#	100%#	Manufacturing and sale of lithium-ion battery modules, power banks, power management module, motive battery, smart wearable device battery and related accessories for mobile phones and digital electrical appliances 製造及銷售手機及數碼類電子產品的鋰離子電 池模組、移動電源、電源管理模組、動力電 池、智能穿戴設備電池及相關配件
Shenzhen Hongde Battery Co., Ltd. (Note (iii)) 深圳市鴻德電池有限公司 (附註(iii))	PRC 中國	RMB38,000,000 人民幣38,000,000元	86.84%®	86.84%®	Research and development, manufacturing and sale of lithium-ion bare battery cells 鋰離子電芯之研發、生產及銷售

36. 附屬公司

於報告期末本公司附屬公司詳情如下。除非另有說明，持有的股份類別為普通股：

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For the year ended 31 December 2025 截至2025年12月31日止年度

36. SUBSIDIARIES (continued)

36. 附屬公司 (續)

Name of companies 公司名稱	Place of incorporation/ establishment and operation 註冊成立/成立及 經營地點	Issued and paid-up share/ registered capital 已發行及實繳股 本/註冊資本	Group's effective ownership interest		Principal activities 主要業務
			2025	2024	
Dongguan Hongde Battery Co., Ltd. (Note (iv)) 東莞市鴻德電池有限公司 (附註(iv))	PRC 中國	RMB50,000,000 人民幣50,000,000元	86.84% [^]	86.84% [^]	Research and development, manufacturing and sale of lithium-ion bare battery cells 鋰離子電芯之研發、生產及銷售
Scud Intelligent Technology Co., Ltd. (Note (v)) 飛毛腿智能科技有限公司 (附註(v))	PRC 中國	RMB50,000,000 人民幣50,000,000元	100% [®]	100% [®]	Not yet commenced business 尚未開始營業
Scud Electronics Japan Co., Ltd. 飛毛腿電子日本株式會社	Japan 日本	JPY20,000,000 20,000,000日圓	100% [®]	100% [®]	Research and development and sale of lithium- ion battery modules, power banks, chargers and network terminal products 鋰離子電池模組、移動電源、充電器及網絡終端 產品研發及銷售
Scud Hong Kong Trading Limited 飛毛腿香港貿易有限公司	Hong Kong 香港	HK\$10,000 10,000港元	100% [*]	100% [*]	Not yet commenced business (Under de-registration) 尚未開始營業 (正在進行註銷)
Veson (Hong Kong) Co., Limited 銳信(香港)有限公司	Hong Kong 香港	HK\$10,000 10,000港元	100% [*]	100% [*]	Provision of corporate management services 提供公司管理服務
Yongtai Baoneng (Tianjin) New Energy Co., Ltd. (Note (vi)) 永泰寶能(天津)新能源有限公司 (附註(vi))	PRC 中國	RMB1,000,000 人民幣1,000,000元	100% [!]	–	Not yet commenced business 尚未開始營業
Yongtai Baoneng (Tianjin) Energy Storage Technology Co., Ltd. 永泰寶能(天津)儲能科技有限公司	PRC 中國	RMB1,000,000 人民幣1,000,000元	100% ^{&}	–	Not yet commenced business 尚未開始營業

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36. SUBSIDIARIES (continued)

- * Interest indirectly held through Great Speed Enterprises Limited
- # Interest indirectly held through Keen Power Holdings Limited
- @ Interest indirectly held through Scud (Fujian) Electronics Co., Ltd.
- ^ Interest indirectly held through Shenzhen Hongde Battery Co., Ltd.
- ! Interest indirectly held through Scud Battery Co., Ltd.
- & Interest indirectly held through Yongtai Baoneng (Tianjin) New Energy Co., Ltd.

Notes:

- (i) Wholly-foreign owned enterprise for a term of 50 years commencing 31 October 1997.
- (ii) Wholly-foreign owned enterprise for a term of 50 years commencing 6 December 2005.
- (iii) Limited liability company for a term of 20 years commencing 21 January 2005.
- (iv) Limited liability company commencing 11 April 2011.
- (v) Limited liability company for a term of 30 years commencing 3 May 2013.
- (vi) Limited liability company for a term of 30 years commencing 2 December 2025.

During the year, none of the subsidiaries had issued any debt securities.

36. 附屬公司 (續)

- * 透過宏迅企業有限公司間接持有權益
- # 透過銳能集團有限公司間接持有權益
- @ 透過飛毛腿(福建)電子有限公司間接持有權益
- ^ 透過深圳市鴻德電池有限公司間接持有權益
- ! 透過飛毛腿電池有限公司間接持有權益
- & 透過永泰寶能(天津)新能源有限公司間接持有權益

附註:

- (i) 外商獨資企業，1997年10月31日起計為期五十年。
- (ii) 外商獨資企業，2005年12月6日起計為期五十年。
- (iii) 有限責任公司，2005年1月21日起計為期二十年。
- (iv) 有限責任公司，2011年4月11日起計。
- (v) 有限責任公司，2013年5月3日起計為期三十年。
- (vi) 有限責任公司，2025年12月2日起計為期三十年。

於本年度，概無附屬公司發行任何債務證券。

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37. RELATED PARTY TRANSACTIONS

37. 關連人士交易

(a) The name of and the relationship with related parties are as follows:

(a) 關連人士名稱及與其關係如下：

Name 名稱	Relationship 關係
Fang Jin 方金	Controlling shareholder of the Company 本公司控股股東
Scud Stock 飛毛腿股份	Scud Stock (Fujian) Co., Ltd., a company in which Mr. Fang Jin was a director and held 70% (2024: 70%) shareholding interest. 福建飛毛腿股份有限公司，方金先生為該公司董事並持有該公司70%（2024年：70%）股權
Scud Technology 飛毛腿科技	Fujian Scud Technology Co., Ltd., a company in which Mr. Fang Jin was a director and held 18.0645% (2024: 18.0645%) shareholding interest 福建飛毛腿科技有限公司，方金先生為該公司董事並持有該公司18.0645%（2024年：18.0645%）股權
Scud Energy Technology 飛毛腿能源科技	Scud Energy Technology Co., Ltd., a company in which Mr. Fang Jin was a director and held 99.90% (2024: 99.90%) shareholding interest 飛毛腿能源科技有限公司，方金先生為該公司董事並持有該公司99.90%（2024年：99.90%）股權
Scud Communication Technology 飛毛腿通訊技術	Scud Communication Technology Co., Ltd., a company in which Mr. Fang Jin was a director and held 100% (2024: 100%) shareholding interest 飛毛腿通訊技術有限公司，方金先生為該公司董事並持有該公司100%（2024年：100%）股權
Scud Power Technology 飛毛腿動力科技	Fujian Scud Power Technology Co., Ltd., a company with its director and shareholder holding 78.0381% (2024: 68.63%) shareholding interest of the company being the son of Mr. Fang Jin. Scud Energy Technology holds 15.0722% (2024: 24.48%) shareholding interest in Scud Power Technology 福建飛毛腿動力科技有限公司，擁有該公司78.0381%（2024年：68.63%）股權的董事及股東為方金先生之子。飛毛腿能源科技持有飛毛腿動力科技15.0722%（2024年：24.48%）股權
Vietnam Scud Power Technology 越南飛毛腿動力科技	Vietnam Scud Power Technology Co., Ltd., is a wholly-owned subsidiary of Scud Power Technology 越南飛毛腿動力科技有限公司，飛毛腿動力科技之全資附屬公司
Dongguan Scud Intelligent Technology 東莞飛毛腿智能科技	Dongguan Scud Intelligent Technology Co., Ltd., a company in which Scud Power Technology held 91% (2024: 91%) shareholding interest 東莞飛毛腿智能科技有限公司，一間由飛毛腿動力科技擁有91%（2024年：91%）股權的公司

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37. RELATED PARTY TRANSACTIONS (Continued) 37. 關連人士交易 (續)

(a) (Continued)

Name 名稱	Relationship 關係
EBTEB New Energy 易佰特新能源	EBTEB New Energy Technology Co., Ltd., a company in which Scud Communication Technology Co., Ltd. held 40% (2024: 40%) shareholding interest and with its director being the son of Mr. Fang Jin 易佰特新能源科技有限公司，一間由飛毛腿通訊技術有限公司擁有40% (2024年：40%) 股權的公司且其董事為方金先生之子
Fujian Province Sanjiang Technician College 福建省三江技師學院	Fujian Province Sanjiang Technician College, a company of which Mr. Fang Jin was a director and had beneficial interest 福建省三江技師學院，一間方金先生為董事並擁有實益權益的公司
SCUD (Tianjin) Energy Storage Technology 飛毛腿(天津)儲能科技	Scud (Tianjin) Energy Storage Technology Co., Ltd., a company in which Scud Energy Technology held 70% (2024: 70%) shareholding interest and its director being Mr. Fang Jin 飛毛腿(天津)儲能科技有限公司，一間由飛毛腿能源科技擁有70% (2024年：70%) 股權的公司且其董事為方金先生

(a) (續)

(b) Transactions with related companies during the year not disclosed elsewhere in the financial statements are summarised as follows:

(b) 並無於財務報表其他部分披露的年內與關連公司之間的交易概述如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Rental expenses paid to:	已付租金開支：		
Scud Stock (Note i)	飛毛腿股份(附註i)	10,092	10,092
Rental income received from:	已收租金收入：		
Scud Stock (Note ii)	飛毛腿股份(附註ii)	7,480	7,480
Scud Power Technology (Note iii)	飛毛腿動力科技(附註iii)	4,209	2,634
Scud Energy Technology (Note iii)	飛毛腿能源科技(附註iii)	1,785	643
Scud (Tianjin) Energy Storage Technology (Note iii)	飛毛腿(天津)儲能科技(附註iii)	6	—
Purchases of finished goods from:	採購製成品：		
EBTEB New Energy (Note iv)	易佰特新能源(附註iv)	142	108
Purchases of raw materials from:	採購原材料：		
EBTEB New Energy (Note iv)	易佰特新能源(附註iv)	39,728	77,064
Scud Power Technology (Note iv)	飛毛腿動力科技(附註iv)	4	—
Scud Energy Technology (Note iv)	飛毛腿能源科技(附註iv)	8	—

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37. RELATED PARTY TRANSACTIONS (Continued) 37. 關連人士交易 (續)

(b) (Continued)

(b) (續)

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Purchase of low-value consumables from: EBTEB New Energy (Note iv)	採購低價值耗材： 易伯特新能源（附註iv）	-	18
Processing income from: Scud Power Technology (Note vi) Dongguang Scud Intelligent Technology (Note vi)	收取加工收入： 飛毛腿動力科技（附註vi） 東莞飛毛腿智能科技（附註vi）	38,380 476	30,580 -
Training expense to: Fujian Province Sanjiang Technician College (Note vii)	支付培訓費用予： 福建省三江技師學院（附註vii）	575	1,794
Sales of property, plant and equipment to: Scud Energy Technology (Note v) Scud Power Technology (Note v) Scud Stock (Note v)	銷售物業、廠房及設備予： 飛毛腿能源科技（附註v） 飛毛腿動力科技（附註v） 飛毛腿股份（附註v）	- 5 -	67 - 4
Sales of low-value consumables to: Scud Stock (Note iv)	銷售低價值耗材予： 飛毛腿股份（附註iv）	-	1
Sales of finished goods to: EBTEB New Energy (Note iv) Scud Communication Technology (Note iv) Fujian Province Sanjiang Technician College (Note vii)	銷售製成品予： 易伯特新能源（附註iv） 飛毛腿通訊技術（附註iv） 福建省三江技師學院（附註vii）	340 - 1	724 585 -
Sales of raw material to: Vietnam Scud Power Technology (Note iv)	銷售原材料予： 越南飛毛腿動力科技（附註iv）	1,373	-
Sales of moulds to: EBTEB New Energy (Note iv)	銷售模組予： 易伯特新能源（附註iv）	9	-
Equipment rental paid to: Fujian Province Sanjiang Technician College (Note viii)	已付設備租金： 福建省三江技師學院（附註viii）	76	-

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37. RELATED PARTY TRANSACTIONS (Continued)

(b) (Continued)

The above transactions were made at prices and terms as agreed between the parties in the normal course of business.

Notes:

- (i) On 29 December 2023, Scud Electronics (as lessee) and Scud Stock (as lessor) entered into a lease agreement (the “**First 2024 Lease Agreement**”) to renew the lease of certain premises owned by Scud Stock and extend the lease period of the existing leased premises for the period commencing from 1 January 2024 and ending on 31 December 2024. The annual rental for the year ended 31 December 2024 is approximately RMB10,092,000.

On 27 December 2024, Scud Electronics (as lessee) and Scud Stock (as lessor) entered into a lease agreement (the “**First 2025 Lease Agreement**”) to renew the lease of certain premises owned by Scud Stock and extend the lease period of the existing leased premises for the period commencing from 1 January 2025 and ending on 31 December 2025. The annual rental for the year ended 31 December 2025 was approximately RMB10,092,000.

The rental payable under the First 2024 Lease Agreement and the First 2025 Lease Agreement were determined after arm’s length negotiations between Scud Electronics and Scud Stock with reference to the market rental for similar properties nearby in the PRC and having taken into account availability of similar premises nearby and the cost of relocation.

37. 關連人士交易 (續)

(b) (續)

上述交易乃於正常業務過程中按有關各方協定的價格及條款進行。

附註：

- (i) 於2023年12月29日，飛毛腿電子（作為承租人）與飛毛腿股份（作為出租人）訂立租賃協議（「**第一份2024年租賃協議**」），以續租飛毛腿股份擁有之若干物業及延長現有租賃物業之租期，租期自2024年1月1日起至2024年12月31日止。截至2024年12月31日止年度之年度租金約為人民幣10,092,000元。

於2024年12月27日，飛毛腿電子（作為承租人）與飛毛腿股份（作為出租人）訂立租賃協議（「**第一份2025年租賃協議**」），以續租飛毛腿股份擁有之若干物業及延長現有租賃物業之租期，租期自2025年1月1日起至2025年12月31日止。截至2025年12月31日止年度之年度租金約為人民幣10,092,000元。

第一份2024年租賃協議及第一份2025年租賃協議下的應付租金乃由飛毛腿電子及飛毛腿股份經參考中國附近類似物業之市場租金並慮及附近類似物業之可用性與搬遷成本經公平磋商後釐定。

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37. RELATED PARTY TRANSACTIONS (Continued)

(b) (Continued)

Notes: (Continued)

- (ii) On 29 December 2023, Scud Battery (as lessor) and Scud Stock (as lessee) entered into a lease renewal agreement (the “**Second 2024 Lease Agreement**”) to extend the period for the existing leased premises for the period commencing from 1 January 2024 and ending on 31 December 2024. The annual rental for the year ending 31 December 2024 is approximately RMB7,480,000.

On 27 December 2024, Scud Battery (as lessor) and Scud Stock (as lessee) entered into a lease renewal agreement (the “**Second 2025 Lease Agreement**”) to extend the period for the existing leased premises for the period commencing from 1 January 2025 and ending on 31 December 2025. The annual rental for the year ending 31 December 2025 is approximately RMB7,480,000.

The rental receivable under the Second 2024 Lease Agreement and the Second 2025 Lease Agreement were determined after arm’s length negotiations between Scud Battery and Scud Stock with reference to the market rental for similar properties nearby in the PRC and having taken into account availability of similar premises nearby and the cost of relocation.

37. 關連人士交易 (續)

(b) (續)

附註：(續)

- (ii) 於2023年12月29日，飛毛腿電池（作為出租人）與飛毛腿股份（作為承租人）訂立續租協議（「**第二份2024年租賃協議**」），以延長現有租賃物業之租期，租期自2024年1月1日起至2024年12月31日止。截至2024年12月31日止年度之年度租金約為人民幣7,480,000元。

於2024年12月27日，飛毛腿電池（作為出租人）與飛毛腿股份（作為承租人）訂立續租協議（「**第二份2025年租賃協議**」），以延長現有租賃物業之租期，租期自2025年1月1日起至2025年12月31日止。截至2025年12月31日止年度之年度租金約為人民幣7,480,000元。

第二份2024年租賃協議及第二份2025年租賃協議下的應收租金乃由飛毛腿電池及飛毛腿股份經參考中國附近類似物業之市場租金並慮及附近類似物業之可用性與搬遷成本經公平磋商後釐定。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

37. RELATED PARTY TRANSACTIONS (Continued)

(b) (Continued)

Notes: (Continued)

- (iii) The rental payable was determined after arm's length negotiations between the Group and Scud Power Technology, Scud Energy Technology and Scud (Tianjin) Energy Storage Technology with reference to the market rental for similar properties nearby in the PR and having taken into account availability of similar premises nearby and the cost of relocation.
- (iv) The selling prices of finished goods, work-in-progress, raw materials, low-value consumables and moulds are determined and agreed by both parties.
- (v) The selling price of property, plant and equipment is determined and agreed by both parties.
- (vi) The processing income is determined by both parties.
- (vii) The training expense is determined by both parties.
- (viii) The rental payable was determined after arm's length negotiations between the Group and Fujian Province Sanjiang Technician College with reference to the market rental for similar equipment in the PRC.

37. 關連人士交易 (續)

(b) (續)

附註：(續)

- (iii) 應付租金乃由本集團及飛毛腿動力科技、飛毛腿能源科技及飛毛腿(天津)儲能科技經參考中國附近類似物業之市場租金並慮及附近類似物業之可用性與搬遷成本經公平磋商後釐定。
- (iv) 製成品、半成品、原材料、低價值耗材及模組的售價由雙方釐定並同意。
- (v) 物業、廠房及設備的售價由雙方釐定並同意。
- (vi) 加工收入由雙方釐定。
- (vii) 培訓費用由雙方釐定。
- (viii) 應付租金乃由本集團及福建省三江技師學院經參考中國類似設備之市場租金經公平磋商後釐定。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

37. RELATED PARTY TRANSACTIONS (Continued)

(c) Other transaction with related party:

As at 31 December 2025, Mr. Fang Jin (2024: Mr. Fang Jin and the son of Mr. Fang Jin) has guaranteed certain bank facilities made to the subsidiaries of the Group to a maximum amount of RMB3,151,000,000 (2024: RMB3,791,000,000).

(d) Remuneration for key management personnel, representing amounts paid to the Company's directors as disclosed in Note 11, is as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Fees, salaries, housing allowances, other allowances and benefits in kind	袍金、薪金、住房津貼、其他津貼及實物福利	2,670	3,183
Post-employment benefits	離職後福利	39	48
		2,709	3,231

37. 關連人士交易 (續)

(c) 與關連人士的其他交易：

於2025年12月31日，方金先生（2024年：方金先生及方金先生之子）就向本集團附屬公司提供金額最高達人民幣3,151,000,000元（2024年：人民幣3,791,000,000元）的若干銀行融資額度作出擔保。

(d) 主要管理層人員的酬金（指附註11內披露的已支付本公司董事金額）如下：

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

38. NOTE SUPPORTING STATEMENT OF CASH FLOWS

38. 支持現金流量表的附註

Reconciliation of liabilities arising from financing activities:

融資活動產生的負債對賬：

		Bank loans	Lease liabilities	Amounts due to directors	Amounts due to related parties
		銀行貸款 RMB'000 人民幣千元 (Note 29) (附註29)	租賃負債 RMB'000 人民幣千元 (Note 18) (附註18)	應付董事款項 RMB'000 人民幣千元 (Note 30) (附註30)	應付關連人士 款項 RMB'000 人民幣千元 (Note 24) (附註24)
As at 1 January 2024	於2024年1月1日	1,299,832	11,583	49	1,162
Changes from cash flow	現金流量變動				
Proceeds from new loans	來自新貸款之所得款項	1,573,589	-	-	-
Repayment of loans	償還貸款	(1,651,210)	-	-	-
Repayment of principal portion of leases	償還租賃之本金部分	-	(5,755)	-	-
Advances received	已收墊款	-	-	44	1,029
Repayments	償還款項	-	-	(49)	(1,162)
Interest paid	已付利息	(56,473)	(598)	-	-
Other changes:	其他變動：				
Foreign exchange movement	外匯變動	-	42	-	-
Effect of lease modifications	租賃修改之影響	-	(1,810)	-	-
Interest expense	利息開支	56,473	598	-	-
As at 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	1,222,211	4,060	44	1,029
Changes from cash flow	現金流量變動				
Proceeds from new loans	來自新貸款之所得款項	1,153,861	-	-	-
Repayment of loans	償還貸款	(1,238,611)	-	-	-
Repayment of principal portion of leases	償還租賃之本金部分	-	(5,606)	-	-
Advances received	已收墊款	-	-	16	1,394
Repayment	償還款項	-	-	(44)	(1,029)
Interest paid	已付利息	(44,755)	(667)	-	-
Other changes:	其他變動：				
Foreign exchange movement	外匯變動	-	(17)	-	-
Effect of lease modifications	租賃修改之影響	-	17,309	-	-
Interest expense	利息開支	44,755	667	-	-
As at 31 December 2025	於2025年12月31日	1,137,461	15,746	16	1,394

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綜合財務報表附註

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39. CAPITAL COMMITMENTS

39. 資本承擔

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Contracted but not accounted for, in respect of acquisition of property, plant and equipment	已就購置物業、廠房及設備訂約但未入賬	1,817	29,316

40. DISPOSAL OF SUBSIDIARIES

40. 出售附屬公司

Disposal of subsidiaries during the year ended 31 December 2024

Disposal of Prime Power Technology Co., Ltd. and its subsidiaries ("Prime Power")

Pursuant to the sales and purchase agreement dated 12 December 2024 entered into between Scud Electronics and an independent third party, the Group agreed to dispose of its entire equity interest in Prime Power at a consideration of RMB2,250,000.

The net assets of Prime Power at the date of disposal were as follows:

截至2024年12月31日止年度出售附屬公司

出售弘量科技有限公司及其附屬公司（「弘量」）

根據飛毛腿電子與一名獨立第三方於2024年12月12日訂立的買賣協議，本集團同意以人民幣2,250,000元的代價出售其於弘量的全部股權。

弘量於出售日期的淨資產如下：

		12 December 2024 2024年12月12日 RMB'000 人民幣千元
Property, plant and equipment	物業、廠房及設備	114
Cash and cash equivalents	現金及現金等價項目	120
Other receivables	其他應收款項	5,896
Other payables and accruals	其他應付款項及應計費用	(50)
Amount due to the Group	應付本集團款項	(37)
Net assets disposed of	出售淨資產	6,043

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40. DISPOSAL OF SUBSIDIARIES (Continued)

Disposal of subsidiaries during the year ended 31 December 2024 (Continued)

Disposal of Prime Power Technology Co., Ltd. and its subsidiaries ("Prime Power") (Continued)

The loss arising from the disposal recognised in the consolidated statement of profit or loss and other comprehensive income is calculated as follows:

		12 December 2024 2024年12月12日 RMB'000 人民幣千元
Cash consideration	現金代價	2,250
Less: Amount due to the Group	減：應付本集團款項	(37)
Adjusted consideration	經調整代價	2,213
Less: Net assets disposed of	減：出售淨資產	(6,043)
Less: Non-controlling interests	減：非控股權益	(17,660)
Add: Cumulative exchange difference in respect of net assets of subsidiary reclassified from equity to profit or loss	加：由權益重新分類至損益的與附屬公司淨資產相關的累計匯兌差額	1,059
Loss on disposal of subsidiaries	出售附屬公司之虧損	(20,431)

Net cash outflow arising on disposal

出售產生的現金流出淨額

		12 December 2024 2024年12月12日 RMB'000 人民幣千元
Total cash consideration	現金代價總額	2,250
Less: Consideration receivable (Note)	減：應收代價（附註）	(2,250)
Less: Cash and cash equivalents disposed of	減：出售現金及現金等價項目	(120)
		(120)

Note: The cash consideration of RMB2,250,000 was settled in February 2025 after the reporting period.

附註：現金代價人民幣2,250,000元已於報告期後在2025年2月結算。

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41. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments at the end of the reporting period are as follows:

41. 按類別劃分之金融工具

於報告期末，各類別金融工具的賬面值如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Financial assets	金融資產		
Financial assets measured at amortised costs	按攤銷成本計量的金融資產		
Trade receivables	應收貿易款項	1,654,186	1,566,766
Financial assets included in prepayments, deposits and other receivables	計入預付款項、按金及其他應收款項的金融資產	22,592	17,358
Amounts due from related parties	應收關連人士款項	306,288	207,231
Pledged bank deposits	已抵押銀行存款	633,745	597,759
Bank balances and cash	銀行結餘及現金	187,822	332,961
		2,804,633	2,722,075
Financial assets measured at FVTOCI	按公平值計入其他全面收益計量的金融資產		
Financial assets at FVTOCI	按公平值計入其他全面收益的金融資產	20,940	20,940
Notes receivables	應收票據	44,867	97,898
		65,807	118,838

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41. FINANCIAL INSTRUMENTS BY CATEGORY

(Continued)

41. 按類別劃分之金融工具 (續)

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Financial liabilities	金融負債		
Financial liabilities measured at amortised costs	按攤銷成本計量的金融負債		
Trade and notes payables	應付貿易款項及應付票據	2,002,591	1,961,850
Financial liabilities included in other payables, contract liabilities and accrued charges	計入其他應付款項、合約負債及應計費用的金融負債	29,700	11,233
Lease liabilities	租賃負債	15,746	4,060
Bank loans	銀行貸款	1,137,461	1,222,211
Amounts due to directors	應付董事款項	16	44
Amounts due to related parties	應付關連人士款項	1,394	1,029
		3,186,908	3,200,427

The above financial instruments which are measured at amortised costs are not measured at fair value due to their short-term nature. The carrying values of the above financial instruments approximate their fair values.

上述以攤銷成本計量的金融工具，因其短期性質不以公平值計量。以上金融工具的賬面價值與其公平值相若。

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For the year ended 31 December 2025 截至2025年12月31日止年度

42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(a) Financial risk management

The Group's activities expose it to a variety of financial risks, which include market risk (including foreign currency risk, interest rate risk and price risk), credit risk and liquidity risk. Details of the policies on how to mitigate these risks are set out below. The directors manage and monitor these exposures to ensure appropriate measures are implemented on a timely and effective manner.

(i) Interest rate risk management

Interest-bearing financial assets are mainly pledged bank deposits and bank balances which are all short-term in nature and carry fixed interest rates. Interest-bearing financial liabilities are mainly bank loans with fixed interest rates; therefore, the Group is not exposed to significant fair value interest rate risk due to the short maturity of the items. The Group currently does not have an interest rate hedging policy and will consider enter into interest rate hedging should the need arise.

Interest rate sensitivity analysis

The sensitivity analysis below has been determined assuming that a change in interest rates had occurred at the end of the reporting period and had been applied to the exposure to interest rates for financial instruments in existence at that date. A 1% 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.

42. 金融風險管理及金融工具之公平值

(a) 金融風險管理

本集團的活動會承受各類金融風險，包括市場風險（包括外匯風險、利率風險及價格風險）、信貸風險及流動性風險。有關減低該等風險的政策之詳情載於下文。董事管理及監督該等風險，以確保及時並以有效方式實施適當的措施。

(i) 利率風險管理

計息金融資產主要為短期性質的已抵押銀行存款及銀行結餘，均按固定利率計息。計息金融負債主要為按固定利率計息的銀行貸款；因此，本集團因若干項目的到期日短，故此並不須承受重大的公平值利率風險。本集團現時並無任何利率對沖政策及將考慮於有需要時訂立利率對沖。

利率敏感度分析

以下的敏感度分析乃假設利率變動已於報告期末發生而釐定，並已應用於就於該日所承受來自金融工具之利率風險。於向主要管理層人員作利率風險的內部報告時使用增加或減少1%，乃指管理層對利率可能合理變動之評估。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(i) Interest rate risk management (Continued)

Interest rate sensitivity analysis (Continued)

If interest rates had been 1% higher/lower and all other variables were held constant, the Group's profit for the year ended 31 December 2025 would decrease/increase and the retained profits as of 31 December 2025 would increase/decrease by approximately RMB313,000 (2024: loss would decrease/increase and retained profits would increase/decrease by approximately RMB2,515,000). This is mainly attributable to the Group's exposure, to interest rates on its variable rate bank balances, pledged bank deposits and bank loans.

The Group's bank balance also expose it to cash flow interest rate risk due to the fluctuation of the prevailing market interest rate on the bank balances. The directors consider the Group's exposure on the bank deposits is not significant as interest-bearing deposits are within short maturity periods in general.

The Group's sensitivity to interest rates has not changed significantly from prior year.

(ii) Foreign currency risk management

Foreign currency risk refers to the risk that movements in foreign currency exchange rates which will affect the Group's financial results and its cash flows. Although the Group has certain bank balances and bank loans denominated in United States dollars, Japanese Yen and Hong Kong dollars, the proportion of these foreign currency balances to the Group's total assets is insignificant. Furthermore, the Group carries out majority of its transactions in Chinese Renminbi. Accordingly, in the opinion of the directors, the Group is not exposed to any significant foreign currency risk.

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(i) 利率風險管理 (續)

利率敏感度分析 (續)

倘利率增加/減少1%而所有其他變數維持不變，本集團截至2025年12月31日止年度的溢利將減少/增加及截至2025年12月31日的保留溢利將增加/減少約人民幣313,000元(2024年：虧損將減少/增加及保留溢利將增加/減少約人民幣2,515,000元)。此乃主要來自本集團浮息銀行結餘、已抵押銀行存款及銀行貸款的利率風險。

由於銀行結餘的現行市場利率波動，本集團的銀行結餘亦面臨現金流量利率風險。董事認為，由於計息存款通常於短期內到期，本集團面臨的銀行存款風險不大。

本集團的利率敏感度與去年相比並無重大變動。

(ii) 外匯風險管理

外匯風險指外幣匯率變動將影響本集團的財務業績及其現金流量的風險。儘管本集團擁有若干以美元、日圓及港元計值的銀行結餘及銀行貸款，然而，該等外幣的結餘佔本集團的總資產比例並不重大。此外，本集團以人民幣進行其大多數交易。因此，董事認為本集團並無承受任何重大的外匯風險。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iii) Price risk management

In the opinion of the directors, the Group does not have significant exposure to price risk.

(iv) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group's credit risk primarily relates to the Group's bank balances, trade and notes receivables, and other receivables. The maximum exposure to credit risk in the event that the counterparties fail to perform their obligations as at end of the financial year in relation to each class of recognised financial assets is the carrying amount of those assets as stated in the statement of financial position. In order to minimise the risk, management of the Group closely monitors overdue debts. The recoverable amount of each individual debt is reviewed at each of the reporting period and adequate allowance for doubtful debts has been made for irrecoverable amounts. In this regard, the directors of the Company consider that credit risk associated with the Group's trade and notes receivables, and other receivables is significantly reduced.

At the end of the reporting period, the Group has a certain level of concentration of credit risk as approximately 32.4% (2024: 8.0%) and approximately 78.5% (2024: 73.8%) of the total trade and notes receivables, arising from the Group's largest customer and the five largest customers, respectively.

The credit risk on bank balances is minimal because the counterparties are banks with high credit-rating.

The Group's concentration of credit risk by geographical location is mainly in the PRC.

42. 金融風險管理及金融工具之公平價值 (續)

(a) 金融風險管理 (續)

(iii) 價格風險管理

董事認為本集團並無面臨重大價格風險。

(iv) 信貸風險管理

信貸風險指對手不履行合約責任而引致本集團財務虧損的風險。本集團的信貸風險主要與本集團的銀行結餘、應收貿易款項及應收票據、以及其他應收款項有關。倘對手方於財政年度末未能履行彼等就各類已確認金融資產的責任，信貸風險的最高風險為財務狀況表所述該等資產的賬面值。為了儘量減低風險，本集團的管理層密切監察逾期債項。各獨立債項的可收回數額於各報告期間審閱，並已就不可收回的數額作出足夠的呆賬撥備。就此而言，本公司董事認為，與本集團的應收貿易款項及應收票據以及其他應收款項有關的信貸風險已大幅減少。

於報告期末，本集團的應收貿易款項及應收票據總額中存在一定程度的信貸風險集中，分別約32.4% (2024年：8.0%) 及約78.5% (2024年：73.8%) 來自本集團最大客戶及五大客戶。

由於對手方乃高信貸評級的銀行，故此銀行結餘的信貸風險不大。

按地區劃分，本集團信貸風險主要集中在中國。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iv) Credit risk management (Continued)

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix. As the Group's historical credit loss experience does not indicate significantly different loss patterns for different customer segments, the loss allowance based on past due status is not further distinguished between the Group's different customer bases.

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables as at 31 December 2025 and 2024:

As at 31 December 2025

		Gross carrying amount	ECLs allowance		As at 31 December 2025
		總賬面值	預期信貸虧損撥備		於2025年12月31日
		RMB'000	%	RMB'000	RMB'000
		人民幣千元		人民幣千元	人民幣千元
0 to 60 days	0至60日	1,162,333	0.60%	(6,942)	1,155,391
61 to 180 days	61至180日	451,472	0.71%	(3,225)	448,247
181 to 365 days	181至365日	59,527	15.08%	(8,979)	50,548
Over 365 days	365日以上	48,247	100.00%	(48,247)	–
Total	總計	1,721,579		(67,393)	1,654,186

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(iv) 信貸風險管理 (續)

本集團按相等於年限內預期信貸虧損 (利用撥備矩陣計算) 的金額計量應收貿易款項的虧損撥備。由於本集團過往信貸虧損經驗並未就不同客戶分部呈現顯著不同的虧損模式，故並未就本集團不同客戶群體進一步區分根據逾期情況作出的虧損撥備。

下表提供有關本集團於2025年及2024年12月31日所面臨的應收貿易款項的信貸風險及預期信貸虧損的資料：

於2025年12月31日

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iv) Credit risk management (Continued)

As at 31 December 2024

		Gross carrying amount 總賬面值 RMB'000 人民幣千元	ECLs allowance 預期信貸虧損撥備 %	RMB'000 人民幣千元	As at 31 December 2024 於2024年12月31日 RMB'000 人民幣千元
0 to 60 days	0至60日	1,047,099	0.74%	(7,721)	1,039,378
61 to 180 days	61至180日	500,541	4.40%	(22,010)	478,531
181 to 365 days	181至365日	51,383	4.92%	(2,526)	48,857
Over 365 days	365日以上	68,011	100.00%	(68,011)	–
Total	總計	1,667,034		(100,268)	1,566,766

Expected loss rates are based on actual loss experience over the past 3 years. These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

預期虧損率乃基於過去3年的實際虧損經驗。該等比率經過調整以反映收集歷史數據期間的經濟狀況、當前狀況以及本集團對應收款項預期期限內經濟狀況的看法之間的差異。

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(iv) 信貸風險管理 (續)

於2024年12月31日

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iv) Credit risk management (Continued)

The Group has adopted general approach to measure ECLs on financial assets included in prepayments, deposits and other receivables, and other financial assets measured at amortised costs. Under the general approach, the Group applies the “3-stage” impairment model for ECLs measurement based on change in credit risk since initial recognition as follows:

- Stage 1: If the credit risk of the financial instrument has not increased significantly since initial recognition, the financial instrument is included in Stage 1.
- Stage 2: If the credit risk of the financial instrument has increased significantly since its initial recognition but is not deemed to be credit-impaired, the financial instrument is included in Stage 2.
- Stage 3: If the financial instrument is credit-impaired, the financial instrument is included in Stage 3.

The ECLs for financial instruments in Stage 1 are measured at an amount equivalent to 12-month ECLs whereas the ECLs for financial instruments in Stage 2 or Stage 3 are measured at an amount equivalent to lifetime ECLs.

When determining whether the risk of default has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group’s historical experience and informed credit risk assessment and including forward-looking information.

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(iv) 信貸風險管理 (續)

本集團就計入預付款項、按金及其他應收款項之金融資產及其他按攤銷成本計量之金融資產採用一般方法計量預期信貸虧損。根據一般方法，本集團就預期信貸虧損計量應用「三階段」減值模式，乃基於如下自初始確認以來之信貸風險變動：

- 階段1：倘自初始確認以來金融工具的信貸風險並無顯著增加，則該金融工具包括在階段1。
- 階段2：倘金融工具的信貸風險自初始確認以來已顯著增加，但並未被視作已信貸減值，則該金融工具包括在階段2。
- 階段3：倘金融工具已信貸減值，則該金融工具包括在階段3。

階段1金融工具的預期信貸虧損以相當於12個月預期信貸虧損的金額計量，而階段2或階段3金融工具的預期信貸虧損則以相當於年限內預期信貸虧損的金額計量。

當釐定違約風險是否自初步確認後大幅增加，本集團考慮到相關及無須付出過多成本或努力後即可獲得的合理及可靠資料。此包括根據本集團的過往經驗及已知信貸風險評估得出定量及定性之資料及分析，並包括前瞻性資料。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iv) Credit risk management (Continued)

At the end of each reporting period, the Group assesses whether a financial asset is credit-impaired. A financial asset is considered as credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired include observable data about the following events:

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

The measurement of ECLs 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 of default. The assessment of the probability of default and loss given default is based on historical data and adjusted for forward-looking information through the use of industry trend and experienced credit judgement to reflect the qualitative factors, and through the use of multiple probability-weighted scenarios.

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(iv) 信貸風險管理 (續)

於各報告期末，本集團評估金融資產是否出現信貸減值。當發生一項或多項對金融資產估計未來現金流有不利影響的事件時，金融資產被視為出現信貸減值。金融資產信貸減值的證據包括以下事件之可觀察數據：

- (a) 債務人出現重大的財務困難；
- (b) 違反合約，如拖欠或逾期事件；
- (c) 基於與債務人之財務困難有關的經濟或合約理由而給予債務人在一般情況下放款人不予考慮的優惠條件；或
- (d) 債務人很可能面臨破產或其他財務重組。

預期信貸虧損之計量為違約概率、違約虧損（即違約時虧損程度）及違約時風險敞口之函數。違約概率及違約虧損之評估乃基於歷史數據按前瞻性資料作調整，其乃透過使用行業趨勢及基於經驗的信貸判斷以反映定量因素，以及透過使用多種概率加權情境進行。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(iv) Credit risk management (Continued)

The loss allowance for financial assets included in deposits and other receivables as at 31 December 2024 reconciles to the opening loss allowance on 1 January 2025 and to the closing loss allowance as at 31 December 2025 are as follow:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Opening loss allowance as at 1 January	於1月1日之年初虧損撥備	19,347	14,528
Impairment loss recognised on financial assets included in deposits and other receivables	就計入按金及其他應收款項之金融資產確認之減值虧損	8,794	5,439
Reversal of impairment loss on financial assets included in deposits and other receivables previously recognised	撥回先前就計入按金及其他應收款項之金融資產確認之減值虧損	(10,243)	(620)
Write-off	撇銷	(2,800)	-
Closing loss allowance as at 31 December	於12月31日之年末虧損撥備	15,098	19,347

(v) Liquidity risk management

The ultimate responsibility for liquidity risk management rests with the board of directors, which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(iv) 信貸風險管理 (續)

於2024年12月31日計入按金及其他應收款項之金融資產之虧損撥備與於2025年1月1日之年初虧損撥備及於2025年12月31日之年末虧損撥備之對賬如下：

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Opening loss allowance as at 1 January	於1月1日之年初虧損撥備	19,347	14,528
Impairment loss recognised on financial assets included in deposits and other receivables	就計入按金及其他應收款項之金融資產確認之減值虧損	8,794	5,439
Reversal of impairment loss on financial assets included in deposits and other receivables previously recognised	撥回先前就計入按金及其他應收款項之金融資產確認之減值虧損	(10,243)	(620)
Write-off	撇銷	(2,800)	-
Closing loss allowance as at 31 December	於12月31日之年末虧損撥備	15,098	19,347

(v) 流動性風險管理

為管理本集團的短期、中期及長期資金及符合流動性管理的要求，董事會已建立一套合適的流動資金風險管理制度，並對流動性風險管理負最終責任。本集團透過維持充足的儲備、銀行融資及儲備借款融資，同時持續監控未來及實際現金流量，並保持金融資產與負債的到期日相近以管理流動性風險。

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42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(a) Financial risk management (Continued)

(v) Liquidity risk management (Continued)

The maturity profile of the Group's financial liabilities as at 31 December 2025 and 2024, based on the contractual undiscounted payments, was as follows:

		2025				
		Less than 1 year or on demand	1-5 years	More than 5 years	Total undiscounted cash flows	Total carrying amount
		少於一年或按要求	一至五年	超過五年	現金流量總額未貼現	賬面總額
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
Trade and notes payables	應付貿易款項及應付票據	2,002,591	-	-	2,002,591	2,002,591
Financial liabilities included in other payables, contract liabilities and accrued charges	計入其他應付款項、合約負債及應計費用的金融負債	29,700	-	-	29,700	29,700
Lease liabilities	租賃負債	6,702	11,376	-	18,078	15,746
Bank loans	銀行貸款	730,270	442,294	-	1,172,564	1,137,461
Amounts due to directors	應付董事款項	16	-	-	16	16
Amounts due to related parties	應付關連人士款項	1,394	-	-	1,394	1,394
		2,770,673	453,670	-	3,224,343	3,186,908

		2024				
		Less than 1 year or on demand	1-5 years	More than 5 years	Total undiscounted cash flows	Total carrying amount
		少於一年或按要求	一至五年	超過五年	現金流量總額未貼現	賬面總額
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
Trade and notes payables	應付貿易款項及應付票據	1,961,850	-	-	1,961,850	1,961,850
Financial liabilities included in other payables, contract liabilities and accrued charges	計入其他應付款項、合約負債及應計費用的金融負債	11,233	-	-	11,233	11,233
Lease liabilities	租賃負債	4,173	-	-	4,173	4,060
Bank loans	銀行貸款	1,016,676	61,245	184,899	1,262,820	1,222,211
Amounts due to directors	應付董事款項	44	-	-	44	44
Amounts due to related parties	應付關連人士款項	1,029	-	-	1,029	1,029
		2,995,005	61,245	184,899	3,241,149	3,200,427

42. 金融風險管理及金融工具之公平值 (續)

(a) 金融風險管理 (續)

(v) 流動性風險管理 (續)

於2025年及2024年12月31日，本集團的金融負債根據已訂約未貼現款項的到期情況如下：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

42. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

(Continued)

(b) Fair values of financial instruments

The notional amounts of financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

The fair value of balances with related parties has not been determined as the timing of the expected cash flows of these balances cannot be reasonably determined because of the relationship.

43. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 2024.

42. 金融風險管理及金融工具之公平值 (續)

(b) 金融工具之公平值

年期少於一年的金融資產及負債的名義金額均假設為與其公平值相若。

由於關連人士結餘的預期現金流量的時間因兩者的關係而無法合理地釐定，故並無釐定該等結餘的公平值。

43. 資本管理

本集團的主要資本管理目標為保障本集團持續經營的能力，維持穩健的資本比率，以支持業務及為股東取得最大回報。

本集團管理其資本架構，並就經濟環境的轉變及有關資產的風險性質對資本架構進行調整。為維持或調整資本架構，本集團可調整派付股東的股息、向股東發回資本或發行新股。本集團不受任何外來實施的資本規定所限制。截至2025年及2024年12月31日止年度，並無對目標、政策或程序作出轉變。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

43. CAPITAL MANAGEMENT (Continued)

The Group monitors capital using a gearing ratio, which is interest-bearing borrowings divided by the capital. Capital includes equity attributable to owners of the Company and the non-controlling interests. The gearing ratios as at the end of the reporting period were as follows:

		2025 RMB'000 人民幣千元	2024 RMB'000 人民幣千元
Interest-bearing borrowings	計息借款	1,137,461	1,222,211
Equity attributable to owners of the Company	本公司擁有人應佔權益	1,098,072	1,073,190
Non-controlling interests	非控股權益	8,846	14,566
Total capital	總資本	1,106,918	1,087,756
Gearing ratio	資本負債比率	102.8%	112.4%

44. EVENTS AFTER THE REPORTING PERIOD

There were no material events after the end of reporting period.

45. APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

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

43. 資本管理 (續)

本集團使用資本負債比率監控資本，即附息借款除以資本。資本包括本公司擁有人應佔權益及非控股權益。於報告期末，資本負債比率如下：

44. 報告期後事項

於報告期結束後概無重大事項。

45. 批准綜合財務報表

本公司董事會已於2026年3月31日批准及授權刊發綜合財務報表。

FINANCIAL SUMMARY

財務概要

RESULTS

The Group

業績

本集團

		Year ended 31 December 2025 截至2025年12月31日止年度 RMB'000 人民幣千元	Year ended 31 December 2024 截至2024年12月31日止年度 RMB'000 人民幣千元	Year ended 31 December 2023 截至2023年12月31日止年度 RMB'000 人民幣千元	Year ended 31 December 2022 截至2022年12月31日止年度 RMB'000 人民幣千元	Year ended 31 December 2021 截至2021年12月31日止年度 RMB'000 人民幣千元
Turnover	營業額	5,225,637	5,344,911	6,145,228	6,359,226	7,091,644
Profit/(loss) before income tax	除所得稅前溢利／（虧損）	28,129	(4,833)	10,915	26,902	64,498
Income tax (expense)/credit	所得稅（開支）／抵免	(12,306)	(5,104)	3,299	(6,836)	(25,937)
Profit/(loss) for the year	本年度溢利／（虧損）	15,823	(9,937)	14,214	20,066	38,561
Profit/(loss) attributable to:	下列人士應佔溢利／（虧損）：					
Owners of the Company	本公司擁有人	21,543	(11,980)	20,109	24,038	42,182
Non-controlling interests	非控股權益	(5,720)	2,043	(5,895)	(3,972)	(3,621)
		15,823	(9,937)	14,214	20,066	38,561

ASSETS AND LIABILITIES

The Group

資產及負債

本集團

		At 31 December 2025 於2025年12月31日 RMB'000 人民幣千元	At 31 December 2024 於2024年12月31日 RMB'000 人民幣千元	At 31 December 2023 於2023年12月31日 RMB'000 人民幣千元	At 31 December 2022 於2022年12月31日 RMB'000 人民幣千元	At 31 December 2021 於2021年12月31日 RMB'000 人民幣千元
Total assets	總資產	4,374,822	4,368,764	4,870,355	5,041,651	5,578,631
Total liabilities	總負債	(3,267,904)	(3,281,008)	(3,784,300)	(3,972,390)	(4,517,247)
		1,106,918	1,087,756	1,086,055	1,069,261	1,061,384
Attributable to:	下列人士應佔：					
Owners of the Company	本公司擁有人	1,098,072	1,073,190	1,091,516	1,070,207	1,057,611
Non-controlling interests	非控股權益	8,846	14,566	(5,461)	(946)	3,773
		1,106,918	1,087,756	1,086,055	1,069,261	1,061,384

PARTICULARS OF INVESTMENT PROPERTIES

投資物業詳情

INVESTMENT PROPERTIES

投資物業

Description	Use	Nature	Total rental area	Percentage of interest attributable to the Group
詳情	用途	性質	出租總面積	本集團應佔權益百分比
3 blocks of factories, 1 warehouse and 1 office building located at No. 135, Rujiangdong Road, Mawei District, Fuzhou, Fujian Province, PRC 位於中國福建省福州市馬尾區儒江東路135號的三幢廠房、一幢貨倉大樓及一幢辦公大樓	Manufacturing facility and administration office 生產設施及行政辦公室	Short term leasehold 短期租賃	32,197 sq.m 32,197平方米	100%



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