



京西重工國際有限公司

BEIJINGWEST INDUSTRIES INTERNATIONAL LIMITED

Incorporated in the Cayman Islands with limited liability
於開曼群島註冊成立之有限公司
Stock Code 股份代號 : 2339

2025

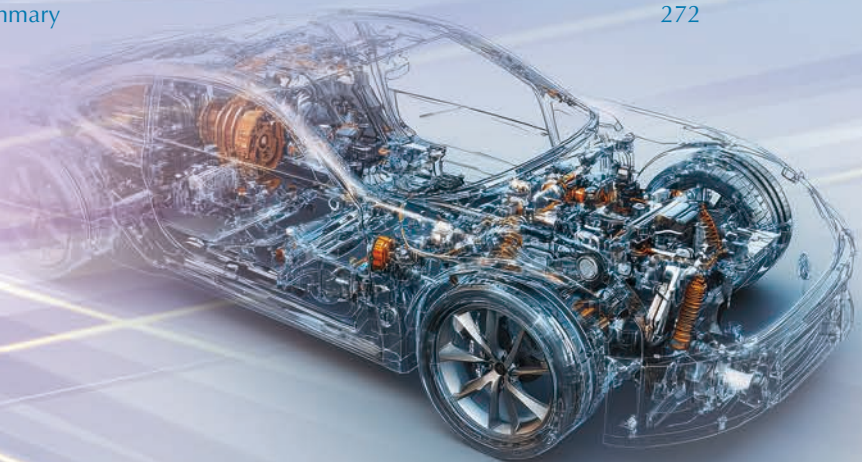
Annual Report
年報



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CORPORATE INFORMATION

BOARD OF DIRECTORS

Dong Xiaojie (*Chairman*)
Liu Xihe (*Executive Director*)
Xi Jianpeng (*Executive Director*)
Wong Foreky (*Independent Non-executive Director*)
Lo, Gordon (*Independent Non-executive Director*)
Peng Fan (*Independent Non-executive Director*)

EXECUTIVE COMMITTEE

Dong Xiaojie (*Chairman*)
Liu Xihe
Xi Jianpeng

AUDIT COMMITTEE

Lo, Gordon (*Chairman*)
Wong Foreky
Peng Fan

NOMINATION COMMITTEE

Dong Xiaojie (*Chairman*)
Wong Foreky
Lo, Gordon
Peng Fan

REMUNERATION COMMITTEE

Wong Foreky (*Chairman*)
Dong Xiaojie
Lo, Gordon
Peng Fan

公司資料

董事會

東小杰(主席)
劉喜合(執行董事)
席建鵬(執行董事)
黃科傑(獨立非執行董事)
盧家明(獨立非執行董事)
彭凡(獨立非執行董事)

執行委員會

東小杰(主席)
劉喜合
席建鵬

審核委員會

盧家明(主席)
黃科傑
彭凡

提名委員會

東小杰(主席)
黃科傑
盧家明
彭凡

薪酬委員會

黃科傑(主席)
東小杰
盧家明
彭凡

CORPORATE INFORMATION (continued)

COMPANY SECRETARY

Suen Ho Yi

AUDITOR

Grant Thornton Hong Kong Limited

SHARE REGISTRAR

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

REGISTERED OFFICE

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

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Rooms 304-305, 3rd Floor
Shui On Centre
6-8 Harbour Road
Wanchai, Hong Kong

STOCK CODE

2339

WEBSITE

www.bwi-intl.com.hk

公司資料(續)

公司秘書

孫可兒

核數師

致同(香港)會計師事務所有限公司

股份過戶登記處

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

註冊辦事處

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

香港主要營業地點

香港灣仔
港灣道6至8號
瑞安中心
3樓304-305室

股份代號

2339

網址

www.bwi-intl.com.hk

BIOGRAPHICAL DETAILS OF DIRECTORS

DIRECTOR

Mr. Dong Xiaojie, aged 63, graduated from the Hebei Normal University, majoring in mathematics in 1984. Mr. Dong was appointed as an Executive Director of the Company and the Chairman of the board of directors of the Company (the “**Board**”) in September 2022. He is also the chairman of each of the Executive Committee and the Nomination Committee of the Company, as well as a member of the Remuneration Committee of the Company. Mr. Dong was the chairman of Hebei Shengyuan Asset Management Consulting Co., Ltd.* (河北盛元資產管理諮詢有限公司) for the period from April 2005 to October 2010. Moreover, he was the chairman of Beijing Old Street Shengyuan Venture Capital Management Co., Ltd.* (北京老街盛元創業投資管理有限公司) for the period from April 2010 to September 2014. For the period from February 2015 to August 2016, Mr. Dong was a director of Robyn Hode Capital Limited. He is a director of Zhangjiakou Industrial Investment Holding Group Co., Ltd.* (張家口產業投資控股集團有限公司) (“**Zhangjiakou Industrial Investment**”) since July 2016. He is also the chairman of BWI Group Limited* (張家口京西智行科技集團有限公司) (“**BWI Group**”) (formerly known as BeijingWest Smart Mobility Zhangjiakou Automotive Electronics Co., Ltd.* (京西智行張家口汽車電子有限公司)) since July 2022; and the chairman of BWI (Beijing) Limited* (“**BWI Beijing**”) (京西智行(北京)汽車電子科技有限公司) from September 2022 to September 2023. He is still a director of BWI Beijing at present. He is also a director of BWI Company Limited (“**BWI HK**”) (a wholly-owned subsidiary of BWI Beijing) since March 2023. Each of Zhangjiakou Industrial Investment, BWI Group, BWI Beijing and BWI HK is a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance. Mr. Dong is a director of certain companies controlled by certain substantial shareholders of the Company. Mr. Dong was an independent non-executive director of Orient Victory Smart Urban Services Holding Limited (currently known as Gangyu Smart Urban Services Holding Limited), a Hong Kong listed company, from September 2014 to June 2024.

A service agreement was entered into between Mr. Dong and the Company for a term of three years commencing on 1 January 2024. Under the service agreement, Mr. Dong is entitled to a salary and discretionary bonus as may be determined by the Board or its delegated committee(s) from time to time. Mr. Dong declined any salary from the Group voluntarily since the date of his appointment as a Director of the Company.

董事的個人資料

董事

東小杰先生，年六十三歲，於一九八四年畢業於河北師範學院數學系。東先生於二零二二年九月獲委任為本公司之執行董事及本公司董事會(「**董事會**」)主席。彼亦為本公司執行委員會及提名委員會之主席，以及薪酬委員會之成員。於二零零五年四月至二零一零年十月期間，東先生為河北盛元資產管理諮詢有限公司董事長。此外，於二零一零年四月至二零一四年九月期間，彼擔任北京老街盛元創業投資管理有限公司董事長。於二零一五年二月至二零一六年八月期間，東先生為漢德資本有限公司董事。自二零一六年七月起，彼一直為張家口產業投資控股集團有限公司(「**張家口產投**」)的董事。彼亦自二零二二年七月起為張家口京西智行科技集團有限公司(「**京西智行集團**」)(前稱京西智行張家口汽車電子有限公司)之董事長；及自二零二二年九月起至二零二三年九月為京西智行(北京)汽車電子科技有限公司(「**京西北京**」)之董事長，目前仍為京西北京之董事。彼亦自二零二三年三月起為京西北京之全資附屬公司京西重工(香港)有限公司(「**京西重工(香港)**」)之董事。張家口產投、京西智行集團、京西北京及京西重工(香港)均為本公司之主要股東(根據證券及期貨條例第XV部賦予之涵義)。東先生為若干由本公司主要股東所控制公司之董事。東先生於二零一四年九月至二零二四年六月期間為香港上市公司東勝智慧城市服務控股有限公司(現稱為港譽智慧城市服務控股有限公司)之獨立非執行董事。

東先生與本公司已簽訂為期三年之服務協議，由二零二四年一月一日起生效。根據該服務協議，東先生可獲取由董事會或其授權之委員會不時釐定之薪金及酌情花紅。東先生自其獲委任為本公司董事之日期起自願不收取本集團任何董事薪金。

* For identification purpose only

BIOGRAPHICAL DETAILS OF DIRECTORS (continued)

Mr. Liu Xihe, aged 44, graduated from North China Institute of Aerospace Engineering (北華航天工業學院), majoring in material forming and control engineering. He also holds a master's degree in business administration from Capital University of Economics and Business (首都經濟貿易大學). Mr. Liu was appointed as an Executive Director of the Company in December 2024 and is a member of the Executive Committee. Mr. Liu has approximately 20 years of working experience in multinational companies in the automobile industry and new energy industry, including SVOLT Energy Technology Co., Ltd. (蜂巢能源科技股份有限公司) from March 2020 to May 2023, where the last position he held in the company was Rotating President, and Farasis Energy Co., Ltd.* (孚能科技股份有限公司) from May 2016 to March 2020, where the last position he held in the company was Vice President of Operation. Mr. Liu has extensive experience and expertise in the automotive industry, and specializes in corporate management of multinational companies. Since August 2024, Mr. Liu joined the group of BWI Group and is currently the Global Chief Executive Officer and the director of the BWI Group. He is also a director of BWI Beijing. Each of BWI Group and BWI Beijing is a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance. Mr. Liu is a director of certain subsidiaries of the Company and certain companies controlled by certain substantial shareholders of the Company.

A service agreement was entered into between Mr. Liu and the Company for a term of three years commencing on 1 January 2026. Under the service agreement, Mr. Liu is entitled to a salary and discretionary bonus as may be determined by the Board or its delegated committee(s) from time to time. Mr. Liu declined any salary from the Group voluntarily since the date of his appointment as a Director of the Company.

董事的個人資料(續)

劉喜合先生，年四十四歲，畢業於北華航天工業學院，修讀材料成型及控制工程，彼同時持有首都經濟貿易大學工商管理碩士學位。劉先生於二零二四年十二月獲委任為本公司之執行董事及本公司執行委員會成員。劉先生擁有於汽車工業及新能源行業之跨國公司約二十年工作經驗，其中包括於二零二零年三月至二零二三年五月任職蜂巢能源科技股份有限公司，彼最後擔任該公司之職位為輪值總裁，另於二零一六年五月至二零二零年三月劉先生任職孚能科技股份有限公司，彼最後擔任該公司之職位為運營副總裁。劉先生對汽車行業擁有豐富經驗並具專業知識，亦擅長於跨國公司的企業管理。自二零二四年八月起，劉先生加入京西智行集團之集團旗下，目前為京西智行集團的全球首席執行官及董事。彼亦為京西北京之董事。京西智行集團及京西北京均為本公司之主要股東(根據證券及期貨條例第XV部賦予之涵義)。劉先生為本公司若干附屬公司之董事，亦為若干由本公司主要股東所控制公司之董事。

劉先生與本公司已簽訂為期三年之服務協議，由二零二六年一月一日起生效。根據該服務協議，劉先生可獲取由董事會或其授權之委員會不時釐定之薪金及酌情花紅。劉先生自其獲委任為本公司董事之日期起自願不收取本集團任何董事薪金。

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BIOGRAPHICAL DETAILS OF DIRECTORS (continued)

董事的個人資料(續)

Dr. Xi Jianpeng, aged 34, graduated from Northwest A&F University with a bachelor's degree in animal husbandry. He also holds a master's degree in engineering specialising in software engineering from Nankai University and a doctorate in business administration from Belhaven University. Mr. Xi holds a securities investment fund qualification in the People's Republic of China. Mr. Xi was appointed as General Manager of the Company in October 2023, re-designated as General Manager, Executive Director and member of the Executive Committee of the Company in October 2024. He was the Senior Human Resources Manager of Jilin Zhonghai Hongyang Property Development Co., Ltd.* (吉林市中海宏洋房地產開發有限公司) for the period from July 2012 to February 2016. For the period from March 2016 to October 2022, he was the Deputy General Manager of the industrial investment department of the asset management centre in the head office of Qian Hai Life Insurance Co., Ltd.* (前海人壽保險股份有限公司). Moreover, Mr. Xi has served as the Investment and Financing Vice President of BWI HK for the period from March 2023 to September 2023. He was designated as the Director of the Government Affairs Department of BWI Group in October 2023, re-designated as the Director of Group Branding and Public Relations and Government Affairs Department of BWI Group in January 2025. He has served as the Secretary to the Board of BWI Group since October 2024 and the director of BWI HK since November 2024. Each of BWI Group and BWI HK is a substantial shareholder of the Company within the meaning of Part XV of the Securities and Futures Ordinance. Mr. Xi is a director of certain subsidiaries of the Company and certain companies controlled by certain substantial shareholders of the Company. Mr. Xi has extensive experience in business management and the investment field.

A service agreement was entered into between Mr. Xi and the Company for a term of three years commencing on 1 January 2026. Under the service agreement, Mr. Xi will be entitled to a salary and discretionary bonus as may be determined by the Board or its delegated committee(s) from time to time. Such salary and discretionary bonus will be determined with reference to the then prevailing market conditions, the performance of the Company as well as Mr. Xi's individual performance. For both financial years 2025 and 2026, as an Executive Director and General Manager of the Company, Mr. Xi's annual salary will be HK\$1,118,000. He is also entitled to the mandatory provident fund scheme provided by the Group.

席建鵬博士，年三十四歲，畢業於西北農林科技大學，持有動物科學專業學士學位，同時亦擁有南開大學軟件工程領域工程碩士專業學位及貝翰文大學工商管理博士學位。席先生擁有於中華人民共和國證券投資基金業之從業資格。席先生於二零二三年十月獲委任為本公司之總經理，於二零二四年十月調任為本公司總經理、執行董事及執行委員會成員。彼於二零一二年七月至二零一六年二月期間於吉林市中海宏洋房地產開發有限公司任職人力資源高級經理，其後於二零一六年三月至二零二二年十月期間，彼於前海人壽保險股份有限公司擔任總公司資產管理中心產業投資部副總經理。此外，席先生於二零二三年三月至二零二三年九月期間在京西重工(香港)擔任投融資副總裁。他於二零二三年十月獲委任為京西智行集團政府事務部總監，於二零二五年一月調任為京西智行集團之集團品牌公關與政府事務部部長。二零二四年十月起，席先生亦擔任京西智行集團之董事會秘書；於二零二四年十一月起，彼亦擔任京西重工(香港)之董事。京西智行集團及京西重工(香港)均為本公司之主要股東(根據證券及期貨條例第XV部賦予之涵義)。席先生為本公司若干附屬公司之董事，亦為若干由本公司主要股東所控制公司之董事。席先生在企業管理及投資範疇方面擁有豐富經驗。

席先生與本公司已簽訂為期三年之服務協議，由二零二六年一月一日起生效。根據該服務協議，席先生可獲取由董事會或其授權之委員會不時釐定之薪金及酌情花紅。該等薪金及酌情花紅將參考當時市場情況、本公司之表現及席先生之個人表現而釐定。二零二五年及二零二六年財政年度，席先生作為本公司執行董事及總經理，席先生之年度薪金為1,118,000港元，彼亦享有本集團提供的強制性公積金計劃。

* For identification purpose only

BIOGRAPHICAL DETAILS OF DIRECTORS (continued)

Mr. Wong Foreky, aged 42, graduated from Queensland University of Technology in Australia with a bachelor's degree of Business (Accountancy). Mr. Wong was appointed as an Independent Non-executive Director of the Company in March 2024 and is the chairman of the Remuneration Committee as well as a member of each of the Audit Committee and the Nomination Committee of the Company. Mr. Wong has over 15 years of experience in corporate finance, financial advisory, insolvency and restructuring, forensic accounting, investigation and litigation support. Before founding Fortune Ark Restructuring Limited in 2024, Mr. Wong served as Managing Director at corporate finance and restructuring department at FTI Consulting (Hong Kong) Limited, a Hong Kong member of a multinational consulting firm listed on the New York Stock Exchange. Mr. Wong currently serves as a director of Fortune Ark Restructuring Limited, a Fellow member of the Hong Kong Institute of Certified Public Accountants and specialist qualification in insolvency. He is also a CFA® Charterholder.

An engagement letter was entered into between Mr. Wong and the Company for a term of three years commencing on 1 January 2026. Under the engagement letter, Mr. Wong is entitled to a director's fee as may be determined by the Board from time to time. For both financial years 2025 and 2026, the director's fee of Mr. Wong is HK\$150,000 per annum. Such director's fee was determined with reference to Mr. Wong's experience and duties as well as the then prevailing market conditions.

董事的個人資料(續)

黃科傑先生，年四十二歲，畢業於澳洲昆士蘭科技大學，擁有商業學士學位(會計)。黃先生於二零二四年三月獲委任為本公司之獨立非執行董事，並為本公司薪酬委員會主席，以及審核委員會及提名委員會成員。黃先生在企業融資、財務諮詢、破產重組、法證會計、調查及訴訟支援領域有超過十五年經驗。在二零二四年創辦宏富產業重組有限公司前，黃先生於一家在紐約證券交易所上市的跨國諮詢公司的香港公司FTI Consulting(Hong Kong)Limited出任其香港財務諮詢及企業重組部門的常務董事。黃先生目前為宏富產業重組有限公司之董事、香港會計師公會資深會員及擁有破產重組專業資格，及為一名特許財務分析師。

黃先生與本公司簽訂為期三年之委聘書，由二零二六年一月一日起生效。根據該委聘書，黃先生可收取由董事會不時釐定之董事袍金。二零二五年及二零二六年財政年度，黃先生之董事袍金均為每年150,000港元。該董事袍金經參考黃先生之經驗及職責，以及當時市況後釐定。

BIOGRAPHICAL DETAILS OF DIRECTORS (continued)

董事的個人資料(續)

Mr. Lo, Gordon, aged 46, graduated from the City University of Hong Kong with a bachelor's degree of Business Administration (Accountancy). He also holds a Master of Science degree in investment management of Hong Kong University of Science and Technology. Mr. Lo is a fellow member of the Hong Kong Institute of Certified Public Accountants and The Association of Chartered Certified Accountants. Mr. Lo was appointed as an Independent Non-executive Director of the Company in July 2024 and is the chairman of the Audit Committee as well as a member of each of the Remuneration Committee and the Nomination Committee of the Company. He has over 23 years of experience in audit, financial and taxation advisory services and worked in major international accounting firms, other Hong Kong listed company and also multinational companies. Mr. Lo currently serves as a Chief Financial Officer of Doncao International Ltd, a company listed on the Australian Securities Exchange.

An engagement letter was entered into between Mr. Lo and the Company for a term of three years commencing on 1 January 2026. Under the engagement letter, Mr. Lo is entitled to a director's fee as may be determined by the Board from time to time. For both financial years 2025 and 2026, the director's fee of Mr. Lo is HK\$150,000 per annum. Such director's fee was determined with reference to Mr. Lo's experience and duties as well as the then prevailing market conditions.

盧家明先生，年四十六歲，畢業於香港城市大學，持有工商管理學(會計)學士學位，同時亦擁有在香港科技大學投資管理學理學碩士學位。盧先生為香港會計師公會及特許公認會計師公會資深會員。盧先生於二零二四年七月獲委任為本公司之獨立非執行董事，並為本公司審核委員會主席，以及薪酬委員會及提名委員會成員。彼於審計、財務及稅務顧問服務方面擁有逾二十三年經驗。盧先生曾於大型國際會計師行、其他香港上市公司及跨國企業任職。盧先生現為澳洲證券交易所上市公司Donaco International Ltd的首席財務官。

盧先生與本公司簽訂為期三年之委聘書，由二零二六年一月一日起生效。根據該委聘書，盧先生可收取由董事會不時釐定之董事袍金。二零二五年及二零二六年財政年度，盧先生之董事袍金均為每年150,000港元。該董事袍金經參考盧先生之經驗及職責，以及當時市況後釐定。

BIOGRAPHICAL DETAILS OF DIRECTORS (continued)

Ms. Peng Fan, aged 29, graduated from the Hunan University of Arts and Science with a bachelor's degree in Laws. She also holds a Master's degree in Laws from Guangxi University. Ms. Peng was appointed as an Independent Non-executive Director of the Company in July 2024 and is a member of each of the Audit Committee, the Remuneration Committee and the Nomination Committee of the Company. For the period from July 2019 to November 2022, Ms. Peng was the Investment Manager of the investment empowerment office under the industrial investment department of the asset centre in the head office of Qian Hai Life Insurance Co., Ltd.* (前海人壽保險股份有限公司). She has served as a professional lawyer of Guangdong Shengdian Law Firm* (廣東晟典律師事務所) since November 2022. Ms. Peng has the qualification as a legal professional and a securities practitioner in the People's Republic of China. She has extensive experience in Industrial investment and with rich legal knowledge.

An engagement letter was entered into between Ms. Peng and the Company for a term of three years commencing on 1 January 2026. Under the engagement letter, Ms. Peng is entitled to a director's fee as may be determined by the Board from time to time. For both financial years 2025 and 2026, the director's fee of Ms. Peng is HK\$150,000 per annum. Such director's fee was determined with reference to Ms. Peng's experience and duties as well as the then prevailing market conditions.

董事的個人資料(續)

彭凡女士，年二十九歲，畢業於湖南文理學院，持有法學學士學位，彼亦持有廣西大學之法律碩士學位。彭女士於二零二四年七月獲委任為本公司之獨立非執行董事，並為本公司審核委員會、薪酬委員會及提名委員會成員。於二零一九年七月至二零二二年十一月期間，彭女士任職於前海人壽保險股份有限公司，擔任總公司資產管理中心產業投資部投資賦能室投資經理。自二零二二年十一月後，彼一直在廣東晟典律師事務所擔任專職律師。彭女士擁有在中華人民共和國之法律職業及證券從業資格，具有豐富的產業投資經驗及法律知識。

彭女士與本公司簽訂為期三年之委聘書，由二零二六年一月一日起生效。根據該委聘書，彭女士可收取由董事會不時釐定之董事袍金。二零二五年及二零二六年財政年度，彭女士之董事袍金均為每年150,000港元。該董事袍金經參考彭女士之經驗及職責，以及當時市況後釐定。

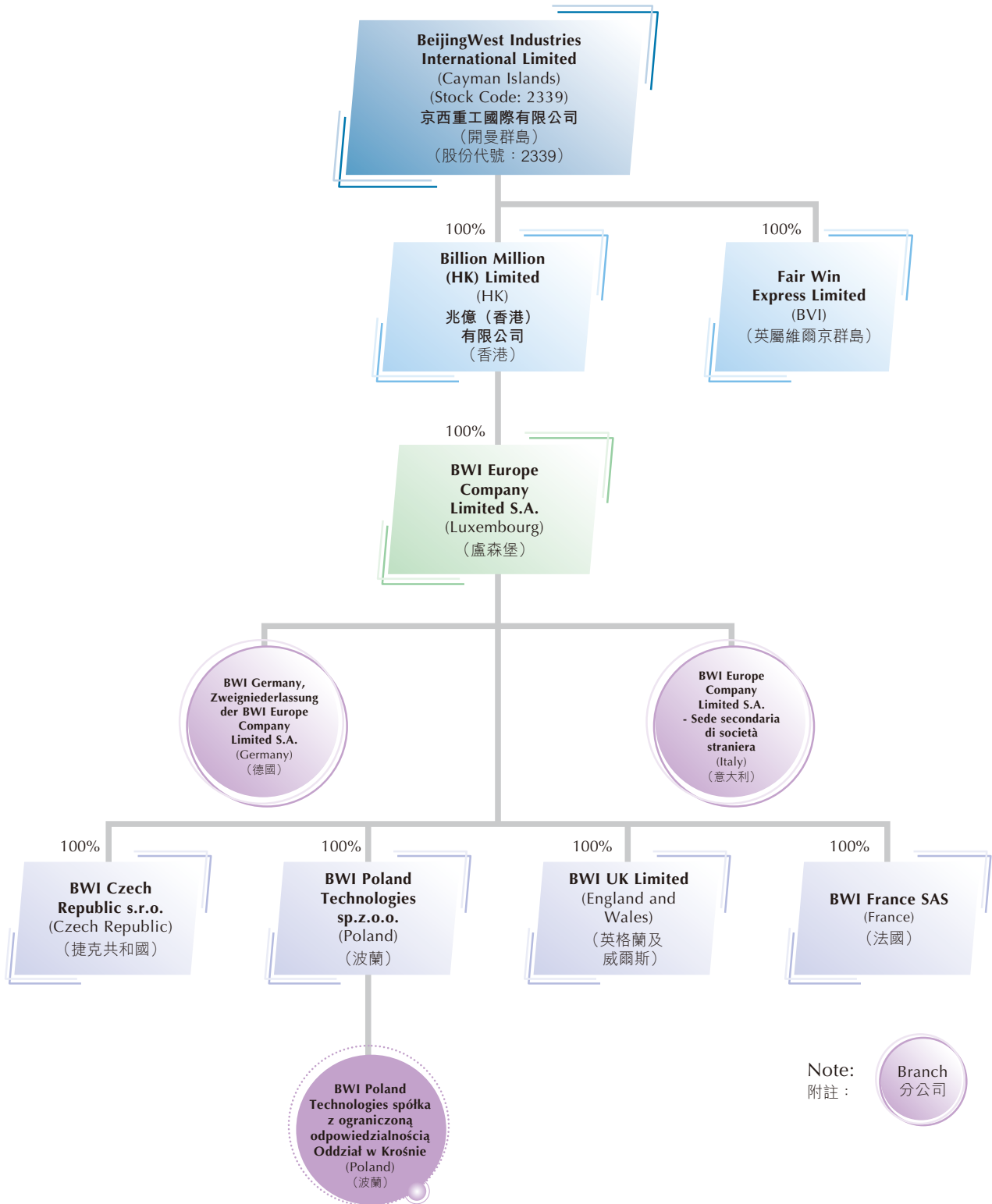
* For identification purpose only

GROUP STRUCTURE

As at 31 December 2025

集團架構

於二零二五年十二月三十一日



CHAIRMAN'S STATEMENT

On behalf of the board of directors of BeijingWest Industries International Limited (the “**Company**”), I am pleased to present the annual report and the financial statements of the Company and its subsidiaries (the “**Group**”) for the year ended 31 December 2025 (the “**Current Year**”).

The European automobile market in 2025 remains challenging, shaped by economic uncertainty, geopolitical tensions, and structural transformation. The transition toward electrification continues but has slowed due to high costs, limited infrastructure, and weaker consumer demand. At the same time, intensified global competition — particularly from Chinese electric vehicle manufacturers — has increased pressure on European automakers. Persistently high interest rates and subdued economic growth have constrained market demand, while ongoing geopolitical conflicts and supply chain vulnerabilities continue to affect energy prices and the availability of critical materials. Overall, the industry is undergoing a complex and uncertain transition marked by cost pressures, regulatory challenges, and evolving competitive dynamics.

FINANCIAL PERFORMANCE

During the Current Year, the Group recorded revenue of HK\$2,968.1 million from manufacture and sales of suspension products and provision of technical services, which increased by 6.5% as compared to 2024. In terms of gross profit and gross profit margin, the Group recorded gross profit of HK\$337.9 million and gross profit margin of 11.4%, while the gross profit and the gross profit margin for 2024 were HK\$458.3 million and 16.5% respectively. The gross profit margin decreased from 16.5% last year by 5.1% to 11.4% for the Current Year. This was mainly due to the low overall capacity utilization rate of the plant in Czech Republic and its significant closure related one-off costs which resulted in its operation at a gross loss. Consequently, the increase in revenue failed to promote the growth of overall gross profit of the Group.

During the Current Year, the loss of the Group was HK\$41.9 million. Although still in a loss position, this represents a significant decrease compared to the previous period. As at 31 December 2025, the Group has HK\$142.7 million of cash and cash equivalents, with no bank loans.

主席報告書

本人謹代表京西重工國際有限公司(「**本公司**」)董事會，欣然提呈本公司及其附屬公司(「**本集團**」)截至二零二五年十二月三十一日止年度(「**本年度**」)之年報及財務報告。

於二零二五年，歐洲汽車市場依然充滿挑戰，受到經濟不確定性、地緣政治緊張局勢及結構性轉型所影響。向電動化轉型的進程持續推進，但由於成本高企、基礎設施有限及消費者需求疲弱，步伐有所放緩。與此同時，全球競爭日趨激烈，猶其是來自中國電動車製造商的競爭，進一步加劇對歐洲汽車製造商的壓力。持續高企的利率與疲弱的經濟增長抑制了市場需求，而持續的地緣政治衝突與供應鏈脆弱環節則繼續影響能源價格及關鍵材料的供應。總體而言，產業正經歷複雜且充滿不確定性的轉型期，面對成本壓力、監管上的挑戰以及不斷演變的競爭格局。

財務表現

於本年度，本集團自製造及銷售懸架產品及提供技術服務錄得收益2,968.1百萬港元，較二零二四年度增加6.5%。毛利及毛利率方面，本年度錄得毛利337.9百萬港元及毛利率11.4%，而二零二四年的毛利及毛利率分別為458.3百萬港元及16.5%。毛利率從去年的16.5%，下降5.1%至本年度的11.4%。此主要由於捷克廠房整體產能利用率偏低，以及因關閉工廠所產生的重大一次性成本，導致廠房營運出現毛損。因此，收入增長未能帶動本集團整體毛利增長。

於本年度，本集團虧損為41.9百萬港元。雖然仍處於虧損狀況，惟這代表情況較上個期間大大改善。於二零二五年十二月三十一日，本集團之現金及現金等值項目為142.7百萬港元，而沒有任何銀行借款。

CHAIRMAN'S STATEMENT (continued)

主席報告書(續)

OUTLOOK

Looking ahead, the European automotive market is expected to show gradual stabilisation, supported by ongoing electrification and improving supply conditions, although demand may remain influenced by macroeconomic uncertainties and evolving consumer trends. After the closure of the plants in Cheb, Czech Republic, the Group has one major plant located in Krosno in Poland producing automotive suspension products. The Group has consolidated resources effectively, reduced its fixed administrative expenses such as leasing and staff costs, and increased its overall capacity utilization rate.

The Group will actively respond to various possible challenges in the future. In order to maintain and increase sales revenue, the Group will commit to strengthening the cooperation with European automobile manufactures, providing them with high quality products and services, and ensuring the completion of order deliveries. Meanwhile, we will make effort to boost the capability of acquiring new orders and new market opportunities in the future so as to safeguard the steady development of the Group in long run. Moreover, we will cooperate closely with our raw materials suppliers and try our best to lower the relevant supply-chain risks and strengthen the management of cost control.

Overall, I am satisfied with the performance of the Group in the Current Year, and I am cautiously optimistic about our development in future. In the coming year, I will continue to lead all my staff to work closely together and create more value for the shareholders of the Group.

前景

展望未來，受惠於持續的電動化進程及供應狀況改善，歐洲汽車市場預計將逐步穩定，儘管需求仍可能受宏觀經濟不確定性及不斷演變的消費趨勢影響。在關閉位於捷克共和國海布的廠房後，本集團在波蘭的克羅斯諾擁有一座主要廠房，生產汽車懸架產品。本集團已有效地整合資源，減省租賃及員工成本等的固定行政支出，並提升本集團整體產能利用率。

本集團將積極應對未來之各種可能挑戰。為保持及增加銷售收益，本集團將致力於加強與歐洲汽車製造廠之合作，為其提供高品質之產品及服務，保障訂單交付。同時，我們將努力提升獲取未來新訂單和新市場機會之能力，保障本集團長期穩定增長。我們也會與原材料供應商緊密合作，盡力降低有關供應鏈風險及加強成本控制管理。

總括而言，本人對未來發展表示謹慎樂觀。未來一年，本人將繼續帶領全體員工，上下一心努力為本集團之股東創造更多價值。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層論述與分析

OPERATIONAL REVIEW

The Group involves in manufacturing, sale and trading of automotive parts and components and provision of technical services. The core products of the Group are suspension products.

The Group's automotive suspension products are mainly utilised on premium passenger vehicles, which are manufactured by our plants in Europe. There are two major plants in Poland and the Czech Republic, which manufacture and assemble suspension products for their customers.

The Group develops and maintains strong relationships with its customers, who are mainly well-known European automobile manufacturers, therefore the Group well understood the technical requirements of our customers and has the expertise on the manufacturing process for premium passenger vehicles.

The Group purchases its raw materials and components mainly from the suppliers in Europe, which are selected based on certain factors, including the history of relationship with the Group, quality and price of the products, delivery time, and after-sales services. The Group maintains stable relationships with its major suppliers and does not rely on any single supplier for any type of raw materials and components.

營運回顧

本集團從事製造、銷售及買賣汽車零部件及元件以及提供技術服務。本集團核心產品為懸架產品。

本集團之汽車懸架產品主要應用於高檔乘用車，而該等乘用車主要由我們位於歐洲之廠房製造。本集團在波蘭及捷克共和國設有兩大廠房，為客戶製造及組裝懸架產品。

本集團與其客戶（主要為知名歐洲汽車製造商）建立及維持深厚關係，因此了解客戶的技術要求，且具備對高檔乘用車的製造過程的專業知識。

本集團主要自根據若干因素選定的歐洲供應商採購原材料及配件，包括與本集團之過往關係、產品的質量及價格、交付時間及售後服務。本集團與主要供應商維持穩定關係，且就任何指定類型之原材料及配件並不依賴任何單一供應商。



Czech plant 捷克廠房

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

管理層論述與分析(續)

FINANCIAL REVIEW

Revenue

For the year ended 31 December 2025, the Group recorded revenue of HK\$2,808.0 million from manufacture and sale of suspension products (year ended 31 December 2024: HK\$2,644.8 million). The increase in revenue for the year ended 31 December 2025 is mainly due to increase in the number of orders in the plants in Poland and positive foreign exchange impact from Polish Zloty appreciation.

For the year ended 31 December 2025, the Group also recorded revenue of HK\$160.1 million in provision of technical services (year ended 31 December 2024: HK\$129.9 million).

Gross Profit and Gross Profit Margin

For the year ended 31 December 2025, the gross profit and gross profit margin of the Group were HK\$337.9 million and 11.4% respectively. While for the year ended 31 December 2024, the gross profit and gross profit margin were HK\$458.3 million and 16.5% respectively. Gross profit and gross profit margin both decreased as compared with the same period last year.

During the year, although the Group recorded an increase in revenue as compared with the corresponding period of last year, the gross profit dropped. The gross profit margin of the Group decreased from 16.5% for last year to 11.4% for the current year. This was mainly due to the low overall capacity utilization rate of the plant in Czech Republic and its significant closure-related one-off costs which resulted in its operation at a gross loss. Consequently, the increase in revenue failed to promote the growth of overall gross profit of the Group.

The closure of the Czech plant is scheduled for completion by the end of the second quarter of next year. Management believes that the closure of the Czech plant will enable the Group to consolidate its resources more effectively, reduce manufacturing costs, and increase its overall capacity utilisation rate, thereby substantially improving the Group's future performance.

財務回顧

收入

截至二零二五年十二月三十一日止年度，本集團自製造及銷售懸架產品錄得收入2,808.0百萬港元(截至二零二四年十二月三十一日止年度：2,644.8百萬港元)。截至二零二五年十二月三十一日止年度之收入上升主要是來自波蘭的廠房訂單增加以及波蘭茲羅提升值所帶來的正面外匯影響。

截至二零二五年十二月三十一日止年度，本集團亦自提供技術服務錄得收入160.1百萬港元(截至二零二四年十二月三十一日止年度：129.9百萬港元)。

毛利及毛利率

截至二零二五年十二月三十一日止年度，本集團毛利及毛利率分別為337.9百萬港元及11.4%，而截至二零二四年十二月三十一日止年度，毛利及毛利率分別為458.3百萬港元及16.5%。毛利與毛利率均較去年同期下降。

本年度，儘管本集團的收入較去年同期錄得增長，但毛利出現下滑。本集團毛利率由去年的16.5%下降至今年的11.4%。此主要由於捷克廠房整體產能利用率偏低，以及因關閉廠房所產生的重大一次性成本，導致廠房營運出現毛損。因此，收入增長未能帶動本集團整體毛利增長。

關閉捷克廠房預計將於下年第二季末前完成。管理層認為，關閉捷克廠房將可使本集團能更有效整合其資源，減少製造成本，並增加其整體產能利用率，進而大幅提升本集團的未來績效。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

FINANCIAL REVIEW (continued)

Selling and Distribution Expenses

Selling and distribution expenses of the Group for the year ended 31 December 2025 was HK\$25.7 million (year ended 31 December 2024: HK\$17.6 million). Selling and distribution expenses mainly consisted of salary and welfare for sales personnel. The increase was mainly attributable to expanded sales activities and business development efforts.

Administrative Expenses

Administrative expenses of the Group for the year ended 31 December 2025 was HK\$193.1 million (year ended 31 December 2024: HK\$184.6 million). Administrative expenses mainly consisted of salaries and benefits for administrative staff, severance costs, and management service fees paid to related companies. The increase was primarily attributable to the increase of severance cost.

Research and Development Expenses

Research and development expenses of the Group for the year ended 31 December 2025 decreased by 56.9 % to HK\$169.2 million (year ended 31 December 2024: HK\$392.9 million). Research and development expenses mainly consisted of salaries for technical staff and technical services fees paid to related companies. The decrease was primarily attributable to tightened cost controls and a significant reduction in R&D expense for new projects.

Other Income

Other income of the Group for the year ended 31 December 2025 was HK\$32.3 million (year ended 31 December 2024: HK\$38.2 million). Other income decrease mainly due to decrease in profit from sale of scrap materials, prototypes and samples.

管理層論述與分析(續)

財務回顧(續)

銷售及分銷費用

截至二零二五年十二月三十一日止年度，本集團的銷售及分銷費用為25.7百萬港元(截至二零二四年十二月三十一日止年度：17.6百萬港元)。銷售及分銷費用主要包括銷售人員的薪金及福利。增加主要歸因於擴大銷售活動及努力拓展業務。

行政開支

截至二零二五年十二月三十一日止年度，本集團的行政開支為193.1百萬港元(截至二零二四年十二月三十一日止年度：184.6百萬港元)。行政費用主要包括行政人員的薪金及福利、遣散費及支付予關聯公司的管理服務費。增加主要因為遣散費的增加。

研發開支

截至二零二五年十二月三十一日止年度，本集團的研發開支下降56.9%至169.2百萬港元(截至二零二四年十二月三十一日止年度：392.9百萬港元)。研發開支主要包括技術人員薪金及向關聯公司支付的技術服務費。減少乃主要歸因於加強成本控制及新項目的研發開支大幅減少。

其他收入

截至二零二五年十二月三十一日止年度，本集團的其他收入為32.3百萬港元(截至二零二四年十二月三十一日止年度：38.2百萬港元)。其他收入下降主要是由於來自銷售廢料、原型及樣件的溢利減少。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

管理層論述與分析(續)

FINANCIAL REVIEW (continued)

Other Gains/(Losses) – Net

The net other gains of the Group for the year ended 31 December 2025 was HK\$12.1 million, whereas, for the year ended 31 December 2024, the net other loss was HK\$4.3 million. The changes between the two periods were mainly due to the exchange difference.

Finance Costs

Finance costs of the Group for the year ended 31 December 2025 was HK\$13.1 million (year ended 31 December 2024: HK\$11.8 million). Finance costs mainly represented interest on lease liabilities and interest cost on defined benefit obligations.

財務回顧(續)

其他收益／(虧損)淨額

截至二零二五年十二月三十一日止年度，本集團的其他收益淨額為12.1百萬港元，而截至二零二四年十二月三十一日止年度則為虧損淨額4.3百萬港元。兩期變化主要是因為匯兌差額。

財務成本

截至二零二五年十二月三十一日止年度，本集團的財務成本為13.1百萬港元(截至二零二四年十二月三十一日止年度：11.8百萬港元)。財務成本主要指租賃負債利息及定額福利責任的利息成本。



MagneRide Damper with Coil Spring Module
磁流變減震器及螺旋彈簧模塊總成



MagneRide Damper with Air Spring Module
磁流變減震器及空氣彈簧模塊總成

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

FINANCIAL REVIEW (continued)

Loss for the Year Attributable to Owners of the Company

In summary of the above, for the year ended 31 December 2025, the loss attributable to owners of the Company is HK\$41.9 million (year ended 31 December 2024: Loss of HK\$128.0 million).

Liquidity and Financial Resources

Our business requires a significant amount of working capital, which is primarily used to finance the purchase of raw materials, remuneration of employees, capital spending, R&D and other expenses. The working capital and other capital requirements were satisfied principally by cash generated from internal operations, and moderate level of bank loans (if necessary) as well.

The Group was running in a net cash inflow position for the year ended 31 December 2025, in which net cash inflow from operating activities amounted to HK\$168.0 million (year ended 31 December 2024: net cash inflow HK\$99.6 million). As at 31 December 2025, the Group maintained cash and cash equivalents of HK\$142.7 million (as at 31 December 2024: HK\$134.1 million).

管理層論述與分析(續)

財務回顧(續)

本公司擁有人應佔年內虧損

綜合以上所述，截至二零二五年十二月三十一日止年度，本公司擁有人應佔虧損為41.9百萬港元（截至二零二四年十二月三十一日止年度：虧損128.0百萬港元）。

流動資金及財務資源

我們的業務需要龐大營運資金，主要用於撥付購買原材料、支付僱員薪酬、資本開支、研發及其他開支。我們主要以內部營運產生的現金連同適度的銀行借款(如有需要)滿足營運資金及其他資本需求。

截至二零二五年十二月三十一日止年度，本集團的營運錄得淨現金流入，來自經營業務有淨現金流入168.0百萬港元(截至二零二四年十二月三十一日止年度：淨現金流入99.6百萬港元)。於二零二五年十二月三十一日，本集團維持有現金及現金等值項目142.7百萬港元(於二零二四年十二月三十一日：134.1百萬港元)。



Rear Passive Module
被動式減震器後模塊總成



Mac Pherson MagneRide Struct
麥弗遜式磁流變減震器

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

管理層論述與分析(續)

FINANCIAL REVIEW (continued)

Indebtedness

The Group did not have any balance of bank or other borrowings as at 31 December 2025 and 31 December 2024.

The Group's gearing ratio (measured as total bank or other borrowings over total assets) as at 31 December 2025 was 0% (as at 31 December 2024: 0%). The Company would keep monitoring the financial and liquidity position of the Group closely, and carry out appropriate financing strategy for the Group in accordance with the change of the financial market from time to time.

Pledge of Assets

As at 31 December 2025 and 31 December 2024, there were no assets of the Group being pledged.

Foreign Exchange Exposure

The Group's transactions are mainly denominated in Euro, US Dollar and the local currencies of our operations located, which include Polish Zloty, Czech Koruna and Great British Pound Sterling. The Group will closely monitor the foreign exchange market and take appropriate and effective measures from time to time to reduce any negative impact from exchange rate risk to the furthest extent.

Capital and Other Commitments

Save as disclosed in note 31 in the notes to consolidated financial statements, the Group and the Company had no other commitments as at 31 December 2025 and 2024.

Contingent Liabilities

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

財務回顧(續)

債務

於二零二五年十二月三十一日及二零二四年十二月三十一日，本集團沒有任何銀行或其他借款結餘。

於二零二五年十二月三十一日，本集團的資產負債比率(以銀行或其他借款總額除以資產總額計算)為0%(二零二四年十二月三十一日：0%)。本公司將持續密切監察本集團的財務及流動資金狀況，並按金融市場的變化，不時為本集團制定出適當的財務策略。

資產抵押

於二零二五年十二月三十一日及二零二四年十二月三十一日，本集團並無抵押任何資產。

外匯風險

本集團的交易主要以歐元、美元及經營業務所在的當地貨幣列值，當中包括波蘭茲羅提、捷克克朗及英鎊。本集團將密切留意外匯市場，並不時採取適當有效措施，盡可能降低匯率風險造成的任何負面影響。

資本及其他承擔

除綜合財務報表附註31所披露者外，本集團及本公司於二零二五年及二零二四年十二月三十一日並無其他承擔。

或然負債

於二零二五年十二月三十一日及二零二四年十二月三十一日，本集團及本公司並無任何重大或然負債。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

管理層論述與分析(續)

USE OF PROCEEDS FROM THE RIGHTS ISSUE

The Company completed the Rights Issue on 21 October 2024. The Company issued and allotted 287,169,534 shares at HK\$0.168 per Rights Share on the basis of one Rights Share for every two ordinary shares held in issue. The net proceeds raised from the Rights Issue (after deducting expenses) are approximately HK\$46.4 million.

The subscription price represented a discount of approximately 13.85% to the closing price of HK\$0.195 per share as quoted on the Stock Exchange on 21 August 2024, being the last trading day for the shares immediately before the publication of the announcement of the Company dated 22 August 2024 in relation to, among other things, the Rights Issue.

As at 31 December 2025 and 31 December 2024, the intended use and actual use of the net proceeds from the Rights Issue, as well as the unutilized net proceeds therefrom are as follows:

供股所得款項用途

本公司於二零二四年十月二十一日完成供股。本公司按每持有兩股已發行普通股獲發一股供股股份之基準，以每股供股股份0.168港元發行及配發287,169,534股。供股籌集所得款項淨額(扣除費用後)約為46.4百萬港元。

認購價較股份於二零二四年八月二十一日(即緊接本公司刊發日期為二零二四年八月二十二日有關(其中包括)供股之公告前之最後交易日)在聯交所所報收市價每股0.195港元折讓約13.85%。

於二零二五年十二月三十一日及二零二四年十二月三十一日，供股所得款項淨額之擬定用途、實際用途以及未動用所得款項淨額如下：

Intended use of proceeds from the Rights Issue	Actual use of net proceeds as at 31 December 2024	Unutilized net proceeds as at 31 December 2024	Actual use of net proceeds as at 31 December 2025	Unutilized net proceeds as at 31 December 2025	
					於二零二四年十二月三十一日
供股所得款項淨額之擬定用途	所得款項淨額之實際用途	未動用所得款項淨額	所得款項淨額之實際用途	未動用所得款項淨額	
HK\$' million	HK\$' million	HK\$' million	HK\$' million	HK\$' million	
百萬港元	百萬港元	百萬港元	百萬港元	百萬港元	
Working capital of the production plants of the Group in Poland and Czech Republic	用作本集團於波蘭及捷克共和國生產廠房的營運資金	25.5	25.3	0.2	-
Working capital of the headquarters of the Company in Hong Kong	用作本公司於香港總部的營運資金	11.6	-	11.6	-
Working capital of the technical centres of the Group in Poland and France	用作本集團於波蘭及法國技術中心的營運資金	9.3	9.3	-	-
Total	總計	46.4	34.6	11.8	-

The proceeds were used in accordance with the original intention disclosed in the prospectus of the Company dated 25 September 2024 in relation to the Rights Issue.

所得款項已按照本公司就有關供股而於二零二四年九月二十五日刊發的供股章程所披露原意予以動用。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

OTHER INFORMATION

Environmental, Health and Safety

The Group is dedicated to protecting the health of people, natural resources and the global environment, and has adopted the hazardous material control programs and chemical material assessment procedures. The Group has obtained all necessary permits under applicable environmental protection laws for its production facilities.

The Group strictly complies with the laws and regulations that exert great influence on the Group such as various environmental protection laws relating to emissions to land, air and water and waste production from its production facilities. Various hazardous material control programs and chemical material assessment procedures have also been adopted to meet the applicable legal requirements.

The Group also emphasizes the health and safety of its employees and is committed to providing a safe and healthy working environment for the benefits of its staff. In order to reduce the contact with occupational hazard factors of employees, the Group provides training of occupational health and safety and prevention and control of occupational disease for all relevant employees. The Group also adopted human resources policies, which provide the health and safety initiatives such as: (i) identifying and communicating health and safety initiatives; (ii) monitoring trends in statistics for occupational injuries or illnesses; (iii) complying with health and safety regulations; and (iv) promoting incident reduction through investigation, assessments, corrective actions and proactive intervention. The Group has also complied with applicable social, health and work safety laws and regulations in all material aspects.

The Group also emphasizes continuous learning and hopes employees can grow together with the Group. Diversified training and development opportunities are provided for all employees to help them reach their full potential.

管理層論述與分析(續)

其他資料

環保、健康及安全

本集團致力保障人們的健康、天然資源及全球環境，並已採納有害物質控制計劃及化學物質評估程序。本集團已就其生產設施依據適用環境保護法取得一切必要許可證。

本集團嚴格遵守對其具有重大影響之法律及規例，例如與其生產設施向土地、空氣及水排放及產生廢物有關的各項環保法律。本集團亦已採納各種有害物質控制計劃及化學物質評估程序以符合適用法律規定。

本集團亦重視其僱員的健康及安全，致力就其員工利益提供安全及健康的工作環境。為減少員工接觸職業危害因素，本集團向所有相關員工提供職業健康及安全培訓，預防及控制職業病。本集團亦已採納人力資源政策，實施健康及安全措施，例如：(i) 識別及宣傳健康及安全措施；(ii) 監控職業傷害或疾病統計數字的趨勢；(iii) 遵守健康及安全規例；及(iv) 透過調查、評估、糾正措施及主動干預減少事故發生。本集團亦已在所有重大方面遵守適用之社會、健康及工作安全法律及規例。

本集團亦重視持續學習，期望員工能與本集團同步成長。同時，亦向全體員工提供多元化培訓及發展機會，幫助彼等全面發揮潛能。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

OTHER INFORMATION (continued)

Prospects

The Group involved in the manufacturing, sale and trading of automotive parts and components and provision of related technical services in Europe. The core products are suspension products.

During the period under review, the geopolitical situation remained tense, with the Russian-Ukrainian war that has been on-going for over three years, coupled with tariff threats from a second Trump administration, considerable uncertainty is expected for the future global political and economic landscape. As for US interest rates, it was widely expected that the United States would soon shift to rate cuts. Whether businesses can benefit from the start of a rate-cutting cycle remains to be seen.

The customers of the Group are mainly premium passenger vehicle manufacturers, as such, the business of the Group largely depends on the performance of the automotive industry, especially in Europe. According to the latest forecast of the International Monetary Fund, the eurozone will see a GDP growth of 1.3% in 2026, predicting a steady economic development in European regions, which also benefits the business stability of the Group.

管理層論述與分析(續)

財務回顧(續)

展望

本集團於歐洲從事製造、銷售及買賣汽車零部件及元件，並提供相關技術服務。核心產品為懸架產品。

於本回顧期間，地緣政治情況仍然緊張，已持續超過三年的俄烏戰事，再加上特朗普第二任政府的關稅威脅，預期未來全球政治及經濟格局將存在相當大的不確定因素。就美國利率而言，普遍預期美國將於不久轉為降息。企業能否從降息週期開始後獲益，仍有待觀察。

本集團客戶主要為高檔乘用車製造商，因此本集團的業務在很大程度上依賴汽車行業的表現，特別是在歐洲地區。根據國際貨幣基金組織最新預測，二零二六年歐元區之國內生產總值增長有1.3%，預示歐洲地區經濟將平穩發展，亦有助本集團的業務穩定性。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

管理層論述與分析(續)

OTHER INFORMATION (continued)

Prospects (continued)

The plan of the Group for the closure of the plant located in Cheb, Czech Republic is going smoothly and on schedule. At present, most production lines at the Czech plant have been relocated to Krosno, Poland by the end of this year, expected the completion of relocation by the first quarter of the next year. Most of the original orders and production lines of the Czech plant will gradually be transferred to the plant in Krosno, Poland according to the planned timeline. Management believes that the closure of the Czech plant will enable the Group to consolidate its resources more effectively, reduce manufacturing costs, and increase its overall capacity utilisation rate, which will benefit the Group's future operations.

The Group has accumulated extensive technical knowledge and developed a high degree of technical expertise with a consistent focus on research and development for many years. We believe that our technical expertise, the long-term relationship with different vehicle manufacturers, as well as the well-understanding of the requirements of the vehicle manufacturers will enable us to capture more market opportunities and develop products that meet the technical requirements of the vehicle manufacturers. It would be a strong support for the Group's long-term development.

The Group believes that the continuing investment on research and development as well as engineering activities is vitally significant for the Group to maintain and improve its leadership position in the industry. It would contribute greatly to the improvement of the Group's competitiveness over other competitors. Meanwhile, the automotive industry keeps evolving. To keep pace with our customers, the Group will endeavor to collaborate closely with the vehicle manufacturers and develop innovative solutions to better serve our customers.

財務回顧(續)

展望(續)

本集團關閉位於捷克共和國海布廠房的計劃正如期順利進行。現階段，捷克廠房大部分生產線於今年年末前轉移至波蘭克羅斯諾的廠房，預計下半年第一季完成轉移。根據預定時間表，捷克廠房的大部分原有訂單及生產線將逐步轉移至波蘭克羅斯諾的廠房。管理層認為，關閉捷克廠房將可使本集團能更有效整合其資源，減少製造成本，並增加其整體產能利用率，且將有利於本集團未來的營運。

本集團多年來已累積豐富的技術知識，並且憑藉一貫對專注在技術專長上的研發有深厚造詣。我們相信，我們的技術專長、與不同汽車製造商的長久關係以及對汽車製造商的要求之深入認識，將使我們得以把握更多市場機遇，並開發可符合汽車製造商的技術要求之產品，從而為本集團的長期發展提供強大支援。

本集團認為，持續投資於研發及工程活動對本集團維持及提高我們在行業的領先地位而言至關重要，而與其他競爭對手相比，其將能大幅提升本集團的競爭力。同時，汽車業將不斷演變，為了與我們的客戶步伐一致，本集團將致力與各汽車製造商緊密合作，並制定創新方案，為客戶提供更優質服務。

MANAGEMENT DISCUSSION AND ANALYSIS (continued)

OTHER INFORMATION (continued)

Prospects (continued)

The Group will aim to maintain a solid and healthy growth and development. Despite the continued pricing pressure from customers and the increase in commodity prices, the Group is capable of maintaining its gross profit margin at a reasonable level. While the future prospects remain challenging, the Group is confident that it will be able to maintain a sustainable business development in the long run. With a view to improve long-term profitability and shareholders' value, the Company will seriously evaluate and review the business of the Group, and optimize the business structure of the Group.

Employees and Remuneration Policy

As at 31 December 2025, the Group had approximately 1,863 (31 December 2024: 2,200) employees. During the year ended 31 December 2025, the total employees' cost was HK\$557.5 million (year ended 31 December 2024: HK\$572.2 million). Remuneration packages of the employees are determined by reference to the qualifications and experience of the employee concerned and are reviewed annually by the management with reference to market conditions and individual performance. The Group offers a comprehensive and competitive remuneration, retirement scheme and benefit package to its employees. Discretionary bonus is offered to the Group's staff depending on their performance. The Group has defined benefit pension plans covering substantially all of its qualified employees in Poland, France and Germany. The Group has also adopted a mandatory provident fund scheme as required under the Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong) for its employees in Hong Kong.

管理層論述與分析(續)

財務回顧(續)

展望(續)

本集團將致力於維持實質而且健康的增長與發展。儘管來自客戶之定價壓力不曾間斷以及商品價格上漲，本集團仍能維持一定水平的毛利率。雖然展望未來仍然是充滿挑戰，但本集團深信能夠維持長遠的可持續業務發展。本公司將繼續認真評估及檢討本集團之業務，不斷優化本集團的業務架構，務求改善長遠盈利能力及提升股東價值。

僱員及酬金政策

於二零二五年十二月三十一日，本集團約有1,863 (二零二四年十二月三十一日：2,200)名員工。截至二零二五年十二月三十一日止年度，員工總成本為557.5百萬港元(截至二零二四年十二月三十一日止年度：572.2百萬港元)。員工之薪酬待遇乃參照有關僱員的資歷及經驗而釐定，管理層會每年參考市況及僱員表現進行檢討。本集團向其僱員提供全面而具吸引力的薪酬、退休計劃及福利待遇，亦會按員工的工作表現而發放酌情花紅。本集團已附設定額福利退休金計劃，涵蓋絕大部份位於波蘭、法國及德國之合資格僱員。本集團亦根據香港法例第485章強制性公積金計劃條例為香港僱員採納強積金計劃。

CORPORATE GOVERNANCE REPORT

The Company is committed to maintaining good corporate governance standard and procedures to safeguard the interests of all shareholders and enhancing accountability and transparency.

CORPORATE OBJECTIVE, VALUE AND STRATEGY

The Board leads to establish, promote and continually reinforce the desired corporate culture of the Group which is underpinned by our corporate values of committing highest standard of business ethics and integrity. The Board oversight of culture encompasses a range of measures and tools over time, including workforce engagement, employee retention and training, stringent financial reporting, effective and accessible whistleblowing framework, legal and regulatory compliance, as well as staff safety, well-being and support.

For detailed information about the Group's objective, value and strategy, please refer to the section headed "Chairman's Statement", "Environmental, Social and Governance Report" and "Management Discussion and Analysis" in this annual report.

CORPORATE GOVERNANCE PRACTICES

The Company has complied with the code provisions of the Corporate Governance Code (the "CG Code") as set out in the Appendix C1 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") (the "Listing Rules") during the financial year ended 31 December 2025.

MUTUAL TECHNICAL SERVICES INCIDENT

Reference is made to the Company's announcement dated 24 March 2025 and 28 January 2026, regarding the Group's continuing connected transactions in relation to mutual technical services agreement with BWI Beijing that exceeded the annual cap for the year ended 31 December 2024 and failed to comply with the relevant requirements of Chapter 14A of the Listing Rules in a timely manner.

In February 2025, during the process of preparing the Company's consolidated financial statements for the year ended 31 December 2024, it was revealed that the actual transaction amount of the mutual technical services agreement for the BWI Beijing services amounted to approximately HK\$197.9 million for the year ended 31 December 2024, which exceeded the original annual cap for the year ended 31 December 2024 of HK\$165.5 million.

企業管治報告

本公司致力維持良好企業管治準則及程序，以維護全體股東利益，提高問責性及透明度。

企業目標、價值及策略

董事會擔當建立、促進並持續加強本集團理想企業文化的領導角色，這種文化以我們致力於最高標準的商業道德和誠信的企業價值觀為基礎。董事會對企業文化之監督多年來涵蓋一系列措施及方法，包括員工參與、僱員挽留及培訓、嚴謹的財務匯報、有效及便利之舉報框架、法律及法規合規，以及員工安全、福祉與支援。

有關本集團目標、價值及策略的詳細資料，請參閱本年報「主席報告書」、「環境、社會及管治報告」以及「管理層論述與分析」部分。

企業管治常規

本公司於截至二零二五年十二月三十一日止財政年度內已遵守香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）附錄C1所載的企業管治守則（「企業管治守則」）的守則條文。

相互技術服務事件

茲提述本公司日期為二零二五年三月二十四日及二零二六年一月二十八日之公告，內容有關本集團與京西北京就相互技術服務協議所進行之持續關連交易超出截至二零二四年十二月三十一日止年度之年度上限，而未能及時遵守上市規則第14A章之相關規定。

於二零二五年二月，於編製本公司截至二零二四年十二月三十一日止年度的綜合財務報表過程中，本公司發現相互技術服務協議之京西北京服務的實際交易金額於截至二零二四年十二月三十一日止年度為約港幣197.9百萬，超出截至二零二四年十二月三十一日止年度之原有年度上限港幣165.5百萬元。

CORPORATE GOVERNANCE REPORT

(continued)

MUTUAL TECHNICAL SERVICES INCIDENT

(continued)

To prevent similar non-compliance in the future, the Company has strengthened its internal control as follows:

- designating dual personnel in the finance department (the “**Dual Personnel**”) to monitor the actual transaction amounts of continuing connected transactions on a monthly basis and ensure timely collection and consolidation of information from members of the Group;
- requiring (a) BWI Beijing to submit transaction information to members of the Group by each month-end; (b) members of the Group to submit their monthly financial data to the Dual Personnel within five working days after each month-end; (c) one of the Dual Personnel to intervene in cases of late or incomplete submission within one working day and escalate the matter to the Board if unresolved; (d) the Dual Personnel to update the annual budget for continuing connected transactions (the “**Updated Budget Figure**”) by accumulating the actual transaction amounts from the beginning of the year and the budgeted figures for the remaining months (subject to monthly review), calculate the ratio of the Updated Budget Figure against the corresponding annual caps (the “**Budgeted Utilisation Ratio**”) within 10 working days after each month-end, and inform the Board if the Budgeted Utilisation Ratio reaches 80% or if any proposed continuing connected transactions are expected to use up a substantial part of the annual caps in short run; and (e) the Board to determine appropriate measures (e.g. revising annual caps in compliance with the Listing Rules) within three working days and if it is contemplated that the relevant annual cap will be exceeded as a result of entering into any continuing connection transaction, such transaction will not be conducted until the Company has complied with the relevant requirements under the Listing Rules.
- arranging regular trainings for its management and employees to strengthen their familiarity with the Listing Rules and enhance their awareness of compliance with the internal control policies and procedures relating to continuing connected transactions, with the first training conducted in November 2025.

Going forward, the Company will use its best endeavours to carry out necessary measures and appropriate actions to ensure full compliance with the Listing Rules on an on-going basis.

企業管治報告(續)

相互技術服務事件(續)

為防止未來發生類似的違規情況，本公司已採取以下措施加強內部監控：

- 委派財務部兩名人員(「**雙重人員**」)每月監察持續關連交易之實際交易金額，確保及時收集及整合來自本集團各成員公司的資料；
- 規定(a)京西北京須於每月月底向本集團成員公司提交交易資料；(b)本集團成員公司須於每月月底起計五個工作天內，向雙重人員提交與每月財務數據；(c)若遇遲交或提交資料不完整，則其中一名雙重人員須於一個工作天內介入處理，若情況未能解決，則應將此事上報董事會；(d)雙重人員須每月月底起計十個工作天內，編製經更新持續關連交易的年度預算(「**經更新預算數字**」)，當中累計自年初以來的實際每月數據，以及年度剩餘月份的預算數字(須每月審閱)，計算經更新後預算數字與相應年度上限之間的比率(「**預算利用比率**」)，並於預算利用比率達到80%或預期任何建議持續關連交易於短期內消耗一大部分年度上限時，通知董事會；及(e)董事會須於三個工作天內決定適當措施(如根據上市規則修訂年度上限)，進行任何持續關連交易時，倘預計進行有關交易將導致超出相關年度上限，則不會進行有關交易，直至本公司符合上市規則相關規定。
- 為管理層及員工安排定期培訓，加強彼等對上市規則的熟悉程度並提高彼等對遵守持續關連交易內部監控政策及程序的意識，首輪培訓已於二零二五年十一月舉行。

今後，本公司將竭盡所能採取必要措施及適當行動，以確保持續全面遵守上市規則。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD OF DIRECTORS

(a) Composition

The Board currently comprises a total of six Directors, being three Executive Directors and three Independent Non-executive Directors. The list of Directors is set out in the section headed “Report of the Directors” in this annual report. An updated list of the Directors and their roles and functions is published on the websites of the Stock Exchange and the Company respectively.

The Board is characterised by diversity and has a balance of skills and experience appropriate for the requirements of the business of the Company. The Directors’ biographical information is set out in the section headed “Biographical Details of Directors” in this annual report.

The Directors give sufficient time and attention to the affairs of the Group. All Directors are required to disclose to the Company at the time of their appointments and annually the number and the nature of offices held in public companies or organizations and other significant commitments with an indication of the time involved.

Save for those as disclosed in the section headed “Biographical Details of Directors” as set out on page 4 to page 9 of this annual report, the Board members have no other financial, business, family or other material/relevant relationships with each other.

The Board includes a balanced composition of Executive and Non-executive Directors (including Independent Non-executive Directors) so that there is a sufficient independent element on the Board, which can effectively exercise independent judgement.

The Non-executive Directors are of sufficient number and calibre for their views to carry weight. The functions of Non-executive Directors include:

- bringing an independent judgement at Board meetings;
- taking the lead where potential conflicts of interests arise;
- serving on Board committees if invited; and
- scrutinising the Company’s performance and monitoring performance reporting.

董事會

(a) 組成

董事會現時共有六名董事，由三名執行董事及三名獨立非執行董事組成。董事名單載列於本年報「董事會報告書」一節。最新的董事名單及其角色與職能分別刊登於聯交所及本公司網站內。

董事會成員多元化，並具備本公司業務所需的適當技巧和經驗。董事的履歷載列於本年報「董事的個人資料」一節。

董事均付出足夠時間及精神來處理本集團的事務。所有董事須於接受委任時及每年向本公司披露其於公眾公司或組織擔任職位的數目及性質，以及其他重大承擔，並提供其擔任有關職務所涉及的時間。

除於本年報第4頁至第9頁之「董事的個人資料」一節內所披露者外，董事會成員之間概無其他財務、業務、家族或其他重大／相關關係。

董事會中執行董事與非執行董事(包括獨立非執行董事)的組合均衡，使董事會具備足夠的獨立元素，能有效地作出獨立判斷。

非執行董事具有足夠人數和能力，其意見具有影響力。非執行董事的職能包括：

- 於董事會議上提供獨立的意見；
- 在出現潛在利益衝突時發揮牽頭引導作用；
- 應邀出任董事會轄下委員會成員；及
- 仔細檢查本公司的表現，並監察匯報公司表現的事宜。

CORPORATE GOVERNANCE REPORT

(continued)

BOARD OF DIRECTORS (continued)

(a) Composition (continued)

The Non-executive Directors (including Independent Non-executive Directors) have made a positive contribution to the development of the Company's strategy and policies through independent, constructive and informed comments. They give the Board and the committees on which they serve the benefit of their skills, expertise, varied backgrounds and qualifications through regular attendance and active participation.

Composition of the Board is disclosed, and the Independent Non-executive Directors are identified, in all corporate communications to shareholders.

(b) Role and function of the Board and the management

The Board is responsible for overall strategic formulation and performance monitoring of the Group. It delegates day-to-day operations of the Company to the Executive Committee and senior management within the control and authority framework set by the Board. The Board has reviewed those arrangements periodically to ensure that they remain appropriate to the Company's needs. In addition, the Board has also delegated various responsibilities to the Audit Committee, the Remuneration Committee and the Nomination Committee. Further details of these committees are set out in this report.

(c) Board meetings

The Board meets regularly and holds at least four Board meetings a year. Additional meetings will be arranged, if and when required. The Directors can attend meetings in person or through electronic means of communication in accordance with the articles of association of the Company (the "Articles").

The Company Secretary assists the Chairman in drawing up the agenda of each Board meeting. Draft agenda of each regular Board meeting will be sent to all Directors for review before the agenda is issued and all Directors may request for inclusion of other matters in the agenda. The Chairman will take into account the matters proposed by the Directors and where appropriate, approve the inclusion of such matters in the agenda of the Board meeting. Generally, at least 14-day notice of a regular Board meeting is given and the Company aims at giving reasonable notice for all other Board meetings. The Company also aims at sending the agenda and the accompanying board papers, which are prepared in a form and quality sufficient to enable the Board to make informed decisions on matters placed before it, to all Directors at least 3 days before the intended date of a Board meeting. Where queries are raised by Directors, prompt and full responses will be given if possible.

企業管治報告(續)

董事會(續)

(a) 組成(續)

非執行董事(包括獨立非執行董事)亦透過提供獨立、富建設性及有根據的意見，對制定本公司策略及政策作出正面貢獻。彼等透過定期出席董事會及董事會轄下委員會的會議，並積極參與會務，以其技能、專業知識、不同的背景及資格作出貢獻。

董事會的組成及獨立非執行董事的身份於所有致股東的公司通訊文件內披露。

(b) 董事會及管理層的角色及職能

董事會負責制訂本集團的整體策略性方向及監管其表現。董事會授權執行委員會及高層管理人員在董事會設定的監控及授權框架內處理日常營運事宜。董事會亦有定期作檢討以確保有關安排符合本公司的需要。另外，董事會亦授權審核委員會、薪酬委員會及提名委員會執行不同職責。該等委員會的進一步詳情載於本報告。

(c) 董事會議

董事會定期開會，並每年召開至少四次會議。於有需要時亦會另行安排會議。董事可親身出席或透過本公司的章程細則(「細則」)規定的電子通訊方法參與會議。

公司秘書協助主席訂定每次董事會議的議程，每次發出董事會定期會議的議程前，會先把初稿發給各董事審閱，各董事可要求於議程上加入其他事項。主席會考慮董事提議加入議程的事項，並在適當情況下批准把該等事項加入董事會議的議程。董事會的定期會議一般發出至少十四天通知，本公司亦致力就一切其他董事會議發出合理通知。本公司會盡力將議程及相關會議文件在擬定舉行的董事會議日期至少三天前送交全體董事，而其形式及素質亦足以讓董事會就供彼等商議的事項作出有根據的決定。若有董事提出問題，本公司必定盡力作出迅速及全面的回應。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

(c) Board meetings (continued)

The Company Secretary is responsible for taking minutes of Board meetings and Board committee meetings, draft and final versions of which would be sent to Directors for comments and records respectively, within a reasonable time after each meeting. Minutes are recorded in sufficient detail the matters considered and decisions reached, including any concerns raised by Directors or dissenting views (if any) expressed. Minutes of Board meetings and Board committees meetings are kept by the Company Secretary and are open for inspection by any Director/committee member.

If a substantial shareholder or a Director has a conflict of interest in a matter (including material transaction with connected persons) which the Board has determined to be material, the matter will be dealt with by a physical Board meeting, rather than a written resolution. Independent Non-executive Directors who, and whose close associates, have no material interest in the transaction should be present at that Board meeting.

Except for those circumstances permitted by the Articles and all applicable laws, rules and regulations, a Director shall not vote on any Board resolution approving any contract or arrangement or any other proposal in which he/she or any of his/her close associates (or associates where the transaction or arrangement is a connected transaction under Chapter 14A of the Listing Rules) has a material interest nor shall he be counted in the quorum present at the meeting.

(d) Attendance records

During the financial year ended 31 December 2025, the Directors have made active contribution to the affairs of the Group and seven physical Board meetings were held to consider various projects contemplated by the Group, as well as to review and approve the interim results and final results of the Group.

董事會(續)

(c) 董事會議(續)

公司秘書負責撰寫董事會及其轄下委員會的會議紀錄。在每次會議結束後，會議紀錄的初稿及最終定稿於合理時間內先後送交董事，初稿供董事表達意見，最後定稿則作記錄之用。會議紀錄對會議上所考慮事項及達致的決定有足夠詳細的記錄，其中包括董事提出的任何疑慮或表達的反對意見(如有的話)。董事會及其轄下委員會的會議紀錄由公司秘書備存，並供任何董事／委員會成員查閱。

若有主要股東或董事在董事會將予考慮的事項中存有董事會認為重大的利益衝突(包括與關連人士進行的重大交易)，該事項將以舉行董事會議的方式處理，而不會以書面決議的方式處理。在交易中本身及其緊密聯繫人均沒有重大利益的獨立非執行董事須出席有關的董事會會議。

除在細則及所有適用法律、規則及規例允許之情況下以外，若董事或其任何緊密聯繫人(若下文所述有關交易或安排屬於上市規則第十四A章所指的關連交易，則指聯繫人)於任何合約、安排或任何其他建議中佔有重大利益，有關董事不得就通過該合約、安排或建議的董事會決議案進行表決，亦不會被計入該次會議出席的法定人數。

(d) 出席記錄

於截至二零二五年十二月三十一日止財政年度內，董事積極參與本集團的事務，並曾舉行七次會議，以考慮本集團擬進行的各種項目，以及審議和批准本集團的中期業績及全年業績。

CORPORATE GOVERNANCE REPORT (continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

(d) Attendance records (continued)

Details of the Directors' attendances in 2025 are as follows:

		Number of meeting(s) attended/eligible to attend 出席會議次數/ 合資格出席 會議次數
<i>Executive Directors</i>		
Dong Xiaojie (Chairman)	執行董事 東小杰 (主席)	7/7
Liu Xihe	劉喜合	7/7
Xi Jianpeng	席建鵬	7/7
<i>Independent Non-executive Directors</i>		
Wong Foreky	獨立非執行董事 黃科傑	7/7
Lo, Gordon	盧家明	7/7
Peng Fan	彭凡	7/7

(e) Access to information

The Board is supplied with sufficient explanation and information by the management to enable the Board to make an informed assessment of financial and other information put before it for approval. The management provides all Board members with monthly updates which give a balanced and understandable assessment of the Company's performance, position and prospects in sufficient details to enable the Directors to discharge their duties. Where any Director requires more information than is volunteered by the management, each Director has the right to separately and independently access to the Company's senior management to make further enquiries if necessary.

董事會(續)

(d) 出席記錄(續)

董事於二零二五年的出席記錄如下：

(e) 資料之使用

管理層應向董事會提供充分的解釋及資料，讓董事會可以就提交給彼等批准的財務及其他資料，作出有根據的評審。管理層每月向董事會全體成員提供更新的資料，讓董事獲得充足資料使彼等可對本公司的表現、狀況及前景有公正及易於理解的評估，以便履行職務。倘任何董事需要管理層主動提供的資料以外的額外資料，各董事均有權於有需要時自行接觸本公司高層管理人員作進一步查詢。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

(f) Procedures for Directors to seek independent professional advice

There has been procedure in place to enable Directors to seek independent professional advice in appropriate circumstances at the Company's expenses. The Board shall resolve to, upon reasonable request, provide separate independent professional advice to Directors to assist them in performing their duties to the Company.

Directors who intend to seek independent professional advice on any matters during the performance of his/her duties as a Director shall give prior written notice to the Company Secretary containing (i) a summary of issues on which advice is sought; (ii) the reasons for such request; and (iii) the proposed independent advisor, if any, from which the advice is to be obtained. The Company Secretary shall forward a copy of the notice to the Chairman and obtain the approval from the Chairman. The Chairman may prescribe a reasonable limit on the amount of the cost relating to the advice. If the Chairman does not consider the request for independent advice to be reasonable or the proposed independent advisor to be appropriate, the matter shall be fed back to the Director who seeks for independent professional advice. If the matter cannot be resolved between the Chairman and the Director concerned, it shall be referred to a committee comprising all the Independent Non-executive Directors other than the Director concerned, as the case may be (the "Independent Committee"). The matter shall be decided by the simple majority of the Independent Committee. The Company Secretary shall then make necessary arrangements for appointment of an independent advisor and inform the Board of the arrangements. Any advice obtained from the independent advisor shall be made available to the full Board by the Company Secretary. Any discussion of, or decision on, the relevant subject, as the case may be, shall be delayed until the Board has received the independent advices.

董事會(續)

(f) 董事尋求獨立專業意見程序

董事會已有既定的程序，讓董事可在適當的情況下尋求獨立專業意見，費用由本公司支付。董事會須應合理要求議決另外為董事提供獨立專業意見，以協助彼等履行其對本公司的責任。

董事如有意尋求意見，須事先以書面方式通知公司秘書，而該通知書必須包含：(i)須尋求意見的事宜摘要；(ii)提出要求的原因；及(iii)擬從其取得意見而建議的獨立顧問(如有的話)。公司秘書應轉發該通知書的副本予主席，並取得主席的批准。主席可就有關的事宜釐訂一個合理的費用額度。如主席認為尋求獨立意見的要求並不合理，或建議的獨立顧問並不合適，則需向提出要求的董事作出反饋。如主席與有關董事未能解決有關事件，該事件將提交專責委員會(「獨立委員會」)處理，該委員會的成員包括有關董事以外(視情況而定)的全體獨立非執行董事。該事件須經獨立委員會的過半數的成員裁決作實。及後，公司秘書應就委任獨立顧問作出所需安排，並向董事會匯報有關安排。公司秘書應把獨立顧問所作的任何意見發送予董事會全體成員。有關事宜的任何討論或決定(視情況而定)應推遲至董事會獲得獨立意見之後才進行。

CORPORATE GOVERNANCE REPORT (continued)

BOARD OF DIRECTORS (continued)

(g) Board diversity

The Company adopted a board diversity policy (the “**Board Diversity Policy**”) on 27 January 2014 which sets out its approach to achieve diversity on the Board with a view to achieving a sustainable and balanced development of the Company. During the year, the Board Diversity Policy was reviewed to meet the requirement of such policy be reviewed at least annually to ensure its continued effectiveness.

The Company seeks to achieve Board diversity through the consideration of a number of factors, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. The Company will also take into account factors based on its own business model and specific needs from time to time. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

The Board Diversity Policy is posted on the website of the Company.

Pursuant to the new requirements under the Rule 13.92 under the Listing Rules which came into effect on 1 January 2022, the Company will have to appoint at least one female Director on the Board no later than 31 December 2024. The Board had to look for suitable candidate(s) in accordance with the director nomination policy (the “**Nomination Policy**”) and the Board Diversity Policy and appointed the suitable candidate as a director to join the Board on 1 July 2024.

The Group has also taken, and continues to take steps to promote diversity at all levels of its workforce. The Group provides equal opportunity to all employees and does not discriminate on the grounds of gender, race, age, nationality, religion, sexual orientation, disability, and any other aspects of diversity. As of 31 December 2025, our total workforce comprised 70.7% male and 29.3% female.

Further details on the gender ratio of the Group can be found in the Environmental, Social and Governance Report on page 88 of this annual report.

企業管治報告(續)

董事會(續)

(g) 董事會成員多元化

本公司於二零一四年一月二十七日採納董事會成員多元化政策(「**董事會成員多元化政策**」)，當中列載本公司為達致董事會成員多元化而採取之方針，以達致本公司可持續及均衡發展。董事會成員多元化政策已於年內檢討，以符合該政策至少每年檢討一次的要求，以確保其持續行之有效。

本公司為尋求達致董事會成員多元化會考慮多種因素，包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、技能、知識及服務任期。本公司亦將根據本身的業務模式及不時的特定需要去考慮各種因素。最終將按候選者的長處及可為董事會作出的貢獻而作決定。

董事會成員多元化政策登載於本公司網站內。

根據於二零二二年一月一日生效的上市規則第13.92條的新規定，本公司須在不遲於二零二四年十二月三十一日前委任至少一名女性董事。董事會已根據董事提名政策(「**提名政策**」)及董事會成員多元化政策尋找合適的候選人，並於二零二四年七月一日已委任該合適的候選人為董事加入董事會。

本集團亦已採取並將繼續採取措施，推動員工隊伍各個層面的多元化。在本集團，人人機會均等，不會因性別、種族、年齡、國籍、宗教、性取向、殘障及多元化的任何其他方面受到歧視。截至二零二五年十二月三十一日，我們員工隊伍中男性員工與女性員工的佔比分別為70.7%及29.3%。

有關本集團性別比例的更多詳情以及相關資料，均刊載於本年報第88頁之環境、社會及管治報告內。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

(h) Nomination, appointment and re-election of Directors

Recommendation of candidates for directorship of the Company is a matter for consideration by the Nomination Committee. The Company adopted the Nomination Policy on 11 December 2018 which sets out the nomination procedures and the process and the criteria to select and recommend candidates for directorship.

In evaluating and selecting any candidate for directorship, the Nomination Committee and/or the Board should consider the certain criteria including but not limited to:

- character and integrity;
- qualifications including professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy, as well as diversity aspects under the Board Diversity Policy of the Company;
- any potential contributions that the candidate can bring to the Board in terms of qualifications, skills, experience, independence and gender diversity; and
- willingness and ability to devote adequate time to discharge duties as a member of the Board and/or Board committee(s) of the Company.

As regards the nomination process, the Nomination Committee should review the biographical information of the candidate and evaluate such candidate based on the criteria as set out in the Nomination Policy to determine whether such candidate is qualified for directorship. If the process yields one or more desirable candidates, the Nomination Committee should rank them by order of preference based on the needs of the Company. After reviewing the suitable candidates, the Nomination Committee should make recommendation to the Board for appointment of the appropriate candidate for directorship.

For re-election of Directors at general meeting, the Nomination Committee will give adequate consideration to the Board Diversity Policy, the Nomination Policy and the relevant requirements of the Listing Rules before making recommendations to the Board.

董事會(續)

(h) 提名、委任及重選董事

推薦候選人出任董事的事宜由提名委員會審議。本公司於二零一八年十二月十一日採納提名政策，當中列載董事候選人的提名程序以及遴選及推薦準則。

在評估及挑選候選人擔任董事時，提名委員會及／或董事會應考慮若干準則，包括但不限於：

- 品格與誠實；
- 資格，包括專業資格、技能、知識及與本公司業務及策略相關的經驗，以及本公司的董事會成員多元化政策所提述的多元化因素；
- 候選人的專業資格、技能、經驗、獨立性及性別多元化方面可為董事會帶來的任何潛在貢獻；及
- 是否願意及是否能夠投放足夠時間履行身為董事會成員及／或擔任董事會轄下委員會委員的職責。

提名程序方面，提名委員會應在收到委任新董事的建議及候選人的個人資料後，依據提名政策的準則評估該候選人，以決定該候選人是否合資格擔任董事。如過程涉及一個或多個合意的候選人，提名委員會應根據本公司的需要排列他們的優先次序。經過審視適當候選人後，提名委員會應就委任合適人選擔任董事向董事會提出建議。

就於股東大會上重選董事，提名委員會在將向董事會提出建議前，會充分考慮董事會成員多元化政策、提名政策以及上市規則的相關規定。

CORPORATE GOVERNANCE REPORT

(continued)

BOARD OF DIRECTORS (continued)

(h) Nomination, appointment and re-election of Directors (continued)

According to the Articles, any Director so appointed by the Board shall hold office, in the case of filling a casual vacancy or as an addition to the existing Board, only until the first annual general meeting of the Company after his/her appointment, and shall then be eligible for re-election at such general meeting. Every Director is subject to retirement by rotation at least once every three years.

All Directors (including all Non-executive Directors) have entered into service agreements or letters of engagement with the Company for a term of not more than three years.

(i) Independent Non-executive Directors

Pursuant to Rules 3.10(1) and 3.10(2) of the Listing Rules, the Company has appointed three Independent Non-executive Directors and one of the Independent Non-executive Directors of the Company has appropriate professional qualifications or accounting or related financial management expertise.

Pursuant to Rule 3.10A of the Listing Rules, the number of Independent Non-executive Directors of the Company represents not less than one-third of the Board.

The Company has received from each of its Independent Non-executive Directors a confirmation of independence pursuant to Rule 3.13 of the Listing Rules and the Company considers that all of the Independent Non-executive Directors are independent.

企業管治報告(續)

董事會(續)

(h) 提名、委任及重選董事(續)

根據細則，任何為填補臨時空缺或為增加現有董事會成員數目而獲董事會委任的董事，其任期至彼獲委任後本公司首次股東週年大會終止，並有資格於該股東大會上膺選連任。每名董事須至少每三年輪值退任一次。

本公司與所有董事(包括所有非執行董事)均已簽訂任期不多於三年之服務協議或委聘書。

(i) 獨立非執行董事

根據上市規則第3.10(1)及3.10(2)條，本公司委任了三名獨立非執行董事，其中一名獨立非執行董事具備適當的專業資格或在會計或相關財務管理方面的專長。

根據上市規則第3.10A條，本公司獨立非執行董事的人數佔董事會人數至少三分之一。

本公司接獲各獨立非執行董事根據上市規則第3.13條的規定就獨立性提交的確認書，本公司認為全體獨立非執行董事均屬獨立人士。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

(i) Independent Non-executive Directors (continued)

All Independent Non-executive Directors of the Company have not served on the Board as an independent non-executive director for a period of nine years or more.

(j) Insurance for directors' and officers' liability

Appropriate insurance covering directors' and officers' liabilities has been in force to protect the Directors and officers of the Group from their risk exposure arising from the businesses of the Group.

(k) Directors' training and professional development

Newly appointed Directors will be given a director's induction kit containing general information on the Company's structure, key policies of the Company, role and responsibility of Directors and introduction of regulatory requirements. Directors are continually updated on the latest development of the Listing Rules, legal and other regulatory requirements to ensure compliance and upkeep of good corporate governance practice. Directors are also encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The Company Secretary facilitates induction and professional development of Directors and the Company is responsible for arranging and funding suitable training for the Directors.

董事會(續)

(i) 獨立非執行董事(續)

本公司所有獨立非執行董事均未在董事會擔任獨立非執行董事滿九年或以上。

(j) 董事及高級職員之責任保險

本公司已為董事及高級職員購買合適的責任保險，就彼等因本集團業務承擔的風險提供保障。

(k) 董事培訓及專業發展

新委任的董事均獲提供一份董事入職資料冊，當中資料包括本公司架構、本公司主要政策、董事的角色和責任，以及相關法規要求的簡介。本公司亦會不斷向董事更新上市規則、法律及其他監管規定要求的最新發展，以確保彼等遵守及維持良好的企業管治常規。本公司亦鼓勵董事參與持續專業發展，發展並更新彼等的知識及技能。公司秘書協助安排董事的就任須知及專業發展，而本公司負責為董事安排合適的培訓並提供經費。

CORPORATE GOVERNANCE REPORT (continued)

企業管治報告(續)

BOARD OF DIRECTORS (continued)

董事會(續)

(k) Directors' training and professional development (continued)

(k) 董事培訓及專業發展(續)

All Directors have provided to the Company their records of training received during the financial year ended 31 December 2025, a summary of which is as follows:

所有董事已向本公司提供彼等於截至二零二五年十二月三十一日止財政年度內接受培訓的記錄，概要如下：

Directors	董事	Continuous professional development 持續專業發展	
		Type (Note I) 種類(註I)	Subject (Note II) 內容(註II)
Dong Xiaojie	東小杰	A	1, 4
		B	1, 4
Liu Xihe	劉喜合	A	1, 4
		B	1, 4
Xi Jianpeng	席建鵬	A	1, 4
		B	1, 4
Wong Foreky	黃科傑	A	1, 2, 4
		B	1, 2, 4
Lo, Gordon	盧家明	A	1, 4
		B	1, 2, 4
Peng Fan	彭凡	A	1, 4

Note I:

- A: Attending seminars, conferences, forums, in-house briefings or in-house training
B: Reading newspapers, journals and updates

註I:

- A: 出席研討會、會議、論壇、內部簡介會或內部培訓
B: 閱讀報章、刊物及更新資料

Note II:

- 1: Laws, rules and regulations
2: Finance, accounting or taxation
3: Management
4: Businesses relating to the Company

註II:

- 1: 法例、法規及規則
2: 財務、會計或稅務
3: 管理
4: 與公司有關的業務

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

CHAIRMAN AND GENERAL MANAGER

The roles of Chairman and General Manager are separate and exercised by different individuals to reinforce their independence and accountability. Mr. Dong Xiaojie is the Chairman and Dr. Xi Jianpeng serves as the General Manager of the Company. The Chairman provides leadership for the Board and ensures that the Board works effectively and performs its responsibilities. The General Manager has overall chief executive responsibility for the Group's business development and day-to-day management generally. The division of responsibilities between the Chairman and the General Manager is clearly established and set out in writing.

The responsibilities of the Chairman include, amongst other things:

- taking primary responsibility for ensuring that good corporate governance practices and procedures are established;
- ensuring that all Directors are properly briefed on issues arising at Board meetings, and ensuring that Directors receive, in a timely manner, adequate information which must be accurate, clear, complete and reliable;
- encouraging all Directors to make a full and active contribution to the Board's affairs and taking the lead to ensure that the Board acts in the best interest of the Company;
- encouraging Directors with different views to voice their concerns, allowing sufficient time for discussion of issues and ensuring that Board decisions fairly reflect Board consensus;
- ensuring that appropriate steps are taken to provide effective communications with shareholders and that their views are communicated to the Board as a whole; and
- promoting a culture of openness and debate by facilitating the effective contribution of Non-executive Directors in particular and ensuring constructive relations between Executive and Non-executive Directors.

During the year, the Chairman met with the Independent Non-executive Directors without the presence of other Directors.

主席及總經理

為加強主席與總經理的獨立性及問責性，彼等的角色已予區分，並由不同人士擔任。東小杰先生擔任主席，而席建鵬博士則為本公司的總經理。主席負責領導董事會，確保董事會有效地運作，且履行其職責；總經理則肩負行政總裁全面的職務，負責本集團整體的業務發展及日常管理。主席與總經理之間職責的分工已予清楚界定並以書面列載。

主席的職責(其中包括)：

- 在確保公司制定良好的企業管治常規及程序方面負主要責任；
- 確保董事會議上所有董事均適當知悉當前的事項，以及確保董事適時收到充分的資訊，而有關資訊亦必須準確清晰及完備可靠；
- 鼓勵所有董事全力投入董事會事務，並以身作則，確保董事會行事符合本公司最佳利益；
- 鼓勵持不同意見的董事表達本身關注的事宜、給予這些事宜充足時間討論，以及確保董事會的決定能公正反映董事會的共識；
- 確保採取適當步驟保持與股東有效聯繫，以及確保股東意見可傳達到整個董事會；及
- 提倡公開、積極討論的文化，促進董事(特別是非執行董事)對董事會作出有效貢獻，並確保執行董事與非執行董事之間維持建設性的關係。

年內，主席曾在沒有其他董事在場的情況下與獨立非執行董事會面。

CORPORATE GOVERNANCE REPORT

(continued)

BOARD COMMITTEES

The Board has established the following committees to oversee particular aspects of the Company's affairs and to assist in the execution of the Board's responsibilities. All committees have their own terms of reference. All resolutions passed by the committees will be reported to the Board at the next Board meeting.

(a) Executive Committee

An Executive Committee of the Board was established in January 2014 with specific written terms of reference which deal clearly with its authorities and duties. The terms of reference of the Executive Committee are posted on the website of the Company.

The Executive Committee has been conferred with the general powers of the Board (except those matters specifically reserved for the Board) to manage and oversee the operations of the Group and has been assigned with the responsibilities to perform the corporate governance duties as follows:

- to develop and review the Company's policies and practices on corporate governance and make recommendations to the Board;
- to review and monitor the training and continuous professional development of Directors and senior management;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- to develop, review and monitor the code of conduct and compliance manual (if any) applicable to the Group's employees and Directors;
- to review the Company's compliance with the CG Code and disclosure in the Corporate Governance Report; and
- to conform to any requirement, direction, regulation that may from time to time be prescribed by the Board or contained in the constitution of the Company or imposed by legislation.

The Executive Committee comprises all Executive Directors of the Company.

企業管治報告(續)

董事會轄下委員會

董事會已成立下列委員會，以監察本公司特定範疇的事務及協助董事會執行其職務。全部委員會均有其職權範圍。委員會通過的所有決議案均須於下次董事會議上向董事會匯報。

(a) 執行委員會

董事會轄下的執行委員會於二零一四年一月成立，委員會具書面訂明的職權範圍，清楚說明其職權及責任。執行委員會的職權範圍已登載於本公司網站內。

執行委員會獲授董事會的一般權力(惟特別保留予董事會的事項除外)以管理及監督本集團的營運，以及負責履行下列企業管治職責：

- 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議；
- 檢討及監察董事及高層管理人員的培訓及持續專業發展；
- 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；
- 制定、檢討及監察適用於本集團僱員及董事的操守準則及合規手冊(如有)；
- 檢討本公司遵守企業管治守則的情況及《企業管治報告》內的披露；及
- 遵守董事會不時規定或本公司組織章程所載或法例規定的任何規定、指引或規則。

執行委員會由本公司全體執行董事組成。

CORPORATE GOVERNANCE REPORT

企業管治報告(續)

(continued)

BOARD COMMITTEES (continued)

(a) Executive Committee (continued)

During the year, five physical meetings of the Executive Committee were held. Amongst those meetings, one meeting was held for the purpose of performing the corporate governance duties and the attendances of the members of the Executive Committee at that meeting are as follows:

Committee members	委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
Dong Xiaojie (<i>chairman of the committee</i>)	東小杰 (<i>委員會主席</i>)	5/5
Liu Xihe	劉喜合	5/5
Xi Jianpeng	席建鵬	5/5

The major work in relation to the corporate governance of the Group performed by the Executive Committee during the year included, amongst other things, the following:

- reviewing the Company's compliance with the CG Code and disclosure in the corporate governance report of the Company for the year ended 31 December 2024.

董事會轄下委員會(續)

(a) 執行委員會(續)

年內，執行委員會曾舉行五次會議，當中有一次會議為履行企業管治職責而召開，執行委員會各成員於該會議的出席記錄如下：

Committee members	委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
Dong Xiaojie (<i>chairman of the committee</i>)	東小杰 (<i>委員會主席</i>)	5/5
Liu Xihe	劉喜合	5/5
Xi Jianpeng	席建鵬	5/5

執行委員會於年內履行有關本集團企業管治的主要工作(其中包括)如下：

- 檢討本公司截至二零二四年十二月三十一日止年度遵守企業管治守則的情況及審閱《企業管治報告》內的披露。

CORPORATE GOVERNANCE REPORT (continued)

BOARD COMMITTEES (continued)

(b) Audit Committee

An Audit Committee of the Board was established in January 2014 with specific written terms of reference which deal clearly with its authorities and duties. The terms of reference of the Audit Committee are posted on the websites of the Stock Exchange and the Company respectively.

The principal duties of the Audit Committee include, amongst other things:

- overseeing the relationship with the Company's auditor;
- making recommendations to the Board on the appointment, reappointment and removal of the external auditor;
- reviewing the interim and annual financial statements;
- reviewing the Company's financial reporting system, risk management and internal control systems; and
- reviewing the arrangements that employees of the Company can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters.

The Audit Committee has explicit authority to investigate any activity within its terms of reference and the authority to obtain outside legal or other independent professional advice, at the Company's expense, to perform its responsibilities if it considers necessary. It is given access to and assistance from the employees and reasonable resources to perform its duties properly.

The chairman of the Audit Committee is an Independent Non-executive Director and the Audit Committee comprises all Independent Non-executive Directors of the Company. None of the members of the Audit Committee are former partners of the auditor of the Company.

企業管治報告(續)

董事會轄下委員會(續)

(b) 審核委員會

董事會轄下的審核委員會於二零一四年一月成立，委員會具書面訂明的職權範圍，清楚說明其職權及責任。審核委員會的職權範圍分別登載於聯交所及本公司網站內。

審核委員會的主要職責(其中包括)：

- 監察與本公司核數師之間的關係；
- 就外聘核數師的委任、重新委任及罷免向董事會提供建議；
- 審閱中期及全年財務報表；
- 審查本公司的財務申報程序、風險管理及內部監控系統；及
- 檢討本公司僱員可在保密的情況下就財務匯報、內部監控或其他方面可能發生的不正當行為提出關注之有關安排。

審核委員會具有明確權力，可按其職權範圍調查任何事宜，並有權在有需要時獲取外來法律或其他獨立專業意見，以履行其職責，費用由本公司支付。審核委員會亦可獲僱員提供支援及協助，取得合理的資源以妥善履行其職務。

審核委員會的主席由一名獨立非執行董事擔任，審核委員會由本公司全體獨立非執行董事組成。概無審核委員會成員為本公司核數師的前任合夥人。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD COMMITTEES (continued)

(b) Audit Committee (continued)

During the year, three physical meetings of the Audit Committee were held and the attendances of the members of the Audit Committee are as follows:

Committee members	委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
Lo, Gordon (<i>chairman of the committee</i>)	盧家明(委員會主席)	3/3
Wong Foreky	黃科傑	3/3
Peng Fan	彭凡	2/3

The major work performed by the Audit Committee during the year included, amongst other things, the following:

- reviewing the final results of the Group for the year ended 31 December 2024;
- reviewing the interim results of the Group for the six months ended 30 June 2025;
- reviewing the reports on the risk management and internal control systems of the Group prepared by an independent advisory firm; and
- making recommendation to the Board on the appointment of the external auditor.

During the year, the Board had no disagreement with the Audit Committee's view on the selection, appointment, resignation or dismissal of the external auditor.

董事會轄下委員會(續)

(b) 審核委員會(續)

年內，審核委員會曾舉行三次會議，審核委員會各成員的出席記錄如下：

委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
盧家明(委員會主席)	3/3
黃科傑	3/3
彭凡	2/3

審核委員會於年內履行的主要工作(其中包括)如下：

- 審閱本集團截至二零二四年十二月三十一日止財政年度的全年業績；
- 審閱本集團截至二零二五年六月三十日止六個月的中期業績；
- 審閱獨立顧問公司就本集團的風險管理及內部監控系統編製的報告；及
- 就外聘核數師的委任向董事會提供建議。

董事會於年內概無不同意審核委員會對甄選、委任、辭任或罷免外聘核數師事宜的意見。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD COMMITTEES (continued)

(c) Nomination Committee

A Nomination Committee of the Board was established in January 2014 with specific written terms of reference which deal clearly with its authorities and duties. The terms of reference of the Nomination Committee are posted on the websites of the Stock Exchange and the Company respectively.

The principal duties of the Nomination Committee include:

- reviewing the structure, size and composition of the Board and making recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- identifying individuals suitably qualified to become Board members and selecting or making recommendations to the Board;
- making recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors;

董事會轄下委員會(續)

(c) 提名委員會

董事會轄下的提名委員會於二零一四年一月成立，委員會具書面訂明的職權範圍，清楚說明其職權及責任。提名委員會的職權範圍分別登載於聯交所及本公司網站內。

提名委員會的主要職責包括：

- 檢討董事會的架構、人數及組成，並就任何為配合本公司策略而擬對董事會作出的變動提出建議；
- 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供建議；
- 就董事委任或重新委任以及董事繼任計劃向董事會提出建議；

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD COMMITTEES (continued)

(c) Nomination Committee (continued)

- assessing the independence of Independent Non-executive Directors;
- reviewing the Board Diversity Policy, as appropriate; and reviewing the measurable objectives that have been set for implementing the Board Diversity Policy, and reviewing the progress on achieving the objectives; and
- reviewing the Nomination Policy, including to review the nomination procedures and the process and criteria to select and recommend candidates for directorship, as appropriate.

Where vacancies exist at the Board, candidates are proposed and put forward to the Nomination Committee for consideration. The recommendations of the Nomination Committee will then be tendered to the Board for approval. In considering the nomination of a new Director, the Nomination Committee will give adequate consideration to the Board Diversity Policy and the Nomination Policy, and take into account the qualification, ability, working experience, leadership and professional ethics of the candidates. In determining the independence of Directors, the Board follows the requirements set out in the Listing Rules.

The Board Diversity Policy is posted on the website of the Company. For further details of the Nomination Policy, please refer to the sub-section headed “Nomination, appointment and re-election of Directors” under “Board of Directors” section in this report.

The Nomination Committee has explicit authority to seek any necessary information from the employees within its scope of duties and the authority to obtain outside independent professional advice, at the Company’s expense, to perform its responsibilities if it considers necessary.

董事會轄下委員會(續)

(c) 提名委員會(續)

- 評核獨立非執行董事的獨立性；
- 在適當情況下檢討董事會成員多元化政策；以及檢討董事會為執行董事會成員多元化政策而制定的可計量目標和檢討達標進度；及
- 在適當情況下檢討提名政策，當中包括檢討董事候選人提名程序以及遴選及推薦準則。

董事會出現空缺時，獲提名的候選人交予提名委員會審議。提名委員會的建議其後會提交董事會審批。提名委員會於考慮提名新董事時，會充分考慮董事會成員多元化政策以及提名政策，並考慮該候選人的資格、能力、工作經驗、領導才能及專業操守。董事會在決定董事的獨立性時會遵循上市規則所載規定。

董事會成員多元化政策登載於本公司網站內。有關提名政策的進一步詳情，請參閱本報告「董事會」項下「提名、委任及重選董事」分項。

提名委員會具有明確權力，可按其職權範圍向僱員徵求任何所需資料，並有權在有需要時獲取外來獨立專業意見，以履行其職責，費用由本公司支付。

CORPORATE GOVERNANCE REPORT (continued)

企業管治報告(續)

BOARD COMMITTEES (continued)

(c) Nomination Committee (continued)

The chairman of the Nomination Committee is the Chairman of the Board and the Independent Non-executive Directors of the Company constitute the majority of the Nomination Committee.

During the year, two physical meetings of the Nomination Committee were held and the attendances of the members of the Nomination Committee are as follows:

董事會轄下委員會(續)

(c) 提名委員會(續)

提名委員會的主席由董事會主席擔任。本公司的獨立非執行董事佔提名委員會的大多數。

年內，提名委員會曾舉行二次會議，提名委員會各成員的出席記錄如下：

Committee members	委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
Dong Xiaojie (<i>chairman of the committee</i>)	東小杰 (委員會主席)	2/2
Wong Foreky	黃科傑	2/2
Lo, Gordon	盧家明	2/2
Peng Fan	彭凡	2/2

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

BOARD COMMITTEES (continued)

(c) Nomination Committee (continued)

The major work performed by the Nomination Committee during the year included, amongst other things, the following:

- assessing the independence of the Independent Non-executive Directors;
- considering and making recommendations to the Board on the re-election of Directors at the annual general meeting; and
- reviewing the structure and composition of the Board with due regard for the benefits of diversity on the Board.

(d) Remuneration Committee

A Remuneration Committee of the Board was established in January 2014 with specific written terms of reference which deal clearly with its authorities and duties. The terms of reference of the Remuneration Committee are posted on the websites of the Stock Exchange and the Company respectively.

The principal duties of the Remuneration Committee include:

- making recommendations to the Board on the Company's policy and structure for all remuneration of Directors and senior management of the Group;
- reviewing and approving the management's remuneration proposals with reference to the Company's goals and objectives;
- determining, with delegated responsibility, the remuneration packages of individual Executive Directors and senior management and making recommendations to the Board on the remuneration of Non-executive Directors;

董事會轄下委員會(續)

(c) 提名委員會(續)

提名委員會於年內履行的主要職責(其中包括)如下:

- 評核獨立非執行董事的獨立性;
- 考慮及就於股東週年大會上重選董事向董事會提出建議; 及
- 檢討董事會的架構及組成, 同時充分顧及董事會成員多元化的裨益。

(d) 薪酬委員會

董事會轄下的薪酬委員會於二零一四年一月成立, 委員會具書面訂明的職權範圍, 清楚說明其職權及責任。薪酬委員會的職權範圍分別登載於聯交所及本公司網站內。

薪酬委員會的主要職責包括:

- 就本公司對本集團董事及高層管理人員的全體薪酬政策及架構, 向董事會提出建議;
- 因應本公司方針及目標而檢討及審批管理層的薪酬建議;
- 獲董事會轉授責任, 釐定個別執行董事及高層管理人員的薪酬待遇, 並就非執行董事的酬金向董事會提出建議;

CORPORATE GOVERNANCE REPORT

(continued)

BOARD COMMITTEES (continued)

(d) Remuneration Committee (continued)

- reviewing and approving compensation payable to Executive Directors and senior management and compensation arrangements relating to dismissal or removal of Directors for misconduct;
- ensuring that no Director or any of his/her associates is involved in deciding his/her own remuneration;
- reviewing the Director Remuneration Policy, including to review the general principle on determining remuneration of the Directors, as appropriate; and
- reviewing and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules.

The Remuneration Committee may consult the Chairman of the Board and/or the General Manager of the Group about their remuneration proposals for other Executive Directors. It has explicit authority to seek any necessary information from the employees within its scope of duties and the authority to obtain outside independent professional advice, at the Company's expense, to perform its responsibilities if it considers necessary.

The Company adopted a director remuneration policy (the "**Remuneration Policy**") on 30 June 2022 which sets out the general principle on determining remuneration of the Directors.

According to the Remuneration Policy, remuneration for all Directors shall be reviewed annually with reference to other companies of comparable business or scale. In reviewing the salary of Executive Directors, the Remuneration Committee should make decisions with reference to the then prevailing market conditions, the performance of the Company and the performance of individual Directors. In reviewing the director's fee of Non-executive Directors and Independent Non-executive Directors, the Remuneration Committee should take into consideration of the experience and duties of such Director as well as the then prevailing market conditions.

The chairman of the Remuneration Committee is an Independent Non-executive Director and the Independent Non-executive Directors of the Company constitute the majority of the Remuneration Committee.

企業管治報告(續)

董事會轄下委員會(續)

(d) 薪酬委員會(續)

- 檢討及審批應付予執行董事及高層管理人員的賠償，以及董事因行為不當而被辭退或免職時的賠償安排；
- 確保任何董事或其任何聯繫人不得自行釐訂薪酬；
- 在適當情況下檢討董事薪酬政策，當中包括檢討釐定董事薪酬的一般原則；及
- 審閱及／或批准上市規則第十七章所述有關股份計劃的事宜。

薪酬委員會可就其他執行董事的薪酬建議諮詢董事會主席及／或本集團總經理的意見。薪酬委員會具有明確權力，可按其職權範圍向僱員徵求任何所需資料，並有權在有需要時獲取外來獨立專業意見，以履行其職責，費用由本公司支付。

本公司於二零二二年六月三十日採納董事薪酬政策(「**薪酬政策**」)，當中列載釐定董事薪酬的一般原則。

根據薪酬政策，所有董事的薪酬應參考市場上業務或規模相若的公司每年作出檢討。在檢討執行董事的薪酬時，薪酬委員會應參考當時的市況、本公司的表現及個別董事的表現作出決定。在檢討非執行董事及獨立非執行董事的董事袍金時，薪酬委員會應考慮該董事的經驗和職責以及當時的市場情況。

薪酬委員會的主席由一名獨立非執行董事擔任。本公司的獨立非執行董事佔薪酬委員會的大多數。

CORPORATE GOVERNANCE REPORT

企業管治報告(續)

(continued)

BOARD COMMITTEES (continued)

(d) Remuneration Committee (continued)

During the year, one physical meeting of the Remuneration Committee were held and the attendances of the members of the Remuneration Committee are as follows:

Committee members	委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
Wong Foreky (<i>chairman of the committee</i>)	黃科傑(委員會主席)	1/1
Dong Xiaojie	東小杰	1/1
Lo, Gordon	盧家明	1/1
Peng Fan	彭凡	1/1

The major work performed by the Remuneration Committee during the year included, amongst other things, the following:

- considering, reviewing and determining the remuneration of the Executive Directors of the Company for the year 2026;
- considering the bonuses of the Executive Directors of the Company for the year 2025;
- considering, reviewing and approving the terms of Executive Directors' service contracts;
- making recommendations to the Board on the director's fee of the Non-executive Directors of the Company for the year 2026.

Details of remuneration paid to Directors and senior management for the year are set out in Note 9 to the financial statements.

董事會轄下委員會(續)

(d) 薪酬委員會(續)

年內，薪酬委員會曾舉行一次會議，薪酬委員會各成員的出席記錄如下：

委員會成員	Number of meeting(s) attended/eligible to attend 出席會議次數／合資格出席會議次數
黃科傑(委員會主席)	1/1
東小杰	1/1
盧家明	1/1
彭凡	1/1

薪酬委員會於年內履行的主要工作(其中包括)如下：

- 考慮、檢討及釐定本公司執行董事二零二六年度的酬金；
- 考慮本公司執行董事二零二五年度的花紅；
- 考慮、檢討及批准執行董事服務合約條款；
- 就本公司非執行董事二零二六年度的董事袍金向董事會提出建議。

年內向董事及高層管理人員支付的薪酬之詳情載列於財務報表附註9。

CORPORATE GOVERNANCE REPORT

(continued)

COMPANY SECRETARY

The Company Secretary supports the Board by ensuring good information flow within the Board and that Board policy and procedures are followed. The Company Secretary is also responsible for advising the Board through the Chairman and/or the General Manager of the Company on corporate governance and the implementation of the CG Code. The Company Secretary is an employee of the Company and has day-to-day knowledge of the Group's affairs.

The Company Secretary reports to the Chairman and the General Manager. All Directors also have access to the advice and services of the Company Secretary to ensure that Board procedures, and all applicable laws, rules and regulations, are followed. The selection, appointment and dismissal of the Company Secretary is subject to the Board approval.

Ms. Suen Ho Yi has been appointed as the Company Secretary of the Company since 1 January 2025. She has confirmed that she has taken no less than 15 hours of relevant professional training during the year.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledged that it is the Board's responsibility to ensure that the Company establishes and maintains appropriate and effective risk management and internal control systems.

During the year, the Group has complied with Principle D.2 of the CG Code by maintaining appropriate and effective risk management and internal control systems. The management is responsible for the design, implementation and monitoring of such systems, while the Board, with the assistance of the Audit Committee, oversees the management in performing its duties on an ongoing basis. Main features of the risk management and internal control systems are described in the sections below.

Risk Management System

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

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

企業管治報告(續)

公司秘書

公司秘書支援董事會，確保董事會成員之間資訊交流良好，以及董事會政策及程序得以遵循。公司秘書亦負責透過主席及／或本公司總經理向董事會就企業管治情況及企業管治守則之施行事宜提供意見。公司秘書為本公司的僱員，對本集團的日常事務甚有認識。

公司秘書向主席及總經理匯報。所有董事亦可取得公司秘書的意見及服務，以確保董事會程序及所有適用法律、規則及規例得以遵守。公司秘書的遴選、委任與撤職須經董事會批准。

孫可兒女士自二零二五年一月一日起獲委任為本公司之公司秘書。彼確認其於年內接受不少於十五小時的相關專業培訓。

風險管理及內部監控

董事會確切明白，確保本公司設立及維持合適及有效之風險管理及內部監控系統為董事會之責任。

於年內，本集團已透過維持合適及有效之風險管理及內部監控系統，符合企業管治守則第D.2項原則。管理層負責設計、實施及監控有關系統，而董事會則在審核委員會的協助下，負責持續監督管理層履行其職責。風險管理及內部監控系統之主要特點於下文各分節闡述。

風險管理系統

本集團採納一套風險管理系統，以管理與其業務經營有關之風險。該系統包括以下階段：

- *辨識：*辨識風險承擔方、業務目標及有可能影響目標達成之風險。
- *評估：*分析出現風險之可能性及影響，並就此評估風險組合。
- *管理：*考慮風險應對方案、確保與董事會進行有效溝通，以及持續監控其餘風險。

CORPORATE GOVERNANCE REPORT

企業管治報告(續)

(continued)

RISK MANAGEMENT AND INTERNAL CONTROL

風險管理及內部監控(續)

(continued)

Risk Management System (continued)

風險管理系統(續)

Based on the risk assessments conducted in 2025, the details of significant risks and the relevant risk responses are highlighted as follow:

依據二零二五年進行之風險評估，有關重大風險及相關風險應對方案之詳情概述如下：

Risk Category 風險類別	Risk Title 風險名稱	Risk Description 風險描述	Risk Response 風險應對方案
Operational risk	Inflation risk and currency risk	BWI Poland serves as a key manufacturing and R&D base for BWI Group. The local currency in Poland is the Polish zloty (PLN), while the primary settlement currencies include EUR and USD. Throughout the year, the PLN appreciated significantly against the USD and showed a slight appreciation against the EUR, while also experiencing mild fluctuations. These movements introduced uncertainty to exchange gains and losses arising from cross-border transactions. In addition, Poland's inflation rate stood at 2.4% at the end of the year, although it remained above 4% during the first half of the year.	In order to minimize the impact of foreign exchange on the subsidiaries' profitability, the Group has adopted the general practice to all foreign subsidiaries trying to match their purchases with their sales, and buy direct materials in the same receiving currency to payment from customers. In response to the inflation situation, the subsidiaries have paid particular attention when entering into commercial negotiations, on both the purchase side and the sales side, inserting certain clauses in the contract and transferring part of the risks to the counterparty.
營運風險	通脹風險及貨幣風險	京西波蘭乃京西智行集團的重要製造與研發基地。波蘭的當地貨幣為波蘭茲羅提，主要結算貨幣則包括歐元與美元。全年期間，波蘭茲羅提兌美元大幅升值，兌歐元則略有升值，同時亦出現輕微波動。該等變動為跨境交易產生的匯兌損益帶來不確定性。此外，波蘭通脹率於年底時為2.4%，但上半年期間則維持在4%以上。	為盡量減輕匯率變動對附公司盈利能力之影響，本集團已對所有海外附屬公司採取一項普遍做法，即盡量使採購與銷售相互抵銷，並以與客戶付款相同的收款貨幣購買直接材料。 為因應通脹情勢，各附屬公司於進行業務磋商時，無論在採購或銷售方面均格外謹慎，並在合約中加入若干將部分風險轉嫁予交易對方的條款。

CORPORATE GOVERNANCE REPORT (continued)

企業管治報告(續)

RISK MANAGEMENT AND INTERNAL CONTROL (continued)

風險管理及內部監控(續)

Risk Management System (continued)

風險管理系統(續)

Risk Category 風險類別	Risk Title 風險名稱	Risk Description 風險描述	Risk Response 風險應對方案
Operational risk	Market Demand and competition Risk	The business of BWI Poland is closely linked to developments in the automotive industry. In 2025, demand in the European automotive market remains volatile and the industry continues to transition toward electrification, intensifying competitive pressures. Meanwhile, OEMs typically exert downward pressure on procurement prices through annual price negotiations, while fluctuations in raw material, energy, and labor costs may further increase operating costs. As a result, BWI Poland may face risks of margin compression and slower revenue growth.	In response to the risk, the Group is optimizing its manufacturing footprint—such as consolidating production resources and transferring capacity to more efficient sites—to improve utilization and reduce fixed costs. In parallel, the Group is strengthening cost management by closely monitoring raw material, energy, and labor fluctuations, and engaging in supplier negotiations and long-term agreements to stabilize expenses. Furthermore, the Group remain committed to R&D, particularly in electrification, suspension, and chassis innovation, to bolster competitiveness and sustain long-term collaboration with key OEMs.

CORPORATE GOVERNANCE REPORT

企業管治報告(續)

(continued)

RISK MANAGEMENT AND INTERNAL CONTROL

風險管理及內部監控(續)

(continued)

Risk Management System (continued)

風險管理系統(續)

Risk Category 風險類別	Risk Title 風險名稱	Risk Description 風險描述	Risk Response 風險應對方案
營運風險	市場需求及競爭風險	<p>京西波蘭的業務與汽車行業的發展息息相關。二零二五年，歐洲汽車市場的需求仍將波動不定，且行業持續向電動化轉型，競爭壓力隨之加劇。與此同時，原始設備製造商通常會透過年度價格磋商對採購價格施加下行壓力，而原材料、能源及勞動成本的波動可能進一步推高營運成本。因此，京西波蘭可能面臨利潤率壓縮及收入增長放緩的風險。</p>	<p>為應對風險，本集團正優化其製造佈局一例如整合生產資源並將產能轉移至效率更高的區域一以提升利用率並降低固定成本。與此同時，本集團透過密切監控原材料、能源及勞動成本的波動，並與供應商進行磋商及簽訂長期協議，以穩定開支，從而強化成本管理。此外，本集團持續致力於研發，特別是在電動化、懸架系統及車底盤創新領域，以增強競爭力並維持與主要原設備生產商的長期合作關係。</p>

CORPORATE GOVERNANCE REPORT (continued)

RISK MANAGEMENT AND INTERNAL CONTROL (continued)

Risk Management System (continued)

The management has established risk management framework to identify risks, setting risk aptitudes and develop risk responses plans. The management will review the framework regularly to ascertain the effectiveness of the risk management process. The management will also actively identify, report and discuss the risk responses based on the dynamic economic environment and uncertainties. In addition, the management will also establish mechanisms to identify environmental changes and analyze the related risks and opportunities.

Internal Control Systems

The Board is responsible for overall ensuring, maintaining and overseeing the internal control systems of the Group. The Executive Committee assists the Board to discharge its responsibilities of ensuring and maintaining appropriate and effective internal control functions by continuously reviewing and monitoring the internal control systems and processes so as to ensure that they can manage the risk of failure to achieve business objectives and provide reasonable assurance against material misstatement or loss of the Group.

The internal control systems of the Group are embedded within the business processes so that they function as an integral part of the overall operations of the Group. The systems comprise a comprehensive organization structure with assignment of definite accountabilities and delegation of the corresponding authorities to each post. Based on the organization structure, a reporting system has been developed which includes a reporting system from division head of each principal business unit to the Executive Committee.

企業管治報告(續)

風險管理及內部監控(續)

風險管理系統(續)

管理層已制定風險管理框架，以辨識風險、釐定風險定性及制定風險應對計劃。管理層將定期檢討框架，以確定風險管理程序之效率。管理層亦將因應多變的經濟環境及不確定因素，積極辨識、報告及討論風險應對方案。此外，管理層亦將建立機制，以識別環境變化，並分析相關風險及機遇。

內部監控系統

董事會負責整體上確保、維持及監管本集團內部監控系統。執行委員會透過持續檢討及監察內部監控系統及程序，協助董事會履行其確保及維持合適及有效之內部監控功能的職責，以確定該等系統及程序能夠管理未能實現業務目標之風險，並能合理地確保本集團不會出現重大失實陳述或損失。

本集團之內部監控系統已納入業務程序中，成為本集團整體營運中不可分割之一部份。該系統包括一個全面的組織架構，當中每個崗位均委以明確責任，並授予相應權力。本集團根據組織架構制定匯報制度，當中涵蓋由各主要業務單位之主管向執行委員會匯報之制度。

CORPORATE GOVERNANCE REPORT

(continued)

RISK MANAGEMENT AND INTERNAL CONTROL

(continued)

Internal Control Systems (continued)

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

- *Control Environment:* A set of standards, processes and structures that provide the basis for carrying out internal control across the Group.
- *Risk Assessment:* A dynamic and iterative process for identifying and analyzing risks to achieve the Group’s objectives, forming a basis for determining how risks should be managed.
- *Control Activities:* Policies and procedures to help ensure that the management directives to mitigate risks to the achievement of objectives are carried out.
- *Information and Communication:* Internal and external communication to provide the Group with the information needed to carry out day-to-day controls.
- *Monitoring:* Ongoing and separate evaluations to ascertain whether each component of the internal control systems is present and functioning.

The Board considers that it is an ongoing and continuous process for the Group to review and improve its internal control systems in order to ensure that they can meet with the dynamic and ever-changing business environment. During the year under review, the Board has reviewed, with the assistance of the Audit Committee, the Group’s risk management and internal control systems and is not aware of any significant issues that would have an adverse impact on the effectiveness and adequacy of the risk management and internal control systems of the Group. Also, based on the internal control reviews conducted in 2025, no significant control deficiency was identified.

企業管治報告(續)

風險管理及內部監控(續)

內部監控系統(續)

本公司設有內部監控系統，其與反舞弊性財務報告委員會發起組織(「**COSO**」)於二零一三年發表之框架一致。該框架使本集團於營運效率及效益、財務報告之可靠性以及遵守適用法例及規例等方面能達致目標。該框架之主要組成部份載列如下：

- *監控環境：*為一套標準、程序及架構，就本集團進行內部監控提供基準。
- *風險評估：*為一套靈活及重覆的流程，可辨識及分析各種風險，從而達致本集團的目標，同時制定基準以決定如何管理風險。
- *監控活動：*以政策及程序協助確保管理層就減低風險以達成目標的方針得以實施。
- *資訊及溝通：*進行對內及對外溝通，為本集團提供所需資料以進行日常監控工作。
- *監管：*進行持續及個別評估，以確保內部監控系統的各個組成部份到位且運作正常。

董事會認為，本集團檢討及改善內部監控系統是一個持續不斷的過程，以確保本集團之內部監控系統能應付瞬息萬變的營商環境。於本回顧年度內，在審核委員會的協助下，董事會已檢討本集團之風險管理及內部監控系統，且並不知悉任何對本集團風險管理及內部監控系統之成效及足夠程度造成不利影響之重大事宜。此外，依據於二零二五年進行之內部監控檢討工作，概無發現監控的任何重大不足之處。

CORPORATE GOVERNANCE REPORT (continued)

RISK MANAGEMENT AND INTERNAL CONTROL (continued)

Internal Audit

The Group has outsourced the internal audit work to EY, Ernst & Young (China) Advisory Limited (“EY”), which is one of the professional internal audit services provider. EY is independent of the Group’s daily operations and carry out appraisal of the risk management and internal control systems by conducting interviews, walkthroughs and tests of operating effectiveness.

If the Finance Department, externally-engaged consulting firm or listing regulatory authority identifies any material internal control defects, the Company Secretary Department of the Company shall respond to and treat such defects as material and important risks, formulate response measures, and improve the internal control processes in a timely manner.

According to the established plan, review of the risk management and internal control systems is conducted annually and the results are reported to the Audit Committee and the Board.

Effectiveness of the Risk Management and Internal Control Systems

The Board is responsible for the risk management and internal control systems of the Group and ensuring review of the effectiveness of these systems has been conducted annually. Several areas have been considered during the Board’s review, which include but not limited to (i) the changes in the nature and extent of significant risks since the last annual review, and the Group’s ability to respond to changes in its business and the external environment; and (ii) the scope and quality of management’s ongoing monitoring of risks and of the internal control systems.

The Board, through its review, together with the review made by the Audit Committee and the work done by EY, concluded that the risk management and internal control systems of the Group were effective and adequate. Such systems, however, are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. In respect of accounting, internal audit and financial reporting functions of the Company, the Board also considered that the resources, staff qualifications and experience of relevant staff and EY were adequate and the training programs and budget provided were sufficient.

企業管治報告(續)

風險管理及內部監控(續)

內部審核

本集團已將內部審核工作外判予安永(中國)企業諮詢有限公司(「安永」)進行，安永為專業內部審核服務提供者之一。安永獨立於本集團之日常營運，並透過進行訪談、視察及營運效率測試，評核風險管理及內部監控系統。

財務部、聘請的外部諮詢機構或上市監管機構若發現任何嚴重的內部控制缺失，本公司公司秘書部將嚴重的內部控制缺失作為本公司的重大、重要風險進行應對，制定應對措施，及時完善內部控制流程。

根據既定計劃，須每年檢討風險管理及內部監控系統，並向審核委員會及董事會匯報結果。

風險管理及內部監控系統之有效性

董事會負責本集團之風險管理及內部監控系統，並確保每年檢討該等系統是否有效。董事會於檢討期間已考慮若干範疇，包括但不限於(i)自去年年度檢討後，重大風險在性質及程度上之轉變，以及本集團應對其業務及外在環境變動之能力；及(ii)管理層持續監察風險及內部監控系統之範疇及質素。

經董事會及審核委員會之審閱以及由安永進行之工作後，董事會總結本集團之風險管理及內部監控系統屬有效及足夠。然而，該等系統旨在管理，而非消除未能達成業務目標之風險，並僅能就本集團不會有重大失實陳述或損失提供合理但非絕對之保證。就本公司之會計、內部審核及財務職能而言，董事會亦認為對相關員工及安永之資源、員工資歷及經驗均為足夠，所提供的培訓課程及預算亦為充足。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

INSIDE INFORMATION DISCLOSURE POLICY

The Company adopted an inside information disclosure policy (the “**Inside Information Disclosure Policy**”) on 21 December 2015 which sets out the procedures for the handling and dissemination of inside information with a view to preventing uneven, inadvertent or selective dissemination of inside information and ensuring shareholders and the public are provided with full, accurate and timely information about the activities and the financial condition of the Group. The Inside Information Disclosure Policy covers the following:

- setting out the processes for identifying, assessing and escalating potential inside information to the Board;
- setting out the responsibilities of officers in preserving the confidentiality of inside information, escalating upwards any such potential information and cascading down the message and responsibilities to relevant staff; and
- identifying who are the Company’s authorized spokespersons and their responsibilities for communications with stakeholders of the Company.

In addition, the Company has communicated to all relevant staff regarding the implementation of the Inside Information Disclosure Policy.

The Board considers that the Company’s existing measures are effective and appropriate compliance mechanisms to safeguard the Company and its officers in discharging their disclosure obligations in respect of inside information.

The Inside Information Disclosure Policy is posted on the website of the Company.

內幕消息披露政策

本公司於二零一五年十二月二十一日採納內幕消息披露政策(「**內幕消息披露政策**」)，當中列載處理及發佈內幕消息的程序，旨在避免不平均、不慎或選擇性發佈內幕消息及確保股東及公眾獲得有關本集團的業務及財務狀況的全面、準確及適時消息或資料。內幕消息披露政策涵蓋以下內容：

- 說明識別、評估及向董事會提交潛在的內幕消息之程序；
- 說明高級職員的責任，要對內幕消息保密，向上級提交潛在的內幕消息及向相關員工傳達訊息及其責任；及
- 識別本公司授權的發言人及列明其與本公司利益相關者溝通的責任。

此外，本公司已向所有相關員工傳達有關實施內幕消息披露政策。

董事會認為本公司現有措施屬有效及合適的合規機制，足以保障本公司及其高級職員履行內幕消息的披露責任。

內幕消息披露政策登載於本公司網站內。

CORPORATE GOVERNANCE REPORT

(continued)

WHISTLEBLOWING POLICY

In line with the commitment to achieve and maintain high standards of openness, probity and accountability, the Company expects and encourages employees of the Group and those who deal with the Group (e.g. customers, suppliers, consultants and agents) to report to the Company any suspected impropriety, misconduct or malpractice concerning the Group. In this regard, the Company has adopted the whistleblowing policy (the “**Whistleblowing Policy**”) on 24 January 2014 and further updated on 30 June 2022. The procedures aim to provide reporting channels and guidance on reporting possible improprieties. The Board delegated the authority to the Audit Committee, which is responsible for ensuring that proper arrangements are in place for fair and independent investigation of any matters raised and appropriate follow-up actions are taken.

The Whistleblowing Policy and the whistleblowing report form are posted on the website of the Company.

ANTI-FRAUD & ANTI-BRIBERY POLICY

In its business dealings, the Group does not tolerate any form of bribery, whether direct or indirect, by, or of, its Directors, officers, employees, agents or consultants or any persons or companies acting for it or on its behalf. The Company adopted an anti-fraud & anti-bribery policy (the “**Anti-Fraud Policy**”) on 30 June 2022, which outlines the Group’s zero-tolerance stance against bribery and corruption, assists employees in recognising circumstance which may lead to or give the appearance of being involved in corruption or unethical business conduct, so as to avoid such conduct which is clearly prohibited, and to promptly seek guidance where necessary.

The Anti-Fraud Policy is posted on the website of the Company.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (“**Model Code**”) of the Listing Rules as a code of conduct of the Company for Directors’ securities transactions.

Having made specific enquiry of all Directors, the Directors have complied with the required standard set out in the Model Code and the Company’s code of conduct regarding Directors’ securities transactions throughout the year ended 31 December 2025.

Employees who are likely to possess inside information in relation to the Company or its shares are required to prohibit from dealing in shares of the Company during the black-out period.

企業管治報告(續)

舉報政策

為達致與維持開放、廉潔及問責度之高標準，本公司預期並鼓勵本集團僱員以及與本集團進行交易之人士(如客戶、供應商、顧問及代理人)，向本公司匯報任何有關本集團之可疑違規事項、不當或失當行為。就此，本公司已於二零一四年一月二十四日採納舉報政策(「**舉報政策**」)，並於二零二二年六月三十日進一步更新。有關程序旨在就匯報可能屬不當行為提供匯報渠道與指引。董事會授權予審核委員會，而審核委員會負責確保就提出之任何事項進行公平獨立之調查作出適當安排，並採取適當之後續行動。

舉報政策及舉報報告表格登載於本公司網站內。

反欺詐及反賄賂政策

本集團在其所有業務交易中絕不容忍其董事、行政人員、僱員、代理或顧問或為其行事或為其代表之任何人士或公司，直接或間接地作出任何形式之賄賂。本公司已於二零二二年六月三十日採納反欺詐及反賄賂政策(「**反欺詐政策**」)，概述本集團對賄賂及貪污行為採取絕不容忍之態度，此有助僱員識別可能導致或可能被牽涉入賄賂及不道德商業行為之情況，從而避免作出該等屬明確禁止之行為，並於有需要時迅速尋求指引。

反欺詐政策登載於本公司網站內。

進行證券交易的標準守則

本公司已就董事進行證券交易而採納上市規則中上市發行人董事進行證券交易的標準守則(「**標準守則**」)作為其本身的行為守則。

在向所有董事作出特定查詢後，所有董事於截至二零二五年十二月三十一日止年度內已遵守標準守則及本公司有關董事進行證券交易的行為守則所規定的標準。

任何可能管有關於本公司或其股份的內幕消息的僱員，均不得於禁售期內買賣本公司股份。

CORPORATE GOVERNANCE REPORT (continued)

企業管治報告(續)

AUDITORS' REMUNERATION

During the year, the remuneration paid/payable to the Company's auditors, PricewaterhouseCoopers ("PwC")⁽¹⁾ and Grant Thornton Hong Kong Limited ("Grant Thornton")⁽²⁾, is set out as follows:

核數師酬金

年內已支付／應付予本公司核數師羅兵咸永道會計師事務所(「羅兵咸永道」)及致同(香港)會計事務所有限公司(「致同」)⁽²⁾的酬金載列如下：

Services rendered	所提供服務	HK\$/000 千港元
Audit services (Grant Thornton)	審計服務(致同)	1,816
Non-statutory audit services:	非法定審計服務：	
- Interim review (PwC)	- 中期審閱(羅兵咸永道)	1,022
- Tax advisory for the Company (PwC)	- 京西國際稅務顧問(羅兵咸永道)	142

⁽¹⁾ Resigned as the auditor of the Company with effect from 30 October 2025.

⁽¹⁾ 自二零二五年十月三十日起辭任本公司之核數師。

⁽²⁾ Appointed as the auditor of the Company with effect from 30 October 2025.

⁽²⁾ 自二零二五年十月三十日起獲委任為本公司之核數師。

The remuneration paid/payable to the other external auditors for the annual audit services for two of the Group's subsidiaries during the year was HK\$131,510.

於年內，為本集團其中兩家附屬公司進行年度審計服務而已支付／應付其他外部核數師的酬金為131,510港元。

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing financial statements of the Group which give a true and fair view of the state of affairs of the Group on a going concern basis and in presenting the annual and interim reports and other financial disclosures required under the Listing Rules, the Directors aim to present a balanced, clear and understandable assessment of the Group's position and prospects.

董事於財務報表的責任

董事承認他們有責任編製本集團財務報表，以持續經營基準真實及公平地呈列本集團的事務。另於呈列年度報告及中期報告及上市規則所要求的其他財務披露時，董事須致力平衡、清晰及明白地評估本集團的狀況及前景。

The statement of the auditor of the Company, Grant Thornton, about its reporting responsibilities on the consolidated financial statements of the Group is set out in the Independent Auditor's Report on pages 148 to 154 of this annual report.

本公司的核數師致同已在本年報第148頁至第154頁的獨立核數師報告書中就彼於本集團綜合財務報表的申報責任作出聲明。

CORPORATE GOVERNANCE REPORT (continued)

COMMUNICATION WITH SHAREHOLDERS

To foster effective communications with the shareholders, the Company provides extensive information in its annual and interim reports and announcements. All shareholders' communications are also available on the Company's website at www.bwi-intl.com.hk.

(a) Shareholders' Communication Policy

On 27 January 2014, the Board adopted a shareholders' communication policy (the "**Shareholders' Communication Policy**") reflecting the current practices of the Company for communication with its shareholders. It will be reviewed on an annual basis. Such policy aims at ensuring the shareholders of the Company are provided with ready, equal and timely access to balanced and understandable information about the Company, in order to enable shareholders to exercise their rights in an informed manner, and to allow shareholders to engage actively with the Company. During the year, the Board has reviewed the Shareholders' Communication Policy and continued its effectiveness.

(b) General meeting

The annual general meeting of the Company provides a useful forum for shareholders to exchange views with the Board. All Directors will make an effort to attend. External auditor is also available at the annual general meeting to address shareholders' queries. In case of any general meeting to approve a connected transaction or any other transaction that is subject to independent shareholders' approval, members of the independent Board committee will also make an effort to attend to address shareholders' queries.

During the year, two general meetings were held by the Company. One of the general meetings was the annual general meeting of the Company was held on 28 May 2025 (the "**2025 AGM**"), and the other one was the extraordinary general meeting of the Company held on 19 December 2025 (the "**EGM**") for approving the continuing connected transactions of the Group.

企業管治報告(續)

與股東的溝通

為促進與股東之間的有效溝通，本公司於年報、中期報告及公告上提供全面資料。所有股東通訊資料均可於本公司網站索閱，網址為 www.bwi-intl.com.hk。

(a) 股東通訊政策

於二零一四年一月二十七日，董事會採納一項反映本公司現時與股東通訊之常規的股東通訊政策(「**股東通訊政策**」)。該政策將每年進行檢討。該政策旨在確保本公司股東均可適時取得全面、相同及容易理解的本公司資料，一方面使股東可在知情情況下行使其權力，另一方面也讓股東可與本公司積極交流。年內，董事會已審閱股東通訊政策及確認其有效性。

(b) 股東大會

本公司的股東週年大會為股東提供與董事會交流意見的有用平台。全體董事均會盡可能抽空出席，外聘核數師亦出席股東週年大會回答股東的提問。在任何批准關連交易或任何其他須經獨立股東批准之交易的股東大會上，獨立董事委員會成員亦會盡可能抽空出席回答股東的提問。

年內，本公司舉行了兩個股東大會。其一是本公司於二零二五年五月二十八日舉行的股東週年大會(「**二零二五年股東週年大會**」)，而另一是於二零二五年十二月十九日舉行，以批准有關本集團持續關連交易的股東特別大會(「**股東特別大會**」)。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

COMMUNICATION WITH SHAREHOLDERS

(continued)

(b) General meeting (continued)

The auditor of the Company, PwC⁽¹⁾, attended the 2025 AGM. Details of the Directors' attendances at the general meetings held during the year are as follows:

Directors	董事	2025 AGM 二零二五年 股東週年大會	EGM 股東特別大會
<i>Executive Directors</i>	<i>執行董事</i>		
Dong Xiaojie (Chairman)	東小杰(主席)	✓	✓
Liu Xihe	劉喜合	✓	✓
Xi Jianpeng	席建鵬	✓	✓
<i>Independent Non-executive Directors</i>	<i>獨立非執行董事</i>		
Wong Foreky	黃科傑	✓	✓
Lo, Gordon	盧家明	✓	✓
Peng Fan	彭凡	✓	✓

⁽¹⁾ Resigned as the auditor of the Company with effect from 30 October 2025.

During the year, all notice(s) of general meeting(s) despatched by the Company to its shareholders for meeting(s) held were sent for annual general meeting at least 21 clear days before the meeting and for all extraordinary general meeting(s) at least 14 clear days before the meeting(s). Separate resolutions were proposed at general meetings on each substantially separate issue, including the election of individual Directors, and all resolutions put to the vote of a general meeting were taken by way of a poll. At the general meeting, the chairman of the meeting explained the procedures for conducting a poll and answered questions from shareholders on voting by poll, if any. The results of the poll were published on the websites of the Stock Exchange and the Company respectively.

與股東的溝通(續)

(b) 股東大會(續)

本公司的核數師羅兵咸永道⁽¹⁾出席了二零二五年股東週年大會。董事於本公司年內舉行的股東大會的出席記錄如下：

⁽¹⁾ 自二零二五年十月三十日起辭任本公司之核數師。

年內，本公司就召開的股東大會，如屬股東週年大會，已於大會舉行前至少足二十一整天向股東發送通知，而就所有股東特別大會而言，則已在大會舉行前至少足十四整天發送通知。本公司就股東大會上每項實際獨立的事宜提出個別的決議案，包括個別董事的提名，而股東大會上提呈的所有議案均以投票方式表決。於股東大會上，大會主席已解釋以投票方式進行表決的程序，並回答股東有關以投票方式表決的提問(如有的話)。投票結果分別刊登於聯交所及本公司網站內。

CORPORATE GOVERNANCE REPORT

(continued)

COMMUNICATION WITH SHAREHOLDERS

(continued)

(c) Dividend Policy

The Company adopted a dividend policy (the “**Dividend Policy**”) on 11 December 2018 which set out the principles and guidelines in relation to the declaration, payment or distribution of its net profits as dividends to the shareholders of the Company.

The Company does not have any pre-determined dividend payout ratio. In respect of recommendation or declaration of any dividend, the Board should ensure that the Company can maintain adequate cash reserves for meeting its working capital requirements and future growth as well as its shareholder value on an ongoing basis.

The Board shall also take into account the following factors of the Company and its subsidiaries when considering the declaration and payment of dividends:

- financial results;
- cash flow situation;
- business conditions and strategies;
- future operations and earnings;
- capital requirements and expenditure plans;
- interests of shareholders;
- any restrictions on payment of dividends; and
- any other factors that the Board may consider relevant.

Save for the factors as set out in the Dividend Policy, the Board must also comply with the Articles and all applicable laws and regulations before declaration and distribution of any dividends to the shareholders of the Company at its discretion.

企業管治報告(續)

與股東的溝通(續)

(c) 股息政策

本公司於二零一八年十二月十一日採納股息政策(「**股息政策**」)，當中列載本公司就宣派、派付或分發其純利予本公司股東作為股息時擬應用的原則及指引。

本公司沒有預設的派息比率。在建議或宣派任何股息時，董事會需確保本公司維持足夠現金儲備，以應付其資金需求、未來可持續增長以及其股東價值。

董事會在考慮宣派股息時，應同時考慮有關本公司及其附屬公司的下列因素：

- 財務業績；
- 現金流狀況；
- 業務狀況及策略；
- 未來營運及收入；
- 資金需求及支出計劃；
- 股東的利益；
- 任何派付股息的限制；及
- 董事會可能視為相關的任何其他因素。

除股息政策載列的各個因素，董事會亦須根據細則及所有適用法律及規則，才可酌情宣派及分發任何股息予本公司股東。

CORPORATE GOVERNANCE REPORT

(continued)

企業管治報告(續)

SHAREHOLDERS' RIGHTS

(a) Convene an extraordinary general meeting and put forward proposals at shareholders' meetings

There are no provisions under the Companies Act (as revised) of the Cayman Islands allowing shareholders to propose new resolutions at general meetings.

However, pursuant to the Articles, any one or more member(s) holding at the date of deposit of the requisition not less than one-tenth of the voting rights, on a one vote per share basis, of the Company at general meetings of the Company shall at all times have the right, by written requisition to the Board or the Secretary of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business or resolution specified in such requisition; and such meeting shall be held within two (2) months after the deposit of such requisition. If within twenty-one (21) days of such deposit the Board fails to proceed to convene such meeting the requisitionist(s) himself (themselves) may convene a physical meeting, 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.

(b) Shareholders' enquiries

Specific enquiries or suggestions by shareholders can be sent in writing to the Board or the Company Secretary at our principal office in Hong Kong or by email to our Company. In addition, shareholders can contact Tricor Investor Services Limited, the share registrar of the Company, if they have any enquiries about their shareholdings and entitlement to dividend. Relevant contact details are set out on page 3 of this annual report.

CONSTITUTIONAL DOCUMENTS

There is no change in the Company's constitutional documents during the year.

股東權利

(a) 召開股東特別大會及在股東大會提出建議

開曼群島公司法(經修訂)並無條文批准股東於股東大會上提呈新決議案。

然而，根據細則，於提請之日持有不低於十分之一的有權在本公司股東大會上按每股一票的基準表決的投票權，任何一或多名股東在任何時候均有權藉向董事會或本公司秘書提交書面請求，提請董事會就該請求所載明的任何事務的處理召開特別股東大會。該會議應於該請求提交之後兩(2)個月之內召開。如果董事會未能在有關請求提交之後二十一(21)天之內召開會議，則提請人本人可以召集一個現場會議，及提請人由於董事會未召集會議而引致的所有合理開支應由本公司償付予提請人。

(b) 股東查詢

倘股東有特別查詢或建議，可致函本公司之香港主要辦事處予董事會或公司秘書或電郵至本公司。此外，股東如有任何有關其股份及股息之查詢，可以聯絡本公司的股份過戶登記處卓佳證券登記有限公司，有關聯絡詳情載於本年報第3頁。

組織章程文件

本公司的組織章程文件於年內並無變動。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

ABOUT THE REPORT

BeijingWest Industries International Limited and its subsidiaries (collectively the “Group” or “We”) are pleased to present our environmental, social and governance (“ESG”) report (the “ESG Report”). The ESG Report summarises the efforts and achievements made by the Group in corporate social responsibility and sustainable development. As for the information on corporate governance, please refer to the corporate governance report on pages 24 to 60 of this Annual Report.

Scope of the Report

The ESG Report covers the business segment of the Group, namely, manufacturing and sales of auto parts, focusing on the operation of the production facilities in the Czech Republic, Poland as well as the technical centre in Poland. The reporting boundary is set with the considerations of the scale of operations of production facilities and technical centre and the significance of their environmental and social impacts. Our sustainability approach and performance in the environmental and social aspects of our business for the reporting period from 1 January 2025 to 31 December 2025 (the “Year”) are presented in the ESG Report. The Group continues to strengthen information collection in order to enhance the performance in environmental domains and to disclose relevant information on sustainable development.

Reporting Standard

The ESG Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide set out in Appendix C2 of the Listing Rules. The ESG Report has complied with all mandatory disclosure requirements and “comply or explain” provisions.

Reporting Principles

Materiality

Material issues are identified and prioritised according to a materiality assessment conducted through stakeholder engagement. The key issues shall be utilised as reference for determining goals, developing various strategies and compiling the ESG Report. Relevant methodologies shall be disclosed in “About the Group” section below.

關於本報告

京西重工國際有限公司及其附屬公司(統稱「本集團」或「我們」)欣然發表我們的環境、社會及管治(「環境、社會及管治」)報告(「環境、社會及管治報告」)。本環境、社會及管治報告概述本集團於企業社會責任及可持續發展方面所作出之努力及所取得之成就。有關企業管治之資料，請參閱本年報第24頁至60頁之企業管治報告。

報告範圍

本環境、社會及管治報告涵蓋本集團之業務分部，即製造及銷售汽車零部件，重點關注位於捷克共和國、波蘭之生產設施及波蘭技術中心之營運。報告範圍乃經考慮生產設施及技術中心之營運規模及其對環境及社會之重要影響而訂立。本環境、社會及管治報告呈列由二零二五年一月一日至二零二五年十二月三十一日報告期間(「本年度」)有關我們的業務在環境及社會方面之可持續發展方針及績效。本集團繼續加強收集資料之力度，以提升於環境領域之績效表現及披露有關可持續發展之資料。

報告準則

本環境、社會及管治報告乃根據上市規則附錄C2所載列之《環境、社會及管治報告指引》編製。本報告已遵守所有強制披露規定及「不遵守就解釋」條文。

報告原則

重要性

識別重要議題和其優先次序是依照通過持份者參與進行的重要性評估所得出。關鍵議題將作為確定目標、制定各種策略及編寫環境、社會及管治報告的參考。有關方法將於下文「關於本集團」一節中披露。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

ABOUT THE REPORT (continued)

Reporting Principles (continued)

Quantitative

The Group's ESG performance shall be reflected by the disclosure of environmental and social key performance indicators ("KPIs"). Particular standards, methodologies, assumptions and references adopted shall be presented in respective sections in the ESG Report.

Consistency

The methodologies of KPI calculations shall be kept consistent as far as practicable. Any changes made would be presented and explained in detail in respective sections in the ESG Report.

Feedback

We welcome your feedback and your opinions will be highly valued. Should you have any advice or suggestions on the ESG report, please contact us at info@bwi-intl.com.hk.

ABOUT THE GROUP

The Group principally engages in the manufacture and sale of automotive parts and components, trading of automotive parts and components and the provision of technical services. The Group's automotive suspension products are mainly for premium passenger vehicles, which are manufactured by our plants in Europe. Through developing and maintaining a strong relationship with the major customers, the Group well understands the technical requirements of the customers and has expertise in the manufacturing process for premium passenger vehicles.

Being a responsible enterprise with businesses in different countries, the Group and its employees are subject to the laws and regulations of the countries where it operates, as well as the requirements and standards of the industry.

關於本報告(續)

報告原則(續)

量化

本集團的環境、社會及管治表現將透過披露環境及社會關鍵績效指標(「環境及社會關鍵績效指標」)來反映。採用的具體標準、方法、假設及參考將於環境、社會及管治報告的相關章節中呈列。

一致性

關鍵績效指標之計算方法在切實可行之情況下須保持一致。任何變動均會於環境、社會及管治報告的相關章節中呈列及詳細說明。

回饋

我們非常重視閣下的回饋及閣下的意見。如閣下對本環境、社會及管治報告有任何意見或建議，請以 info@bwi-intl.com.hk 聯絡我們。

關於本集團

本集團主要從事生產及銷售汽車零部件及元件、買賣汽車零部件及元件，以及提供技術服務之業務。本集團之汽車懸架產品主要應用於高檔乘用車，而該等乘用車由我們位於歐洲之廠房製造。本集團透過與主要客戶建立及維持深厚關係，透徹了解客戶之技術要求，亦精於高檔乘用車之製造過程。

作為一家業務遍及不同國家的負責任企業，本集團及其僱員須遵守業務所在國家之法律及法規，以及行業之規定及標準。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

ABOUT THE GROUP (continued)

Board Statement

The Group deeply understands that excellent ESG governance strategies are inextricably linked to the steady enhancement of investment value and can strongly promote the sustainability of long-term returns to shareholders. The Board of Directors clarifies its responsibilities in maintaining the ESG governance structure and is responsible for overseeing the Group's implementation of ESG-related matters, including the assessment of ESG risks. The Board reviews, assesses, and monitors the coordination of ESG strategies among various business divisions, and continuously reviews, discusses, and strives for improvements to optimize the compilation of the ESG report.

The Board is responsible for focusing on and implementing stakeholder engagement. It collects views from various perspectives through questionnaires to conduct a comprehensive materiality assessment. To ensure independence, third-party ESG professionals have been invited to assist in analysing, evaluating, and prioritizing the significant ESG issues of the Group's business. The Board also offers several stakeholder engagement channels to enhance communication. Moreover, the Board keeps tabs on emerging market trends and closely follows the latest international trends regarding ESG-related issues that may potentially affect the Group's business operations. Consequently, the Board will make timely adjustments to business operations and oversees compliance with ESG-related laws and regulations issued by external governing/regulatory bodies.

The ESG achievements are presented to our stakeholders annually through the ESG Report. The Board shall consider all opinions received and keep seeking improvement in ESG strategies to achieve our ultimate sustainable goals.

環境、社會及管治報告(續)

關於本集團(續)

董事會聲明

本集團深知，優秀的環境、社會及管治策略與穩步提升投資價值密不可分並可切實增強股東長期回報的可持續性。董事會知悉其維持環境、社會及管治架構的責任，並負責監督本集團執行環境、社會及管治的相關事宜，包括評估環境、社會及管治風險。董事會審查、評估及監控環境、社會及管治策略在不同業務部門之間的協作情況，並繼續審查、討論及奮力改進，以便更好地編製環境、社會及管治報告。

董事會有責任關注及執行持份者的參與。其透過問卷從不同角度收集意見，以進行全面的重要性評估。為確保獨立性，第三方環境、社會及管治專業人員已受邀協助分析、評估及確定本集團業務的重大環境、社會及管治議題的優先順序。董事會亦提供多個持份者參與渠道，以加強溝通。此外，董事會持續追蹤新興市場趨勢，並密切留意與可能影響本集團業務營運的環境、社會及管治相關議題的最新國際趨勢。因此，董事會將按市場趨勢及時調整業務營運，並監督外部治理／監管方發佈的環境、社會及管治相關法律及法規的合規情況。

環境、社會及管治成就每年透過環境、社會及管治報告向我們的持份者呈列。董事會將考慮所有收集到的意見，並不斷尋求改進環境、社會及管治策略，以實現我們最終的可持續目標。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

ABOUT THE GROUP (continued)

Stakeholder Engagement

During the preparation of the ESG Report for the Year, the Group engaged an independent third-party consultant to assist in gathering opinions from its internal key stakeholders on ESG issues. The opinions received enabled us to improve our internal management while enhancing the quality of the ESG Report. Therefore, the Group attaches great importance to stakeholders' opinions and takes their opinions as the basis for its formulation and implementation of short-term and long-term sustainability strategies. Through a wide range of channels, we strive to communicate with stakeholders and understand their requirements and expectations so as to further improve our ESG performance.

關於本集團(續)

持份者參與

於編製本年度環境、社會及管治報告期間，本集團聘用獨立第三方顧問協助我們收集其內部主要持份者對環境、社會及管治議題的意見。收集到的意見讓我們提升內部管理並同時加強環境、社會及管治報告的質素。因此，本集團非常重視持份者的意見及以彼等的意見作為制定及落實短期及長期可持續策略的基礎。透過廣泛的渠道，我們致力與持份者溝通並了解彼等的要求及期望，以及進一步提升我們的環境、社會及管治表現。

Stakeholders 持份者	Requirements and Expectations 要求及期望	Means of Communication and Response 溝通及回應途徑
Governments and Regulators 政府及監管機構	<ul style="list-style-type: none"> Compliance with national policies, laws and regulations 遵守國家政策、法律及法規 Drive local employment 推動當地就業 Pay taxes in full and on time 全數及準時繳稅 Ensure Production safety 確保生產安全 	<ul style="list-style-type: none"> Information reporting regularly 定期報告資訊 Examinations and inspections 檢查及視察
Shareholders 股東	<ul style="list-style-type: none"> Returns 回報 Compliant operations 遵守營運規定 Transparency in information and effective communication 資訊透明度及有效溝通 	<ul style="list-style-type: none"> Stakeholders conferences 持份者會議 Announcements and circulars 公告及通函 Email, telephone communication and company website 電郵、電話溝通及公司網站 Dedicated reports 專責報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

ABOUT THE GROUP (continued) Stakeholder Engagement (continued)

關於本集團(續) 持份者參與(續)

Stakeholders 持份者	Requirements and Expectations 要求及期望	Means of Communication and Response 溝通及回應途徑
Business Partners 業務合作夥伴	<ul style="list-style-type: none"> Operation with integrity 誠信經營 Equal Rivalry 公平競爭 Performance of contracts 履行合約 Mutual benefits and win-win result 互惠互利及雙贏結果 	<ul style="list-style-type: none"> Business communications 業務溝通 Exchanges and discussions 交流研討 Engagement and cooperation 洽談合作
Customers 客戶	<ul style="list-style-type: none"> Outstanding products and services 優秀產品及服務 Performance of contracts 履行合約 Operation with integrity 誠信經營 	<ul style="list-style-type: none"> Customer communication meetings 與客戶溝通會面
Environmental Regulatory Department 環境監管部門	<ul style="list-style-type: none"> Energy saving and emission reduction 節能及減排 Ecosystem protection 生態系統保護 Rational use of water 合理用水 	<ul style="list-style-type: none"> Reporting 報告
Industry 行業	<ul style="list-style-type: none"> Drive industry Development 推動行業發展 	<ul style="list-style-type: none"> Participation in industry forums 參與行業論壇
Employees 僱員	<ul style="list-style-type: none"> Protection of rights 保障權利 Occupational health and safety 職業健康及安全 Remunerations and benefits 薪酬及福利 Career development 事業發展 	<ul style="list-style-type: none"> House journal and intranet 內部日誌及內聯網 Employee mailbox 僱員郵箱 Training and workshops 培訓及工作坊
Community and the Public 社區及公眾	<ul style="list-style-type: none"> Improve community environment 改善社區環境 Information Transparency 信息透明度 	<ul style="list-style-type: none"> Company website 公司網站 Announcements 公告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

ABOUT THE GROUP (continued)

Materiality Assessment

The materiality assessment was conducted by scoring the material issues based on internal stakeholder surveys. With the aid of third-party professionals, we also gathered the material issues for the industry addressed by two well-known external authorities¹. We further merged those material issues and finalised the representative material issues as shown below:

關於本集團(續)

重要性評估

重要性評估是透過根據內部持份者調查對重大議題評分來進行。在第三方專業人士的協助下，我們亦收集了兩個知名外部權威機構¹提出的行業重大議題。我們進一步合併該等重大議題，並最終確定下列具代表性的重大議題：

Aspects 層面	Material Issues 重大議題	Corresponding Sections 相應章節
Environmental 環境	<ul style="list-style-type: none"> Energy Consumption 能源消耗 	<ul style="list-style-type: none"> Excellence in Environment 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ Reducing energy consumption 降低能源消耗
	<ul style="list-style-type: none"> Waste Management 廢棄物管理 	<ul style="list-style-type: none"> Excellence in Environment 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ Sorting of waste 廢棄物分類 ➢ Utilizing packaging materials 使用包裝材料
Employment and Labour Practices 僱傭及勞工常規	<ul style="list-style-type: none"> Occupational Health and Safety 職業健康與安全 	<ul style="list-style-type: none"> Excellence in Our Workplace 於工作環境方面的卓越表現 <ul style="list-style-type: none"> ➢ Health and Safety 健康與安全
	<ul style="list-style-type: none"> Remuneration and Benefits 薪酬及福利 	<ul style="list-style-type: none"> Excellence in Our Workplace 於工作環境方面的卓越表現 <ul style="list-style-type: none"> ➢ Employment and Welfare 僱傭及福利

¹ The material issues are addressed via materiality maps of two external authorities, namely the Sustainability Accounting Standards Board (SASB) and MSCI Inc.

¹ 重大議題經參考由兩個外部權威機構，即永續會計準則委員會(SASB)及摩根士丹利資本國際公司(MSCI)提供的重要性圖譜所提出。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

ABOUT THE GROUP (continued) Materiality Assessment (continued)

關於本集團(續) 重要性評估(續)

Aspects 層面	Material Issues 重大議題	Corresponding Sections 相應章節
Operating Practices 營運常規	<ul style="list-style-type: none"> Quality Management 質量管理 	<ul style="list-style-type: none"> Excellence in The Marketplace 於市場方面的卓越表現 <ul style="list-style-type: none"> Product Quality 產品質量
	<ul style="list-style-type: none"> Procurement Practices 採購常規 	<ul style="list-style-type: none"> Excellence in The Marketplace 於市場方面的卓越表現 <ul style="list-style-type: none"> Fair Treatment of Suppliers 公平對待供應商
	<ul style="list-style-type: none"> Research and Development 研究與開發 	<ul style="list-style-type: none"> Excellence in The Marketplace 於市場方面的卓越表現 <ul style="list-style-type: none"> Product Quality 產品質量
	<ul style="list-style-type: none"> Anti-corruption 反貪污 	<ul style="list-style-type: none"> Excellence in Our Business 於業務方面的卓越表現 <ul style="list-style-type: none"> Promoting Integrity 倡導誠信

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT

Environmental Principles

As a responsible corporate entity, the Group defines its role significantly through its dedication to safeguarding natural resources and the global environment. It adheres strictly to local environmental protection regulations in its operating regions, such as the Czech Republic's Act on Integrated Pollution Prevention and Control and Poland's Environmental Protection Law. The Group's daily operations are guided by environmental principles. Leveraging technological means, it continuously works on reducing solid waste and air pollution, conserving resources, and recycling materials. This is to ensure that while protecting the environment, the Group can also achieve sustainable growth and prosperity.

Our dedication to the environment extends far beyond mere legal compliance. We integrate sustainable environmental practices into every aspect of our business decision-making processes. For the operation of our production facilities in the Czech Republic and Poland, we've secured all the essential permits required by relevant environmental protection laws. These include permits related to air emissions, water discharge, and waste disposal. This not only ensures that our operations meet regulatory requirements but also reflects our proactive approach to environmental stewardship. We view these permits as a baseline for our environmental performance and are constantly striving to exceed the set standards through continuous improvement initiatives.

To drive the Group's progress towards environmental sustainability, we have outlined multiple environment-related targets and goals in our Sustainability Policy. These serve as a compass, steering the Group towards an eco-friendlier future. The targets centre on four key areas: greenhouse gas emissions, energy and water resource consumption, and waste production. Our focus is on utilizing sustainable energy and materials, minimizing waste generation, enhancing operational efficiency, and safeguarding the environment. In pursuit of these goals, the Group is consistently on the lookout for alternative materials, production processes, and disposal methods. By doing so, we aim to alleviate the environmental impact during the product development, manufacturing, and disposal stages. This continuous search for better solutions reflects our commitment to long-term environmental sustainability and our responsibility as a corporate citizen.

於環保方面的卓越表現

環保原則

作為一個負責任的企業實體，本集團付諸行動，盡心盡力保護天然資源及地球環境。本集團嚴格遵守業務所在地的環境保護法規，例如捷克共和國的《綜合污染防治法》及波蘭的《環境保護法》。本集團的日常營運受到環保原則規範。本集團充分藉助技術手段持續削減固體廢棄物及空氣污染、節約資源及回收材料。此舉可確保本集團實現保護環境與持續蓬勃發展並行。

我們於環保方面作出的努力遠不止於遵守法律。我們於業務決策過程各層面融入可持續環保常規。就位於捷克共和國及波蘭之生產設施的營運而言，我們已取得所有相關環保法律規定的必要許可證。該等許可證有關空氣排放物、廢水排放及廢棄物。取得以上許可證不僅確保我們業務達到監管規定，亦可體現出我們積極治理環境的行動。我們視相關許可證為我們環保表現的基準線，並致力透過持續改善措施以不斷超越既定標準。

為推動本集團實現環保可持續性的進程，我們已於可持續發展政策中概述多項與環境相關的目標及目的。該等目標及目的為本集團邁向環保未來指明方向。有關目標圍繞四個主要方面：溫室氣體排放、能源及水資源消耗以及廢棄物產生。我們關注可持續能源及材料的使用，盡量減少產生廢棄物，加強營運效率及保護環境。為實現該等目標，本集團不斷尋找替代材料、生產程序及處置方法。通過這樣做，我們旨在於產品開發、製造及處置過程中減少對環境產生的影響。不斷尋找更優解決方案的行動彰顯我們對環保長期可持續性的承諾及作為企業公民的責任。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued)

Environmental Principles (continued)

For instance, the production facility in the Czech Republic is dedicated to continuously updating its understanding of environmental impacts, risks, and opportunities during the manufacturing of automotive shock absorbers and chassis modules. It is committed to actively protecting the environment, particularly by preventing the release of pollutants into the surrounding area. The Group has implemented an environmental management system to identify risk factors in its corporate operations. On-site environmental specialists are tasked with identifying and evaluating environmental factors. This helps manage environmental risks and mitigate the environmental impact. An environmental management system procedure has been established, clearly defining the responsibilities of managerial staff from different departments. The production facilities in the Czech Republic, Poland have obtained the ISO 14001:2015 Environmental Management System Standard certifications. This achievement is a testament to our unwavering commitment to implementing the environmental management system effectively. It showcases our efforts to meet international environmental standards and continuously improve our environmental performance.

The Group is committed to contributing to the sustainability of its businesses. Recognizing that employees are crucial to the Group's overall success, we believe that enhancing employee-led sustainability is a top priority. To this end, the Group focuses on educating, training, and motivating employees to perform their tasks in an environmentally responsible manner. Throughout the year, a series of environmental training sessions were organized at production facilities in the Czech Republic, Poland, as well as at the technical centre in Poland. These sessions aimed to heighten employees' awareness of environmental pollution prevention and waste segregation. The training courses covered a wide range of topics, including environmental policies, dangerous goods handling procedures, waste segregation methods, and the Group's annual environmental targets. Looking ahead, the Group will conduct continuous assessments of the environmental and community impacts of its production facilities and products. By doing so, we strive to achieve continuous improvement in our environmental performance and contribute more effectively to sustainable development.

環境、社會及管治報告(續)

於環保方面的卓越表現(續)

環保原則(續)

例如，位於捷克共和國之生產設施致力於製造汽車減震器及車底盤模塊過程中，持續深化對環境影響、風險及機遇的認知。該生產設施尤其通過嚴防污染物排放至週邊區域，以積極保護環境。本集團已執行環境管理系統，旨在識別企業營運中的風險因素。現場環境專家負責識別及評估環境因素，其有助於管控環境風險及減輕環境影響。本集團已建立環境管理系統程序，明確不同部門管理人員的職責。位於捷克共和國及波蘭之生產設施已取得ISO 14001:2015環境管理體系認證，其表明本集團堅持高效執行環境管理系統毫不動搖的承諾並展現出本集團為達到國際環保標準並不斷改善環境表現所作出的努力。

本集團致力為其業務的可持續性作出貢獻。我們深知僱員對本集團的整體成功不可或缺，並相信強化僱員主導的可持續性乃重中之重。為此，本集團關注教育、培訓及推動僱員以對環境負責的態度展開工作。於本年度，本集團於捷克共和國及波蘭之生產設施以及波蘭技術中心舉辦一系列環保培訓課程。該等課程旨在提高僱員對預防環境污染及廢棄物分類的意識。培訓課程涵蓋包括環保政策、危險品處理程序、廢棄物分類方法及本集團年度環保目標等廣泛主題。展望未來，本集團將持續評估生產設施及產品對環境及社區產生之影響。通過以上行為，我們致力實現環境表現的持續改進並更加有效地推動可持續發展。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued)

Minimizing Emissions and Reducing Resource Consumptions

We place a high premium on sustainability and are acutely aware of the environment's significance to our business operations. Thus, it is our solemn mission to safeguard the environment and adhere to the principles of sustainability through a diverse array of initiatives. We implement various measures in areas such as pollution and emission reduction, as well as resource conservation. For example, we optimize production processes to minimize waste generation and emissions, and actively seek out more energy-efficient technologies. By doing so, we aim to mitigate our environmental footprint and ensure sustainable business operations. This not only benefits the environment but also contributes to the long-term viability and success of our business.

(a) *Minimizing air and water pollutants*

Our efforts to minimize air and water pollutants are focused on our manufacturing operations. Air and water pollution in our business operations are mainly generated from the manufacturing processes of the production facilities in the Czech Republic and Poland. We conduct quantitative monitoring of air emissions and wastewater, continuously measuring discharge volumes to ensure all emissions comply with relevant standards.

於環保方面的卓越表現(續)

減少排放物及降低資源消耗

我們極為重視可持續性並深刻意識到環境對我們業務營運的重要性。因此，保護環境及恪守可持續原則是我們通過一系列舉措持續推進的核心承諾。我們於減少污染及排放以及節約資源等方面採取不同措施。例如，我們優化生產流程以盡量減少廢棄物產生及排放，並積極探尋更多節能技術。通過以上行為，我們旨在減少環境足跡及確保可持續業務營運。以上行為不僅對環境有益，亦有助於我們業務的長期發展及成功。

(a) *減少空氣及水污染物*

我們在減少空氣及水污染物所作出的努力，主要集中在製造業務。我們的業務營運所產生的空氣及水污染主要來自捷克共和國及波蘭之生產設施的製造過程。我們對空氣排放物與廢水進行定量監測，持續測量排放量以確保所有排放均符合相關標準。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(a) Minimizing air and water pollutants (continued)

The following table shows the Group's performance regarding air emissions and wastewater discharges in the Year.

(a) 減少空氣及水污染物(續)

下表載列本集團於本年度有關空氣排放物及廢水排放之表現。

Production Facility 生產設施	Pollutant 污染物	Unit 單位	Emission Amount 排放量	Emission Limit of the Standard 標準規定的排放限值
Czech Republic 捷克共和國	Air Pollutants: (Relevant Standard: Requirements of Integrated Pollution Prevention and Control) 空氣污染物：(相關標準：綜合污染防止及控制規定)			
	Carbon monoxide 一氧化碳	mg/m ³ 毫克/立方米	8.2	50
	Nitrogen dioxide 二氧化氮	mg/m ³ 毫克/立方米	4.1	100
	Total Organic Carbon 有機碳總量	mg/m ³ 毫克/立方米	17.2	20
	Water Pollutants: (Relevant Standard: Requirements of Integrated Pollution Prevention and Control) 水污染物：(相關標準：綜合污染防止及控制規定)			
	Aluminium 鋁	mg/L 毫克/升	3.26-4.28	10
	Iron 鐵	mg/L 毫克/升	0.72-0.85	20
	Nickel 鎳	mg/L 毫克/升	0.02-0.17	0.2
	Sulphates 硫酸鹽	mg/L 毫克/升	612-872	1,000

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(a) Minimizing air and water pollutants (continued)

(a) 減少空氣及水污染物(續)

Production Facility 生產設施	Pollutant 污染物	Unit 單位	Emission Amount 排放量	Emission Limit of the Standard 標準規定的排放限值
Poland 波蘭	Air Pollutants: (Relevant Standard: Requirements of Integrated Pollution Prevention and Control) 空氣污染物：(相關標準：綜合污染防止及控制規定)			
	Aliphatic hydrocarbons 脂肪烴	kg/h 千克/小時	0.0044	0.08
	Aromatic hydrocarbons 芳香烴	kg/h 千克/小時	0.0059	0.01013
	Chromium 鉻	kg/h 千克/小時	0.0004	0.00264
	Nitrogen Oxides 氮氧化合物	kg/h 千克/小時	0.0255	0.078
	Particulates 顆粒物	kg/h 千克/小時	0.0026	0.00264
	Water Pollutants: (Relevant Standard: Integrated Wastewater Discharge Standard) 水污染物：(相關標準：綜合廢水排放標準)			
	Chromium 鉻	mg/L 毫克/升	0.003-0.022	0.25
	Copper 銅	mg/L 毫克/升	0.006-0.017	0.25
	Nickel 鎳	mg/L 毫克/升	0.0043-0.02	0.25
	Zinc 鋅	mg/L 毫克/升	0.016-0.082	1.00

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(a) Minimizing air and water pollutants (continued)

In addition to the emissions from manufacturing processes, air pollutants are also produced from the use of vehicles and stationary combustion equipment. The air pollutants of vehicles and stationary combustion from production facilities in the Czech Republic, Poland, as well as the technical centre in Poland are as follows:

Air Emissions (Note 1)	空氣排放物(附註1)	2025 二零二五年	2024 二零二四年
Nitrogen oxides (kg)	氮氧化物(千克)	3,612	4,394
Sulphur oxides (kg)	硫氧化物(千克)	34	45
Particulate matter (kg)	懸浮微粒(千克)	32	41

Note:

- Based on the emission factors according to the operating locations of the business, including EMEP/EEA Air Pollutant Emission Inventory Guidebook 2023 issued by the European Environment Agency, 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

The Group has set emission reduction targets for air pollutants. To achieve these goals, electrostatic precipitators that absorb oil mist will be connected to the company's machine tools. The Group has also set a reduction target for water pollutant emissions by enhancing the technology of sewage treatment plants. To improve sewage treatment, the production facility has been dedicated to improving the ventilation system and automating the control system of the plants.

環境、社會及管治報告(續)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(a) 減少空氣及水污染物(續)

除了來自製造過程的排放物外，使用汽車及固定燃燒設備亦產生空氣污染物。來自捷克共和國、波蘭之生產設施以及波蘭技術中心之汽車及固定燃燒設備的空氣污染物如下：

附註：

- 根據業務經營地點的排放因子計算，包括歐洲環境署發佈之《二零二三年歐洲監測和評估計劃／歐洲經濟區(EMEP/EEA)空氣污染物排放清單指南》、《二零零六年政府間氣候變化專門委員會(IPCC)國家溫室氣體清單》。

本集團已設定減少空氣排放物的目標。為實現該等目標，本公司機床將接入可吸附油霧的靜電除塵器。本集團亦透過提升污水處理廠的技術，設定減少水污染物排放的目標。為改善污水處理，生產設施致力改進通風系統，並實現工廠控制系統的自動化。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(b) Reducing energy consumption

The Group acknowledges the scarcity of natural resources and understands the imperative of effective management and conservation to prevent their depletion in the near future. Consequently, the Group has implemented a series of energy-saving initiatives. Regular monitoring of energy consumption is conducted, and annual surveys are carried out to identify irregularities and areas for improvement in energy utilization. Additionally, goals for further reducing energy consumption have been established. In the reporting year, the Group introduced energy-saving programs in its production facilities in Poland, such as the modernization of the central heating system. At the same time, the Group have insulated the heating and heat supply pipeline valves in the factory to improve energy efficiency. Moreover, specialized training sessions were conducted to enhance staff's awareness of energy conservation. In daily operations, employees actively contribute to energy reduction by manually adjusting air conditioning for temperature maintenance and consistently turning off air conditioners and lights upon leaving meeting rooms.

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(b) 降低能源消耗

本集團知悉天然資源的稀缺性，並了解有效的管理及保護對預防於不久的將來出現資源枯竭的重要性。因此，本集團已實施一系列節能措施，定期監察能源消耗及進行年度調查，以查明能源利用方面的違規之處及有待改進的範疇。此外，本集團已就進一步降低能源消耗設定目標。於報告年度，本集團於波蘭之生產設施推出節能計劃(如中央暖氣系統的現代化)。同時，本集團已為工廠內的供暖及供熱管道閥門加裝隔熱層，以提升能源效率。此外，本集團更舉辦專題培訓課程以提升節能意識。在日常營運中，僱員亦積極透過手動調節空調維持溫度，並在離開會議室時堅持關閉空調與照明設備，共同實踐節能減耗。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(b) Reducing energy consumption (continued)

The energy consumption data of the production facilities in the Czech Republic and Poland, along with that of the technical centre in Poland, are presented as follows:

(b) 降低能源消耗(續)

捷克共和國及波蘭之生產設施以及波蘭技術中心之能源消耗數據呈列如下：

Energy Consumption	能源消耗	2025 二零二五年	2024 二零二四年
Total energy consumption (MWh)	能源總耗量(兆瓦時)	42,433	45,984
Energy consumption per production machine (MWh/production machine)	每台生產設備之能源消耗(兆瓦時/生產設備)	32.10	38.97
Non-renewable fuel consumption (Note 1) (MWh)	不可再生燃料消耗(附註1)(兆瓦時)	14,423	16,907
Purchased electricity and heating (Note 2) (MWh)	購買電力及暖氣(附註2)(兆瓦時)	28,010	29,078

Notes:

- Based on the actual fuel consumption for mobile vehicles and stationary combustion sources of the Group. The unit conversions for the consumption from mobile vehicles (litre) were calculated with reference to EMEP/EEA air pollutant emission inventory guidebook 2023 issued by European Environment Agency.
- Based on the actual energy consumption record of the Group.

附註：

- 根據本集團移動車輛及固定燃燒源之實際燃料消耗量計算。移動車輛消耗量之單位換算(升)參考歐洲環境署發佈之《二零二三年歐洲監測和評估計劃/歐洲經濟區空氣污染物排放清單指南》計算。
- 根據本集團實際能源消耗記錄計算。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(b) Reducing energy consumption (continued)

At the start of the year, the production facilities in the Czech Republic and Poland established their energy reduction goals, with a primary focus on optimizing energy consumption. Throughout the year, a series of measures were implemented to attain these objectives. For example, during winter, waste heat from machinery was harnessed to lower the temperature setting of the hall air conditioner by 2°C. This not only contributed to energy savings but also ensured that thermal comfort requirements for the workplace (as outlined in ČSN EN 12831-1) were maintained. Moreover, the Group employed lean production processes to decrease the energy consumption per unit of product. This involved streamlining operations and reducing the reliance on redundant machinery of the same type.

To ensure the effectiveness of these efforts, the progress of these energy reduction objectives was closely tracked using the Plan-Do-Check-Act (PDCA) cycle. Additionally, a monthly monitoring system was put in place to assess the relationship between energy consumption and production volume. This enabled the Group to promptly identify any areas that required improvement and make necessary adjustments to its energy-saving strategies.

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(b) 降低能源消耗(續)

本年度初，位於捷克共和國及波蘭之生產設施已制定節能目標，主要專注優化能源消耗。於本年度，本集團已採取一系列措施以實現該等目標。例如，於冬季，利用機器的廢棄熱量將大廳空調溫度降低2°C，其不僅有助於節能，亦能確保維持ČSN EN 12831-1對工作場所舒適溫度的要求。此外，本集團利用精益生產過程降低單位產品能源消耗，其涉及簡化生產過程以減少對同類型冗餘機器的依賴。

為確保該等措施成效，該等節能目標的進展透過應用「計劃－執行－檢查－行動」循環得到密切監測。此外，本集團建立月度監測系統，以評估能源消耗與產量之間的關係。此舉令本集團能夠及時發現任何有待改進的方面，並對其節能策略作出必要的調整。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(c) Reducing water consumption

We are resolutely committed to decreasing water consumption within the manufacturing processes of our business. To accomplish this objective, we have implemented an array of measures. Periodic analyses of water consumption are carried out to enhance the management of water usage.

The following are the details regarding water consumption at the production facilities in the Czech Republic and Poland, as well as at the technical centre in Poland:

Water Consumption (Note 1)	用水量(附註1)	2025 二零二五年	2024 二零二四年
Total water consumption (m ³)	總用水量(立方米)	71,929	82,185
Water consumption per production machine (m ³ /production machine)	每台生產設備之用水量 (立方米/生產設備)	54.41	69.65

Note:

- Based on the actual water consumption record of the Group.

Similarly, the production facilities have set annual water consumption targets to optimize water usage. The intention is to gradually reduce water consumption through various methods. This includes disconnecting redundant machines of the same type and optimizing machine conditions. A monthly monitoring system is in place to compare water consumption data with production levels. This allows for the timely identification of any inefficiencies and the implementation of corrective actions to further improve water conservation efforts.

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(c) 節約用水

我們堅決致力於業務製造過程中節約用水。為實現以上目標，我們已實施各種措施。本集團定期進行對用水量進行分析，以加強用水管理。

位於捷克共和國及波蘭之生產設施以及波蘭技術中心之用水量詳情如下：

附註：

- 根據本集團實際用水記錄計算。

同樣，生產設施亦設立年度用水量目標，以優化用水量。旨在透過多種方法逐步減少用水量，包括斷開同類型冗餘機器的連接及優化機器的狀況。本集團已設立對用水量數據及生產水平進行比較的月度監測系統。此舉可令本集團及時發現任何低效情況，且本集團已採取糾正措施，以進一步改善節約用水工作。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(d) *Sorting of waste*

The Group has developed a series of on-site waste management procedures that adhere to both corporate standards and local legal requirements. We have a well-defined process for waste handling, covering every stage from waste generation to its transfer to contractors.

In the production areas, a waste sorting system is in operation, which is applicable to waste materials such as paper, glass, plastic, and metal. Waste is collected and stored in segregation containers that are clearly labelled. It is strictly prohibited to mix hazardous waste with non-hazardous waste or different types of hazardous waste. As a result, hazardous waste and non-hazardous waste are collected and stored separately in distinct containers.

Once the waste sorting is completed, we collaborate with authorized waste contractors for waste collection. Before disposal, we maximize the recycling of waste. Non-recyclable waste, like municipal waste, is disposed of by an external service provider through landfill or incineration methods.

The hazardous and non-hazardous waste generated by our production facilities in the Czech Republic and Poland, along with the technical centre in Poland, is summarized in the table below:

Wastes (Note 1)	廢棄物(附註1)	2025 二零二五年	2024 二零二四年
Hazardous waste generated (tonnes)	產生之有害廢棄物(噸)	156	164
Hazardous waste generated per production machine (tonnes/production machine)	每台生產設備產生之有害廢棄物(噸/生產設備)	0.12	0.14
Total non-hazardous waste generated (tonnes)	產生之無害廢棄物總計(噸)	4,655	4,944
Non-hazardous waste generated per production machine (tonnes/production machine)	每台生產設備產生之無害廢棄物(噸/生產設備)	3.52	4.19

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(d) *廢棄物分類*

本集團已制定一系列符合企業標準及當地法律規定的現場廢棄物管理程序。從廢棄物產生到轉移廢棄物至承包商，我們均設有明確廢棄物處理流程。

廢棄物分類系統已於生產區域施行，並適用於紙張、玻璃、塑料及金屬等廢棄物分類。廢棄物收集後存放在有清晰標記之隔離容器內。我們嚴格禁止混合存放有害廢棄物及無害廢棄物或混合存放不同類別之有害廢棄物。因此，有害廢棄物及無害廢棄物會分別收集及儲存於截然不同的容器。

廢棄物分類一旦完成後，我們與認可之廢棄物承包商合作收集廢棄物。於處理廢棄物前，我們盡可能將其回收。不可回收的廢棄物(如都市廢棄物)，則由外聘服務供應商以堆填或焚化方式處理。

位於捷克共和國及波蘭之生產設施以及波蘭技術中心產生的有害及無害廢棄物詳情如下：

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(d) *Sorting of waste (continued)*

Note:

1. Based on the actual waste record of the Group.

The Group established multiple waste reduction targets for specific production sites and waste categories during the reporting year. Targeted categories included specific waste streams such as contaminated cloth and cups. Regarding hazardous waste, for instance, the production facility in the Czech Republic strived to cut down hazardous waste generation and optimize chemical usage through a set of initiatives. These measures involved reusing oil from waste mufflers to refill shock absorbers, minimizing scrap from under-pressurizing shock absorbers, and reducing metal waste by making use of offcuts from pipe bundles. For non-hazardous waste, the Group aimed to increase the proportion of secondary raw materials derived from post-production and municipal waste. To achieve this, we sustained a recycling rate exceeding 98% for non-hazardous streams—including paper or cartons, plastic, wood, and metal—throughout the year at all our production facilities in the Czech Republic and Poland, as well as at the technical centre in Poland. By recycling reusable waste, we significantly decreased the amount of waste sent to landfills. In the future, we will continuously update our waste management system in response to production changes or new projects that generate novel types of waste. This is to ensure we can achieve the long-term waste management goals we have previously set.

環境、社會及管治報告(續)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(d) *廢棄物分類(續)*

附註：

1. 根據本集團實際廢棄物記錄計算。

本集團於本年度為特定的生產地點及廢棄物類別設定多個減廢目標。目標類別包括特定廢棄源頭，如受污染的布料和杯子。對於有害廢棄物，例如，位於捷克共和國之生產設施旨在通過一系列的措施盡量減少生產有害廢棄物及改善化學品消耗。相關措施包括將廢棄消音器的油注入減震器內再次使用、盡量減少生產減壓減震器時的廢料及使用管道捆束邊料以減少金屬廢棄物。針對無害廢棄物，本集團致力於提高來自生產後廢料與城市廢棄物之二次原料的比例。為達成此目標，我們在捷克與波蘭的所有生產設施，以及位於波蘭的技術中心，全年維持了超過98%的無害廢棄物回收率，涵蓋紙張或紙箱、塑料、木材及金屬等類別。通過回收可再用的廢棄物，我們已大幅減少棄置於堆填區的廢棄物數量。將來，我們將繼續更新廢棄物管理系統，以配合生產的變動或產生新類型廢棄物的新項目。此舉可確保我們能實現此前設定的長期廢棄物管理目標。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

(d) *Sorting of waste (continued)*

The Group is cognizant of the environmental implications of paper consumption. To mitigate these effects, it actively promotes the use of electronic systems for information dissemination, particularly in office operations. By substituting paper documents with electronic alternatives like emails, the Group has significantly curbed both paper consumption and the subsequent environmental impact of paper disposal.

(e) *Utilizing packaging materials*

The Group recognizes that there is a direct correlation between the amount of packaging material used and the volume of waste generated. Consequently, it is committed to minimizing packaging material usage through a variety of strategies. For bulk products, the Group has shifted from individual packaging to collective packaging. Additionally, it has established partnerships with suppliers to utilize returnable packaging, thereby reducing the overall consumption of packaging materials.

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(d) *廢棄物分類(續)*

本集團注意到用紙所帶來的環境影響。為減輕該等影響，本集團積極推行使用電子系統作資訊發放，特別是辦公室運作。通過以電子替代方式(如電郵)取代紙張文件，本集團已大幅減少用紙及紙張棄置對環境造成的後續影響。

(e) *使用包裝材料*

本集團意識到包裝材料用量與所產生的廢料量存在直接聯繫。因此，本集團致力透過各種策略最大程度減少包裝材料用量。就大批量產品而言，本集團實現以集體包裝取代獨立包裝的轉變。此外，本集團與供應商就使用可退回包裝達成合作，以減少包裝材料的整體消耗。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued) Minimizing Emissions and Reducing Resource Consumptions (continued)

於環保方面的卓越表現(續) 減少排放物及降低資源消耗(續)

(e) Utilizing packaging materials (continued)

Packaging materials used by the production facilities in the Czech Republic, Poland as well as the technical centre in Poland are as follows:

(e) 使用包裝材料(續)

位於捷克共和國及波蘭之生產設施以及波蘭技術中心使用之包裝材料如下：

Packaging Materials (Note 1)	包裝材料(附註1)	2025 二零二五年	2024 二零二四年
Total packaging materials used (tonnes)	所用之包裝材料總計(噸)	923	956
Packaging materials used per production machine (tonnes/production machine)	每台生產設備所用之包裝材料(噸/生產設備)	0.70	0.81
Paper or carton (tonnes)	紙張或紙箱(噸)	453	457
Wood (tonnes)	木材(噸)	436	460
Plastic (tonnes)	塑料(噸)	33	38
Metal (tonnes)	金屬(噸)	1	1

Note:

- Based on the actual packaging material record of the Group.

附註：

- 根據本集團實際包裝材料記錄計算。

Response to Climate Change

The Group is deeply aware of the profound impacts of climate change and has taken systematic measures to address this global challenge. From the four core dimensions of governance, strategy, risk management, indicators and targets, the Group has comprehensively built a climate risk assessment and management system, ensuring that climate-related risks and opportunities are addressed in an integrated manner in both strategic decision-making and operational practices.

Governance

The Board is the highest responsible and decision-making body of the Group for ESG and climate change response efforts. The Board oversees the establishment and supervision of the Group's climate change management structure. It is responsible for overseeing climate-related risks and opportunities, as well as monitoring the implementation of specific related measures.

應對氣候變化

本集團深切意識到氣候變遷所帶來的深遠影響，並已採取系統性措施應對這項全球性挑戰。本集團從治理、策略、風險管理、指標與目標四個核心維度，全面建構了氣候風險評估及管理體系，確保在策略決策與營運實務中，能以整合性方式處理氣候相關風險及機遇。

管治

董事會乃本集團在環境、社會及管治以及應對氣候變化方面的最高負責及決策機構。董事會負責監督本集團氣候變化管理架構的建設及運作，並負責監督氣候相關風險及機遇，以及監察相關具體措施的實施情況。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued)

Response to Climate Change (continued)

Climate Strategy

The Group has conducted in-depth research on policies and regulations globally and in its operational locations, identifying climate-related risks and opportunities that may have financial impacts on its business, and has carried out corresponding risk assessments to evaluate the vulnerability of operations exposed to climate risks.

In terms of physical risks, extreme weather events, changes in rainfall patterns, and climate anomalies caused by climate change may pose a moderate impact on operations in the Czech Republic, though their severity is relatively low. Regarding transition risks, shifts in consumer preferences and industry stigmatization are assessed as having moderate likelihood and limited severity.

To address climate change, the Group has implemented a series of measures: enhancing awareness of the business impacts of climate risks through workshops and training; assessing climate-related risks in the supply chain (such as suppliers located in flood-prone areas) and identifying alternative supply sources; requiring suppliers to adopt climate risk prevention measures; establishing a reserve fund for emergency expenditures in response to extreme weather events; developing climate crisis and emergency management plans to cope with increasingly frequent extreme weather; and regularly conducting evacuation drills while reviewing and updating existing evacuation plans.

In terms of communication and continuous improvement, the Group maintains ongoing communication with stakeholders regarding climate-related impacts and response strategies; tracks climate-related market trends through market research and relevant reports; continuously reviews and refines the Group's climate and energy policies; engages with target stakeholders to gather their opinions on climate issues; assigns dedicated personnel to monitor updates on greenhouse gas emission reporting obligations; consults professional advisors on compliance requirements and improvement directions for emission reporting; and outsources the greenhouse gas emission reporting process to professional agencies.

環境、社會及管治報告(續)

於環保方面的卓越表現(續)

應對氣候變化(續)

氣候策略

本集團已就全球及營運地區的政策法規進行深入研究，識別可能對業務造成財務影響的氣候相關風險及機遇，並實施相應風險評估，以估計營運活動暴露於氣候風險的弱點。

就物理風險而言，氣候變化引發的極端天氣事件、降雨模式變化及氣候異常現象，可能對捷克共和國的營運造成中等程度影響，但其嚴重性相對較低。至於轉型風險方面，消費者喜好轉變與產業污名化現象，經評估發生機率屬中等，且嚴重性有限。

為應對氣候變遷，本集團已實施一系列措施：透過工作坊與培訓提升對氣候風險造成商業影響的認知；評估供應鏈中的氣候相關風險(例如位於洪水易發區的供應商)並尋找替代供應來源；要求供應商採取氣候風險預防措施；設立應對極端天氣事件的緊急開支儲備金；制定氣候危機與緊急管理計劃以應對日益頻繁的極端天氣；及定期進行疏散演習，同時檢討並更新現有疏散計劃。

在溝通及持續改進方面，本集團就氣候相關影響及應對策略與持份者保持持續溝通；透過市場研究及相關報告追蹤氣候相關市場趨勢；持續檢討並完善本集團氣候與能源政策；與目標持份者互動以收集他們對氣候議題的意見；指派專責人員監控溫室氣體排放申報責任的最新動態；就排放申報的合規要求及改進方向諮詢專業顧問；將溫室氣體排放申報流程委外予專業機構處理。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued)

Response to Climate Change (continued)

Climate Strategy (continued)

Furthermore, extreme weather events may lead to increased operational costs, reduced production capacity, asset impairments or write-offs, and adverse impacts on the workforce, such as effects on employee health and attendance, thereby posing ongoing challenges to the Group's financial condition and profitability. Extreme weather events caused by climate change may result in production stoppages due to equipment failures or damage to building structures. In response, the Group has developed emergency plans specifying procedures for evacuating personnel in critical situations. Recognizing that neglecting climate change would severely impact water resources, agriculture, natural ecosystems, and human health, the Group is committed to taking action to mitigate climate deterioration.

In the area of energy transition, to actively respond to climate change, the Group has constructed photovoltaic power plants. Accordingly, the Group has established carbon reduction and carbon footprint policies, as well as a sustainable development policy, to monitor and manage its carbon footprint. As mentioned earlier, the Group has set targets to improve energy efficiency and reduce harmful emissions. In addition to continuously minimizing energy consumption, the Group is exploring carbon offset measures, such as tree planting within company premises and implementing car-sharing programs for employees. At the same time, the Group regularly conducts environmental audits, evaluates global and local policy trends, and enhances its resilience to climate change through the design, maintenance, and implementation of recovery plans.

Risk Management

The Group has systematically integrated climate change response into its overall development strategy and risk management framework, continuously standardizing climate-related risk management. By promoting the deep integration of risk assessment and operational management, the Group is gradually establishing an institutionalized and normalized climate risk management system. This enables the systematic control of climate-related risks and opportunities, covering the entire closed-loop management process from risk identification, assessment, response, to monitoring.

環境、社會及管治報告(續)

於環保方面的卓越表現(續)

應對氣候變化(續)

氣候策略(續)

此外，極端天氣事件可能導致營運成本上升、產能下降、資產減值或撤銷，並對勞動力造成不利影響，例如影響僱員健康與出勤，從而持續對本集團的財務狀況與盈利能力構成挑戰。氣候變化引發的極端天氣事件可能導致設備故障或建築結構損毀而造成生產中斷。為此，本集團已制定應急計劃，明確規定危急情況下人員疏散程序。本集團深知忽視氣候變化將嚴重影響水資源、農業、自然生態系統及人類健康，故致力採取行動緩和氣候惡化趨勢。

至於在能源轉移領域方面，為積極應對氣候變化，本集團已興建太陽能發電廠。因此，本集團已制定減碳與碳足跡政策以及持續發展政策，以監測及管理其碳足跡。如前文所述，本集團已制定提升能源效益與減少有害排放的目標。除持續減少能源消耗外，本集團正探索在公司範圍內植樹造林及推行僱員共乘計劃等碳抵銷措施。與此同時，本集團定期執行環境審核，評估全球與當地政策趨勢，並透過設計、維護及執行復原計劃，強化應對氣候變化的韌性。

風險管理

本集團已將應對氣候變化的措施系統性地納入整體發展策略及風險管理框架，並持續推動氣候相關風險管理的標準化。透過促進風險評估與營運管理的深度整合，本集團正逐步建立一套制度化且常態化的氣候風險管理體系。此舉有助於系統性地控制氣候相關的風險及機遇，涵蓋從風險識別、評估、應對到監測的完整閉環管理流程。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN ENVIRONMENT (continued)

Response to Climate Change (continued)

Metrics and Targets

As a responsible corporate entity, the Group understands the importance of contributing to greenhouse gas emissions reduction. The greenhouse gas emissions from the production facilities in the Czech Republic, Poland as well as technical centre in Poland are set out in the table below:

於環保方面的卓越表現(續)

應對氣候變化(續)

指標及目標

作為一家負責任的企業實體，本集團深知為溫室氣體減排作出努力至為重要。位於捷克共和國、波蘭之生產設施以及波蘭技術中心產生的溫室氣體排放量於下表載列：

Greenhouse Gases	溫室氣體	2025 二零二五年	2024 二零二四年
Total greenhouse gas emissions (tonnes CO ₂ e)	溫室氣體排放量總計 (噸二氧化碳當量)	19,044	19,763
Greenhouse gas emissions per production machine (tonnes CO ₂ e/production machine)	每台生產設備之溫室氣體排放量(噸二氧化碳當量/生產設備)	14.41	16.75
Scope 1 – Direct emissions (Note 1) (tonnes CO ₂ e)	範疇一 – 直接排放(附註1) (噸二氧化碳當量)	3,059	3,528
Scope 2 – Energy indirect emissions (Note 2) (tonnes CO ₂ e)	範疇二 – 能源間接排放 (附註2)(噸二氧化碳當量)	15,082	15,875
Scope 3 – Other indirect emissions (Note 3) (tonnes CO ₂ e)	範疇三-其他間接排放 (附註3)(噸二氧化碳當量)	182	359

Notes:

- Based on the emission factors according to the operating locations of the business, including EMEP/EEA Air Pollutant Emission Inventory Guidebook 2023 issued by the European Environment Agency, 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
- Based on the emission factors according to the operating locations of the business, including a) Czech Republic Energy Efficiency Report, b) Electricity Emission Factor of Poland by the National Centre for Emissions Management, c) Intensification of the Biomethanisation Process in Wastewater Treatment Plant by the University of Warmia and Mazury and Water and Sewage Corporation, d) 2021 Water, Wastewater Benchmark-Learning from International Best Practices by European Benchmarking Co-operation.
- Calculated based on the International Civil Aviation Organization Carbon Emissions Calculator.
- Updated based on this year's emission factors.

附註：

- 根據業務經營地點的排放因子計算，包括歐洲環境署發佈之《二零二三年歐洲監測和評估計劃/歐洲經濟區空氣污染物排放清單指南》、《二零零六年政府間氣候變化專門委員會國家溫室氣體清單》。
- 根據業務經營地點的排放因子計算，包括a)《捷克共和國能源效率報告》、b)波蘭國家排放管理中心之《波蘭電力排放因子》、c)瓦爾米亞馬祖里大學及供水與污水公司(Water and Sewage Corporation)之《強化污水處理廠生物甲烷化過程》、d)歐洲基準合作組織(European Benchmarking Co-operation)之《二零二一年水及污水基準 – 學習國際最佳常規》。
- 根據國際民航組織碳排放計算器計算。
- 根據本年度排放因子更新。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN ENVIRONMENT (continued)

Response to Climate Change (continued)

Metrics and Targets (continued)

The Group is firmly committed to curbing greenhouse gas emissions throughout the entire cradle-to-gate life cycle of our products. We collaborate closely with our suppliers and integrate sustainable practices into every aspect of our operational processes. These initiatives have had a substantial effect on minimizing our carbon footprint.

We are convinced that by pooling our collective efforts and leveraging innovative solutions, we can forge a more sustainable future. Currently, the company is committed to progressively reducing its greenhouse gas emissions. To translate this conviction into tangible results and ensure the effectiveness of these efforts, we conduct regular monitoring and measurement of our progress against the set targets. Moreover, we maintain transparency by consistently disclosing our emissions data. This not only showcases our accountability but also enables stakeholders to assess our environmental performance accurately.

EXCELLENCE IN WORKPLACE

Employment and Welfare

Our employees are the Group's most precious asset and the bedrock of our development. We remain committed to abiding by national and local labour laws and regulations regarding employment, as well as those safeguarding employees' rights and welfare. This includes compliance with the *Labour Code of the Czech Republic* and the *Labour Code of Poland*. The Group has formulated the *Sustainability Policy*, which is embraced by all divisions. This policy strictly prohibits child labour, modern slavery in all its forms such as servitude, forced or compulsory labour, human trafficking, and any type of harassment and discrimination.

We firmly hold the belief that the cornerstone of our success hinges on attracting and retaining top talent. In line with the principle of fairness, we have initiated both internal and external hiring procedures for relevant job vacancies. The Group has formulated a human resources management policy to regulate the selection process.

環境、社會及管治報告(續)

於環保方面的卓越表現(續)

應對氣候變化(續)

指標及目標(續)

本集團堅決致力於產品從搖籃到閘門的整個生命週期限制溫室氣體排放。我們與供應商密切合作並於營運過程各方面融入可持續常規。該等措施於最大程度減少碳足跡方面起到重大影響。

我們深信，通過齊心協力運用創新解決方案，定能打造一個更具可持續性的未來。目前，本公司致力逐步削減其溫室氣體排放量。為了將這項信念化為具體成果，並確保付出的努力終見成效，我們會根據既定目標定期監測及計量進度。此外，我們持續披露排放數據，以維持透明度。此舉不僅展現出我們的責任，亦令持份者能夠準確評估我們的環保表現。

於工作環境方面的卓越表現

僱傭及福利

本集團的僱員為我們最寶貴之資產及發展之根基。我們遵守國家及地方有關僱傭的勞動法律法規，同時遵守保障僱員權益與福利的相關規定。包括遵守捷克共和國的《勞工法》及波蘭的《勞工法》。本集團已制定可持續發展政策，所有部門均採用該政策，嚴格禁止童工、奴役等現代奴隸制、強迫或強制勞動、人口販運以及任何形式的騷擾及歧視。

我們堅信成功的根基在於吸引及挽留頂尖人才。我們遵循公平原則就有關空缺職位啟動了內部及外部招聘流程。本集團已制定人力資源管理政策以規範選拔過程。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN WORKPLACE (continued)

Employment and Welfare (continued)

During recruitment, we verify the dates of birth of all prospective employees to guarantee that no child labour is hired. In the event that any such practice is detected, the Group will conduct a comprehensive investigation and promptly terminate the employment of the relevant individuals. Moreover, our employees are guaranteed equal treatment in all aspects related to employment, including the establishment and termination of employment contracts, employment conditions, promotion opportunities, and access to professional development training. This equality extends without discrimination based on factors such as gender, age, disability, race, religion, nationality, or employment type. We highly value the opinions put forward by our employees and have established various communication channels, like employee forums, to strengthen our interaction with them. For employees who are leaving the company, we conduct exit interviews. These interviews aim to understand their reasons for departure, which in turn helps us identify areas for improvement in our business operations.

The Group adheres to relevant labor laws and its internal regulations when setting working hours. This is to ensure that employees have adequate rest. If employees are required to work outside of regular working hours, they are compensated with overtime pay. In normal circumstances, employees are expected to work within the time frame specified in their employment contracts to prevent any form of forced labor. In addition to public holidays, employees are eligible for annual leave, with the duration depending on their length of service. To attract, inspire, and retain our valuable employees, the Group provides comprehensive and competitive remuneration, a retirement plan, and a range of benefits.

環境、社會及管治報告(續)

於工作環境方面的卓越表現(續)

僱傭及福利(續)

於招聘過程中，我們核查所有潛在僱員之出生日期，以確保沒有聘用任何童工。倘發現任何有關行為，本集團將展開全面調查並及時解僱相關人士。此外，我們的僱員於僱用所有方面均享有公平待遇，包括於受僱及解僱、僱用條件、晉升機會及接受專業發展培訓方面。該公平為無差別的公平，不存在針對性別、年齡、殘疾、種族、宗教、國籍或受僱類型等因素的歧視。我們高度重視僱員所提出之意見並已建立多種溝通渠道(如僱員論壇)以加強與僱員之間的互動。就離職僱員而言，我們會進行離職面談。該等面談旨在了解彼等離職理由，從而有助於我們找出業務經營有待改善的方面。

本集團於制定工作時數時遵守相關勞工法例及內部規例，以確保僱員享有充足休息時間。倘僱員需要於常規辦公以外時間工作，則將獲發超時工資補償。正常情況下，僱員需按照彼等僱傭合約規定的時間表工作，以避免出現任何形式強制勞工的情況。除公眾假期外，僱員有權享有年假，年假天數取決於彼等服務年資。為吸引、激勵及挽留有能力之僱員，本集團向僱員提供全面及具競爭力之薪酬、退休計劃及各種福利待遇。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN WORKPLACE (continued)

Employment and Welfare (continued)

The management conducts an annual review of employees' remuneration packages. This review takes into account market conditions and individual performance, ensuring that our employees are fairly compensated and motivated to perform at their best.

To express gratitude for our employees' hard work, the Group actively encourages their participation in diverse sports events throughout the year. Additionally, the Group places significant emphasis on employees' work-life balance and motivates them to engage in our leisure activities. The rich diversity of experiences, backgrounds, ethnicities, lifestyles, cultural orientations, and beliefs among our employees enriches and vitalizes the Group. We are committed to providing reasonable accommodations for disabled employees. The Group firmly upholds principles of anti-discrimination, fairness, and organizational justice. To foster a positive working atmosphere, the Group has crafted an employee code of conduct guide. This guide strictly prohibits any form of sexual, racial, or other harassment, as well as unlawful discrimination against anyone. All employees are duty-bound to act in accordance with this policy to create a pleasant working environment. If an employee experiences discrimination or bullying in the workplace, they can submit an anonymous complaint to the Group through an external telephone line. The Group has zero tolerance for behavior that violates this mechanism. We will take appropriate measures to prevent any actions that go against these values.

環境、社會及管治報告(續)

於工作環境方面的卓越表現(續)

僱傭及福利(續)

管理層會每年檢討僱員之福利待遇，並考慮市場狀況及個人表現，以確保給予僱員合理的薪酬待遇並激勵彼等展現最佳工作狀態。

為表達我們對僱員辛勤工作的感激，本集團積極鼓勵僱員參與本年度豐富多彩的體育活動。此外，本集團亦重視僱員的工作與生活平衡，並鼓勵僱員參與我們的工餘活動。我們僱員多元化的經驗、背景、種族、生活模式、文化取向及信仰令本集團充滿活力。我們致力為殘障僱員作出合理的調節。本集團堅持反歧視、公平及組織公正等原則。為營造正向的工作氛圍，本集團已建立一套僱員行為守則。該守則嚴禁對任何人士作任何形式的性別、種族或其他方面的騷擾及不法歧視。所有僱員均有責任踐行此政策以創造舒適工作環境。倘有任何僱員於工作場所內遭受歧視或欺凌，可透過對外電話熱線以匿名方式向本集團作出投訴。本集團絕不縱容任何違反此機制之行為。我們將採取合適的措施防止任何違背上述價值的行為。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN WORKPLACE (continued)

Employment and Welfare (continued)

The employment data of the Group during the Year are as follows:

於工作環境方面的卓越表現(續)

僱傭及福利(續)

本集團於本年度的僱傭數據如下：

Employment ²	僱傭 ²	2025 二零二五年
Total Number of Staff	員工總人數	1,863
By Gender	按性別劃分	
Male	男性	1,317
Female	女性	546
By Age Group	按年齡組別劃分	
Below 31 years old	31歲以下	236
31-50 years old	31-50歲	1,008
Above 50 years old	50歲以上	619
By Type of Employment	按僱傭類型劃分	
Full-time	全職	1,858
Part-time	兼職	5
By Management Level	按管理層級劃分	
Senior Management	高級管理層	84
Middle Management	中級管理層	387
Frontline Employees	基層員工	1,392
By Geographical Location	按地區劃分	
Poland	波蘭	1,691
Czech Republic	捷克共和國	84
Others	其他	88
Total Staff Turnover Rate	總員工流失率	25%
By Gender	按性別劃分	
Male	男性	29%
Female	女性	17%
By Age Group	按年齡組別劃分	
Below 31 years old	31歲以下	60%
31-50 years old	31-50歲	21
Above 50 years old	50歲以上	17%
By Geographical Location	按地區劃分	
Poland	波蘭	26%
Czech Republic	捷克共和國	19%
Others	其他	19%

² The table discloses the employee data of all operations of the Group, including the operations in Hong Kong, France, Germany, and Italy in the Year.

² 本表披露本年度本集團所有營運的僱員數據，包括於香港、法國、德國及意大利的營運。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN WORKPLACE (continued)

Health and Safety

The Group is firmly committed to safeguarding the health and safety of every employee. We meticulously adhere to local health and safety laws and regulations, such as the *Act on Other Occupational Health and Safety Conditions* in the Czech Republic, the *Labour Code of Poland*. At all Group locations, employees are required to abide by all safety rules and policies. To protect our employees from predictable work-related hazards, we have implemented a health and safety management system. This system helps identify relevant risks, enabling us to take proactive measures. We actively promote safety awareness among our employees during their work. Managers are assigned the responsibility of supporting and encouraging safe work practices. Our production facility in the Czech Republic and Poland has achieved certification to the ISO 45001:2018 Occupational Health and Safety Management System Standard, demonstrating our dedication to maintaining high-level health and safety management.

To guarantee workplace safety, our employees are permitted to commence work only after successfully completing the initial medical check-up and periodic examinations. We firmly believe that occupational injuries and illnesses can be prevented. For production line workers, we supply protective clothing, work attire, personal protective equipment, and offer guidance on maintaining personal hygiene. In consideration of preventing occupational diseases, we organize prophylactic or sanatorium treatment for employees exposed to potential hazards in their workplaces. With the ultimate aim of creating a workplace free from injuries and illnesses, the Group regularly conducts safety training for employees. This training covers the regulations, rules, and principles of occupational health and safety. It includes topics like general guidelines of basic health and safety regulations, safe operating procedures within workshops, and information about potential health and safety risks. Meanwhile, we engage external parties to conduct monthly health and safety audits and issue professional reports, continuously enhancing our safety management standards.

環境、社會及管治報告(續)

於工作環境方面的卓越表現(續)

健康與安全

本集團堅決致力保障每名僱員的健康與安全。我們嚴格遵守當地的健康和安全管理法律及法規，例如捷克共和國的《其他職業健康及安全狀況法》及波蘭的《勞工法》。於本集團全部所在地，僱員必須遵從所有安全規則及政策。為保護本集團僱員免受可預見的工作相關風險的影響，我們已落實健康和安全管理機制。該機制有助於識別相關風險，使我們能採取主動措施。我們積極提升僱員工作時的安全意識。管理人員肩負支援及推行安全工作常規的責任。我們在捷克共和國及波蘭之生產設施已獲ISO 45001:2018職業健康及安全管理體系標準認證，彰顯出我們致力於維持高水平健康與安全管理。

為確保工作場所的安全，僱員僅於接受並且通過初步及定期的身體檢查後，方獲准工作。我們堅信職業上的受傷及疾病是可以預防的。對於在生產線工作的工人，我們為他們提供保護衣物、工作服及個人保護設備，以及維持個人衛生之指引。為預防職業病，我們組織暴露於可能有害工作場所之僱員接受預防性或療養性的治療。為實現建立無受傷及無疾病的工作場所的最終目標，本集團定期為僱員進行安全培訓，培訓範圍包括職業健康和安全的規例、規則及原則，涵蓋例如基本健康及安全規例之一般說明、車間安全操作流程，以及有關潛在健康和安全的風險的資料等主題。同時，我們委聘外部機構每月執行健康與安全審核，並出具專業報告，持續提升我們的安全管理標準。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN WORKPLACE (continued)

Health and Safety (continued)

Moreover, to protect the health and safety of employees, the Group has implemented hazardous material control programs and chemical material assessment procedures. For instance, all hazardous and chemical substances must be clearly labelled, kept in their original containers, and stored in designated areas to prevent any leakage. Simultaneously, we ensure that equipment and tools are well-maintained and organized. Materials, products, and waste are stored in specific locations and containers, which helps in maintaining a clean and safe working environment. We have established clear-cut emergency response guidelines to ensure quick and effective handling of any unforeseen circumstances. Production facilities in the Czech Republic, and Poland have formulated disaster recovery plans that define the roles and responsibilities of key managerial staff, such as the plant manager, operations manager, human resources manager, engineering manager, quality manager, and finance manager. A crisis management team and a business recovery team have been formed to facilitate the implementation of these plans. Throughout the year, regular fire safety inspections were carried out to reduce potential risks caused by equipment misuse, malfunction, or improper material storage. Fire-fighting equipment and fire alarms were routinely checked. Emergency evacuation drills and fire drills were successfully conducted.

In 2025, our production facility in Poland conducted first-aid training for approximately 160 employees, implemented a near-miss reporting system, achieved an annual target of 268 reported near-miss incidents, and successfully maintained the overall incident rate (RIR) below 0.35.

於工作環境方面的卓越表現(續)

健康與安全(續)

此外，為保障僱員的健康和安全，本集團已執行有害物料管制計劃及化學物料評估程序。例如，所有有害及化學物質必須明確標示，放置於原有容器，並存放在指定地點，以防止任何洩漏。與此同時，我們確保妥善存放設備及工具。物料、產品及廢棄物放置在特定區域及容器內有助於維持清潔和安全的工作環境。我們已建立清晰的緊急響應指引，以確保迅速和有效處理任何意外狀況。捷克共和國及波蘭的生產設施已制定災難復原計劃，該計劃列明主要管理人員(如工廠經理、運營經理、人力資源經理、工程經理、質量經理及財務經理)的職責。危機管理小組及業務恢復小組已經成立，以協助實施該等計劃。於本年度，本集團已進行例行消防安全檢查，以減少因誤用設備或設備故障或材料儲存不當而引起的潛在危險。本集團已定期檢查消防設備及火警警報，並已成功舉行緊急疏散演習及消防演習。

於二零二五年，我們位於波蘭的生產設施為約160名僱員提供急救培訓，建立事故隱患報告機制，全年共報告268起隱患事件，並成功將整體事故率(RIR)維持在0.35以下。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN WORKPLACE (continued)

Health and Safety (continued)

The health and safety data of the production facilities in the Czech Republic, Poland as well as the technical centre in Poland during the Year are as follows:

Health & Safety	健康與安全	2025 二零二五年	2024 二零二四年	2023 二零二三年
Number of Work Related Fatalities	因工身亡人數	0	0	0
Rate of work-related fatalities	因工身亡率	0%	0%	0%

Health & Safety	健康與安全	2025 二零二五年	2024 二零二四年
Number of Work Injuries	工傷數目	4	3
Lost Days Due to Work Injury	因工傷損失的工作日數	20	2

Development and Training

The Group is committed to fostering an intellectually invigorating environment. This environment is designed to inspire employees to fully utilize their talents and skills while striving for high-quality work output. For each employee, a well-defined career path is mapped out. Our promotion system is based on merit. It focuses on promoting outstanding employees to higher positions by comprehensively evaluating their work performance and in-depth understanding of their skill levels. To ensure that all employees have equal and fair promotion opportunities, the Group has implemented multiple strategies across the production facilities in the Czech Republic, Poland as well as at the technical centre in Poland.

於工作環境方面的卓越表現(續)

健康與安全(續)

於本年度，於捷克共和國及波蘭的生產設施以及波蘭的技術中心之健康及安全數據如下：

發展及培訓

本集團致力營造一個啟發思維的環境。該環境旨在激勵僱員於追求優質的工作產出時充分運用其才能及技能。我們為每位僱員提供清晰的事業發展路徑。本集團的擢升系統以優良表現為本，其著重於通過全面評估僱員工作表現及深入了解彼等技能級別將優秀僱員擢升至更高職位。為確保所有僱員享有平等公正的晉升機會，本集團在捷克共和國及波蘭之生產設施以及波蘭技術中心實施多項策略。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN WORKPLACE (continued)

Development and Training (continued)

The Group is dedicated to enhancing employees' professional and technical capabilities as well as job-related knowledge through a diverse range of training programs, with the aim of facilitating continuous improvement. Newly-joined employees are mandated to attend orientation training. This training is crucial as it enables them to understand their job responsibilities, the practical aspects of their positions, and their basic rights within the company. In addition, professional training courses are customized to meet the specific needs of different job roles. Depending on the nature of the courses, examinations may be administered to assess the knowledge and skills acquired during the training. After the completion of training courses, comprehensive evaluations, including the analysis of lagging indicators and the collection of feedback through questionnaires, are carried out to ensure the training's effectiveness. To better understand employees' skill levels, the Group has developed a skill matrix. This matrix clearly shows the current and desired skill levels of each employee across a variety of skills. Based on this matrix, the Group can confirm that its employees are well-trained and experienced. For those employees who have not yet attained their desired skill levels, the Group provides additional skills-enhancement training courses to help them reach their potential.

Throughout the year, employees from the production facilities in the Czech Republic, Poland, along with those at the technical centre in Poland, have engaged in a diverse array of training courses. The objective of these courses is two-fold: to expand their knowledge within the Group and to foster their personal development. A broad spectrum of training courses, covering different aspects of development, was offered. These included personal skill development, cross-functional training, and training related to technical knowledge. By participating in these courses, employees were able to stay current with the latest working techniques and knowledge, equipping them to perform their jobs more effectively and contribute to the Group's growth. In 2025, training coverage at the production facilities in Poland reached 49 senior managers, 244 middle managers, and 957 frontline employees, with average training hours of 23, 11, and 10, respectively.

於工作環境方面的卓越表現(續) 發展及培訓(續)

此外，本集團務求通過多元化培訓項目加強僱員專業技術能力及職位相關知識，以幫助僱員持續成長。新加入的僱員需參加入職培訓。入職培訓因其可促使僱員理解自身工作職責、崗位的實際操作及彼等於公司的基本權利而顯得至關重要。此外，本集團為滿足不同崗位之特定需求而量身定制專業培訓課程。視乎課程性質，可能需要以考試方式評測於培訓過程中獲取的知識和技能。於完成培訓課程後，本集團將進行全面評估(包括分析滯後指標及通過課程問卷收集反饋意見)，以確保培訓之成效。為更好地了解僱員之技能級別，本集團制定了技能矩陣圖。該矩陣圖清晰地展示每位僱員目前及期望達到的各種技能級別。基於該矩陣圖，本集團能確保其僱員訓練有素及經驗豐富。針對尚未達到期望技能級別的僱員，本集團提供額外的技能強化培訓課程，以幫助其發揮潛能。

於本年度，捷克共和國及波蘭之生產設施以及波蘭技術中心的僱員參加多項培訓課程。該等課程設有雙重目標，即擴闊僱員對本集團的認識，同時協助僱員個人發展。培訓課程範圍廣泛，覆蓋不同發展範疇。其包括個人技能發展、跨職能培訓及技術知識相關培訓。通過參與該等課程，僱員得以掌握最新的工作技能及知識，從而提高工作效率並助力本集團發展。於二零二五年，波蘭生產設施的培訓覆蓋49名高級管理人員、244名中級管理人員及957名基層員工，平均培訓時長分別為23小時、11小時及10小時。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN WORKPLACE (continued)

Development and Training (continued)

The training data of the production facilities in the Czech Republic, Poland, as well as the technical centre in Poland during the Year are as follows:

於工作環境方面的卓越表現(續)

發展及培訓(續)

於本年度，位於捷克共和國及波蘭之生產設施及波蘭技術中心的培訓數據如下：

Development and Training	發展及培訓	2025 二零二五年		2024 二零二四年	
		Percentage of Staff Trained (%) 員工培訓覆蓋率(%)	Average Training Hours (hours) 人均培訓時長(小時)	Percentage of Staff Trained (%) 員工培訓覆蓋率(%)	Average Training Hours (hours) 人均培訓時長(小時)
Total	總計	89%	10	61%	4
By Gender	按性別劃分				
Male	男性	88%	11	62%	5
Female	女性	92%	8	60%	2
By Employment Department	按就業部門劃分				
Production, Control & Logistics	生產、管制及物流	95%	7	49%	1
Quality	品質	100%	10	48%	3
Operations	營運	90%	1	58%	4
Finance	財務	89%	7	13%	0.2
Human Resources	人力資源	100%	13	81%	3
Purchasing	採購	70%	5	71%	5
Engineering	工程	84%	10	67%	6
Sales Support and New Projects	銷售支援與新項目	60%	5	10%	0.1
Information Technology	資訊科技	91%	7	7%	0.1
Program Management	方案管理	50%	4	42%	3
Administration	行政	33%	2	50%	2

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN BUSINESS

Promoting Integrity

The Group strictly adheres to local anti-corruption laws and regulations, such as the *Criminal Code of the Czech Republic* and the *Polish Penal Code*. Neither the Group nor its business partners are permitted to engage in, support, or tolerate any form of bribery or corruption, whether directly or indirectly. They must refrain from offering or accepting any improper benefits from third-parties, be they private or public entities, with the aim of securing or maintaining business or obtaining preferential treatment.

The Group has established Anti-Fraud and Anti-Bribery Policy to continuously enhance its ESG governance. The policy covers conflict of interest management, anti-bribery and anti-corruption, business courtesies, third-party compliance oversight, and fair procurement practices. All personnel are required to comply with the *Prevention of Bribery Ordinance* (Cap. 201) of Hong Kong and relevant anti-corruption laws and regulations in other jurisdictions where the Group is conducting business.

Employees are obligated to sign an online declaration of acknowledgement regarding information non-disclosure. By consistently promoting open communication, we strongly encourage employees to promptly disclose any potential conflicts of interest, as well as any suspected misconduct or misbehaviour carried out by individuals acting on behalf of the Group. If employees have concerns about any unethical, illegal, or irresponsible activities, they can first approach their supervisors for assistance. Additionally, they can report any violations of the code of conduct anonymously through the online reporting system or via the confidential telephone reporting line. We are committed to handling and investigating all whistleblowing cases promptly and efficiently. Our dedication to promoting integrity in all our business practices remains unwavering.

於業務方面的卓越表現

倡導誠信

本集團嚴格遵守當地反貪污的法律及法規，例如捷克共和國的《刑事法》及波蘭的《波蘭刑事法》。本集團及其業務夥伴均不得直接或間接參與、支持或容忍任何形式的賄賂或貪污事件。彼等不得以獲取或保留業務或獲得優惠待遇為目的，向第三方（無論為私人或公眾實體）提供或接受任何不當利益。

本集團已制定反欺詐及反賄賂政策，以持續提升其環境、社會及治理的管治水平。該政策涵蓋利益衝突管理、反賄賂及反貪污、商業禮遇、第三方合規監管，以及公平採購實務。所有人員均須遵守香港《防止賄賂條例》(第201章)及本集團經營業務所在其他司法管轄區的相關反貪污法律及法規。

僱員須在線簽署保密承諾書。通過持續促進開放溝通，我們積極鼓勵僱員及時披露任何潛在利益衝突，以及任何代表本集團行事者所作出的不當或不道德行為。倘僱員對任何不道德、非法或不負責任活動有任何疑慮，可首先尋求其主管的協助。此外，僱員亦可透過線上舉報系統或透過保密舉報熱線匿名舉報任何違反操守準則的行為。我們務求及時有效地處理及調查所有舉報事宜。我們堅定不移地致力於所有業務常規中倡導誠信。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN BUSINESS (continued)

Promoting Integrity (continued)

To safeguard our reputation for operational integrity, we have taken tangible steps to educate our employees. Our goal is to prevent them from engaging in actions or forming relationships that could violate their duties or conflict with the Group's interests. We are committed to instilling anti-corruption norms in our employees and directors. To achieve this, we regularly offer anti-corruption training. This includes training on the code of business conduct, bribery prevention, and appropriate handling of gifts and hospitality. During the year, we provided approximately 0.5 hours of anti-corruption training per session to some employees at all levels in the production facilities across the Czech Republic, Poland. Additionally, all employees in the production facilities of the Czech Republic are required to read, sign the code of conduct, and complete a conflict-of-interest survey. This comprehensive approach helps us maintain a high standard of integrity in our operations and ensures that every member of our workforce is well-informed and compliant.

During the Year, the Group was not aware of any incidents regarding non-compliance with laws and regulations related to anti-corruption.

Respecting Intellectual Property

The Group is persistently dedicated to maintaining its competitive position within the manufacturing industry. In doing so, it strictly complies with relevant local laws and regulations, such as the *Copyright Act of the Czech Republic* and the *Act on Copyright and Related Rights of Poland*. We hold a deep respect for intellectual property and are committed to its protection. This encompasses company patents, trademarks, copyrights, and trade secrets. In the event that there is even a hint of potential infringement regarding our company's patents, trademarks, copyrights, or trade secrets, we will promptly take appropriate measures to safeguard new creative works, technological innovations, or unique solutions to business challenges. Our unwavering commitment extends to safeguarding our own confidential information. At the same time, we make a conscious effort to respect the proprietary and confidential information belonging to other entities. This balanced approach helps us maintain a positive reputation in the industry and ensures the long-term success and integrity of our business operations.

環境、社會及管治報告(續)

於業務方面的卓越表現(續)

倡導誠信(續)

為維護我們誠信經營的聲譽，我們採取實際行動教導僱員，旨在防止僱員參與違反其職責或與本集團利益有衝突的行為或建立此類關係。我們致力向僱員及董事灌輸反貪污規範。為此，我們定期提供反貪污培訓。培訓內容包括商業行為準則、賄賂防範以及禮品及款待的妥善處理方式。於本年度，我們為捷克共和國及波蘭生產設施的各級僱員提供每節約0.5小時的反貪污培訓。同時，我們要求捷克共和國生產設施的所有僱員閱讀、簽署操守準則，並完成利益衝突調查。此項全面方案有助於我們於營運中保持高度誠信，並確保每位僱員充分知曉並嚴格遵守規定。

於本年度，本集團並沒有發現任何有關不遵守反貪污相關法例法規的事件。

尊重知識產權

本集團持續致力在製造行業維持競爭地位。為此，本集團嚴格遵守相關當地法律及法規，例如捷克共和國的《版權法》及波蘭的《版權及有關權利法》。我們高度重視並致力保護知識產權，包括公司專利、商標、版權及商業機密。倘存在任何可能侵害公司專利、商標、版權或商業機密之行為，我們將及時採取適當措施保障創新成果、技術創新或商業難題的獨有解決方案。我們一直致力保護本集團的機密資料。與此同時，我們尊重其他實體的專有及機密資料。此周全方案幫助本集團於行業內維持優良聲譽並確保本集團業務營運實現長遠成功及誠信經營。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN MARKETPLACE

Fair Treatment of Suppliers

The Group's suppliers are invaluable partners in our business success. As a conscientious corporate entity, we are dedicated to protecting human health, natural resources, and the environment. We actively encourage and promote responsible environmental and social management among our suppliers, urging them to obtain relevant environmental and social certifications. This helps to mitigate ESG risks within our supply chain.

The Group has established a standardized global supplier selection process, covering evaluation, review, and approval stages, ensuring procurement decisions are made on a foundation of compliance, safety, and efficiency to achieve optimal resource allocation and fully support the development of a sustainable supply chain. Suppliers are chosen considering factors such as price, punctuality, quality, references, safety, and environmental standards. We prioritize the quality and after-sales services of raw materials and components. This ensures that the quality of raw materials won't compromise our product quality. We also give preference to suppliers in the regions and countries where our operations are based. This helps reduce greenhouse gas emissions from transportation. Supplier performance is evaluated based on the quality of delivered products, adherence to delivery schedules, and any special customer notifications regarding quality or delivery issues. We strive to maintain stable and equitable relationships with our major suppliers. To minimize risks, we avoid over-reliance on a single supplier for any particular type of raw materials or components.

The Group's supplier sustainability policy governs the ESG performance of our business partners and suppliers. This ensures that their ESG and sustainability goals are in line with those of the Group. Additionally, the purchasing department of the production facility in Poland has established a crisis team. This team assesses supply chain risks and potential emergencies, and formulates a plan to safeguard production continuity.

於市場方面的卓越表現

公平對待供應商

本集團視供應商為其業務賴以成功之重要夥伴。作為負責任的企業實體，本集團矢志保護人類健康、天然資源和環境。我們積極鼓勵並向供應商提倡負責任的環境及社會管理，督促供應商獲取環保及社會認證，從而有助於減輕我們的供應鏈上的環境、社會及管治風險。

本集團已建立標準化的全球供應商甄選流程，涵蓋評估、審查及核准階段，確保採購決策奠基於合規性、安全性與效率之上，以實現最佳資源配置，並全面支持可持續供應鏈的發展。我們於選擇供應商時會考慮價格、時效性、品質、推介、安全及環境標準等因素。我們注重原材料及零部件之質量及售後服務，從而確保原材料質量將不會影響產品質量。我們優先選擇於業務所在地區和國家的供應商，此有助於減少運輸過程中的溫室氣體排放。我們根據供應商所交付產品的質量、交付安排執行情況及有關質量或交付問題的特別客戶通知，對供應商表現進行評估。我們致力與主要供應商維持穩定及公平的關係。為盡量減少風險，我們避免就任何特定類型的原材料或零部件過度依賴單一供應商。

本集團供應商的可持續發展政策規範我們的業務夥伴及供應商的環境、社會及管治表現，以確保業務夥伴及供應商的環境、社會及管治及可持續發展目標與本集團保持一致。此外，波蘭生產設施的採購部已設立一個危機小組。該小組評估供應鏈風險及潛在緊急情況，並制定計劃以保障生產持續性。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN MARKETPLACE (continued)

Fair Treatment of Suppliers (continued)

Our business partners and suppliers must comply with all relevant environmental laws and regulations in every country where they operate. They are expected to reduce resource consumption and manage the environmental impacts of emissions, pollutants, and waste. Moreover, they should develop environmental strategies that align with the Group's environmental objectives. The Group conducts supply chain due diligence based on the *Organisation for Economic Co-operation and Development (OECD) Due Diligence Guidance for Responsible Business Conduct*. Suppliers are required to implement their own due diligence processes to meet all the Group's rules. They should also map their supply chains to identify, analyse, and prioritize ESG risks, and take appropriate measures to mitigate them. Suppliers and sub-suppliers are expected to collaborate to achieve maximum transparency in relevant high-risk supply chains, all the way to the source of origin.

Our business partners and suppliers are expected to possess outstanding capabilities in managing social risks. We have entered into statements of undertaking with specific suppliers to ensure the effective management of social risks within the supply chain. All suppliers are required to abide by the Group's Code of Conduct Guide. In particular, they must strictly prohibit child labour and modern slavery. We highly encourage our suppliers to foster free competition and adhere to anti-corruption principles in their trading activities. Furthermore, we demand that our suppliers take every possible measure to prevent counterfeit parts and materials from infiltrating our supply chain. Our business partners are obliged to comply with all relevant fair trade, competition, and anti-trust laws and regulations. They should refrain from engaging in any competitive discussions or entering into anti-competitive agreements at any stage of the production or distribution chain. Such agreements include illegal price-fixing, market sharing, customer allocation, and other illegal restrictive practices.

環境、社會及管治報告(續)

於市場方面的卓越表現(續)

公平對待供應商(續)

我們的業務夥伴及供應商必須遵守其經營所在的每個國家之所有相關環境法律法規。彼等應減少資源消耗，並管理排放、污染物及廢棄物對環境的影響。此外，彼等應制定符合本集團環境目標的環境策略。本集團根據經濟合作及發展組織(OECD)負責任商業行為盡職調查指南進行供應鏈的盡職調查。供應商應自行實施盡職調查程序，以遵守本集團所有規則。彼等亦應繪製供應鏈圖，以識別、分析及確定環境、社會及管治風險的優先順序，並採取適當的緩解措施。供應商及分供應商應開展合作以在相關高風險供應鏈(直至原產地)獲得最大程度的透明度。

我們的業務夥伴及供應商應具備管控社會風險的卓越能力。我們已與特定供應商訂立承諾書，以確保有效管理供應鏈上的社會風險。所有供應商均應遵守本集團的行為準則指南。尤其是，彼等須嚴禁使用童工及現代奴役。我們強烈鼓勵供應商在彼等交易活動中營造自由競爭，並堅持反貪污原則。此外，我們亦要求供應商盡力防止假冒零部件及材料滲入我們的供應鏈。我們的業務夥伴有責任遵守所有相關公平貿易、競爭及反壟斷法律及法規。彼等應不得在生產或分銷鏈的任何層面進行任何競爭性討論或訂立任何反競爭協議。該等協議包括非法定價、瓜分市場、客戶分配及其他非法限制性做法。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN MARKETPLACE (continued)

Fair Treatment of Suppliers (continued)

The number of suppliers of the production facilities in the Czech Republic, Poland, as well as the technical centre in Poland during the Year are as follows:

於市場方面的卓越表現(續)

公平對待供應商(續)

於本年度，位於捷克共和國及波蘭之生產設施及波蘭技術中心的供應商數目如下：

Suppliers	供應商	2025 二零二五年	2024 二零二四年
Total Number of Suppliers	供應商總數	394	275
By Geographical region	按地區位置劃分		
Western Europe	西歐	94	36
Central Europe	中歐	153	157
Southern Europe	南歐	46	36
Southeast Europe	東南歐	9	10
Northern Europe	北歐	41	1
North America	北美	35	26
Asia	亞洲	16	9

Product Quality

During the product manufacturing process, the Group strictly complies with local product quality laws and regulations. These include the *Act on General Product Safety* in the Czech Republic and the *General Product Safety Act* in Poland. Beyond meeting regulatory requirements, we actively engage in communication with our customers. We keep them informed about any potential issues at every stage of the product launch, from the initial design phase to the provision of after-sales service. With a customer-centric approach and a passionate attitude, we aim to enhance customer satisfaction by striving for excellence in every step of our operations, utilizing advanced methods..

產品質量

於產品生產過程中，本集團嚴格遵守當地產品質量法律及法規，包括捷克共和國的《一般產品安全法》及波蘭的《一般產品安全法》。除遵守監管規定外，我們亦積極與客戶進行溝通，令客戶知悉產品發佈每個階段(從設計初期至售後服務)中的任何潛在問題。秉持以客戶為中心的理念與熱忱的態度，我們致力於運用先進方法，在營運中的各個環節追求卓越，提升客戶滿意度。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN MARKETPLACE (continued)

Product Quality (continued)

To ensure the delivery of high-quality products to our customers, the Group has established a comprehensive quality management system. This system includes rigorous production control plans, which are used to implement and monitor operating procedures to guarantee product quality. The quality management system manual clearly defines the roles and responsibilities of various management levels and employees in maintaining product quality. It also outlines the specific procedures for implementing quality management. To underpin these systematic efforts, the production facility in Poland conducts random inspections to continuously verify the accuracy of the production process. Additionally, the quality management systems of the production facilities in the Czech Republic, Poland have been certified to the IATF16949:2016 Quality Management System Standard, demonstrating our commitment to maintaining high-quality standards.

A series of quality checks are implemented both before, during, and after the production process. For instance, in order to ensure the quality of our products, the Group takes meticulous steps in handling raw materials, as follows:

- i. When the raw material deliveries arrive, an initial verification is promptly carried out. In the event that the raw materials do not meet the verification criteria, they will be outright rejected and sent back to the carrier.
- ii. Once the raw materials have passed the preliminary inspection, they are marked with a unique tracking number. This number enables easy traceability, and then the materials are stored in a closed-off section of the warehouse that has restricted access.
- iii. The storage of these materials adheres strictly to the manufacturers' guidelines regarding storage conditions and shelf life. This helps maintain the integrity of the raw materials.
- iv. Regular assessments are conducted on the condition of the stored materials. This practice ensures that only undamaged and non-deteriorated materials are used in the production process, thus safeguarding product quality.

環境、社會及管治報告(續)

於市場方面的卓越表現(續)

產品質量(續)

為保證向我們的客戶提供優質產品，本集團已設立完善的質量管理系統。該系統配備嚴謹的生產監控計劃，以執行及監督營運程序，從而保障產品質量。品質管理系統手冊清楚表明不同管理級別及僱員在保障產品質量方面的職責及職務。該手冊亦概述實行品質管理的具體程序。為落實這些系統性措施，波蘭的生產設施已進行隨機檢查，以持續驗證生產過程的準確性。此外，於捷克共和國及波蘭的生產設施之質量管理系統獲 IATF16949:2016 質量管理體系標準認證，彰顯出我們堅持高質量標準的承諾。

本集團於生產流程之前、期間及之後實施一系列質量監測。例如，為確保產品質量，本集團採取下列措施妥善處理原材料：

- i. 當原材料送達時，本集團及時進行初步核對。倘原材料未達核對標準，則將被全部拒收並退回運輸公司。
- ii. 一旦原材料通過初步檢查，將被貼上帶獨特追蹤號碼的標籤。追蹤號碼令原材料易追查，原材料隨後被儲存於受限制進入的倉庫禁區內。
- iii. 本集團嚴格按照生產商對儲存條件及保質期的指示儲存該等材料，此有助於保持原材料的完整性。
- iv. 本集團定期對儲存材料之狀況進行評估，從而確保於生產過程中使用完好無損及未變質之材料，以保證產品質量。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN MARKETPLACE (continued)

Product Quality (continued)

In addition to these preventive controls for incoming materials, the Group has also put in place procedures for dealing with unsatisfactory goods. To safeguard product quality, all substandard raw materials, finished products, and goods are stored separately. They are prohibited from moving on to the next production stage without proper authorization. To continuously enhance service quality, specific complaint handling procedures have been established. These procedures enable us to address and prevent potential issues in a timely manner. When we receive a customer complaint, our first step is to identify the problem related to the complaint. Then, we implement containment measures as needed. We also conduct internal communication about the complaint, following a problem-solving process to further implement corrective actions and resolve the identified issue.

Throughout the year, the Group did not have to conduct any product recalls due to safety and health concerns. In relation to the Group's products, a total of 25 complaints were received (compared to 22 complaints in 2024). All these complaints were resolved through various means, such as increasing the frequency of product inspections, providing operational training to employees, and updating operational procedures.

Data Protection and Security

To safeguard the privacy of our clients and the Group, we have formulated comprehensive data protection policies. We strictly adhere to relevant data protection laws and regulations, such as the *Act on the Protection of Personal Data* in the Czech Republic and the *Personal Data Protection Act* in Poland.

於市場方面的卓越表現(續)

產品質量(續)

除了針對進料實施上述預防性控制措施外，本集團亦已落實不達標產品的處理程序。為保證產品質量，所有不達標的原材料、製成品和產品均單獨儲存且未經許可不得進入下一生產階段。為持續提升服務質量，我們已建立特定投訴處理程序。該等投訴處理程序令我們得以及時解決和防範潛在問題。當我們收到客戶投訴時，將首先識別有關投訴的問題，並隨後採取必要控制程序。我們亦將就有關投訴進行內部溝通，以按照問題解決流程進一步實行糾正措施及解決所識別問題。

於本年度，本集團並無因安全與健康原因召回任何產品。本集團共接獲25宗有關本集團產品的投訴，而於二零二四年則接獲22宗投訴。所有相關投訴均透過各種方法得到解決，例如透過增加產品檢查的頻率，為僱員提供營運培訓及更新營運程序。

數據保護及安全

為保障我們客戶及本集團的私隱，我們已制定全面數據保護政策。我們嚴格遵守相關數據保護法律及法規，例如捷克共和國的《保護個人數據法》及波蘭的《個人數據保護法》。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN MARKETPLACE (continued)

Data Protection and Security (continued)

The Group has established a comprehensive information security and data classification policy, covering information integrity, confidentiality, and availability, clearly defining responsibilities across all levels – including the CISO (Chief Information Security Officer), information owners, employees, and suppliers – requiring full compliance with proper usage, the principle of least privilege, data classification (Public/Internal/Confidential/Strictly Confidential), and security safeguards. Through risk assessments, access controls, encryption technologies, regular audits, and training, the Group strengthens system and network protection, ensuring information assets are controlled, traceable, and protected against unauthorized disclosure.

Our suppliers are not permitted to manufacture goods for their own use or sell them to third parties using our information, unless they have obtained prior and explicit written consent from our authorised personnel. Regarding our employees, we have established rigorous procedures for handling and managing internal documentation. Employees are required to save, store, and communicate personal data solely through internally authorised information and communication systems. Additionally, it is strictly prohibited to disclose any confidential information to third parties, and employees are not allowed to use our computers to browse, download, or transmit illegal materials. Without proper prior authorisation, removing any materials or items from the workplace is also forbidden. At the end of each workday, confidential documents must not be left on desks or in other commonly accessible areas. Instead, these documents should be placed in drawers or specially locked file cabinets. During the year, to ensure that employees understand the Group's strict stance on confidentiality, we provided training on handling confidential information to employees at the production facility in Poland. For all employees who resign, we remind them during the exit interview not to disclose any confidential information after their employment has terminated.

環境、社會及管治報告(續)

於市場方面的卓越表現(續)

數據保護及安全(續)

本集團已制定全面的資訊安全與數據分類政策，涵蓋資訊完整性、機密性及可用性，明確界定各層級職責—包括資訊安全官、資訊擁有者、僱員及供應商—要求全面遵守正確使用規範、最小權限原則、資料分類(公開／內部／機密／嚴格機密)及安全防護措施。透過風險評估、存取控制、加密技術、定期審核及培訓，本集團強化系統與網路防禦，確保資訊資產受控、可追溯，並防止未經授權的資訊披露。

除非獲得我們經授權人員的事先及明確書面同意，否則供應商不得使用我們的資料生產商品供其自用或出售予第三方。對僱員而言，我們已制定嚴格的內部文件處理及管理程序。僱員僅可透過經內部批准的資料及傳訊系統儲存、存放及傳送個人數據。此外，僱員嚴禁向第三方披露任何機密資料及使用我們的電腦瀏覽、下載或傳播非法材料。在未得到事先授權前，僱員亦嚴禁從辦公場所帶走任何材料或物品。於工作日結束時，機密文件不得遺留在桌面或在其他可自由進出的地方。該等文件應放置於抽屜或特別上鎖的文件櫃內。於本年度，為確保僱員了解本集團在保密方面的嚴謹態度，我們向位於波蘭生產設施的僱員提供處理機密資料的培訓。就辭職僱員而言，我們將於離職面談提醒彼等不得於離職後披露任何機密資料。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

EXCELLENCE IN SOCIETY AND COMMUNITIES

The Group remains steadfast in its commitment to executing a global philanthropy plan. This plan is designed to benefit society and the community while the Group pursues business growth. As a responsible corporate citizen, we focus on community relations to ensure our brand is well-received in local communities, aiming to be regarded as an ideal neighbour. Our contributions are customized to meet the specific needs and priorities of each community. In the past year, the Group took part in a range of charitable activities and other community-oriented events. These initiatives not only reflect our dedication to social responsibility but also strengthen our connection with the communities where we operate.

Support on Education

We have established a goal centered on enabling the youth to fully tap into their potential. This is achieved by creating educational opportunities and support systems, with a particular emphasis on technology education. Our focus lies primarily on programs that are in line with our business vision and direction. These programs are characterized by their measurable impact, innovative and customer-centric approaches, and a global outlook that encourages international participation. We believe that by supporting such initiatives, we can not only contribute to the development of the younger generation but also drive positive change in the technological and business landscapes on a global scale. This approach demonstrates our corporate social responsibility and enhance our brand image as a forward-thinking and community-engaged organization.

於社會及社區方面的卓越表現

本集團堅持奉行實施全球慈善計劃的承諾。此計劃旨在於本集團追求業務發展的同時，造福社會和社區。身為負責任的企業公民，我們關注社區關係，以確保我們的品牌深受當地社區歡迎，進而發展為理想友鄰。我們針對各社區特定需求及緩急輕重作出因地制宜的安排。於過去一年，本集團已參與一系列慈善活動及其他社區導向活動。以上行動不僅反映出我們對社會責任的貢獻，亦加強我們與營運所在社區的聯繫。

教育支援

我們圍繞著幫助年輕人充分發掘潛能設立目標，透過創造教育機會及支援機制實現目標，並特別強調技術教育。我們優先關注與我們的業務願景和方向保持一致的項目。這些項目具有可衡量的成效、創新且以客戶為中心的舉措，以及鼓勵國際參與的全球視野。我們相信透過支援該等方案不僅能促進年輕一代的發展，更能推動全球技術及商業格局的正向轉變。此舉彰顯了我們的企業社會責任並提升我們兼具前瞻視野及社會參與精神的企業品牌形象。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

EXCELLENCE IN SOCIETY AND COMMUNITIES (continued)

Participation in Charity and Activity

In an effort to foster a positive corporate culture, we are enthusiastic about engaging in charitable activities and contributing to the local community. In 2025, a total of 106 employees participated in volunteer activities, contributing a combined total of 14 volunteer hours across various initiatives. Throughout the year, we took part in a variety of such events, which are detailed below:

Technical Centre in Poland

- In 2025, the BWI team supported the 2025 Poland Business Run by paying entry fees for 5 employees, contributing a total of PLN 675, with the funds raised dedicated to providing prosthetic limbs for victims of traffic accidents.
- In 2025, the BWI team participated in Poland's annual charity initiative "Nobel Gift," donating 2,100 PLN during a special event held at the Kraków Technical Center to support families in need by providing essential goods.

環境、社會及管治報告(續)

於社會及社區方面的卓越表現(續)

參與慈善及活動

為營造正面的企業文化，我們積極參與慈善活動及向當地社區捐款。於二零二五年，共有106名僱員參與義工服務活動，從各項計劃中累計貢獻了14小時的義工服務時數。於本年度，我們已參加多項慈善活動，詳情如下：

波蘭之技術中心

- 於二零二五年，京西重工團隊支持2025 Poland Business Run慈善競跑活動，為5名僱員支付參賽費用，共籌得675波蘭茲羅提，善款專用於幫助交通事故受害者安裝義肢。
- 於二零二五年，京西重工團隊參與波蘭年度慈善活動「Nobel Gift」，於克拉科夫技術中心舉辦的特別活動中捐贈2,100波蘭茲羅提，為有需要家庭提供生活必需品。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE

附錄：《環境、社會及管治報告指引》內容索引

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Environmental	環境	
Aspect A1: Emissions 層面A1： 排放物	<p>General Disclosure Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.</p> <p><i>Note:</i> Air emissions include NO_x, SO_x, and other pollutants regulated under national laws and regulations.</p> <p>Greenhouse gases include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.</p> <p>Hazardous wastes are those defined by national regulations.</p> <p>一般披露 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p> <p>註：廢氣排放包括氮氧化物、硫氧化物及其他受國家法律及規例規管的污染物。</p> <p>溫室氣體包括二氧化碳、甲烷、氧化亞氮、氫氟碳化合物、全氟化碳及六氟化硫。有害廢棄物指國家規例所界定者。</p>	<p>Excellence in Environment</p> <ul style="list-style-type: none"> ➢ Environmental Principles <p>於環保方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 環保原則
KPI A1.1 關鍵績效指標A1.1	<p>The types of emissions and respective emissions data.</p> <p>排放物種類及相關排放數據。</p>	<p>Excellence in Environment</p> <ul style="list-style-type: none"> ➢ Minimising Air and Water Pollutants <p>於環保方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 減少空氣及水污染物
KPI A1.2 關鍵績效指標A1.2	<p>Total hazardous waste produced (in tonnes) and, where appropriate, intensity.</p> <p>所產生有害廢棄物總量(以噸計算)及(如適用)密度。</p>	<p>Excellence in Environment</p> <ul style="list-style-type: none"> ➢ Sorting of Waste <p>於環保方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 廢棄物分類

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
KPI A1.3 關鍵績效指標A1.3	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Excellence in Environment <ul style="list-style-type: none"> ➢ Sorting of Waste 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ 廢棄物分類
KPI A1.4 關鍵績效指標A1.4	Description of emissions target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到該等目標所採取的步驟。	Excellence in Environment <ul style="list-style-type: none"> ➢ Minimising Emissions and Reducing Resource Consumption 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ 減少排放物及降低資源消耗
KPI A1.5 關鍵績效指標A1.5	Description of how hazardous and non-hazardous wastes are handled, reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，所訂立的減廢目標及為達到該等目標所採取的步驟。	Excellence in Environment <ul style="list-style-type: none"> ➢ Sorting of Waste 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ 廢棄物分類
Aspect A2: Use of Resources 層面A2：資源使用	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials. <i>Note:</i> Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc. 一般披露 有效使用資源(包括能源、水及其他原材料)的政策。 註：資源可用於生產、儲存、交通、樓宇、電子設備等。	Excellence in Environment <ul style="list-style-type: none"> ➢ Environmental Principles 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ 環保原則
KPI A2.1 關鍵績效指標A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Excellence in Environment <ul style="list-style-type: none"> ➢ Reducing Energy Consumption 於環保方面的卓越表現 <ul style="list-style-type: none"> ➢ 降低能源消耗

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Excellence in Environment ➢ Reducing Water Consumption 於環保方面的卓越表現 ➢ 節約用水
KPI A2.3 關鍵績效指標A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到該等目標所採取的步驟。	Excellence in Environment ➢ Reducing Energy Consumption 於環保方面的卓越表現 ➢ 降低能源消耗
KPI A2.4 關鍵績效指標A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved. 描述求取適用水源上可有任何問題、用水效益計劃及所得成果。	Excellence in Environment ➢ Reducing Water Consumption 於環保方面的卓越表現 ➢ 節約用水
KPI A2.5 關鍵績效指標A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。	Excellence in Environment ➢ Utilising Packaging Materials 於環保方面的卓越表現 ➢ 使用包裝材料
Aspect A3: The Environment and Natural Resources 層面A3：環境及天然資源	General Disclosure Policies on minimising the issuer's significant impact on the environment and natural resources. 一般披露 減低發行人對環境及天然資源造成重大影響的政策。	Excellence in Environment ➢ Minimising Emissions and Reducing Resource Consumption 於環保方面的卓越表現 ➢ 減少排放物及降低資源消耗
KPI A3.1 關鍵績效指標A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Excellence in Environment ➢ Minimising Emissions and Reducing Resource Consumption 於環保方面的卓越表現 ➢ 減少排放物及降低資源消耗

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Climate Change 氣候變化	氣候變化	
Climate Change KPI D 關鍵績效指標D	Governance 管治	Response to Climate Change 應對氣候變化
Governance 管治		Governance 管治
Climate Change KPI D 關鍵績效指標D	Climate-related risks and opportunities 氣候相關風險及機遇	Response to Climate Change 應對氣候變化
Strategy 策略		Climate Strategy 氣候策略
	Business model and value chain 業務模式和價值鏈	Response to Climate Change 應對氣候變化
		Climate Strategy 氣候策略
	Strategy and decision-making 策略和決策	Response to Climate Change 應對氣候變化
		Climate Strategy 氣候策略
	Financial position, financial performance and cash flows 財務狀況，財務表現以現金流量	Response to Climate Change 應對氣候變化
		Climate Strategy 氣候策略
	Climate resilience 氣候韌性	Response to Climate Change 應對氣候變化
		Climate Strategy 氣候策略
	Financial impacts of climate-related risks and opportunities 氣候相關風險及機遇的財務影響	Response to Climate Change 應對氣候變化
		Climate Strategy 氣候策略

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

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ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Climate Change KPI D 關鍵績效指標D Risk management 風險管理	Risk management 風險管理	Response to Climate Change 應對氣候變化 Risk Management 風險管理
Climate Change KPI D 關鍵績效指標D Metrics and Targets 指標及目標	Greenhouse gas emissions 溫室氣體排放	Response to Climate Change 應對氣候變化 Metrics and Targets 指標及目標
	Climate-related transition risks 氣候相關轉型風險	Response to Climate Change 應對氣候變化 Climate Strategy 氣候策略
	Climate-related physical risks 氣候相關物理風險	Response to Climate Change 應對氣候變化 Climate Strategy 氣候策略
	Climate-related opportunities 氣候相關機遇	Response to Climate Change 應對氣候變化 Climate Strategy 氣候策略
	Capital deployment 資本運作	Currently, the Group is not involved in capital operations. 目前本集團暫不涉及資本運作。

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環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
	Internal carbon prices 內部碳定價	Currently, the Group does not engage in internal carbon pricing. 目前本集團暫不涉及內部碳定價。
	Remuneration 薪酬	Response to Climate Change 應對氣候變化 Governance 管治
	Industry-based metrics 行業指標	Currently, the Group currently does not utilize industry-specific metrics. 目前本集團暫不涉及行業指標。
	Climate-related targets 氣候相關目標	Response to Climate Change 應對氣候變化 Metrics and Targets 指標及目標
	Cross-industry metrics and applicability of cross-industry metrics 跨行業指標以及行業指標適用性	Currently, the Group is not involved in cross-industry metrics or the applicability of industry-specific indicators. 目前本集團暫不涉及跨行業指標以及行業指標適用性。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (continued)

環境、社會及管治報告(續)

APPENDIX: CONTENT INDEX OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE (continued)

附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Social Employment and Labour Practices	社會 僱傭及勞工常規	
Aspect B1: Employment 層面B1：僱傭	<p>General Disclosure Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.</p> <p>一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	<p>Excellence in Workplace</p> <p>➢ Employment and Welfare</p> <p>於工作環境方面的卓越表現</p> <p>➢ 僱傭及福利</p>
KPI B1.1 關鍵績效指標B1.1	<p>Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.</p> <p>按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。</p>	<p>Excellence in Workplace</p> <p>➢ Employment and Welfare</p> <p>於工作環境方面的卓越表現</p> <p>➢ 僱傭及福利</p>
KPI B1.2 關鍵績效指標B1.2	<p>Employee turnover rate by gender, age group and geographical region.</p> <p>按性別、年齡組別及地區劃分的僱員流失比率。</p>	<p>Excellence in Workplace</p> <p>➢ Employment and Welfare</p> <p>於工作環境方面的卓越表現</p> <p>➢ 僱傭及福利</p>

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附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Aspect B2: Health and Safety 層面B2：健康與安全	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 一般披露 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Excellence in Workplace ➢ Health and Safety 於工作環境方面的卓越表現 ➢ 健康與安全
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年(包括匯報年度)每年因工亡故的人數及比率。	Excellence in Workplace ➢ Health and Safety 於工作環境方面的卓越表現 ➢ 健康與安全
KPI B2.2 關鍵績效指標B2.2	Lost days due to work injury. 因工傷損失工作日數。	Excellence in Workplace ➢ Health and Safety 於工作環境方面的卓越表現 ➢ 健康與安全
KPI B2.3 關鍵績效指標B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Excellence in Workplace ➢ Health and Safety 於工作環境方面的卓越表現 ➢ 健康與安全
Aspect B3: Development and Training 層面B3：發展及培訓	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Excellence in Workplace ➢ Development and Training 於工作環境方面的卓越表現 ➢ 發展及培訓

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附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。	Excellence in Workplace ➢ Development and Training 於工作環境方面的卓越表現 ➢ 發展及培訓
KPI B3.2 關鍵績效指標B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Excellence in Workplace ➢ Development and Training 於工作環境方面的卓越表現 ➢ 發展及培訓
Aspect B4: Labour Standards 層面B4：勞工準則	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. 一般披露 有關防止童工及強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Excellence in Workplace ➢ Employment and Welfare 於工作環境方面的卓越表現 ➢ 僱傭及福利
KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Excellence in Workplace ➢ Employment and Welfare 於工作環境方面的卓越表現 ➢ 僱傭及福利
KPI B4.2 關鍵績效指標B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Excellence in Workplace ➢ Employment and Welfare 於工作環境方面的卓越表現 ➢ 僱傭及福利

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ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Operating Practices	營運慣例	
Aspect B5: Supply Chain Management 層面B5：供應鏈管理	General Disclosure Policies on managing environmental and social risks of the supply chain. 一般披露 管理供應鏈的環境及社會風險政策。	Excellence in Marketplace ➢ Fair Treatment of Suppliers 於市場方面的卓越表現 ➢ 公平對待供應商
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Excellence in Marketplace ➢ Fair Treatment of Suppliers 於市場方面的卓越表現 ➢ 公平對待供應商
KPI B5.2 關鍵績效指標B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Excellence in Marketplace ➢ Fair Treatment of Suppliers 於市場方面的卓越表現 ➢ 公平對待供應商
KPI B5.3 關鍵績效指標B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Excellence in Marketplace ➢ Fair Treatment of Suppliers 於市場方面的卓越表現 ➢ 公平對待供應商
KPI B5.4 關鍵績效指標B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Excellence in Marketplace ➢ Fair Treatment of Suppliers 於市場方面的卓越表現 ➢ 公平對待供應商

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ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Aspect B6: Product Responsibility 層面B6：產品責任	<p>General Disclosure Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.</p> <p>一般披露 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	<p>Excellence in Business</p> <ul style="list-style-type: none"> ➢ Respecting Intellectual Property <p>Excellence in Marketplace</p> <ul style="list-style-type: none"> ➢ Product Quality ➢ Data Protection and Security <p>於業務方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 尊重知識產權 <p>於市場方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 產品質量 ➢ 數據保護及安全
KPI B6.1 關鍵績效指標B6.1	<p>Percentage of total products sold or shipped subject to recalls for safety and health reasons.</p> <p>已售或已運送產品總數中因安全與健康理由而須回收的百分比。</p>	<p>Excellence in Marketplace</p> <ul style="list-style-type: none"> ➢ Product Quality <p>於市場方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 產品質量
KPI B6.2 關鍵績效指標B6.2	<p>Number of products and service related complaints received and how they are dealt with.</p> <p>接獲關於產品及服務的投訴數目以及應對方法。</p>	<p>Excellence in Marketplace</p> <ul style="list-style-type: none"> ➢ Product Quality <p>於市場方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 產品質量
KPI B6.3 關鍵績效指標B6.3	<p>Description of practices relating to observing and protecting intellectual property rights.</p> <p>描述與維護及保障知識產權有關的慣例。</p>	<p>Excellence in Business</p> <ul style="list-style-type: none"> ➢ Respecting Intellectual Property <p>於業務方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 尊重知識產權
KPI B6.4 關鍵績效指標B6.4	<p>Description of quality assurance process and recall procedures.</p> <p>描述質量檢定過程及產品回收程序。</p>	<p>Excellence in Marketplace</p> <ul style="list-style-type: none"> ➢ Product Quality <p>於市場方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 產品質量
KPI B6.5 關鍵績效指標B6.5	<p>Description of consumer data protection and privacy policies, and how they are implemented and monitored.</p> <p>描述消費者資料保障及私隱政策，以及相關執行及監察方法。</p>	<p>Excellence in Marketplace</p> <ul style="list-style-type: none"> ➢ Data Protection and Security <p>於市場方面的卓越表現</p> <ul style="list-style-type: none"> ➢ 數據保護及安全

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ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
Aspect B7: Anti-corruption 層面B7：反貪污	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to prevention of bribery, extortion, fraud and money laundering. 一般披露 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Excellence in Business ➢ Promoting Integrity 於業務方面的卓越表現 ➢ 倡導誠信
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Excellence in Business ➢ Promoting Integrity 於業務方面的卓越表現 ➢ 倡導誠信
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Excellence in Business ➢ Promoting Integrity 於業務方面的卓越表現 ➢ 倡導誠信
KPI B7.3 關鍵績效指標B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Excellence in Business ➢ Promoting Integrity 於業務方面的卓越表現 ➢ 倡導誠信
Community	社區	
Aspect B8: Community Investment 層面B8：社區投資	General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 一般披露 有關以社區參與來了解發行人營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Excellence in Society and Communities ➢ Support on Education ➢ Participation in Charity 於社會及社區方面的卓越表現 ➢ 教育支援 ➢ 參與慈善

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附錄：《環境、社會及管治報告指引》內容索引(續)

ESG Indicators 環境、社會及管治指標	Summary 概述	Sections 章節
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Excellence in Society and Communities <ul style="list-style-type: none"> > Support on Education > Participation in Charity 於社會及社區方面的卓越表現 <ul style="list-style-type: none"> > 教育支援 > 參與慈善
KPI B8.2 關鍵績效指標B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Excellence in Society and Communities <ul style="list-style-type: none"> > Support on Education > Participation in Charity 於社會及社區方面的卓越表現 <ul style="list-style-type: none"> > 教育支援 > 參與慈善

REPORT OF THE DIRECTORS

The Board herein present their report and the audited consolidated financial statements of the Group for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of its principal subsidiaries are set out in Note 1 to the financial statements.

RESULTS

The results of the Group for the year ended 31 December 2025 and the state of affairs of the Group at that date are set out in the financial statements on pages 155 to 271 of this annual report.

The Board does not recommend the payment of any final dividend in respect of the year (2024: Nil).

BUSINESS REVIEW

The business review of the Group for the year ended 31 December 2025 is set out in the sections headed “Chairman’s Statement” and “Management Discussion and Analysis” on pages 11 to 12 and pages 13 to 23 of this annual report respectively.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the published results and of the assets and liabilities of the Group for the last five financial years is set out on page 272 of this annual report.

BANK LOANS AND OTHER BORROWINGS

The Group has no outstanding bank loan and other borrowing as at 31 December 2025.

SHARE CAPITAL

Details of movements in the Company’s share capital during the year are set out in Note 27 to the financial statements.

董事會報告書

董事會謹此提呈董事會報告書及本集團截至二零二五年十二月三十一日止年度之經審核綜合財務報表，以供省覽。

主要業務

本公司之主要業務為投資控股。各主要附屬公司之主要業務載列於財務報表附註1。

業績

本集團截至二零二五年十二月三十一日止年度之業績及本集團於該日之財務狀況載列於本年報第155頁至第271頁之財務報表。

董事會不建議本年度派付任何末期股息(二零二四年：無)。

業務回顧

本集團截至二零二五年十二月三十一日止年度之業務回顧分別載於本年報第11頁至第12頁之「主席報告書」及第13頁至第23頁之「管理層論述與分析」。

五年財務摘要

本集團過去五個財政年度之公佈業績及資產與負債摘要載列於本年報第272頁。

銀行借款及其他借款

本集團於二零二五年十二月三十一日沒有任何銀行借款及其他借款。

股本

本年度內，本公司股本變動之詳情載列於財務報表附註27。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

DONATION

No charitable donation was made by the Group during the year (2024: Nil).

捐款

本年度內，本集團並無作出慈善捐款(二零二四年：無)。

DIRECTORS

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

董事

於本年度內及截至本報告日期的本公司董事如下：

Dong Xiaojie
Liu Xihe
Xi Jianpeng
Wong Foreky*
Lo, Gordon*
Peng Fan*

東小杰
劉喜合
席建鵬
黃科傑*
盧家明*
彭凡*

* Independent Non-executive Directors

* 獨立非執行董事

In accordance with clause 86 of the Articles of association of the Company, Messrs. Dong Xiaojie and Liu Xihe and will retire by rotation at the forthcoming annual general meeting and, being eligible, offer themselves for re-election at the forthcoming annual general meeting.

根據本公司章程細則第86條，東小杰先生及劉喜合先生將於即將舉行之股東週年大會上輪席告退，而彼等符合資格且願意於上述大會上膺選連任。

DIRECTORS' INDEMNITIES AND INSURANCE

As permitted by the articles of association of the Company, every Director or other officer of the Company shall be entitled to be indemnified out of the assets and profit of the Company against all losses or liabilities which he or she may sustain or incur in or about the execution of the duties of his or her office or otherwise in relation thereto.

董事的彌償及保險

本公司章程細則允許本公司各董事或其他高級職員有權就履行其職責或其他與此有關方面蒙受或產生的所有虧損或債務自本公司的資產及溢利中獲得賠償。

The Company has arranged appropriate directors' and officer's liability coverage for the directors and officers of the Company.

本公司已為本公司董事及高級職員購買適當的董事及高級職員責任保險作為保障。

REPORT OF THE DIRECTORS (continued)

DIRECTORS' SERVICE CONTRACTS

No Director proposed for re-election at the forthcoming annual general meeting has a service contract with the Company, which is not determinable by the Company within one year without payment of compensation other than statutory compensation.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year.

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

As at 31 December 2025, the interests and short positions of the Directors in the shares, underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO")) as recorded in the register required to be kept under section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code, are set out below:

Name of Director	Capacity in which interests were held	Number of shares/ underlying shares	Interests as to % of the issued share capital of the Company as at 31.12.2025 權益佔本公司 於二零二五年 十二月三十一日 已發行股本之百分比
董事姓名	持有權益之身份	股份/相關股份數目	
Dong Xiaojie 東小杰	Beneficial owner 實益擁有人	6,003,907	0.70%

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

At no time during the year was the Company or any of its subsidiaries, its parent company or any subsidiary of its parent company a party to any arrangement to enable the Company's Directors or their respective spouses or children under 18 years of age to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

董事會報告書(續)

董事之服務合約

擬於即將舉行之股東週年大會上膺選連任之董事，概無與本公司訂立在一內本公司不可在不予賠償(法定賠償除外)的情況下終止之服務合約。

管理合約

本年度內，本公司並無簽訂或存在有關管理或經營本公司全部或任何主要部份業務之合約。

董事及最高行政人員於股份、相關股份及債權證之權益及淡倉

於二零二五年十二月三十一日，根據《證券及期貨條例》第352條須予備存的登記冊所記錄的，或董事依據《標準守則》須知會本公司及聯交所，各董事於本公司及其相聯法團(定義見《證券及期貨條例》第XV部)的股份、相關股份或債券中擁有的權益及淡倉如下：

董事購買股份或債權證之權利

於本年度內任何時間，本公司或其任何附屬公司、其母公司或其母公司的任何附屬公司概無參與訂立任何安排，使本公司董事或彼等各自之配偶或未滿十八歲的子女可藉購買本公司或任何其他法人團體之股份或債權證而獲得利益。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

No transactions, arrangements or contracts that is significant in relation to the Group's business to which the Company or any of its subsidiaries, its parent company or any subsidiary of its parent company was a party and in which a Director of the Company or his/her connected entities had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

董事於交易、安排或合約之權益

本公司或其任何附屬公司、其母公司或其母公司的任何附屬公司在本年度結束時或本年度任何時間內，概無簽訂任何與本集團業務有關之任何重要交易、安排或合約，導致本公司董事或其關連實體直接或間接獲得重大利益。

DIRECTORS' INTERESTS IN COMPETING BUSINESSES

Pursuant to Rule 8.10 of the Listing Rules, the following Directors have declared interests in the following businesses (other than those businesses where the Directors of the Company were appointed as directors to represent the interests of the Company and/or any member of the Group) which are considered to compete or are likely to compete, either directly or indirectly, with the businesses of the Group during the year:

董事於競爭業務之權益

根據上市規則第8.10條，以下董事已聲明彼等於以下業務持有權益(並不包括本公司董事獲委任為有關公司之董事以代表本公司及/或本集團任何成員公司權益之業務)，而該等業務被視為於本年度內與本集團業務構成直接或間接競爭或可能構成競爭：

Name of Director 董事姓名	Name of entity whose businesses are considered to compete or likely to compete with the businesses of the Group 業務被視為與本集團業務構成競爭或可能構成競爭之實體之名稱	Description of businesses of the entity which are considered to compete or likely to compete with the businesses of the Group 業務被視為與本集團業務構成競爭或可能構成競爭之實體之資料	Nature of interest of the Director in the entity 董事於實體持有之權益之性質
Dong Xiaojie 東小杰	BWI Group, BWI Beijing and BWI HK 京西智行集團， 京西北京及 京西重工(香港)	Sale and manufacturing of auto parts, machinery and equipment 銷售及製造汽車零部件、 機器及設備	Director 董事
Liu Xihe 劉喜合	BWI Group, BWI Beijing 京西智行集團， 京西北京	Sale and manufacturing of auto parts, machinery and equipment 銷售及製造汽車零部件、 機器及設備	Director 董事
Xi Jianpeng 席建鵬	BWI HK 京西重工(香港)	Sales and manufacturing of auto parts, machinery and equipment 銷售及製造汽車零部件、 機器及設備	Director 董事

REPORT OF THE DIRECTORS (continued)

DIRECTORS' INTERESTS IN COMPETING BUSINESSES (continued)

Notes:

BWI HK is a wholly-owned subsidiary of BWI Beijing.

The relevant information is disclosed on a group basis. The businesses of such entity may be carried out through the subsidiaries or associates of the entity concerned or by way of other forms of investments.

The Board is independent from the board of the above-mentioned entities and is accountable to the Company's shareholders. Coupled with the diligence of its Independent Non-executive Directors whose views carry significant weight in the Board's decisions, the Group is capable of carrying on its businesses independently of, and at arm's length from, the businesses of that entity.

董事會報告書(續)

董事於競爭業務之權益(續)

附註：

京西重工(香港)為京西北京之全資附屬公司。

有關資料之披露是以一個集團為基準。該實體之業務可能是透過其附屬公司或聯營公司或其他投資方式進行。

董事會獨立於上述實體之董事會，並須向本公司股東負責。本集團之獨立非執行董事克盡己職，對董事會之決策提供舉足輕重之意見，因此本集團能夠按公平原則與該等實體各自經營本身之業務。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

INTERESTS AND SHORT POSITIONS OF SHAREHOLDERS DISCLOSEABLE UNDER THE SFO

As at 31 December 2025, according to the register kept by the Company under Section 336 of the SFO, the following companies had interests in the shares and/or underlying shares of the Company which fell to be disclosed to the Company under Divisions 2 and 3 of Part XV of the SFO:

Long positions in the shares/underlying shares of the Company

根據證券及期貨條例須予披露之股東權益及淡倉

於二零二五年十二月三十一日，根據本公司按證券及期貨條例第336條設存之登記冊所載，下列公司於本公司股份及／或相關股份持有權益，而須根據證券及期貨條例第XV部第2及第3分部向本公司披露：

於本公司股份／相關股份之好倉

Name of shareholder	Capacity in which interests were held	Number of shares/ underlying shares	Interests as to % of the issued share capital of the Company as at 31.12.2025	Notes
股東名稱	持有權益之身份	股份／相關股份數目	權益佔本公司於二零二五年十二月三十一日已發行股本之百分比	附註
BWI HK 京西重工(香港)	Beneficial owner 實益擁有人	532,001,553	61.75%	1,3,4,5
BWI Beijing 京西北京	Interests of controlled corporation 受控法團之權益	532,001,553	61.75%	1,5
BWI Group 京西智行集團	Interests of controlled corporation 受控法團之權益	532,001,553	61.75%	1,2,3,5
Zhangjiakou Industrial Investment 張家口產投	Interests of controlled corporation 受控法團之權益	532,001,553	61.75%	3,4,5

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

INTERESTS AND SHORT POSITIONS OF
SHAREHOLDERS DISCLOSEABLE UNDER THE SFO
(continued)根據證券及期貨條例須予披露之股東
權益及淡倉(續)Long positions in the shares/underlying shares of the
Company (continued)

於本公司股份／相關股份之好倉(續)

Name of shareholder	Capacity in which interests were held	Number of shares/ underlying shares	Interests as to% of the issued share capital of the Company as at 31.12.2025 權益佔本公司 於二零二五年 十二月三十一日 已發行股本 之百分比	Notes
股東名稱	持有權益之身份	股份／相關 股份數目		附註
Zhangjiakou Guokong Asset Management Group Co., Ltd.* ("Zhangjiakou Guokong") 張家口國控資產管理集團有限公司 (「張家口國控」)	Interests of controlled corporation 受控法團之權益	532,001,553	61.75%	4,5

* For identification purpose only

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

INTERESTS AND SHORT POSITIONS OF SHAREHOLDERS DISCLOSEABLE UNDER THE SFO (continued)

根據證券及期貨條例須予披露之股東權益及淡倉(續)

Long positions in the shares/underlying shares of the Company (continued)

於本公司股份／相關股份之好倉(續)

Notes:

附註：

1. BWI HK was a wholly-owned subsidiary of BWI Beijing. More than one-third of the issued voting shares of BWI Beijing was held by BWI Group, thus BWI Group is deemed to be interested in the 532,001,553 shares of the Company held by BWI HK.
2. BeijingWest Smart Mobility Zhangjiakou Automotive Electronics Co., Ltd.* (京西智行張家口汽車電子有限公司) has changed its name to BWI Group Limited* (張家口京西智行科技集團有限公司) with effect from 9 July 2025.
3. Zhangjiakou Industrial Investment is deemed to be interested in the 532,001,553 shares of the Company held by BWI HK as mentioned above as it holds more than one-third of the issued voting shares of BWI Group.
4. Zhangjiakou Guokong is deemed to be interested in the 532,001,553 shares of the Company held by BWI HK as mentioned above as it holds more than one-third of the issued voting shares of Zhangjiakou Industrial Investment.
5. The interests held by BWI HK, BWI Beijing, BWI Group, Zhangjiakou Industrial Investment and Zhangjiakou Guokong were the same block of shares of the Company.

1. 京西重工(香港)為京西北京之全資附屬公司。三分之一以上京西北京已發行有投票權股份由京西智行集團持有，因此京西智行集團被視為持有京西重工(香港)持有之532,001,553股本公司股份。
2. 京西智行張家口汽車電子有限公司已更改其名稱為張家口京西智行科技集團有限公司，由二零二五年七月九日起生效。
3. 由於張家口產投持有京西智行集團三分之一以上已發行有投票權股份，因此張家口產投被視為持有上述京西重工(香港)持有之532,001,553股本公司股份。
4. 由於張家口國控持有張家口產投三分之一以上已發行有投票權股份，因此張家口國控被視為持有上述京西重工(香港)持有之532,001,553股本公司股份。
5. 京西重工(香港)、京西北京、京西智行集團、張家口產投及張家口國控持有的權益乃屬同一批本公司股份。

Save as disclosed above, as at 31 December 2025, the Company has not been notified of any other person (other than the Directors and chief executives of the Company) who had an interest or short position in the shares and/or underlying shares of the Company which fell to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO.

除上文所披露者外，於二零二五年十二月三十一日，本公司並無接獲任何其他人士(本公司董事及最高行政人員除外)通知，表示其於本公司股份及／或相關股份中持有權益或淡倉，而須根據證券及期貨條例第XV部第2及第3分部條文向本公司披露。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONTROLLING SHAREHOLDERS' INTEREST IN CONTRACTS OF SIGNIFICANCE

Save as disclosed in the section headed “Connected Transaction and Continuing Connected Transactions” below, at no time during the year had the Company or any of its subsidiaries, and the controlling shareholder (as defined under the Listing Rules) or any of its subsidiaries entered into any contract of significance or any contract of significance for the provision of services to the Company or any of its subsidiaries by the controlling shareholder or any of its subsidiaries.

控股股東於重要交易之權益

除下文「關連交易及持續關連交易」一節所披露者外，本公司或其任何附屬公司在本年度任何時間內，概無與控股股東(按上市規則給予的涵義)或其附屬公司之間訂立任何重要合約或有關控股股東或其附屬公司向本公司或其附屬公司提供服務的重要合約。

PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors of the Company, there is a sufficiency of public float of the Company's securities as required under the Listing Rules as at the date of this annual report.

公眾持股量

根據本公司所獲得之公開資料及就本公司董事所知，於本年報刊發日期，本公司之證券符合上市規則所規定之足夠公眾持股量規定。

THE 2014 SHARE OPTION SCHEME

On 6 June 2014, the shareholders of the Company adopted a share option scheme (the “2014 Scheme”). The 2014 Scheme had a term of 10 years and expired on 6 June 2024. No further option will be granted under the 2014 Scheme.

二零一四購股權計劃

於二零一四年六月六日，本公司股東批准採納一個新購股權計劃(「二零一四計劃」)。二零一四計劃之有效期為十年，於二零二四年六月六日屆滿。本公司將不再根據二零一四計劃授出購股權。

The purpose of the 2014 Scheme is to enable the Company to grant options to selected participants as incentives or rewards for their contribution or potential contribution to the Company and/or any of its subsidiaries and/or any of the entities in which any member of the Group holds any equity interest (the “Invested Entities”).

二零一四計劃旨在讓本公司向選定參與者授出購股權，作為鼓勵或獎賞彼等對本公司及／或任何其附屬公司及／或任何本集團成員公司持有任何股本權益的任何實體(「投資實體」)作出的貢獻或潛在貢獻。

Under the 2014 Scheme, the Board may, at its discretion, offer full-time or part-time employees, executives, officers or directors (including executive and non-executive directors) of the Company or any of its subsidiaries or any of the Invested Entities, and any advisors, consultants, agents, suppliers, customers and distributors, who, in the sole opinion of the Board, will contribute or have contributed to the Company and/or any of its subsidiaries and/or any of the Invested Entities, share options to subscribe for shares of the Company.

根據二零一四計劃，董事會可酌情向本公司或任何其附屬公司或任何投資實體的任何全職或兼職僱員、行政人員、職員或董事(包括執行及非執行董事)，以及董事會全權認為將對或曾對本公司及／或其任何附屬公司及／或任何投資實體作出貢獻的任何諮詢人、顧問、代理人、供應商、客戶和分銷商授出購股權以認購本公司股份。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

THE 2014 SHARE OPTION SCHEME (continued)

No share option has been granted under the 2014 Scheme. The maximum number of shares of the Company available for issue upon exercise of all share options which may be granted under the Scheme is 25,189,232, representing approximately 1.95% of the shares of the Company in issue as at the date of this annual report. The total number of shares of the Company issued and which may fall to be issued upon the exercise of share options to be granted under the 2014 Scheme and any other share option scheme(s) of the Company (including exercised, cancelled and outstanding share options) to each grantee in any 12-month period up to the date of grant shall not exceed 1% of the number of shares of the Company in issue as at the date of grant. Any further grant of share options in excess of this 1% limit shall be subject to the issue of a circular by the Company and shareholders' approval in a general meeting.

The period during which a share option may be exercised will be determined by the Board at its absolute discretion, save that no share option may be exercised more than ten years after it has been granted under the Scheme. There is no requirement that a share option must be held for any minimum period before it can be exercised but the Board is empowered to impose at its discretion any such minimum period at the time of offer of any share options.

The exercise price in relation to each share option will be determined by the Board at its absolute discretion and shall not be less than the highest of (i) the closing price of the shares of the Company as stated in the daily quotations sheet of the Stock Exchange on the date of offer of share options; (ii) the average closing price of the shares of the Company as stated in the daily quotations sheets of the Stock Exchange for the five business days immediately preceding the date of offer of share options; and (iii) the nominal value of a share of the Company on the date of offer of share options. Each of the grantees is required to pay HK\$1.00 as a consideration for his acceptance of the grant of share options in accordance with the Scheme. The offer of share options must be accepted within 30 days from the date of the offer.

Share options to be granted under the Scheme do not confer rights on the holders to dividends or to vote at general meetings.

No share option has been granted under the Scheme since its adoption. Accordingly, as at 31 December 2025, there was no share option outstanding under the Scheme.

二零一四購股權計劃(續)

概無根據二零一四計劃授出購股權。因悉數行使根據二零一四計劃可能授出之購股權而可發行之最高本公司股份數目為25,189,232股，佔本公司於本年報刊發日期已發行股份約1.95%。各承授人於授出日期前任何十二個月期間因行使二零一四計劃及本公司任何其他購股權計劃，將予獲授之購股權(包括已行使、註銷及尚未行使之購股權)而經已發行及將予發行之本公司股份總數不得超過於授出日期本公司已發行股份數目之1%。倘進一步授出超過此1%限額之購股權，本公司須發出通函及經股東在股東大會上批准。

董事會可全權釐定購股權之行使期限，惟不得於根據該計劃授出購股權之日期起計十年後行使。並無規定購股權可予行使前必須持有之最短期限，惟董事會有權於授出任何購股權時酌情釐定該最短期限。

各購股權之行使價將由董事會全權釐定，惟該價格不得少於以下之最高者：(i)於授出購股權日期本公司股份載於聯交所日報表之收市價；(ii)緊接授出購股權日期前五個營業日本公司股份載於聯交所日報表之平均收市價；及(iii)於授出購股權日期本公司股份之面值。根據該計劃，各承授人須支付1.00港元作為接納獲授購股權之代價。授出購股權須於授出日期起計三十日內獲接納。

根據該計劃將予授出之購股權並不授予持有人獲派股息或於股東大會上投票之權利。

自採納該計劃起，概無根據此計劃授出購股權。因此，於二零二五年十二月三十一日，概無根據該計劃授出之尚未行使購股權。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

THE 2024 SHARE OPTION SCHEME

On 28 May 2024, the shareholders of the Company adopted a share option scheme (the “**2024 Scheme**”). The 2024 Scheme had a term of 10 years and expired on 27 May 2034. The terms of the 2024 Scheme are substantially the same as those of the 2014 Scheme.

The purpose of the 2024 Scheme is to enable the Company to grant options to eligible participants as incentives or rewards for their contribution or potential contribution to the Company and/or any of its subsidiaries and/or any of its holding companies, fellow subsidiaries, associated companies (the “**Related Entities**”).

Under the 2024 Scheme, the Board may, at its discretion, offer full-time or part-time employees, executives, officers or directors (including executive and non-executive directors) of the Company or any of its subsidiaries or any of the Related Entities, and any consultants, independent contractors or advisors, who, in the sole opinion of the Board, will contribute or have contributed to the Company and/or any of its subsidiaries and/or any of the Related Entities, share options to subscribe for shares of the Company.

No share option has been granted under the 2024 Scheme. The maximum number of shares of the Company available for issue upon exercise of all share options which may be granted under the 2024 Scheme is 57,433,906, representing approximately 4.44% of the shares of the Company in issue as at the date of this annual report. Under the Listing Rules, a listed issuer may seek approval from its shareholders in a general meeting to “refresh” the 10% limit under the 2024 Scheme.

Unless approved by shareholders of the Company, the total number of shares issued and to be issued upon exercise of the options granted under the 2024 Scheme and any other share option scheme of the Group (including both exercised or outstanding options) to each eligible participant in any 12-months period shall not exceed 1% of the issued shares of the Company for the time being. Any further grant of share options in excess of this 1% limit shall be subject to the issue of a circular by the Company and shareholders’ approval in a general meeting.

二零二四購股權計劃

於二零二四年五月二十八日，本公司股東批准採納一個新購股權計劃（「二零二四計劃」）。二零二四計劃之有效期為十年，於二零三四年五月二十七日屆滿。二零二四計劃的有關條款與二零一四計劃的條款大致相同。

二零二四計劃旨在讓本公司向合資格參與者授出購股權，作為鼓勵或獎賞彼等對本公司及／或任何其附屬公司及／或任何其控股公司、同系附屬公司或聯營公司（「**關聯實體**」）作出的貢獻或潛在貢獻。

根據二零二四計劃，董事會可酌情向本公司或任何其附屬公司或任何關聯實體的任何全職或兼職僱員、行政人員、職員或董事（包括執行及非執行董事），以及董事會全權認為將對或曾對本公司及／或其任何附屬公司及／或任何關聯實體作出貢獻的任何顧問、獨立承包商和諮詢人授出購股權以認購本公司股份。

概無根據二零二四計劃授出購股權。因悉數行使根據二零二四計劃可能授出之購股權而可發行之最高本公司股份數目為57,433,906股，佔本公司於本年報刊發日期已發行股份約4.44%。根據上市規則，上市發行人可於股東大會上尋求股東批准「更新」二零二四計劃的10%之限額。

除非獲本公司股東批准，否則因行使於任何十二個月期間內根據二零二四計劃及本集團的任何其他購股權計劃授予每名合資格參與者的購股權（包括已行使或尚未行使購股權）而已發行及將予發行的股份總數不得超過本公司當時已發行股份的1%。倘進一步授出超過此1%限額之購股權，本公司須發出通函及經股東在股東大會上批准。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

THE 2024 SHARE OPTION SCHEME (continued)

An option may be accepted by an eligible participant within 21 days from the date of the offer for grant of the option. A nominal consideration of HK\$1 is payable on acceptance of the grant of an option. An option may be exercised in accordance with the terms of the 2024 Scheme at any time during a period to be determined and notified by the directors to each grantee, but shall not end later than 10 years from the date of grant of the option, subject to the provisions for early termination thereof. Unless otherwise determined by the directors and stated in the offer of the grant of options to a grantee, there is no minimum period required under the 2024 Scheme for the holding of an option before it can be exercised.

The exercise price in relation to each share option will be determined by the Board at its absolute discretion and shall not be less than the highest of (i) the closing price of the shares of the Company as stated in the daily quotations sheet of the Stock Exchange on the date of offer of share options; (ii) the average closing price of the shares of the Company as stated in the daily quotations sheets of the Stock Exchange for the five business days immediately preceding the date of offer of share options; and (iii) the nominal value of a share of the Company on the date of offer of share options.

No share option has been granted under the 2024 Scheme since its adoption. Accordingly, as at 31 December 2025, there was no share option outstanding under the 2024 Scheme.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Company's articles of association or the laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated, which would oblige the Company to offer new shares on a pro-rata basis to its existing shareholders.

二零二四購股權計劃(續)

合資格參與者可以在授予購股權的要約之日起二十一天內接受購股權。在接納授出購股權時，須支付1港元的名義代價。購股權可根據二零二四計劃之條款於董事釐定及通知各承授人的期間內隨時行使，但須在授予購股權之日起十年內終止，並須遵守提前終止的規定。除非董事另行決定並在向承授人授出購股權的要約中作出規定，否則二零二四計劃並無規定在行使購股權前持有購股權的最短期限。

各購股權之行使價將由董事會全權釐定，惟該價格不得少於以下之最高者：(i)於授出購股權日期本公司股份載於聯交所日報表之收市價；(ii)緊接授出購股權日期前五個營業日本公司股份載於聯交所日報表之平均收市價；及(iii)於授出購股權日期本公司股份之面值。

自採納二零二四計劃起，概無根據此計劃授出購股權。因此，於二零二五年十二月三十一日，概無根據二零二四計劃授出之尚未行使購股權。

優先購買權

本公司之章程細則或開曼群島(即本公司成立地之司法權區)法律均無致使本公司須向現有股東按比例發行新股份之優先購買權規定。

REPORT OF THE DIRECTORS (continued)

EQUITY-LINKED AGREEMENT

Other than the 2014 Scheme and 2024 Scheme as disclosed above, no equity-linked agreement that will or may result in the Company issuing shares or that require the Company to enter into any agreement that will or may result in the Company issuing shares were entered into by the Company during the year or subsisted at the end of the year.

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

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities (whether on the Stock Exchange or otherwise) during the year.

DISTRIBUTABLE RESERVES

As at 31 December 2025, the Company's reserves available for distribution, as calculated in accordance with the applicable provisions of the Companies Law of the Cayman Islands (the "Cayman Companies Act"), amounted to approximately HK\$525.8 million. Under the Cayman Companies Act, the amount in the share premium account of the Company as at 31 December 2025 was distributable to the Shareholders (subject to the provisions of the articles of association of the Company), provided that the Company will be able to pay its debts as they fall due in the ordinary course of business immediately following the date on which the dividend, if any, is proposed to be paid.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025, revenue from sales of goods and rendering of services to the Group's five largest customers accounted for approximately 56.2% of the total revenue from sales of goods and rendering of services for the year and revenue from sales of goods and rendering of services to the largest customer included therein amounted to approximately 16.8%. BWI Beijing (a substantial shareholder of the Company), together with its subsidiaries (exclude the Group), was one of the five largest customers and account for approximately 7.7% of the total revenue from sale of goods and rendering of services during the year. Purchases from the Group's five largest suppliers accounted for approximately 30.8% of the total purchases for the year ended 31 December 2025 and purchases from the largest supplier included therein amounted to approximately 11.3%. Other than disclosed above, none of the Directors of the Company or any of their close associates or any shareholders (which, to the best knowledge of the Directors, own more than 5% of the number of issued shares of the Company) had any interest in the Group's five largest customers and suppliers.

董事會報告書(續)

股票掛鈎協議

除上述所披露之該二零一四計劃及二零二四計劃外，於年內或年度結束時，本公司概無訂立或存在任何股票掛鈎協議將會或可導致本公司發行股份，或規定本公司訂立任何協議將會或可導致本公司發行股份。

購買、出售或贖回本公司之上市證券

於本年度內，本公司或其任何附屬公司概無在聯交所或任何其他證券交易所購買、出售或贖回本公司之任何上市證券。

可供分派儲備

於二零二五年十二月三十一日，本公司按開曼群島公司法(「開曼公司法」)適用條款計算的可供分派儲備約為525.8百萬港元。根據開曼公司法，本公司於二零二五年十二月三十一日的股份溢價賬內之金額可分派予股東(受本公司章程細則所規限)，前提是於緊隨擬派股息(如有)日期後，本公司能償付於一般業務過程中到期的債務。

主要客戶及供應商

截至二零二五年十二月三十一日止年度，本集團向五位最大客戶銷售貨品及提供服務的收入佔本年度銷售貨品及提供服務的總收入約56.2%，而向當中最大客戶銷售貨品及提供服務的收入佔本年度銷售貨品及提供服務的總收入約16.8%。京西北(為本公司之主要股東)及其附屬公司(本集團除外)是五位最大客戶之其中一位，佔本年度銷售貨品及提供服務的總收入約7.7%。本集團向五位最大供應商採購的總額佔截至二零二五年十二月三十一日止本年度總採購額約30.8%，而向當中最大供應商採購的總額佔本年度總採購額約11.3%。除了上述披露外，本公司董事或其任何緊密聯繫人或就董事所知悉擁有本公司已發行股份數目5%以上權益之任何股東，概無於本集團五大客戶及供應商中擁有任何權益。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS

關連交易及持續關連交易

1. Connected Transaction

The following connected transaction was recorded during the year:

Assets Ownership Transfer Agreement

On 15 July 2025 (after trading hours), BWI Poland (a wholly-owned subsidiary of the Company) entered into an Assets Ownership Transfer Agreement with BWI Indiana (a wholly-owned subsidiary of BWI Beijing, which is the controlling shareholder of the Company) pursuant to which BWI Poland agreed to purchase and BWI Indiana agreed to sell the Assets for the purpose of utilizing such Assets for producing passive dampers and SARC products at Poland plant at a total consideration of USD1,247,461 (equivalent to approximately HKD9,730,000).

The basis of determining the consideration was in accordance with the appraised value as stated in the assets valuation report prepared by an external valuer and the original cost of the Assets and was arrived at after arm's length negotiations between the parties.

Details of the Assets Ownership Transfer Agreement were disclosed in the announcements of the Company dated 15 July 2025 and 2 September 2025.

As all applicable percentage ratios in respect of the transaction contemplated under the Assets Ownership Transfer Agreement are more than 0.1% but less than 5%, transaction contemplated under the Assets Ownership Transfer Agreement are subject to the reporting and announcement requirements under the Listing Rules, but is exempt from the circular and shareholders' approval requirements under Chapter 14A of the Listing Rules.

1. 關連交易

以下為於本年度內記錄之關連交易：

資產所有權轉讓協議

於二零二五年七月十五日(交易時段後)，京西波蘭(本公司全資附屬公司)與BWI Indiana(京西北京全資附屬公司，而京西北京則是本公司的控股股東)訂立資產所有權轉讓協議，據此，京西波蘭同意購買而BWI Indiana同意出售資產，目的是使用有關資產於波蘭廠房生產被動式減震器及SARC產品，總代價為1,247,461美元(相當於約9,730,000港元)。

釐定代價的基準是根據外聘估值師編製的資產估值報告及資產的原定價值並經訂約雙方按公平原則磋商後達成。

資產所有權轉讓協議之詳情已披露於本公司日期為二零二五年七月十五日及二零二五年九月二日之公告。

由於資產所有權轉讓協議項下擬進行的交易的所有適用百分比率高於0.1%但低於5%，資產所有權轉讓協議項下擬進行的交易須遵守上市規則項下申報及公告的規定，惟獲豁免遵守上市規則第14A章項下通函及股東批准的規定。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions

The following continuing connected transactions were recorded during the year and up to the date of this annual report:

BWI Beijing is a controlling shareholder of the Company. Accordingly, the transactions under the agreements as set out in (a) to (d) below would constitute continuing connected transactions for the Company.

2. 持續關連交易

以下為於本年度內及截至本年報刊發日期所記錄之持續關連交易：

京西北京為本公司之控股股東。因此，以下(a)項至(d)項所載之協議項下之交易將構成本公司之持續關連交易。

(a) *Mutual Technical Services Agreement*

A mutual technical services agreement (the “**2022 Mutual Technical Services Agreement**”) was entered into between the Company and BWI Beijing on 19 October 2022 for a term of three financial years ended on 31 December 2025.

Pursuant to the 2022 Mutual Technical Services Agreement, BWI Beijing and/or its associates would provide technical services to the Group (the “**BWI Beijing Services**”) and the Group would provide technical services to BWI Beijing and/or its associates (the “**Company Services**”). Such technical services comprise engineering services and manufacturing services.

The basis of determining the technical services fees for the transactions contemplated under the Mutual Technical Services Agreement would be: (1) cost plus 5% for engineering services; and (2) cost plus 1.5% for manufacturing services.

(a) *相互技術服務協議*

本公司與京西北京於二零二二年十月十九日簽訂一份相互技術服務協議(「**二零二二相互技術服務協議**」)，年期為截至二零二五年十二月三十一日止三個財政年度。

根據二零二二相互技術服務協議，京西北京及／或其聯繫人將向本集團提供技術服務(「**京西北京服務**」)，而本集團亦將向京西北京及／或其聯繫人提供技術服務(「**本公司服務**」)。該等技術服務包括工程服務及製造服務。

相互技術服務協議項下進行之交易之技術服務費按：(1)成本加5%(就工程服務而言)；及(2)成本加1.5%(就製造服務而言)之基準計算。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(a) Mutual Technical Services Agreement (continued)

The cap amounts of the transactions under the 2022 Mutual Technical Services Agreement for each of the three financial years ended 31 December 2025 are as follows:

(a) 相互技術服務協議(續)

根據二零二二相互技術服務協議進行之交易於截至二零二五年十二月三十一日止三個財政年度各年之上限金額如下：

		For the financial year ended 31 December 2023 截至二零二三年 十二月三十一日 止財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2024 截至二零二四年 十二月三十一日 止財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2025 截至二零二五年 十二月三十一日 止財政年度 HK\$ million 港幣百萬
Cap amounts for the BWI Beijing Services	京西北京服務之 上限金額	137.9	165.5	198.6
Cap amounts for the Company Services	本公司服務之上限金額	165.1	198.1	237.7

The 2022 Mutual Technical Services Agreement was entered into to facilitate the continued provision of technical services between BWI Beijing and/or its associates and the Group. The arrangement for the mutual provision of technical services would allow both parties to save and pool their resources in providing a total solution to their customers. Details of the 2022 Mutual Technical Services Agreement were disclosed in the announcement of the Company dated 19 October 2022 and in the circular of the Company dated 17 November 2022. The 2022 Mutual Technical Services Agreement was approved, confirmed and ratified by the independent shareholders of the Company on 13 December 2022.

訂立二零二二相互技術服務協議有助於京西北京及／或其聯繫人與本集團之間繼續提供技術服務。相互提供技術服務的安排有助雙方節省及共用資源為客戶提供全面解決方案。二零二二相互技術服務協議之詳情已披露於本公司日期為二零二二年十月十九日之公告及日期為二零二二年十一月十七日之通函內。二零二二相互技術服務協議已於二零二二年十二月十三日獲本公司的獨立股東批准、確認及追認。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(a) Mutual Technical Services Agreement (continued)

As the 2022 Mutual Technical Services Agreement expired on 31 December 2025, a new Mutual Technical Services Agreement (the “**2025 Mutual Technical Services Agreement**”) was entered into between the Company and BWI Group (a controlling shareholder of the Company) on 10 November 2025 for a term of three financial years ending on 31 December 2028.

The reason for entering into the 2025 Mutual Technical Services Agreement with BWI Group instead of BWI Beijing is that the Company anticipates that the Group will have transactions contemplated under the 2025 Mutual Technical Services Agreement with the subsidiaries of BWI Group in addition to the subsidiaries of BWI Beijing. Therefore, the Company entered into the 2025 Mutual Technical Services Agreement with BWI Group to cater for the anticipated expansion of scope of transactions contemplated thereunder going forward.

Pursuant to the 2025 Mutual Technical Services Agreement, BWI Group and/or its associates would provide technical services to the Group (the “**BWI Group Services**”) and the Group will provide technical services to BWI Group and/or its associates (the “**Company Services**”).

The basis of determining the technical services fees for the transactions contemplated under the 2025 Mutual Technical Services Agreement would be: (1) cost plus 5% for engineering services; and (2) cost plus 3% for manufacturing and administrative services.

(a) 相互技術服務協議(續)

由於二零二二相互技術服務協議於二零二五年十二月三十一日屆滿，本公司與京西智行集團(本公司的控股股東)於二零二五年十一月十日簽訂一份新相互技術服務協議(「**二零二五相互技術服務協議**」)，年期為截至二零二八年十二月三十一日止三個財政年度。

本公司與京西智行集團訂立二零二五相互技術服務協議，而非與京西北京訂立的原因是本公司預計，除京西北京的附屬公司外，本集團還將與京西智行集團的附屬公司進行根據二零二五相互技術服務協議擬進行的交易。因此，本公司與京西智行集團訂立二零二五相互技術服務協議，以應付未來據此擬進行的交易的預計擴大範疇。

根據二零二五相互技術服務協議，京西智行集團及／或其聯繫人將向本集團提供技術服務(「**京西智行集團服務**」)，而本集團將向京西智行集團及／或其聯繫人提供技術服務(「**本公司服務**」)。

二零二五相互技術服務協議項下進行之交易之技術服務費按：(1)成本加5%(就工程服務而言)；及(2)成本加3%(就製造及行政服務而言)之基準計算。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(a) Mutual Technical Services Agreement (continued)

The cap amounts of the transactions under the 2025 Mutual Technical Services Agreement for each of the three financial years ending 31 December 2028 are as follows:

(a) 相互技術服務協議(續)

根據二零二五相互技術服務協議進行之交易於截至二零二八年十二月三十一日止三個財政年度各年之上限金額如下：

		For the financial year ending 31 December 2026 截至二零二六年 十二月三十一日 止財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2027 截至二零二七年 十二月三十一日 止財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2028 截至二零二八年 十二月三十一日 止財政年度 HK\$ million 港幣百萬
Cap amounts for the BWI Group Services	京西智行集團服務之上 限金額	138.8	166.6	199.9
Cap amount for the Company Services	本公司服務的上限金額	195.9	235.1	282.1

The 2025 Mutual Technical Services Agreement was entered into to facilitate the continued provision of technical services between BWI Group and/or its associates and the Group. The arrangement for the mutual provision of technical services would allow both parties to save and pool their resources in providing a total solution to their customers. Details of the 2025 Mutual Technical Services Agreement were disclosed in the announcement of the Company dated 10 November 2025 and in the circular of the Company dated 4 December 2025. The 2025 Mutual Technical Services Agreement was approved, confirmed and ratified by the independent shareholders of the Company on 19 December 2025.

訂立二零二五相互技術服務協議有助於京西智行集團及／或其聯繫人與本集團之間繼續提供技術服務。相互提供技術服務的安排有助雙方節省及共用資源為客戶提供全面解決方案。二零二五相互技術服務協議之詳情已披露於本公司日期為二零二五年十一月十日之公告及日期為二零二五年十二月四日之通函內。二零二五相互技術服務協議已於二零二五年十二月十九日獲本公司的獨立股東批准、確認及追認。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(b) Parts and Components Supply Agreement

A parts and components supply agreement (the “**2022 Parts and Components Supply Agreement**”) was entered into between the Company and BWI Beijing on 19 October 2022 for a term of three financial years ended on 31 December 2025.

Pursuant to the 2022 Parts and Components Supply Agreement, the Group would supply auto parts and components to BWI Beijing and/or its associates (the “**Sales**”).

The prices for the transactions under the 2022 Parts and Components Supply Agreement would base on the cost plus approach at margins within the range or no less favourable to the margins of the other products of the Group supplied to independent third party customers for the prior financial year, and the pricing policies for continuing connected transactions of the Group.

The cap amounts of the transactions under the 2022 Parts and Components Supply Agreement for each of the three financial years ended 31 December 2025 are as follows:

(b) 零部件及元件供應協議

本公司與京西北京於二零二二年十月十九日簽訂零部件及元件供應協議(「**二零二二零部件及元件供應協議**」)，年期為截至二零二五年十二月三十一日止三個財政年度。

根據二零二二零部件及元件供應協議，本集團將向京西北京及／或其聯繫人供應汽車零部件及元件(「**銷售事項**」)。

二零二二零部件及元件供應協議項下進行之交易價格按照介乎本集團於上一個財政年度向獨立第三方客戶供應其他產品之利潤範圍或不遜於有關利潤之成本加成法，以及本集團就持續關連交易之定價政策訂立。

根據二零二二零部件及元件供應協議進行之交易於截至二零二五年十二月三十一日止三個財政年度各年之上限金額如下：

For the financial year ended 31 December 2023 截至二零二三年 十二月三十一日止 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2024 截至二零二四年 十二月三十一日止 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2025 截至二零二五年 十二月三十一日止 財政年度 HK\$ million 港幣百萬
246.2	272.4	319.6

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(b) Parts and Components Supply Agreement (continued)

The transactions under the 2022 Parts and Components Supply Agreement are a continuation of the already established purchasing and supplying business between BWI Beijing and/or its associates and the Group. The 2022 Parts and Components Supply Agreement was entered into to facilitate the continued supply of auto parts and components from the Group to BWI Beijing and/or its associates. Details of the 2022 Parts and Components Supply Agreement were disclosed in the announcement of the Company dated 19 October 2022 and in the circular of the Company dated 17 November 2022. The 2022 Parts and Components Supply Agreement was approved, confirmed and ratified by the independent shareholders of the Company on 13 December 2022.

As the 2022 Parts and Components Supply Agreement expired on 31 December 2025, a new parts and components supply agreement (the “**2025 Parts and Components Supply Agreement**”) was entered into between the Company and BWI Group (a controlling shareholder of the Company) on 10 November 2025 for a term of three financial years ending on 31 December 2028.

The reason for entering into the 2025 Parts and Components Supply Agreement with BWI Group instead of BWI Beijing is that the Company anticipates that the Group will have transactions contemplated under the 2025 Parts and Components Supply Agreement with the subsidiaries of BWI Group in addition to the subsidiaries of BWI Beijing. Therefore, the Company entered into the 2025 Parts and Components Supply Agreement with BWI Group to cater for the anticipated expansion of scope of transactions contemplated thereunder going forward.

Pursuant to the 2025 Parts and Components Supply Agreement, the Group would supply auto parts and components to BWI Group and/or its associates.

(b) 零部件及元件供應協議(續)

二零二零零部件及元件供應協議項下進行的交易為京西北京及／或其聯繫人與本集團之間已開展良久之採購及供應業務的延續。訂立二零二零零部件及元件供應協議有助本集團繼續向京西北京及／或其聯繫人供應汽車零部件及元件。二零二零零件及元件供應協議之詳情已披露於本公司日期為二零二二年十月十九日之公告及日期為二零二二年十一月十七日之通函內。二零二零零部件及元件供應協議已於二零二二年十二月十三日獲本公司的獨立股東批准、確認及追認。

由於二零二零零部件及元件供應協議於二零二五年十二月三十一日屆滿，本公司與京西智行集團(本公司的控股股東)於二零二五年十一月十日簽訂一份新零部件及元件供應協議(「**二零二五零部件及元件供應協議**」)，年期為截至二零二八年十二月三十一日止三個財政年度。

本公司與京西智行集團訂立二零二五零部件及元件供應協議，而非與京西北京訂立的原因是本公司預計，除京西北京的附屬公司外，本集團還將與京西智行集團的附屬公司進行根據二零二五零部件及元件供應協議擬進行的交易。因此，本公司與京西智行集團訂立二零二五零部件及元件供應協議，以應付未來據此擬進行的預計擴大範疇。

根據二零二五零部件及元件供應協議，本集團將向京西智行集團及／或其聯繫人供應汽車零部件及元件。

REPORT OF THE DIRECTORS (continued)**董事會報告書(續)****CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)****關連交易及持續關連交易(續)****2. Continuing Connected Transactions (continued)****2. 持續關連交易(續)****(b) Parts and Components Supply Agreement (continued)**

The pricing policies for the transactions under the 2025 Parts and Components Supply Agreement are the same as such in the 2022 Parts and Components Supply Agreement.

The cap amounts of the transactions under the 2025 Parts and Components Supply Agreement for each of the three financial years ending 31 December 2028 are as follows:

For the financial year ending 31 December 2026 截至二零二六年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2027 截至二零二七年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2028 截至二零二八年 十二月三十一日 財政年度 HK\$ million 港幣百萬
200.4	220.4	242.5

The transactions under the 2025 Parts and Components Supply Agreement are a continuation of the already established purchasing and supplying business between BWI Group and/or its associates and the Group. The 2025 Parts and Components Supply Agreement was entered into to facilitate the continued supply of auto parts and components from the Group to BWI Group and/or its associates. Details of the 2025 Parts and Components Supply Agreement were disclosed in the announcement of the Company dated 10 November 2025 and in the circular of the Company dated 4 December 2025. The 2025 Parts and Components Supply Agreement was approved, confirmed and ratified by the independent shareholders of the Company on 19 December 2025.

(b) 零部件及元件供應協議(續)

二零二五零部件及元件供應協議項下進行之交易之定價政策與二零二二零部件及元件供應協議相同。

根據二零二五零部件及元件供應協議進行之交易於截至二零二八年十二月三十一日止三個財政年度各年之上限金額如下：

二零二五零部件及元件供應協議項下進行之交易為京西智行集團及／或其聯繫人與本集團之間已開展良久之採購及供應業務的延續。訂立二零二五零部件及元件供應協議有助本集團繼續向京西智行集團及／或其聯繫人供應汽車零部件及元件。二零二五零件及元件供應協議之詳情已披露於本公司日期為二零二五年十一月十日之公告及日期為二零二五年十二月四日之通函內。二零二五零件及元件供應協議已於二零二五年十二月十九日獲本公司的獨立股東批准、確認及追認。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(c) *Parts and Components Purchase Agreement*(c) *零部件及元件採購協議*

A parts and components purchase agreement (the “**2022 Parts and Components Purchase Agreement**”) was entered into between the Company and BWI Beijing on 19 October 2022 for a term of three financial years ended on 31 December 2025.

本公司與京西北京於二零二二年十月十九日簽訂一份零部件及元件採購協議(「二零二二零部件及元件採購協議」)，年期為截至二零二五年十二月三十一日止三個財政年度。

Pursuant to the 2022 Parts and Components Purchase Agreement, the Group would purchase auto parts and components from BWI Beijing and/or its associates.

根據二零二二零部件及元件採購協議，本集團將向京西北京及／或其聯繫人士採購汽車零部件及元件。

The basis of determining the prices for the transactions under the 2022 Parts and Components Purchase Agreement would be in accordance with the following principles:

二零二二零部件及元件採購協議項下之交易的定價基準將根據以下原則釐定：

- (i) by reference to the prevailing market prices of the same or substantially similar products, taking into account of the prices of the same or substantially similar products with comparable order quantities and quality offered by other suppliers; and on terms which are no less favourable to the Group than prevailing market practices; or
- (ii) if (i) above is not applicable, by reference to the average price of similar products previously supplied or provided by a party, and on no less favourable terms comparable to those offered by the relevant party to independent third parties; and on normal commercial terms comparable to those received from independent third parties in respect of the same or substantially similar products with comparable quantities.

- (i) 參考相同或大致類似產品的現行市價，並計及由其他供應商所提供可資比較訂單數量及質量的相同或大致類似產品的價格；及按對本集團而言不遜於現行市場慣例的條款釐定；或
- (ii) 倘上文第(i)項不適用，則參考一訂約方先前供應或提供類似產品的平均價格，並按不遜於有關訂約方向獨立第三方所提供的可資比較條款釐定；及就可資比較數量的相同或大致類似產品，按由獨立第三方所提供的可資比較一般商業條款釐定。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(c) Parts and Components Purchase Agreement (continued)

The cap amounts of the transactions under the 2022 Parts and Components Purchase Agreement for each of the three financial years ended 31 December 2025 are as follows:

(c) 零部件及元件採購協議(續)

根據二零二二零部件及元件採購協議進行之交易於截至二零二五年十二月三十一日止三個財政年度各年之上限金額如下：

For the financial year ended 31 December 2023 截至二零二三年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2024 截至二零二四年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2025 截至二零二五年 十二月三十一日 財政年度 HK\$ million 港幣百萬
10.0	10.0	10.0

The transactions under the 2022 Parts and Components Purchase Agreement are a continuation of the already established purchasing and supplying business between the Group and BWI Beijing and/or its associates. The 2022 Parts and Components Purchase Agreement was entered into to facilitate the continued purchase of auto parts and components by the Group from BWI Beijing and/or its associates. Details of the 2022 Parts and Components Purchase Agreement were disclosed in the announcement of the Company dated 19 October 2022.

二零二二零部件及元件採購協議項下進行的交易為本集團與京西北京及／或其聯繫人之間已開展良久之採購及供應業務的延續。訂立二零二二零部件及元件採購協議有助本集團繼續向京西北京及／或其聯繫人採購汽車零部件及元件。二零二二零部件及元件採購協議之詳情已披露於本公司日期為二零二二年十月十九日之公告內。

As the 2022 Parts and Components Purchase Agreement expired on 31 December 2025, a new parts and components purchase agreement (the “**2025 Parts and Components Purchase Agreement**”) was entered into between the Company and BWI Group (a controlling shareholder of the Company) on 10 November 2025 for a term of three financial years ending on 31 December 2028.

由於二零二二零部件及元件採購協議於二零二五年十二月三十一日屆滿，本公司與京西智行集團(本公司的控股股東)於二零二五年十一月十日簽訂一份新零部件及元件採購協議(「**二零二五零部件及元件採購協議**」)，年期為截至二零二八年十二月三十一日止三個財政年度。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(c) *Parts and Components Purchase Agreement (continued)*

The reason for entering into the 2025 Parts and Components Purchase Agreement with BWI Group instead of BWI Beijing is that the Company anticipates that the Group will have transactions contemplated under the 2025 Parts and Components Purchase Agreement with the subsidiaries of BWI Group in addition to the subsidiaries of BWI Beijing. Therefore, the Company entered into the 2025 Parts and Components Purchase Agreement with BWI Group to cater for the anticipated expansion of scope of transactions contemplated thereunder going forward.

Pursuant to the 2025 Parts and Components Purchase Agreement, the Group would purchase auto parts and components to BWI Group and/or its associates.

The basis of determining the prices for the transactions under the 2025 Parts and Components Purchase Agreement would be the same as such in the 2022 Parts and Components Purchase Agreement.

The cap amounts of the transactions under the 2025 Parts and Components Purchase Agreement for each of the three financial years ending 31 December 2028 are as follows:

(c) *零部件及元件採購協議(續)*

本公司與京西智行集團訂立二零二五零部件及元件採購協議，而非與京西北京訂立的原因是本公司預計，除京西北京的附屬公司外，本集團還將與京西智行集團的附屬公司進行根據二零二五零部件及元件採購協議擬進行的交易。因此，本公司與京西智行集團訂立二零二五零部件及元件採購協議，以應付未來據此擬進行的預計擴大範疇。

根據二零二五零部件及元件採購協議，本集團將向京西智行集團及／或其聯繫人採購汽車零部件及元件。

二零二五零部件及元件採購協議項下之交易的定價基準與二零二二零件部及元件採購協議相同。

根據二零二五零部件及元件採購協議進行之交易於截至二零二八年十二月三十一日止三個財政年度各年之上限金額如下：

For the financial year ending 31 December 2026 截至二零二六年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2027 截至二零二七年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2028 截至二零二八年 十二月三十一日 財政年度 HK\$ million 港幣百萬
10.0	10.0	10.0

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(c) *Parts and Components Purchase Agreement (continued)*

The transactions under the 2025 Parts and Components Purchase Agreement are a continuation of the already established purchasing and supplying business between the Group and BWI Group and/or its associates. The 2025 Parts and Components Purchase Agreement was entered into to facilitate the continued purchase of auto parts and components by the Group from BWI Group and/or its associates. Details of the 2025 Parts and Components Purchase Agreement were disclosed in the announcement of the Company dated 10 November 2025.

(c) *零部件及元件採購協議(續)*

二零二五零部件及元件採購協議項下進行的交易為本集團與京西智行集團及／或其聯繫人之間已開展良久之採購及供應業務的延續。訂立二零二五零部件及元件採購協議有助本集團繼續向京西智行集團及／或其聯繫人採購汽車零部件及元件。二零二五零部件及元件採購協議之詳情已披露於本公司日期為二零二五年十一月十日之公告內。

(d) *Patent License Agreement*

A patent license agreement (the “**2022 Patent License Agreement**”) was entered into between BWI Beijing as licensor and the Company as licensee on 19 October 2022 for a term of three financial years ending on 31 December 2025.

(d) *專利特許協議*

京西北京(作為特許權授予方)與本公司(作為特許權承授方)於二零二二年十月十九日簽訂一份專利特許協議(「**二零二二專利特許協議**」)，年期為截至二零二五年十二月三十一日止三個財政年度。

Pursuant to the 2022 Patent License Agreement, BWI Beijing would procure its wholly owned subsidiaries which are the registered holders of certain patents (the “**Patents**”) related to automobile controlled and passive suspension products to grant to the Group a non-exclusive and non-transferrable license to use the Patents in the Group’s manufacturing operations.

根據二零二二專利特許協議，京西北京將促使其全資附屬公司(為汽車主動及被動懸架產品若干專利(「**專利**」)的註冊持有人)向本集團授予一項非獨家及不可轉讓的特許權，以讓本集團的製造業務中使用專利。

The Company would pay an annual license fee representing 0.5% of the net sales of the licensed products of the Group, which would be the products manufactured by the Group using the Patents. The net sales would be the total invoiced amount of licensed products less any sales allowances, customer discounts, and refunds for licensed products that were damaged or returned.

本公司將就本集團使用專利所製造的產品支付年度特許權費，相當於本集團特許產品銷售淨額的0.5%。銷售淨額將為特許產品的發票總額減任何銷售折讓、客戶折扣及因損壞或退回特許產品而作出的退款。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(d) Patent License Agreement (continued)

The cap amounts of the license fees for the Patents under the 2022 Patent License Agreement for each of the three financial years ended 31 December 2025 are as follows:

(d) 專利特許協議(續)

根據二零二二專利特許協議，於截至二零二五年十二月三十一日止三個財政年度各年專利特許權費的上限金額如下：

For the financial year ended 31 December 2023 截至二零二三年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2024 截至二零二四年 十二月三十一日 財政年度 HK\$ million 港幣百萬	For the financial year ended 31 December 2025 截至二零二五年 十二月三十一日 財政年度 HK\$ million 港幣百萬
13.5	13.5	13.5

The transactions under the Patent License are a continuation of the already established arrangement for the use of Patents between BWI Beijing and the Group. The entering into of the 2022 Patent License Agreement would enable the Group to continue to use the Patents which maintain and strengthen the competitive position of the Company in the automotive market. Details of the 2022 Patent License Agreement were disclosed in the announcement of the Company dated 19 October 2022.

As the 2022 Patent License Agreement expired on 31 December 2025, a new patent license agreement (the “**2025 Patent License Agreement**”) was entered into between the Company and BWI Group (a controlling shareholder of the Company) on 10 November 2025 for a term of three financial years ending on 31 December 2028.

The reason for entering into the 2025 Patent License Agreement with BWI Group instead of BWI Beijing is that the Company anticipates that the Group will have transactions contemplated under the 2025 Patent License Agreement with the subsidiaries of BWI Group in addition to the subsidiaries of BWI Beijing. Therefore, the Company entered into the 2025 Patent License Agreement with BWI Group to cater for the anticipated expansion of scope of transactions contemplated thereunder going forward.

二零二二專利特許協議項下進行的交易為京西北京與本集團之間已開展良久之專利使用安排的延續。訂立專利特許協議有助本集團繼續使用專利，以維持及加強本公司於汽車市場的競爭地位。二零二二專利特許協議之詳情已披露於本公司日期為二零二二年十月十九日之公告內。

由於二零二二專利特許協議於二零二五年十二月三十一日屆滿，本公司與京西智行集團(本公司的控股股東)於二零二五年十一月十日簽訂一份新專利特許協議(「**二零二五專利特許協議**」)，年期為截至二零二八年十二月三十一日止三個財政年度。

本公司與京西智行集團訂立二零二五專利特許協議，而非與京西北京訂立的原因是本公司預計，除京西北京的附屬公司外，本集團還將與京西智行集團的附屬公司進行根據二零二五專利特許協議擬進行的交易。因此，本公司與京西智行集團訂立二零二五專利特許協議，以應付未來據此擬進行交易的預計擴大範疇。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

關連交易及持續關連交易(續)

2. Continuing Connected Transactions (continued)

2. 持續關連交易(續)

(d) Patent License Agreement (continued)

Same as the 2022 Patent License Agreement, BWI Group would procure its subsidiaries which are the registered holders of certain patents related to automobile controlled and passive suspension products to grant to the Group a non-exclusive and non-transferrable license to use the Patents in the Group's manufacturing operations under the 2025 Patent License Agreement.

Pursuant to 2025 Patent License Agreement, the Company would also pay an annual license fee to BWI Group and its subsidiaries for using the Patents at the same basis as such in the 2022 Patent License Agreement.

The cap amounts of the transactions under the 2025 Patent License Agreement for each of the three financial years ending 31 December 2028 are as follows:

For the financial year ending 31 December 2026 截至二零二六年 十二月三十一日止 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2027 截至二零二七年 十二月三十一日止 財政年度 HK\$ million 港幣百萬	For the financial year ending 31 December 2025 截至二零二八年 十二月三十一日止 財政年度 HK\$ million 港幣百萬
13.5	13.5	13.5

The transactions under the 2025 Patent License Agreement are a continuation of the already established arrangement for the use of Patents between BWI Group and the Group. The entering into of the 2025 Patent License Agreement would enable the Group to continue to use the Patents which maintain and strengthen the competitive position of the Company in the automotive market. Details of the 2025 Patent License Agreement were disclosed in the announcement of the Company dated 10 November 2025.

(d) 專利特許協議(續)

與二零二二專利特許協議一樣，京西智行集團將促使其附屬公司(作為汽車主動及被動懸架產品若干專利的註冊持有人)根據二零二五專利特許協議向本集團授予一項非獨家及不可轉讓的特許權，以讓本集團的製造業務中使用專利。

根據二零二五專利特許協議，本公司亦會按二零二二專利特許協議之相同基準，向京西智行集團及其附屬公司支付年度特許權費，以使用專利。

根據二零二五專利特許協議進行之交易於截至二零二八年十二月三十一日止三個財政年度各年之上限金額如下：

二零二五專利特許協議項下進行的交易為京西智行集團與本集團之間已開展良久之專利使用安排的延續。訂立二零二五專利特許協議有助本集團繼續使用專利，以維持及加強本公司於汽車市場的競爭地位。二零二五專利特許協議之詳情已披露於本公司日期為二零二五年十一月十日之公告內。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

CONNECTED TRANSACTION AND CONTINUING CONNECTED TRANSACTIONS (continued)

The continuing connected transactions as set out in (a) to (d) above which took place during the year ended 31 December 2025 have been reviewed by the Independent Non-executive Directors of the Company who have confirmed that the transactions have been entered into:

- (1) 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 them on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

The auditor of the Company has provided a letter to the Board confirming the matters stated in Rule 14A.56 of the Listing Rules in respect of the continuing connected transactions as set out in (a) to (d) above which took place during the year ended 31 December 2025.

As regards the transactions took place during the year as set out in Note 32 to the financial statements under the heading of "Related Party Disclosures", the provision of administrative service from the Company to BWI HK was connected transaction which was exempt from any disclosure and shareholders' approval requirements under the Listing Rules.

As far as the transactions took place during the year as set out in Note 32 to the financial statements under the heading of "Related Party Disclosures" are concerned, the remuneration of the Directors as determined pursuant to the service contracts entered into between the Directors and the Company was connected transaction which was exempt from any disclosure and shareholders' approval requirements under the Listing Rules.

關連交易及持續關連交易(續)

本公司之獨立非執行董事已審閱於截至二零二五年十二月三十一日止年度進行之上述(a)至(d)項之持續關連交易，並確認該等交易：

- (1) 於本集團之日常業務中訂立；
- (2) 按照一般商業條款或更佳條款進行；及
- (3) 根據規管該等交易之相關協議進行，條款公平合理，並且符合本公司股東之整體利益。

本公司核數師已就截至二零二五年十二月三十一日止年度進行之上述(a)至(d)項之持續關連交易向董事會致函確認上市規則第14A.56條所述事項。

有關載列於財務報表附註32「關聯方披露事項」一節項下於年內進行之交易，由本公司向京西重工(香港)提供行政管理服務乃獲豁免根據上市規則予以披露及獲股東批准之關連交易。

就載列於財務報表附註32「關聯方披露事項」一節項下於年內進行之交易而言，根據董事與本公司訂立的服務合約而釐訂的董事酬金乃豁免根據上市規則予以披露及獲股東批准之關連交易。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

NON-COMPETITION UNDERTAKING WITH CONTROLLING SHAREHOLDERS

On 5 August 2014, Billion Million (HK) Limited (“**Billion Million**”), a wholly-owned subsidiary of the Company, the Company, BWI HK and BWI Beijing entered into an agreement (the “**Agreement**”) pursuant to which BWI HK conditionally agreed to sell and Billion Million conditionally agreed to purchase the entire issued share capital of BWI Europe Company Limited S.A. (“**BWI Europe**”) (the “**Acquisition**”). BWI Europe and its subsidiaries are principally engaged in the design, research and development and manufacturing of suspension products for premium passenger vehicle manufacturers and the provision of engineering services for suspension products. Details of the Acquisition were disclosed in the announcement of the Company dated 5 August 2014 and in the circular of the Company dated 27 November 2014. The Agreement was approved, confirmed and ratified by the independent shareholders of the Company on 19 December 2014. The Acquisition was completed on 23 December 2014.

As a condition precedent to the Acquisition, a deed of non-competition was entered into between the Company and Shougang Group (formerly known as Shougang Corporation), Beijing Fangshan State-owned Assets Management Co. Ltd. (“**Beijing Fangshan**”), BWI Beijing, BWI HK and Success Arrive Limited (collectively, the “**Controlling Shareholders**”), on 11 December 2014 (the “**Deed**”), which became effective on the completion date of the Acquisition. Pursuant to the Deed, each of the Controlling Shareholders will not, and will procure any of their respective associates not to, directly or indirectly participate in, or hold any right or interest, or otherwise be involved in any business which may be in competition with the businesses of the Group; and if any future business opportunities that may arise from their existing customers and insofar that they are unable to supply the necessary products to such customers, they will consent to the Group in supplying such products. Details of the Deed are set out in the circular of the Company dated 27 November 2014.

與控股股東訂立的不競爭承諾

於二零一四年八月五日，兆億(香港)有限公司(「兆億」，本公司之全資附屬公司)、本公司、京西重工(香港)及京西北京訂立協議(「該協議」)，據此，京西重工(香港)有條件地同意出售而兆億有條件地同意購買BWI Europe Company Limited S.A.(「BWI Europe」)的全部已發行股本(「收購事項」)。BWI Europe及其附屬公司之主要業務是為高檔乘用車製造商設計、研發及製造懸架產品以及提供懸架產品之工程服務。收購事項之詳情已於本公司日期為二零一四年八月五日之公告及日期為二零一四年十一月二十七日之通函中披露。該協議已於二零一四年十二月十九日獲本公司的獨立股東批准、確認及追認。收購事項已於二零一四年十二月二十三日完成。

作為收購事項的先決條件，本公司與首鋼集團(前稱首鋼總公司)、北京房山國有資產經營有限責任公司(「北京房山」)、京西北京、京西重工(香港)及成達有限公司(統稱「該等控股股東」)於二零一四年十二月十一日訂立一份不競爭契約(「該契約」)，該契約自收購完成日起生效。根據該契約，該等控股股東各自不會(且促使彼等各自的任何聯繫人不會)直接或間接參與、或持有任何權利或權益、或以其他方式參與與本集團的業務可能構成競爭的任何業務；倘有來自彼等現有客戶的任何未來業務機遇，惟彼等未能就此向該等客戶供應所需產品，則彼等同意由本集團供應該等產品。該契約的資料載於本公司日期為二零一四年十一月二十七日的通函。

REPORT OF THE DIRECTORS (continued)

NON-COMPETITION UNDERTAKING WITH CONTROLLING SHAREHOLDERS (continued)

The Company has received annual written declaration from the Controlling Shareholders (except for Success Arrive Limited, Shougang Group and Beijing Fangshan due to Success Arrive Limited was dissolved in 2020; and Shougang Group and Beijing Fangshan ceased to be the Controlling Shareholder since 20 September 2022 and 19 May 2023 respectively; thus each of them was no longer a party to the Deed on their compliance with the undertakings under the Deed). Based on the declaration, the Independent Non-executive Directors of the Company considered that the Controlling Shareholders had complied with the terms set out in the Deed during the year ended 31 December 2025.

CORPORATE GOVERNANCE

The Company's corporate governance practices are set out in the Corporate Governance Report on pages 24 to 60 of this annual report.

ENVIRONMENTAL AND SOCIAL MATTERS

The Company's compliance with the relevant provisions set out in the Environmental, Social and Governance Reporting Guide in Appendix C2 of the Listing Rules for the financial year ended 31 December 2025 are set out in the Environmental, Social and Governance Report on pages 61 to 116 of this annual report.

EVENTS AFTER THE REPORTING PERIOD

On 9 February 2026, the Company have completed of the issuance of connected subscription shares, subscription shares and convertible bonds.

A total of 236,914,866 connected subscription shares and 193,839,435 subscription shares were duly allotted and issued to various subscribers at HK\$0.704 per share.

In addition, convertible bonds in the principal amount of HK\$409,388,887 were issued to BWI HK. Following completion, the shareholding structure of the Company was significantly altered, with BWI HK's interest increasing to approximately 59.50% of the enlarged share capital, and potentially up to 72.07% upon full conversion of the convertible bonds.

董事會報告書(續)

與控股股東訂立的不競爭承諾(續)

本公司已收到該等控股股東(成達有限公司、首鋼集團及北京房山除外，茲因成達有限公司於二零二零年解散；首鋼集團及北京房山分別已於二零二二年九月二十日及二零二三年五月十九日起不再作為控股股東，故該兩間公司不再為該契約的訂約方)就彼等遵守該契約下的承諾情況發出的年度書面聲明。根據該聲明，本公司的獨立非執行董事認為該等控股股東於截至二零二五年十二月三十一日止年度內已遵從該契約所載之條款。

企業管治

本公司之企業管治常規載於本年報第24頁至第60頁之企業管治報告。

環境及社會事宜

本公司於截至二零二五年十二月三十一日止財政年度遵守上市規則附錄C2所載《環境、社會及管治報告指引》的相關條文載於本年報第61頁至第116頁之環境、社會及管治報告內。

報告期後事項

於二零二六年二月九日，本公司已完成關連認購股份、認購股份及可換股債券的發行。

合共236,914,866股關連認購股份及193,839,435股認購股份已按每股0.704港元正式配發及發行予多名認購人。

此外，本金額為409,388,887港元的可換股債券已發行予京西重工(香港)。於完成後，本公司的股權架構已出現重大變動，京西重工(香港)於經擴大已發行股本中的權益增至約59.50%，並於可換股債券獲悉數轉換後，可能進一步增至72.07%。

REPORT OF THE DIRECTORS (continued)

董事會報告書(續)

AUDITOR

Ernst & Young (“EY”), the auditor of the Company for the financial year ended 31 December 2022, resigned on 10 November 2023. PwC was appointed as auditor of the Company on the same date. Thereafter, PwC resigned on 30 October 2025 and Grant Thornton has been appointed as auditor of the Company with effect from 30 October 2025 to fill the vacancy following the resignation of PwC as disclosed in the announcement dated 30 October 2025.

The accompanying consolidated financial statements have been audited by Grant Thornton, who will retire at the forthcoming annual general meeting. A resolution will be submitted to the forthcoming annual general meeting to re-appoint Grant Thornton as auditor of the Company.

核數師

本公司截至二零二二年十二月三十一日止財政年度的核數師安永會計師事務所(「安永」)於二零二三年十一月十日辭任。羅兵咸永道於同日獲委任為本公司核數師。其後，誠如日期為二零二五年十月三十日的公告所披露，羅兵咸永道於二零二五年十月三十日辭任，而致同獲委任為本公司核數師，自二零二五年十月三十日起生效，以填補羅兵咸永道辭任後所產生的空缺。

隨附的綜合財務報表經致同審核，致同將於應屆股東週年大會上退任。本公司將於即將舉行之股東週年大會上提呈決議案，續聘致同為本公司之核數師。

By Order of the Board
Dong Xiaojie
Executive Director

承董事會命
執行董事
東小杰

27 March 2026

二零二六年三月二十七日

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BEIJINGWEST INDUSTRIES INTERNATIONAL LIMITED

(incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of BeijingWest Industries International Limited (the “**Company**”) and its subsidiaries (together “**the Group**”) set out on pages 155 to 271, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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

BASIS FOR OPINION

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

KEY AUDIT MATTER

Key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.

獨立核數師報告

致京西重工國際有限公司股東

(於開曼群島註冊成立的有限公司)

意見

我們已審核列載於第155至271頁京西重工國際有限公司(「**貴公司**」)及其附屬公司(統稱「**貴集團**」)的綜合財務報表，該等綜合財務報表包括於二零二五年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合損益表、綜合全面收益表、綜合權益變動表和綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

我們認為，該等綜合財務報表已根據香港會計師公會頒佈的《香港財務報告準則會計準則》真實而中肯地反映 貴集團於二零二五年十二月三十一日的綜合財務狀況及其截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》的披露規定妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒佈的《專業會計師道德守則》(「**守則**」)，就公眾利益實體財務報表審計而言適用之規定，我們獨立於 貴集團。我們亦已履行守則中的其他專業道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。該事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對該事項提供單獨的意見。

INDEPENDENT AUDITOR'S REPORT (continued) 獨立核數師報告(續)

Key audit matter 關鍵審計事項

Impairment of trade receivables
貿易應收款項減值

Refer to Notes 2.3.1(o), 3(e) and 19 to the consolidated financial statements.
參閱綜合財務報表附註2.3.1(o)、3(e)及19。

As at 31 December 2025, the Group's gross amount of trade receivables was approximately HK\$365.2 million, against which an expected credit loss allowance of approximately HK\$3.7 million was recognised.
於二零二五年十二月三十一日，貴集團的貿易應收款項總額約為365.2百萬港元，並就此確認預期信貸虧損撥備約3.7百萬港元。

Management recognised a loss allowance based on lifetime expected credit losses.
管理層已基於整個存續期預期信貸虧損確認虧損撥備。

For trade receivables with significant credit risk, they were identified and individually assessed by comparing the present value of estimated future cash flows with the carrying amount.
就重大信貸風險的貿易應收款項而言，通過將估計未來現金流量現值與賬面值比較而進行識別及個別評估。

For other trade receivables, they were grouped based on shared credit risk characteristics and collectively assessed for the likelihood of recovery and applying expected credit loss rates to the respective gross amounts of the receivables. The expected credit loss rates are determined based on the historical credit losses experience and are adjusted to reflect current and forward-looking information on economic indicators, scenarios and the underlying probability weightings.
就其他貿易應收款項而言，乃基於共同信貸風險特徵分組，並就各項應收款項總額應用預期信貸虧損率而共同評估其可收回性。預期信貸虧損率乃按過往信貸虧損經驗釐定，並作出調整以反映有關經濟指標、情況及相關概率比重的當前及前瞻資料。

How the matter was addressed in our audit 我們的審計如何處理該事項

In response to this key audit matter, we performed the following procedures:
為應對此關鍵審計事項，我們已進行以下程序：

- Assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors.
通過考慮估計的不確定性程度及其他固有風險因素水平，評估重大錯誤陳述的固有風險。
- Obtained an understanding of management's internal controls and assessment process of impairment of trade receivables.
了解管理層對貿易應收款項減值的內部控制及評估程序。
- Evaluated the outcome of prior period assessment of expected credit losses of trade receivables to assess the effectiveness of management's estimation.
評估貿易應收款項預期信貸虧損的前期評估結果，以評估管理層估計之有效性。
- Involved the valuation specialist to assess the appropriateness of the provision matrix used by management in the assessment of expected credit loss for trade receivables, including the grouping of customers with similar credit risk characteristics, the analysis of historical payment pattern of customers and historical loss rate.
利用估值專家評估管理層於貿易應收款項預期信貸虧損(包括將具有類似信貸風險特徵的客戶分組、分析客戶過往的付款模式及過往虧損率)中所採用的撥備矩陣是否合適。

INDEPENDENT AUDITOR'S REPORT (continued) 獨立核數師報告(續)

Key audit matter

關鍵審計事項

We focus on this area because of the magnitude of the trade receivables balance to the consolidated statement of financial position and the significant management's judgement and estimates were involved in assessing the expected credit losses.

我們注重該領域乃由於貿易應收款項結餘對綜合財務狀況表而言金額重大，且於評估預期信貸虧損時涉及管理層之重大判斷及估計。

How the matter was addressed in our audit

我們的審計如何處理該事項

- Involved the valuation specialist to assess management's forward-looking information and factors in adjusting the rates of credit loss by reference to external market data or industry information.

利用估值專家經參考外部市場數據或行業資料而對管理層的前瞻資料及調整信貸虧損率因素進行評估。
- Discussed with management to understand the reasons and justifications for trade receivables assessed individually. Corroborated management's justification through inspecting relevant underlying supporting documents, such as historical payment record, financial information of the customers, etc. and compared the present value of future cash flows estimated by management with the carrying amount of respective balance of trade receivables.

與管理層討論以了解個別評估貿易應收款項的理由及理據。通過檢查相關支持文件(例如過往付款記錄及客戶財務資料等)，並將管理層所估計的未來現金流量現值與各項貿易應收款項的賬面值比較，以證明管理層的理據。
- Tested, on a sample basis, the accuracy and completeness of the data being used in management's assessment, such as balances and ageing of trade receivables; tested the mathematical accuracy of management's calculations of the expected credit losses.

按抽樣基準測試管理層於評估時所用的數據是否準確及完整，例如貿易應收款項的餘額及賬齡；測試管理層就預期信貸虧損的計算是否準確。
- Assessed the adequacy of the disclosures related to expected credit losses of trade receivables.

評估與貿易應收款項預期信貸虧損有關的披露是否足夠。

Based on the procedures performed above, we found that the management's judgement and estimates applied in the assessment of impairment of trade receivables were supported by the evidence obtained.

基於以上進行的程序，我們認為管理層的判斷及於評估貿易應收款項減值時應用的估計已獲得證據支持。

INDEPENDENT AUDITOR'S REPORT (continued)

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises all the information in the 2025 annual report of the Company, but does not include the consolidated financial statements and our auditor's report thereon.

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

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

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRS Accounting Standards as issued by the HKICPA and the disclosure requirements of the 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 assisted by the Audit Committee are responsible for overseeing the Group's financial reporting process.

獨立核數師報告(續)

其他信息

董事須對其他信息負責。其他信息包括 貴公司二零二五年年報所載之所有信息，惟不包括綜合財務報表及我們就此出具之核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，我們亦不對該等其他信息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信息，在此過程中，考慮其他信息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，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒佈的《香港財務報告準則會計準則》及香港《公司條例》的披露規定擬備真實而中肯的綜合財務報表，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 貴集團持續經營的能力，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，或別無其他實際的替代方案。

董事在審核委員會協助下負責監督 貴集團的財務報告過程。

INDEPENDENT AUDITOR'S REPORT (continued)

獨立核數師報告(續)

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

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 judgment 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，並出具包括我們意見的核數師報告。我們僅向閣下(作為整體)報告我們的意見，除此之外本報告別無其他目的。我們不會就本報告的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，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，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。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

INDEPENDENT AUDITOR'S REPORT (continued)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

- 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 audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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.

獨立核數師報告(續)

核數師就審計綜合財務報表承擔的責任(續)

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對 貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在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。假若有關的披露不足，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取得的審計憑證。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、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 計劃和執行集團審計，以獲取關於 貴集團內實體或業務單位財務信息的充足和適當的審計憑證，以對集團財務報表形成審計意見提供基礎。我們負責指導、監督和覆核為集團審計而執行的審計工作。我們為審計意見承擔總體責任。

除其他事項外，我們與審核委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還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專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，用以消除對獨立性產生威脅的行動或採取的防範措施。

INDEPENDENT AUDITOR'S REPORT (continued)**獨立核數師報告(續)****AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)**

From the matter communicated with the Audit Committee, we determine the matter that was of most significance in the audit of the consolidated financial statements of the current period and is therefore the key audit matter. We describe this matter 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.

核數師就審計綜合財務報表承擔的責任(續)

從與審核委員會溝通的事項中，我們確定對本期綜合財務報表的審計最為重要的事項，因而構成關鍵審計事項。我們在核數師報告中描述該事項，除非法律法規不允許就該事項作出公開披露，或在極端罕見的情況下，倘合理預期於我們報告中溝通某事項造成的負面後果超過產生的公眾利益，則我們決定不應於報告中溝通該事項。

Grant Thornton Hong Kong Limited

Certified Public Accountants
11th Floor, Lee Garden Two
28 Yun Ping Road
Causeway Bay
Hong Kong SAR

27 March 2026

Ng Ka Kong
Practising Certificate No.: P06919

致同(香港)會計師事務所有限公司

執業會計師
香港特別行政區
銅鑼灣
恩平道28號
利園二期11樓

二零二六年三月二十七日

吳嘉江
執業證書編號：P06919

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2025

綜合損益表

截至二零二五年十二月三十一日止年度

		Notes 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
REVENUE	收入	5	2,968,139	2,774,721
Cost of sales	銷售成本		(2,630,253)	(2,316,464)
Gross profit	毛利		337,886	458,257
Selling and distribution expenses	銷售及分銷費用		(25,680)	(17,632)
Administrative expenses	行政開支		(193,138)	(184,618)
Research and development expenses	研發開支		(169,243)	(392,888)
Reversal of/(Provision for) impairment losses on financial assets	金融資產減值虧損撥回/ (撥備)	6	3,786	(508)
Other income	其他收入	7(a)	32,294	38,243
Other gains/(losses) – net	其他收益/(虧損)淨額	7(b)	12,074	(4,322)
Other expenses	其他開支		(16,991)	(2,500)
OPERATING LOSS	經營虧損		(19,012)	(105,968)
Finance costs	財務成本	8	(13,112)	(11,790)
LOSS BEFORE TAX	除稅前虧損	6	(32,124)	(117,758)
Income tax expense	所得稅支出	11	(9,784)	(10,214)
LOSS FOR THE YEAR	年內虧損		(41,908)	(127,972)
Attributable to: Owners of the Company	以下人士應佔： 本公司擁有人		(41,908)	(127,972)
LOSS PER SHARE ATTRIBUTABLE TO ORDINARY SHAREHOLDERS OF THE COMPANY	本公司普通股股東應佔每股虧損			
Basic and diluted (HK cents per share)	基本及攤薄(每股港仙)	13	(4.86)	(20.57)

The above consolidated statement of profit or loss should be read in conjunction with the accompanying notes.

以上綜合損益表應連同隨附附註一併閱讀。綜合全面收益表

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

綜合全面收益表

截至二零二五年十二月三十一日止年度

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
LOSS FOR THE YEAR	年內虧損	(41,908)	(127,972)
OTHER COMPREHENSIVE INCOME/(LOSS)	其他全面收益／(虧損)		
<i>Other comprehensive income/(loss) that may be reclassified to profit or loss in subsequent periods:</i>	<i>其他全面收益／(虧損)可能於往後期間重新分類至損益：</i>		
Exchange differences on translation of foreign operations	換算海外業務之匯兌差額	54,650	(19,207)
<i>Other comprehensive income/(loss) that will not be reclassified to profit or loss in subsequent periods:</i>	<i>其他全面收益／(虧損)將不會於往後期間重新分類至損益：</i>		
Remeasurement gain/(loss) on defined benefit plans – net of tax	定額福利計劃之重新計量收益／(虧損)，扣除稅項	7,090	(3,353)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR, NET OF INCOME TAX	年內其他全面收益／(虧損)，扣除所得稅	61,740	(22,560)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	年內全面收益／(虧損)總額	19,832	(150,532)
Attributable to: Owners of the Company	以下人士應佔： 本公司擁有人	19,832	(150,532)

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes. 以上綜合全面收益表應連同隨附附註一併閱讀。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

綜合財務狀況表

於二零二五年十二月三十一日

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
NON-CURRENT ASSETS	非流動資產			
Property, plant and equipment	物業、廠房及設備	14	545,490	434,936
Right-of-use assets	使用權資產	15(a)	254,656	243,621
Goodwill	商譽	16	594	572
Deferred tax assets	遞延稅項資產	26	14,209	4,688
Other non-current assets	其他非流動資產	17	192,853	292,965
Total non-current assets	非流動資產總額		1,007,802	976,782
CURRENT ASSETS	流動資產			
Inventories	存貨	18	267,397	190,634
Trade receivables from third parties	貿易應收款項 – 第三方	19(a)	269,046	286,682
Trade receivables from related parties	貿易應收款項 – 關聯方	19(b)	92,449	332,120
Income tax recoverable	可收回所得稅		14,677	23,273
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	20	120,175	89,093
Cash and cash equivalents	現金及現金等值項目	21	142,718	134,051
Total current assets	流動資產總額		906,462	1,055,853
CURRENT LIABILITIES	流動負債			
Trade payables to third parties	貿易應付款項 – 第三方	22(a)	431,809	389,305
Trade payables to related parties	貿易應付款項 – 關聯方	22(b)	89,638	294,946
Contract liabilities, other payables and accruals	合約負債、其他應付款項及應計費用	23	181,981	136,810
Income tax payables	應付所得稅		9,184	17,656
Defined benefit obligations	定額福利責任	24	4,010	4,503
Lease liabilities	租賃負債	15(b)	43,356	39,686
Provision	撥備	25	9,122	20,781
Total current liabilities	流動負債總額		769,100	903,687
NET CURRENT ASSETS	流動資產淨值		137,362	152,166
TOTAL ASSETS LESS CURRENT LIABILITIES	資產總額減流動負債		1,145,164	1,128,948

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)

As at 31 December 2025

綜合財務狀況表(續)

於二零二五年十二月三十一日

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
NON-CURRENT LIABILITIES	非流動負債			
Contract liabilities	合約負債	23	31,687	52,620
Defined benefit obligations	定額福利責任	24	112,528	99,895
Lease liabilities	租賃負債	15(b)	231,295	220,047
Deferred tax liabilities	遞延稅項負債	26	-	6,564
Total non-current liabilities	非流動負債總額		375,510	379,126
NET ASSETS	資產淨值		769,654	749,822
EQUITY	權益			
Equity attributable to owners of the Company	本公司擁有人應佔權益			
Issued capital	已發行股本	27	86,151	86,151
Reserves	儲備	28	683,503	663,671
TOTAL EQUITY	權益總額		769,654	749,822

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

以上綜合財務狀況表應連同隨附附註一併閱讀。

The consolidated financial statements on pages 155 to 271 were approved by the Board of Directors of the Company on 27 March 2026 and were signed on its behalf by:

第155至271頁之綜合財務報表已於二零二六年三月二十七日經本公司董事會批准，並由以下人士代表簽署：

Dong Xiaojie
東小杰
Director
董事

Liu Xihe
劉喜合
Director
董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

綜合權益變動表

截至二零二五年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔							
		Issued capital	Share premium account	Merger reserve*	Defined benefit plan reserve* 定額福利計劃儲備	Exchange reserve*	Capital reserve*	Retained profits*	Total equity
		已發行股本 HK\$'000 千港元 (Note 27) (附註27)	股份溢價賬 HK\$'000 千港元 (Note 28(ii)) (附註28(ii))	合併儲備 HK\$'000 千港元	計劃儲備 HK\$'000 千港元	匯兌儲備 HK\$'000 千港元	股本儲備 HK\$'000 千港元	保留溢利 HK\$'000 千港元	權益總額 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	86,151	1,055,448	(772,332)	(28,666)	(158,473)	44,132	523,562	749,822
Loss for the year	年內虧損	-	-	-	-	-	-	(41,908)	(41,908)
Other comprehensive income for the year:	年內其他全面收益：								
Exchange differences related to foreign operations	換算海外業務之匯兌差額	-	-	-	-	54,650	-	-	54,650
Remeasurement gain on defined benefit plans	定額福利計劃之重新計量收益	-	-	-	7,090	-	-	-	7,090
Total comprehensive income for the year	年內全面收益總額	-	-	-	7,090	54,650	-	(41,908)	19,832
At 31 December 2025	於二零二五年十二月三十一日	86,151	1,055,448	(772,332)	(21,576)	(103,823)	44,132	481,654	769,654

* The reserves accounts comprise the Group's reserves of HK\$683,503,000 (2024: HK\$663,617,000) in the consolidated statement of financial position. The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

* 儲備賬包括本集團於綜合財務狀況表中列賬的儲備683,503,000港元(二零二四年：663,617,000港元)。上述綜合權益變動表應與隨附之附註一併參閱。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)

For the year ended 31 December 2025

綜合權益變動表(續)

截至二零二五年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔							
		Issued capital	Share premium account	Merger reserve	Defined benefit plan reserve	Exchange reserve	Capital reserve	Retained profits	Total equity
		已發行股本	股份溢價賬	合併儲備	定額福利計劃儲備	匯兌儲備	股本儲備	保留溢利	權益總額
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元	千港元
At 1 January 2024	於二零二四年一月一日	57,434	1,037,745	(772,332)	(25,313)	(139,266)	44,132	651,534	853,934
Loss for the year	年內虧損	-	-	-	-	-	-	(127,972)	(127,972)
Other comprehensive loss for the year:	年內其他全面虧損：								
Exchange differences related to foreign operations	換算海外業務之匯兌差額	-	-	-	-	(19,207)	-	-	(19,207)
Remeasurement loss on defined benefit plans	定額福利計劃之重新計量虧損	-	-	-	(3,353)	-	-	-	(3,353)
Total comprehensive loss for the year	年內全面虧損總額	-	-	-	(3,353)	(19,207)	-	(127,972)	(150,532)
Transactions with owners in their capacity as owners	與擁有人以其作為擁有人身份進行之交易								
Rights issue net of transaction costs (Note 27)	供股，扣除交易成本 (附註27)	28,717	17,703	-	-	-	-	-	46,420
At 31 December 2024	於二零二四年十二月三十一日	86,151	1,055,448	(772,332)	(28,666)	(158,473)	44,132	523,562	749,822

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes. 以上綜合權益變動表應連同隨附附註一併閱讀。

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

綜合現金流量表

截至二零二五年十二月三十一日止年度

	Notes 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
CASH FLOWS FROM OPERATING ACTIVITIES	經營業務的現金流量		
Loss profit before tax	除稅前虧損	(32,124)	(117,758)
Adjustments for:	就以下項目作出調整：		
Finance costs	財務成本	8	11,790
Interest income	利息收入	7	(582)
Defined benefit obligation expense	定額福利責任開支	6	3,189
Loss/(Gain) on disposal of items of property, plant and equipment	出售物業、廠房及設備項目的虧損／(收益)	6, 7	(4,264)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	6	69,481
Depreciation of right-of-use assets	使用權資產折舊	6	29,330
Provisions and losses arising from the planned closure of the Czech Plant (Reversal of)/Provision for impairment loss on financial assets	捷克廠房計劃關閉所產生之撥備及虧損 金融資產減值虧損(撥回)／撥備	1.2, 6	-
Provision for obsolete inventories	陳舊存貨撥備	6	508
Provision for warranty costs	保修成本撥備	6	3,728
			11,143
		155,444	6,565
Increase in inventories	存貨增加	(57,204)	(13,941)
Decrease in trade receivables from third parties	應收第三方貿易款項減少	25,769	57,274
Decrease/(Increase) in prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產減少／(增加)	62,995	(79,848)
Decrease/(Increase) in amounts due from fellow subsidiaries	應收同系附屬公司款項減少／(增加)	190,765	(25,967)
Decrease/(Increase) in amounts due from holding companies	應收控股公司款項減少／(增加)	51,181	(30,709)
Increase in trade payables to third parties	應付第三方貿易款項增加	29,808	26,744
(Decrease)/Increase in contract liabilities, other payables and accruals	合約負債、其他應付款項及應計費用(減少)／增加	(44,885)	55,024
(Decrease)/Increase in amounts due to fellow subsidiaries	應付同系附屬公司款項(減少)／增加	(211,547)	147,481
Increase in amounts due to holding companies	應付控股公司款項增加	5,861	14,276
Decrease in defined benefit obligations	定額福利責任款項減少	(6,301)	(4,794)
Decrease in warranty provision	保修撥備減少	(17,795)	(24,019)
Cash generated from operations	經營業務的現金流入	184,091	128,086
Income tax paid	所得稅支付	(16,123)	(28,474)
Net cash from operating activities	經營業務的淨現金	167,968	99,612

CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

For the year ended 31 December 2025

綜合現金流量表(續)

截至二零二五年十二月三十一日止年度

	Notes 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
CASH FLOWS FROM INVESTING ACTIVITIES	投資活動的現金流量		
Purchases of items of property, plant and equipment	購買物業、廠房及設備項目	(132,355)	(117,383)
Proceeds from disposal of items of property, plant and equipment	出售物業、廠房及設備項目所得款項	3,573	8,779
Interest received	已收利息	231	–
Net cash used in investing activities	投資活動的淨現金	(128,551)	(108,604)
CASH FLOWS FROM FINANCING ACTIVITIES	融資活動的現金流量		
Proceeds from issues of shares	發行股份的所得款項	–	46,420
Repayment of loans due to the immediate holding company	償還應付直接控股公司借款	–	(431)
Payment of lease liabilities (including interest paid)	租賃負債付款(包括已付利息)	(38,469)	(33,324)
Net cash (used in)/from financing activities	融資活動的淨現金(流出)/流入	(38,469)	12,665
NET INCREASE IN CASH AND CASH EQUIVALENTS	現金及現金等值項目增加淨額	948	3,673
Cash and cash equivalents at beginning of year	年初之現金及現金等值項目	134,051	135,964
Effect of foreign exchange rate changes, net	匯率變動影響淨額	7,719	(5,586)
CASH AND CASH EQUIVALENTS AT END OF YEAR	年末之現金及現金等值項目	142,718	134,051

The above consolidated statement of cashflows should be read in conjunction with the accompanying notes.

以上綜合現金流量表應連同隨附附註一併閱讀。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2025

1. CORPORATE AND GROUP INFORMATION

BeijingWest Industries International Limited (the “**Company**”) is incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Law of the Cayman Islands. Its registered office address is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands and the shares of the Company are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”).

During the year, the Company and its subsidiaries (collectively the “**Group**”) were principally involved in the manufacturing, sale and trading of automotive parts and components, and the provision of technical services.

BWI Company Limited (“**BWI HK**”) and BWI (Beijing) Limited (“**京西智行(北京)汽車電子科技有限公司**”, the “**BWI Beijing**”) are immediate and intermediate holding companies of the Group, which are incorporated in Hong Kong and the People’s Republic of China (the “**PRC**”) with limited liability, respectively.

In the opinion of the Directors of the Company, the ultimate holding company of the Company is Zhangjiakou Industrial Investment Holding Group Co., Ltd. (“**張家口產業投資控股集團有限公司**”), which is a state-owned enterprise established in the PRC.

綜合財務報表附註

截至二零二五年十二月三十一日止年度

1. 公司及集團資料

京西重工國際有限公司(「**本公司**」)為根據開曼群島公司法於開曼群島註冊成立之獲豁免有限公司。其註冊辦事處地址為Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands，而本公司股份於香港聯合交易所有限公司(「**聯交所**」)主板上市。

於年內，本公司及其附屬公司(統稱「**本集團**」)主要從事製造、銷售及買賣汽車零部件及元件以及提供技術服務。

京西重工(香港)有限公司(「**京西重工(香港)**」)及京西智行(北京)汽車電子科技有限公司(「**京西北京**」)為本集團直接及中層控股公司，分別為在香港及中華人民共和國(「**中國**」)註冊成立的有限公司。

本公司董事認為，本公司的最終控股公司為張家口產業投資控股集團有限公司，其為一家於中國成立的國有企業。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

1. CORPORATE AND GROUP INFORMATION (continued)

1.1 Information about principal subsidiaries

Particulars of the Company's principal subsidiaries are as follows:

1. 公司及集團資料(續)

1.1 有關主要附屬公司的資料

本公司主要附屬公司之詳情如下：

Name 名稱	Date and place of incorporation/ registration and place of business 註冊成立/登記日期及 地點以及營運地點	Kind of legal entity 法律實體類型	Issued ordinary/ registered share capital 已發行普通股/ 註冊股本	Percentage of equity attributable to the Company 本公司應佔股權百分比		Principal activities 主要業務
				Direct 直接	Indirect 間接	
BWI Poland Technologies sp.z.o.o. ("BWI Poland")	Poland 12 March 2009	Limited liability company	PLN55,538,150	-	100	Manufacture and sale of automotive parts and components
BWI Poland Technologies sp.z.o.o. (「京西波蘭」)	波蘭 二零零九年三月十二日	有限公司	55,538,150 波蘭茲羅提			製造及銷售汽車零部件及元件
BWI France S.A.S. ("BWI FRA")	France 13 August 2009	Limited liability company	EUR2,002,500	-	100	Provision of research and technical services
BWI France S.A.S. (「京西法國」)	法國 二零零九年八月十三日	有限公司	2,002,500歐元			提供研究及技術服務
BWI Czech Republic s.r.o. ("BWI Czech")	Czech 20 May 2015	Limited liability company	CZK140,000,000	-	100	Manufacture and sale of automotive parts and components
BWI Czech Republic s.r.o. (「京西捷克」)	捷克 二零一五年五月二十日	有限公司	140,000,000捷克克朗			製造及銷售汽車零部件及元件

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

1. CORPORATE AND GROUP INFORMATION (continued)

1.2 Significant events in the current reporting period

On 20 June 2025, the board of directors of the Company resolved and approved a plan to close down the Group's plant located in Cheb in the Czech Republic (the "**Czech Plant**") by phases starting from the third quarter of 2025 in order to enhance the overall operating efficiency of the Group in the future.

The step-by-step closure of the Czech Plant is expected to result in certain one-off costs/expenses and impairment losses (including but not limited to: (i) lease termination costs for compensating the landlord of the plant facility; (ii) employee severance and related costs; (iii) impairment losses on certain property, plant and equipment, particularly the production lines and machinery that will become idle, except for certain assets which will be relocated and continuously used in the Group's plant facility in Krosno, Poland; (iv) income tax incentive which the Czech Plant is obliged to return to the local tax authority); as well as the revenue and costs for finalising the contracts with certain customers in the Czech Plant.

Based on management's best estimates on the closure plan of the Czech Plant, the Group has recognised certain provisions and losses (including the impairment losses on the related non-financial assets and estimated net loss in finalising certain customer contracts) in the consolidated financial statements for the current reporting period. The aggregate net impact for all of the items as mentioned above in the current reporting period is a net charge to profit or loss of approximately HK\$58,348,000 (including a provision for the tax incentive to be returned of HK\$9,243,000 which was recognised as current income tax charge for the current period).

Refer to Notes 6, 11, 14 and 15 for more information in respect of these provisions and impairment losses.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

1. 公司及集團資料(續)

1.2 本報告期間重大事項

於二零二五年六月二十日，本公司董事會議決及批准計劃在二零二五年第三季度開始分階段關閉位於捷克共和國的海布廠房(「**捷克廠房**」)，以提升往後本集團之整體經營效益。

逐步關閉捷克廠房預期會產生若干一次性成本／開支及減值虧損(包括但不限於：(i)補償廠房設施業主的租賃終止費用；(ii)僱員遣散及相關成本；(iii)若干物業、廠房及設備的減值虧損，特別是將會閒置的生產線及機器，惟將轉移至本集團於波蘭的克羅斯諾廠房設施並繼續使用的若干資產除外；(iv)捷克廠房有責任向當地稅務機關退還的所得稅優惠)，以及完成捷克廠房與若干客戶之合約所涉及的收益及成本。

根據管理層對捷克廠房關閉計劃的最佳估計，本集團已於本報告期間的綜合財務報表中確認若干撥備及虧損(包括相關非金融資產的減值虧損及與若干客戶落實合約的預計虧損淨額)。上述所有項目於本報告期間的淨影響合計為於損益中扣除淨額約58,348,000港元(包括將退還所得稅優惠撥備9,243,000港元，該撥備已於本期間確認為即期所得稅費用)。

有關該等撥備及減值虧損的更多詳情，請參閱附註6、附註11、附註14及附註15。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

These annual consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”), which collective term includes all applicable individual HKFRS accounting standards, Hong Kong Accounting Standards and Interpretations (“HKFRS Accounting Standards”) and the accounting principles generally accepted in Hong Kong.

The consolidated financial statements also comply with the disclosure requirements of the Hong Kong Companies Ordinance and include the applicable disclosure requirements of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”).

These consolidated financial statements are prepared under the historical cost convention, except for defined benefit pension plans measured at fair value, and are presented in Hong Kong dollars. All values are rounded to the nearest thousand of Hong Kong dollars except when otherwise indicated.

The preparation of consolidated financial statements in conformity with HKFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group’s accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要

2.1 編製基準

該等年度綜合財務報表乃按照香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則(此統稱包含所有適用的個別香港財務報告準則會計準則、香港會計準則及詮釋(「香港財務報告準則會計準則」))及香港公認會計原則編製。

綜合財務報表亦符合香港《公司條例》的披露規定，並包括聯交所證券上市規則(「上市規則」)的適用披露規定。

除以公平值計量的定額福利退休計劃外，該等綜合財務報表乃按歷史成本慣例編製，並以港元呈列。除另有說明外，所有金額均調整至最接近之千港元。

編製符合香港財務報告準則會計準則的財務報表需要使用若干關鍵會計估算。這亦需要管理層在應用本集團會計政策過程中行使其判斷。涉及高度判斷或高度複雜性之範疇，或涉及對綜合財務報表屬重大假設和估算之範疇，於附註3中披露。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.2 CHANGES IN ACCOUNTING POLICIES

Amended HKFRS Accounting Standards that are effective for annual periods beginning on 1 January 2025

In the current year, the Group has applied for the first time the Amendments to HKAS 21 “Lack of Exchangeability” which are effective for the Group’s consolidated financial statements for the annual period beginning on 1 January 2025.

The amendments to HKAS 21 specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. Besides, the amendments also require an entity to disclose additional information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity’s financial performance, financial position and cash flows.

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.2 會計政策之變動

於二零二五年一月一日開始的年度期間生效之經修訂香港財務報告準則會計準則

於本年度，本集團首次應用香港會計準則第21號(修訂本)「缺乏可兌換性」，該修訂本已於本集團自二零二五年一月一日開始的年度期間之綜合財務報表中生效。

香港會計準則第21號(修訂本)規定實體應如何評估貨幣是否可兌換，以及在缺乏可兌換性時應如何釐定即期匯率。此外，該等修訂本同時要求實體披露額外資料，以讓財務報表使用者了解不可兌換為其他貨幣之該種貨幣對或預期會對該實體之財務表現、財務狀況及現金流量造成之影響。

該等修訂本對本集團財務報表並無重大影響。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.2 CHANGES IN ACCOUNTING POLICIES (continued)

Issued but not yet effective HKFRS Accounting Standards

At the date of authorisation of these consolidated financial statements, certain new and amended HKFRS Accounting Standards have been published but are not yet effective, and have not been adopted early by the Group.

HKFRS 18	Presentation and Disclosure in Financial Statements ²
HKFRS 19	Subsidiaries without Public Accountability: Disclosures and related amendments ²
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments ¹
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity ¹
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ³
Amendments to HKAS 21	Translation to Hyperinflationary Presentation Currency ²
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11 ¹
Amendments to Hong Kong Interpretation 5	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause ²

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 Effective date not yet determined

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.2 會計政策之變動(續)

已頒佈但尚未生效之香港財務報告準則會計準則

於該等綜合財務報表的授權刊發日期，若干新訂及經修訂香港財務報告準則會計準則經已刊發但尚未生效，且未被本集團提早採用。

香港財務報告準則第18號	財務報表的列報及披露 ²
香港財務報告準則第19號	不具公眾問責性的附屬公司：披露及相關修訂 ²
香港財務報告準則第9號及香港財務報告準則第7號(修訂本)	金融工具分類及計量的修訂 ¹
香港財務報告準則第9號及香港財務報告準則第7號(修訂本)	依賴自然資源的電力合約 ¹
香港財務報告準則第10號及香港會計準則第28號(修訂本)	投資者與其聯營公司或合營企業之間的資產出售或注入 ³
香港會計準則第21號(修訂本)	換算為惡性通貨膨脹呈列貨幣 ²
香港財務報告準則(修訂本)	香港財務報告準則會計準則之年度改進 – 第11卷 ¹
香港詮釋第5號(修訂本)	財務報表列報 – 借款人對包含按要求償還條款的有期貨款的分類 ²

¹ 於二零二六年一月一日或之後開始的年度期間生效

² 於二零二七年一月一日或之後開始的年度期間生效

³ 尚未釐正生效日期

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.2 CHANGES IN ACCOUNTING POLICIES (continued)

Issued but not yet effective HKFRS Accounting Standards (continued)

These new or amended accounting standards and annual improvements are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions, except that the adoption of HKFRS 18 upon its effective date is expected to have certain pervasive impact on the presentation and disclosures of the Group's consolidated financial statements as described below:

HKFRS 18 will replace HKAS 1 Presentation of financial statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.

Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of HKFRS 18 will have no impact on the Group's net loss, the Group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the Group has performed, the following items might potentially impact operating profit/loss: Foreign exchange differences currently aggregated in the line item 'other gains/(losses) – net' in operating profit/loss might need to be disaggregated, with some foreign exchange gains or losses presented below operating profit/loss.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.2 會計政策之變動(續)

已頒佈但尚未生效之香港財務報告準則會計準則(續)

預期該等新訂或經修訂會計準則及年度改進將不會對本集團的本報告期間或未來報告期間及可預見未來的交易造成重大影響，惟按下文所述，於香港財務報告準則第18號生效日期採納該準則預期會對本集團綜合財務報表之呈列及披露構成若干廣泛影響。

香港財務報告準則第18號將取代香港會計準則第1號「財務報表列報」，並引入若干新規定，以實現類似企業財務表現的可比性，並為財務報表使用者提供更多更具相關性及透明度的信息。儘管香港財務報告準則第18號不會影響財務報表所列項目的確認或計量，但其對呈列及披露的影響預計將十分廣泛，尤其針對損益表以及財務報表中的管理層業績指標。

管理層目前正在評估應用新訂準則對本集團綜合財務報表的詳細影響。根據所進行的高層次初步評估，已識別以下潛在影響：

- 儘管採納國際財務報告準則第18號將不會對本集團的虧損淨額造成影響，但本集團預期將損益表的收入及開支項目分類為新類別將影響運營溢利的計算及報告方式。根據本集團進行的高層次影響評估，以下項目可能對運營溢利/虧損造成潛在影響：目前於運營溢利/虧損的「其他收益/(虧損)-淨額」項目中合計的匯兌差額可能需要分拆，部分匯兌收益或虧損會在運營溢利/虧損項下呈列。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.2 CHANGES IN ACCOUNTING POLICIES (continued)

Issued but not yet effective HKFRS Accounting Standards (continued)

- The line items presented on the primary financial statements might change as a result of the application of the concept of ‘useful structured summary’ and the enhanced principles on aggregation and disaggregation.
- The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
 - o management-defined performance measures;
 - o a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
 - o for the first annual period of application of HKFRS 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying HKFRS 18 and the amounts previously presented applying HKAS 1.
- From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with HKFRS 18.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.2 會計政策之變動(續)

已頒佈但尚未生效之香港財務報告準則會計準則(續)

- 主要財務報表所呈列的項目可能會因應用「實用結構性概要」概念以及經強化的合併及分拆原則而有所變動。
- 本集團預期，目前附註中披露的信息整體不會發生重大變化，因為披露重大信息的要求保持不變。然而，由於匯總與分解原則，披露信息的歸類方式可能會有所調整。此外，以下方面將新增重要披露：
 - o 管理層業績指標；
 - o 對於按功能列報的損益表經營類別項目，需進一步按費用性質對部分特定類型費用進行拆分；及
 - o 在採納香港財務報告準則第18號的首個年度期間，需對損益表各列報項目進行核對，比較根據香港財務報告準則第18號列報的重述金額與此前按照香港會計準則第1號列報的金額之間的差異。
- 從現金流量表的角度而言，已收利息和已付利息的列報方式將發生變化。已付利息將歸入融資活動現金流量，而已收利息將歸入投資活動現金流量。

本集團將自新訂準則的強制生效日期(即二零二七年一月一日)起應用該準則。由於需要追溯應用，故此截至二零二六年十二月三十一日止財政年度的比較資料將按照香港財務報告準則第18號予以重列。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES

2.3.1 Material accounting policy information

(a) Basis of consolidation

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

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

- i the contractual arrangement with the other vote holders of the investee;
- ii rights arising from other contractual arrangements; and
- iii the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要

2.3.1 重要會計政策資料

(a) 綜合基準

綜合財務報表為本集團(包括本公司及其附屬公司)編製。附屬公司指本公司對其直接或間接有控制權的實體(包括結構性實體)。當本集團能透過其參與承擔或享有投資對象可變回報的風險或權利，並能夠向投資對象使用其權力影響回報(即現有權利可使本集團能於現時指示投資對象的相關活動)，即代表達致控制權。

當本公司直接或間接擁有投資對象少於大多數的投票權或類似權利，本集團於評估其對投資對象是否擁有權力時會考慮相關事實及情況，包括：

- i 與投資對象的其他投票權持有人訂立的合約安排；
- ii 其他合約安排所產生的權利；及
- iii 本集團的投票權及潛在投票權。

附屬公司之財務報表乃按與本公司相同的報告期間，採用一致的會計政策編製。附屬公司之業績乃自本集團獲得控制權當日起作綜合入賬，並繼續綜合入賬，直至有關控制權終止當日為止。

損益及其他全面收益的各組成部分乃歸屬於本公司擁有人及非控股權益，即使此舉引致非控股權益錄得虧蝕結餘。關於本集團成員公司間交易之所有集團內部各公司之間的資產及負債、權益、收入、開支及現金流量均於綜合入賬時悉數抵銷。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(a) Basis of consolidation (continued)

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

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

(b) Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. When an item of property, plant and equipment is classified as held for sale or when it is part of a disposal group classified as held for sale, it is not depreciated and is accounted for in accordance with HKFRS 5. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Cost may also include transfers from equity of any gains or losses on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(a) 綜合基準(續)

倘有事實及情況顯示上文所述三項控制元素中一項或多項元素出現變動，本集團會重新評估其是否對投資對象擁有控制權。附屬公司之所有權權益出現變動(並無失去控制權)作為一項權益交易入賬。

倘本集團失去附屬公司之控制權，則會終止確認(i)該附屬公司之資產(包括商譽)及負債；(ii)任何非控股權益之賬面值；及(iii)計入權益之累計匯兌差額；並確認(i)已收對價之公平值；(ii)任何保留投資之公平值；及(iii)因而於損益產生之盈餘或虧損。先前已於其他全面收益確認之本集團應佔部分，按假設本集團已直接處置相關資產或負債的情況下須採用之相同基準，在適當之情況下重新分類至損益或保留溢利。

(b) 物業、廠房及設備以及折舊

物業、廠房及設備(在建工程除外)乃按成本減累計折舊及任何減值虧損入賬。當一項物業、廠房及設備項目分類為持作出售或當其為分類為持作出售或出售組別的一部分時，其毋須折舊並根據香港財務報告準則第5號入賬。物業、廠房及設備項目的成本包括購入價以及將該項資產達致其運作狀態及地點作其擬定用途的任何直接相關成本。

成本亦可能包括從權益轉移以外幣購買物業、廠房及設備的合資格現金流對沖之任何收益或虧損。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(b) Property, plant and equipment and depreciation (continued)

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

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Building	3.33%–5%
Machinery and equipment	9%–20%
Motor vehicles	9%–20%
Special tools	20%
Computer equipment and others	18%–33.33%

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(b) 物業、廠房及設備以及折舊(續)

物業、廠房及設備項目投入運作後所產生的例如維修及保養等開支，通常於產生期間自損益表中扣除。倘符合確認標準，則有關重大檢查的開支會按該資產的賬面值資本化為重置資產。倘物業、廠房及設備的主要部分須分段重置，則本集團將該等部分確認為具有特定可使用年期的獨立資產，並進行相應折舊。

各物業、廠房及設備項目之折舊乃按其估計可使用年期以直線法撇銷其成本值至剩餘價值計算。就此所採用之主要折舊年率如下：

樓宇	3.33%–5%
機器及設備	9%–20%
汽車	9%–20%
特別工具	20%
電腦設備及其他	18%–33.33%

倘一項物業、廠房及設備各部分之可使用年期並不相同，該項目之成本將按合理基礎於各部分之間分配，而每部分將作個別折舊。剩餘價值、可使用年期及折舊方法至少於各財政年度期末時檢討，在適當時作出調整。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(b) Property, plant and equipment and depreciation (continued)

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

Construction in progress represents building, machinery and equipment, special tools, computer equipment and others under construction or installation, which is stated at cost less any impairment losses, and is not depreciated. Cost comprises the direct costs of construction and capitalised borrowing costs on related borrowed funds during the period of construction. Construction in progress is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

(c) Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(b) 物業、廠房及設備以及折舊(續)

一項物業、廠房及設備(包括任何已初步確認的重大部分)於出售或預計其使用或出售時不再產生經濟利益時，將終止確認。於資產被終止確認的年度在損益表確認的任何出售或報廢之收益或虧損，即有關資產之出售所得款項淨額與賬面值間之差額。

在建工程指興建中或安裝的建築物、機器及設備、特別工具、電腦設備及其他，按成本減任何減值虧損列賬，且不予折舊。成本包括興建期間的直接建築成本及有關借貸資金的資本化借款成本。在建工程於落成及可供使用時重新分類至物業、廠房及設備的適當類別。

(c) 無形資產(商譽除外)

個別收購的無形資產於初始確認時按成本估量。於業務合併中收購的無形資產的成本為於收購日期的公平值。無形資產的可使用年期評估為有限或無限。具有限可使用年期的無形資產隨後於可使用經濟年內攤銷，每當出現無形資產可能減值的跡象時進行減值評估。具有限可使用年期的無形資產的攤銷期間及攤銷方法至少於各財政年度末進行檢討。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(c) *Intangible assets (other than goodwill) (continued)*

Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash-generating unit level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is accounted for on a prospective basis.

(d) *Research and development costs*

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

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

Deferred development costs are stated at cost less any impairment losses, and transferred to intangible assets when completed and ready for use.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(c) *無形資產(商譽除外)(續)*

具無限可使用年期的無形資產個別或在現金產生單位層面每年進行減值測試。有關無形資產不會進行攤銷。每年對具無限可使用年期的無形資產的可使用年期進行檢討以釐定是否仍可支持無限年期的評估。倘不可支持，則按預期基準將可使用年期評估從無限改為有限後入賬。

(d) *研發成本*

所有研究成本會於產生時於損益表扣除。

開發新產品項目所產生的開支只會在本集團能夠展示其在技術上能夠把無形資產完成以供使用或出售、其完成資產的意向並能夠加以使用或將之出售、資產如何產生可能的未來經濟利益、有足夠資源以完成項目，並且有能力可靠地計算出開發期間的開支情況下，開支方會資本化及作遞延處理。未能符合以上準則的產品開發開支於產生時支銷。

遞延開發成本按成本減任何減值虧損列賬，當完成及可供使用時轉入無形資產。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(e) Leases

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

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

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

Land	99 years
Building	10 to 20 years
Machinery	3 to 5 years
Motor vehicles	2 to 5 years

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(e) 租賃

本集團在訂立合約時評估該合約是否屬於或包含租賃。倘合約轉讓權利以於一段期間內可控制使用已識別資產以換取代價，則合約屬於或包含租賃。

本集團作為承租人

本集團應用單一的確認及計量方法為所有租賃入賬，惟短期租賃或低價值資產租賃則除外。

i. 使用權資產

使用權資產於租賃開始日期(即可供使用相關資產的日期)確認。使用權資產按成本減任何累計折舊及任何減值虧損計量，並就租賃負債的任何重新計量作出調整。使用權資產的成本包括已確認的租賃負債金額、已產生的初步直接成本及於開始日期或之前作出的租賃付款，減任何已收取的租賃獎勵。使用權資產按資產之租期及估計可使用年期(以較短者為準)以直線法折舊如下：

土地	99年
樓宇	10至20年
機器	3至5年
汽車	2至5年

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(e) Leases (continued)

Group as a lessee (continued)

ii. Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(e) 租賃(續)

本集團作為承租人(續)

ii. 租賃負債

租賃負債於租賃開始日期按租期內將作出的租賃付款現值確認。租賃付款包括固定付款(包括實質固定付款)減任何應收租賃獎勵、視乎指數或比率而定的可變租賃付款及根據剩餘價值保證而預期將支付的金額。倘租期反映本集團行使選擇權以終止租賃，則租賃付款亦包括合理確定將由本集團行使的購買選擇權的行使價及終止租賃的罰則。不取決於指數或比率的可變租賃付款於觸發付款的事件或條件發生期間確認為開支。

在計算租賃付款的現值時，倘租賃內含的利率無法即時釐定，則本集團會使用其於租賃開始日期的增量借款利率。於開始日期後，租賃負債的金額將會增加，以反映利息的增加及就作出租賃付款而減少。此外，倘出現修訂、租期變動、租賃付款變動(例如指數或比率變動導致未來租賃款項變動)或購買相關資產的選擇權的評估變動，則重新計量租賃負債的賬面值。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(e) Leases (continued)

Group as a lessee (continued)

- iii. Short-term leases and leases of low-value assets
The Group applies the short-term lease recognition exemption to its short-term leases of office equipment that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for leases of low-value assets to leases of office equipment and laptop computers that are considered to be of low value.

Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

(f) Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required other than inventories, deferred tax assets, financial assets, the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs. In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(e) 租賃(續)

本集團作為承租人(續)

- iii. 短期租賃及低價值資產租賃
本集團對其辦公室設備的短期租賃應用短期租賃確認豁免，有關租賃即於開始日期起計的租期為十二個月或以下及不包括購買選擇權的該等租賃。本集團亦對被視為低價值的辦公室設備及手提電腦的租賃應用低價值租賃的確認豁免。

短期租賃及低價值資產之租賃款於租賃期內按直線法確認為開支。

(f) 非金融資產減值

倘出現減值跡象或須對一項資產(存貨、遞延稅項資產及金融資產除外)進行年度減值測試時，則須估計該資產的可收回金額。一項資產的可收回金額為資產或現金產生單位的使用價值及其公平值減出售成本，兩者之中的較高者，並就個別資產釐定，惟該項資產並無產生很大程度上獨立於其他資產或資產組別之現金流入則除外，在此情況下，須確定該資產所屬現金產生單位的可收回金額。於對現金產生單位進行減值測試時，如公司資產(如總部大樓)的一部分賬面值可以合理及一致的基準分配，即分配予個別現金產生單位，否則應分配予現金產生單位之最小組別。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(f) Impairment of non-financial assets (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(f) 非金融資產減值(續)

減值虧損僅在資產的賬面值超過其可收回金額時確認。於評估使用價值時，會使用可反映目前市場對貨幣之時間價值的評估及該資產之特定風險評估的稅前貼現率，將估計日後現金流量貼現至現值。減值虧損在其於符合減值資產功能的開支類別中產生的期間於損益表內扣除。

於各報告期末均會評估是否有跡象顯示先前確認的減值虧損可能不再存在或已減少。如有任何此等跡象，則估計可收回金額。就資產(商譽除外)先前已確認的減值虧損僅在用以釐定該項資產的可收回金額的估計有變動時撥回，但撥回金額不得高於倘過往年度並無就該資產確認減值虧損而應確定的賬面值(已扣除任何折舊／攤銷)。撥回的減值虧損於其產生期間計入損益表。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(g) Provisions

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

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

The Group provides for warranties in relation to the sale of certain industrial products for general repairs of defects occurring during the warranty period. Provisions for these assurance-type warranties granted by the Group are recognised based on sales volume and past experience of the level of repairs and returns, discounted to their present values as appropriate.

(h) Inventories

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(g) 撥備

倘因過去事件導致目前存在責任(法律或推斷責任)，且日後很可能須付出資源以解除有關責任，則確認撥備，前題為對有關責任涉及的金額可以作出可靠的估計。

倘折現的影響重大，確認為撥備的金額乃為預期日後解除有關責任所須的開支於報告期末的現值。隨著時間過去而產生的經折現現值增加數額，計入損益表中的財務成本。

本集團就銷售若干工業產品及就一般缺陷維修而於保修期內提供保修。本集團就提供此等保障類型保修作出的撥備乃根據銷售量、維修及退回水平的過往經驗而確認，並按適當方式貼現至其現值。

(h) 存貨

存貨按成本及可變現淨值兩者中之較低者列賬。成本按先進先出基準釐定，若為在製品及製成品，則包括直接材料、直接勞工及適當部分的經常開支。可變現淨值則按預計售價減於完成時所招致之任何估計成本及須作出銷售時的預計成本釐定。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(i) Income tax

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

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

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

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(i) 所得稅

所得稅包括即期及遞延稅項。有關損益外確認項目的所得稅於損益外確認，不論是否於其他全面收益或直接在權益中確認。

即期稅項資產及負債乃根據已頒佈或於報告期末已實質頒佈的稅率(及稅法)，並考慮本集團業務所在國家的現行詮釋及慣例，按預期自稅務機關退回或付予稅務機關的金額計算。

遞延稅項乃就於報告期末資產及負債的稅基與其就財務報告的賬面值之間的所有暫時性差額，使用負債法撥備。

就所有應課稅暫時性差額確認遞延稅項負債，惟以下情況除外：

- 產生自初始確認之商譽或不屬業務合併交易中的資產或負債，且於進行交易時不影響會計溢利或應課稅溢利或虧損的遞延稅項負債除外；且於單一交易中不會產生等額應課稅及可扣稅暫時性差額；及
- 有關於附屬公司的投資的應課稅暫時性差額，如撥回該等暫時性差額的時間可以控制及暫時性差額於可預見將來將不會撥回。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(i) Income tax (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(i) 所得稅(續)

本集團就可扣稅暫時性差額、結轉下期未動用稅項抵免及任何未動用稅項虧損確認遞延稅項資產，惟只限於將可能以應課稅溢利抵扣之可扣稅暫時性差額，及可動用結轉的未動用稅項抵免及未動用稅項虧損的情況，惟以下情況除外：

- 因有關可扣減暫時性差額的遞延稅項資產源自初始確認一項交易中的資產或負債，而有關交易非為業務合併，其進行時不會影響會計溢利或應課稅溢利或虧損，且於單一交易中不會產生等額應課稅及可扣稅暫時性差額；及
- 就有關於附屬公司的投資所產生的可扣減暫時性差額而言，遞延稅項資產僅於暫時性差額於可預見的將來可能撥回，而且具有應課稅溢利用以抵銷暫時性差額時，方會予以確認。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(i) *Income tax (continued)*

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

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(i) *所得稅(續)*

於各報告期末會審閱遞延稅項資產的賬面值，並在不再可能有足夠應課稅溢利以動用全部或部分遞延稅項資產時，相應扣減該賬面值。未被確認的遞延稅項資產會於各報告期末重新評估，並在可能有足夠應課稅溢利以收回全部或部分遞延稅項資產時予以確認。

遞延稅項資產及負債乃根據已頒佈或於報告期末已實質頒佈的稅率（及稅法），按預期於資產獲變現或負債償還期間之適用稅率計算。

當且僅當本集團有可合法執行權利可將即期稅項資產與即期稅項負債抵銷，且遞延稅項資產與遞延稅項負債與同一稅務機關對同一應課稅實體或於各未來期間預期有大額遞延稅項負債或資產結算或收回時，擬按淨額基準結算即期稅項負債及資產或同時變現資產及結算負債之不同稅務實體徵收的所得稅相關，則遞延稅項資產與遞延稅項負債可予抵銷。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(j) Employee benefits

i. Defined contribution plans

The employees of subsidiaries of the Group which operate in the Czech are entitled to defined contribution pension benefits. Contributions are made by such subsidiaries based on certain percentages of the participating employees' salaries and are charged to profit or loss as they become payable in accordance with the rules of the relevant pension schemes. The employer contributions vest fully once made.

The employees in Mainland China are required to participate in central pension schemes operated by the local governments, the assets of which are held separately from those of the Group. This Group is required to make contribution to these schemes based on certain percentage of the salaries of these Chinese employees, subject to a certain ceilings. Contributions to these schemes are charged to profit or loss as and when incurred. The Group has no legal or constructive obligation to make further payments.

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(j) 僱員福利

i. 定額供款計劃

本集團於捷克營運的附屬公司的僱員可享有定額供款退休金福利。該等附屬公司之供款乃根據有關退休金計劃之規則按參與僱員薪金之若干百分比作出，並於應付時從損益中扣除。僱主之供款於其作出供款時即全面歸屬。

中國內地僱員須參加由地方政府營運的中央退休金計劃，該等計劃的資產與本集團的資產分開持有。本集團須根據該等中國僱員薪金的若干百分比向該等計劃作出供款，並設有若干上限。該等計劃的供款於產生時計入損益。本集團並無法律或推定責任作出進一步付款。

本集團亦遵照香港強制性公積金計劃條例為合資格參與定額供款強積金退休福利計劃(「強積金計劃」)之僱員在香港設立強積金計劃。供款按僱員基本薪金之某一百分比作出，並於根據強積金計劃規則應付時自損益中扣除。強積金計劃之資產與本集團資產分開，並以獨立管理基金持有。本集團按強積金計劃作出之僱主供款於作出供款時全數歸屬於僱員。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(j) Employee benefits (continued)

ii. Defined benefit plans

The Group operates defined benefit pension plans which require contributions to be made to a separately administered fund for employees of the Group's certain subsidiaries which operate in Poland, France and Germany. The benefits are unfunded. The cost of providing benefits under the defined benefit plans are determined using the projected unit credit actuarial valuation method.

Remeasurements arising from defined benefit pension plans, comprising actuarial gains and losses, are recognised immediately in the consolidated statement of financial position with a corresponding debit or credit to the remeasurement gains and losses on defined benefit plans through other comprehensive income in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements are recorded in the consolidated statement of profit or loss by function.

Interest expense or income are recorded under finance costs in the consolidated statement of profit or loss.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(j) 僱員福利(續)

ii. 定額福利計劃

本集團為於波蘭、法國及德國經營的本集團若干附屬公司之僱員作出定額福利退休金計劃，該等計劃要求向獨立管理的基金作出供款。該等計劃乃未注入資金，定額福利計劃下提供福利的成本採用預計單位信貸精算估值法釐定。

定額福利退休金計劃引起的重新計量，包括精算收益及虧損，均即時於綜合財務狀況表確認，並於定額福利計劃的重新計量收益及虧損發生期間扣除自或計入其他全面收益。重新計量於往後期間不會重新分類至損益。

服務成本，包括當期服務成本、過去服務成本以及縮減及非例行之清償的收益及虧損按職能劃分錄入綜合損益表。

利息開支或收入錄入綜合損益表的財務成本。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(j) Employee benefits (continued)

ii. Defined benefit plans (continued)

Past service costs are recognised in profit or loss at the earlier of:

- the date of the plan amendment or curtailment; and
- the date that the Group recognises restructuring-related costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset.

iii. Termination benefits

Termination benefits are recognised at 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.

(k) Revenue recognition

Revenue from contracts with customers

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(j) 僱員福利(續)

ii. 定額福利計劃(續)

過去服務成本在以下日期之較早者於損益中確認：

- 計劃修訂或縮減的日期；及
- 本集團確認重組相關成本的日期。

利息淨額透過對定額福利負債或資產淨額採用貼現率計算。

iii. 終止受僱福利

終止受僱福利於本集團不再可撤回該等福利要約時或本集團確認涉及支付終止受僱福利之重組成本時，以其中較早的時間確認。

(k) 收益確認

來自客戶合約的收益

來自客戶合約的收益於向客戶轉讓承諾貨品或服務的控制權，並反映本集團預期交換該等貨品或服務而應得之代價金額時確認。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(k) Revenue recognition (continued)

Revenue from contracts with customers (continued)

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

- i. Sale of automotive parts and components
Revenue from the sale of automotive parts and components is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the automotive parts and components.
- ii. Provision of technical services
The Group recognises technical services revenue when it transfers control of the services to the customers, which can occur over time or at a point in time.

If the technical service is distinct, the Group accounts for the technical service separately from the production of automobile parts and recognises revenue when service is delivered to the customer. Revenue shall be recognised over the production period if the service is not distinct and considered to be combined with the production.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(k) 收益確認(續)

來自客戶合約的收益(續)

倘合約代價包含可變金額，以本集團向客戶轉讓貨品或提供服務而有權收取的代價金額作預估。可變代價於合約開始時估計並受到約束，直至消除可變代價相關不確定因素後已確認累計之收益金額不會有很大可能產生重大收益逆轉為止。

- i. 銷售汽車零部件及元件
來自銷售汽車零部件及元件的收益乃於資產的控制權轉移至客戶的時間點確認，一般為交付汽車零部件及元件時。
- ii. 提供技術服務
本集團在將技術服務的控制權轉移至客戶時即確認技術服務收入，而有關確認可隨時間或於某一時間點發生。

倘有關技術服務為獨立存在，本集團會將技術服務以獨立於生產汽車零部件方式獨立入賬，並於服務提供予客戶時確認收益。倘服務並非獨立存在及視為與生產過程一併出現，則隨著生產期間確認收益。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(l) Contract liabilities

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

(m) Contract costs

Other than the costs which are capitalised as inventories, property, plant and equipment and intangible assets, costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

- (i) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify.
- (ii) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future.
- (iii) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the statement of profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

Non-refundable performance deposits paid to customers are amortised on a systemic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates over the expected duration of the contract and are recorded as deduction of revenue.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(l) 合約負債

當本集團轉移相關貨品或服務前自客戶收取付款或付款到期(以較早者為準),則確認合約負債。當本集團履行合約,即轉移相關貨品或服務的控制權予客戶時,合約負債當確認為收益。

(m) 合約成本

除資本化至存貨、物業、廠房及設備以及無形資產中的成本外,為履行與客戶合約而發生的成本,當滿足下述全部條件時,應將該類成本予以資本化:

- (i) 該成本能與該實體明確識別之某項合同或某項預期合同直接關聯。
- (ii) 該成本產生或增加該實體的資源,且該等資源將被用於履行(或繼續履行)未來履約義務。
- (iii) 預期該成本能夠收回。

資本化的合約成本將被攤銷,並按與向客戶轉讓的資產相關的貨品或服務一致的系統基礎計入損益表。

支付給客戶不會退還的履約按金按照與資產相關的產品或服務轉讓予客戶方式相同的基礎於合約預期時期內攤銷,並計入收益扣減。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(n) Foreign currencies

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

Differences arising on settlement or translation of monetary items are recognised in the statement of profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment of a foreign operation. These are recognised in other comprehensive income until the net investment is disposed of, at which time the cumulative amount is reclassified to the statement of profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in other comprehensive income.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(n) 外幣

該等財務報表乃以港元呈報，港元亦為本公司之功能貨幣。本集團各實體決定其各自的功能貨幣，而各實體於財務報表中呈列的項目以該功能貨幣列值。本集團實體錄得的外幣交易初始按其各自於交易日期適用的功能貨幣匯率入賬。以外幣計值的貨幣性資產及負債按各報告期末的功能貨幣匯率換算。因結算或換算貨幣性項目而產生的差額於損益表中確認。

因結算或換算貨幣性項目而產生的差額於損益表確認，惟就指定作為對沖本集團的海外業務投資淨額一部分的貨幣性項目則除外。這些於其他全面收益中確認，直至投資淨額已出售，此時累計金額乃重新分類至損益表。該等貨幣性項目匯兌差額應佔的稅項支出及抵免亦計入其他全面收益內。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(n) Foreign currencies (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(n) 外幣(續)

以外幣為單位而按歷史成本計量的非貨幣性項目按初始交易日的匯率換算。以外幣為單位而按公平值計量的非貨幣性項目，按計量公平值當日的匯率換算。換算非貨幣性項目而產生的收益或虧損乃與確認該項目的公平值變動而確認的收益或虧損的處理方法一致(即於其他全面收益或損益中確認公平值收益或虧損的項目的匯兌差額，亦分別於其他全面收益或損益中確認)。

於釐定終止確認有關預付代價之非貨幣性資產或非貨幣性負債之初始確認相關資產、開支或收入之匯率時，初始交易日期為本集團初始確認因預付代價產生之非貨幣性資產或非貨幣性負債之日期。倘有多筆預付款項或預收款項，本集團就每筆付款或收取的預付代價釐定交易日期。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(n) Foreign currencies (continued)

The functional currencies of the Group's subsidiaries are mainly currencies other than the Hong Kong dollars. As at the end of the reporting period, the assets and liabilities of these entities are translated into Hong Kong dollars at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss and statements of comprehensive income are translated into Hong Kong dollars at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in the statement of profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

For the purpose of the consolidated statement of cash flows, the cash flows of the foreign operations are translated into Hong Kong dollars at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of the foreign operations which arise throughout the year are translated into Hong Kong dollars at the weighted average exchange rates for the year.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(n) 外幣(續)

本集團之附屬公司之功能貨幣為港元以外的貨幣。於報告期末，該等實體的資產及負債按報告期末的通行匯率換算為港元，而其損益表及全面收益表則按與交易日期通行匯率相若的匯率換算為港元。

因此而產生的匯兌差額於其他全面收益中確認並於匯兌儲備累計。當出售海外業務時，與該項海外業務有關之其他全面收益的組成部分會於損益表中確認。

任何因收購海外業務產生的商譽及任何於收購時產生的資產及負債的賬面值的任何公平值調整均視為海外業務的資產及負債，並以收市匯率換算。

就綜合現金流量表而言，海外營運之現金流量乃以現金流量當日之適用匯率換算為港元。該等海外營運於年內產生之經常性現金流量乃以年內之加權平均匯率換算為港元。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(o) Impairment of financial assets

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

i. General approach

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(o) 金融資產減值

本集團確認對並非按公平值計入損益的所有債務工具預期信貸虧損的撥備。預期信貸虧損乃基於根據合約到期的現金流量與本集團預期收取的所有現金流量之間的差額而釐定，並以原實際利率的近似值貼現。預期現金流量將包括出售所持抵押品或構成合約條款一部分的其他信貸增強所得的現金流量。

i. 一般方法

預期信貸虧損按十二個月預期信貸虧損或整個存續期預期信貸虧損計量，視乎信貸風險有否大幅增加。就自初始確認起未有顯著增加的信貸風險而言，預期信貸虧損乃就未來十二個月內因可能發生的違約事件而導致的信貸損失計提撥備(十二個月預期信貸虧損)。就自初始確認起經已顯著增加的信貸風險而言，不論何時發生違約，於餘下的風險年期內的預期信貸虧損均須計提虧損撥備(整個存續期預期信貸虧損)。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(o) Impairment of financial assets (continued)

i. General approach (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(o) 金融資產減值(續)

i. 一般方法(續)

於各報告日期，本集團評估金融工具之信貸風險自初始確認以來是否有顯著增加。於作評估時，本集團比較金融工具於報告日期發生違約的風險以及金融工具於初始確認日期發生違約的風險，同時考慮合理及有理據而無需付出不必要之成本或努力即可獲得之資料，包括歷史及前瞻性資料。

本集團會在合約付款逾期時考慮金融資產違約。然而，在若干情況下，當內部或外部資料反映，在沒有計及本集團持有的任何現有信貸提升措施前，本集團不大可能悉數收到未償還之合約款項，則本集團亦可認為金融資產違約。倘無法合理預期能收回合約之現金流量，則會核銷金融資產。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(o) Impairment of financial assets (continued)

i. General approach (continued)

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

Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(o) 金融資產減值(續)

i. 一般方法(續)

除貿易應收款項應用下文所詳述之簡化方式外，按攤餘成本計量之金融資產須按一般方法進行減值，並於下列計量預期信貸虧損之階段進行分類。

階段1 – 信貸風險自初始確認起未有顯著增加且虧損撥備乃按十二個月預期信貸虧損金額計量之金融工具

階段2 – 信貸風險自初始確認起已有顯著增加但並非信貸減值金融資產，且虧損撥備乃按整個存續期預期信貸虧損金額計量之金融工具

階段3 – 於報告日期已發生之信貸減值(但並非購入或源生之信貸減值)，且虧損撥備乃按整個存續期預期信貸虧損金額計量之金融資產

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.1 Material accounting policy information (continued)

(o) Impairment of financial assets (continued)

ii. Simplified approach

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.1 重要會計政策資料(續)

(o) 金融資產減值(續)

ii. 簡化方法

就不含重大融資組成部分之貿易應收款項或當本集團應用不會調整重大融資組成部分影響的實際權益方法時，本集團計算預期信貸虧損時會應用簡化方法。根據簡化方法，本集團並無追蹤信貸風險的變化，而是於各報告日期根據整個存續期預期信貸虧損確認減值撥備。本集團已根據其以往信貸損失經驗，建立撥備矩陣，並就債務人及經濟環境的特定前瞻性因素作出調整。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies

(a) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要

(a) 業務合併及商譽

業務合併乃採用收購法入賬。轉讓之代價按收購日期之公平值計量，為本集團轉讓之資產、本集團為收購對象前擁有人承擔之負債及本集團於交換收購對象控制權所發行之股權於收購日期之公平值之總和。對於每項業務合併，本集團可選擇於清盤情況下，按公平值計量收購對象之非控股權益，彼為屬於現時擁有權權益持有人，及讓持有人有權按比例分佔資產淨值之非控股權益；或分佔收購對象之可識別資產淨值。非控股權益的所有其他組成部分以公平值計量。收購相關費用於產生時列作開支。

當所收購的一組活動及資產包括一項投入及一項實質過程，而兩者對創造產出的能力具有重大貢獻，則本集團認為其已收購一項業務。

當本集團在收購一項業務時，會依據約定條款、收購日期的經濟狀況及其他有關條件來評估所承擔的金融資產及負債，以進行適當的分類或指定，包括將嵌入式衍生工具從收購對象的主合約分開。

當業務合併分階段實現，過往持有之股權權益須按於收購日期之公平值重新計量，而由此產生之收益或虧損須於損益中確認。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(a) Business combinations and goodwill (continued)

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(a) 業務合併及商譽(續)

收購方將予轉讓的任何或然代價按收購日期的公平值確認。分類為資產或負債之或然代價按公平值計量，公平值的變動於損益中確認。倘將或然代價分類為權益，則毋須重新計量，後續結算於權益中入賬。

商譽初步按成本計量，即已轉讓之代價、非控股權益確認的金額及本集團先前於收購對象所持有股本權益公平值的總和超出所收購之可識別資產及所承擔負債的差額。倘此代價及其他項目的總和低於所收購資產淨值的公平值，則於重新評估後的差額會於損益中確認為議價購買收益。

在初步確認後，商譽按成本減任何累計減值虧損計量。商譽每年就減值進行測試，倘有事件或情況變化顯示賬面值可能出現減值，則要更頻密地進行測試。本集團會對十二月三十一日的商譽進行年度減值測試。就減值測試而言，業務合併中購入的商譽由收購日期起，被分配到預期將從合併的協同效益中受惠的本集團各現金產生單位或現金產生單位組別，不論本集團的其他資產或負債是否被分配至該等單位或單位組別。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(a) Business combinations and goodwill (continued)

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

(b) Fair value measurement

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(a) 業務合併及商譽(續)

減值透過評估與商譽有關的現金產生單位(現金產生單位組別)可收回金額釐定。倘現金產生單位(現金產生單位組別)的可收回金額少於其賬面值，則確認減值虧損。就商譽確認的減值虧損不會於往後期間撥回。

當商譽被分配到現金產生單位(或現金產生單位組別)，而該單位的某部分業務被出售，則於釐定出售收益或虧損時，與所出售業務相關的商譽將計入該業務的賬面值內。在此情況下，出售的商譽將以所出售之業務和保留之現金產生單位部分的相對價值為基準計量。

(b) 公平值計量

公平值為在市場參與者於計量日期進行的有序交易中出售資產所收取或轉移負債所支付的價格。公平值計量乃基於假設是於主要市場出售資產或轉移負債的交易，或於未有主要市場的情況下，則於資產或負債的最有利市場進行。主要或最有利市場須是本集團可參與的市場。資產或負債的公平值乃基於市場參與者為資產或負債定價所用的假設計量(假設市場參與者依照彼等的最佳經濟利益行事)。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(b) Fair value measurement (continued)

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

The Group's corporate finance team is responsible for determining the policies and procedures for the fair value measurement of financial instruments.

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

Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly

Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(b) 公平值計量(續)

非金融資產的公平值計量乃經計及一名市場參與者透過使用其資產的最高及最佳用途或透過將資產出售予將使用其最高及最佳用途的另一名市場參與者而能夠產生經濟利益的能力。

本集團企業融資團隊負責釐定金融工具公平值計量的政策及程序。

於財務報表中計量或披露公平值的所有本集團資產及負債，乃按對整體公平值計量而言屬重大的最低層輸入數據分類至下述的公平值層級：

第一層 – 根據相同資產或負債於活躍市場的報價(未經調整)

第二層 – 根據採用對公平值計量構成重大影響的直接或間接可觀察到之最低層輸入數據的估值方法

第三層 – 根據採用對公平值計量構成重大影響的不可觀察到之最低層輸入數據的估值方法

就按經常性基準於財務報表確認的資產及負債而言，本集團於各報告期末透過重新評估分類釐定於各層級之間是否有任何轉撥(基於對整體公平值計量構成重大影響之最低層輸入數據)。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(c) Financial assets

i Initial recognition and measurement

With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 15 in accordance with the policies set out for “Revenue recognition” below.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the Group’s business model for managing them.

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(c) 金融資產

(i) 初步確認及計量

除並無重大融資組成部分或本集團已應用不對重大融資組成部分的影響作出調整的可行權宜方法的貿易應收款項外，本集團初步按公平值加上(倘金融資產並非按公平值計入損益)交易成本計量金融資產。並無重大融資組成部分或本集團已應用可行權宜方法的貿易應收款項乃根據下文「收益確認」所載的政策按香港財務報告準則第15號釐定的交易價格計量。

於初步確認時，金融資產分類取決於金融資產的合約現金流量特徵及本集團管理該等金融資產的業務模式。

為使金融資產可按攤銷成本或按公平值計入其他全面收益進行分類及計量，需產生純粹為支付未償本金款項之本金及利息的現金流量。所具備現金流量並非純粹為支付本金及利息的金融資產乃計入損益分類及計量，而不論其業務模式如何。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(c) Financial assets (continued)

i Initial recognition and measurement (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(c) 金融資產(續)

(i) 初步確認及計量(續)

本集團管理金融資產的業務模式指其如何管理其金融資產以產生現金流量。業務模式確定現金流量是否來自收取合約之現金流量、出售金融資產或兩者兼有。按攤銷成本分類及計量的金融資產乃以旨在持有金融資產以收取合約之現金流量的業務模式持有，而按公平值計入其他全面收益分類及計量的金融資產乃以旨在持有以收取合約之現金流量及作出售(兩者兼有)的業務模式持有。並非以上述業務模式持有的金融資產乃按公平值計入損益分類及計量。

所有在正常方式下的金融資產買賣應於交易日(即本集團承諾購買或出售資產的日期)確認。正常方式的買賣指按市場所在地的規例或一般慣例要求設定的期間內交付資產的金融資產買賣。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(c) Financial assets (continued)

ii. Subsequent measurement

The subsequent measurement of financial assets depends on their classification, the Group's financial assets are debt investments that classified and measured at amortised costs.

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

iii. Derecognition of financial assets

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(c) 金融資產(續)

ii. 期後計量

金融資產的期後計量取決於其分類，本集團的金融資產為按攤銷成本分類及計量的債務投資。

本集團僅持有按攤銷成本計量的金融資產。按攤銷成本計量的金融資產期後當使用實際利率法計量，並可能受減值影響。當資產被終止確認、修改或減值時，收益及虧損於損益表中確認。

iii. 終止確認金融資產

金融資產(或倘適用，一項金融資產的一部分或一組同類金融資產的一部分)主要在下列情況下被終止確認(即自本集團的綜合財務狀況表內剔除)：

- 自資產收取現金流量的權利已屆滿；或
- 本集團已轉讓其自資產收取現金流量的權利，或已根據「轉遞」安排承擔義務，以並無重大延誤下向第三方全數支付所收取現金流量；而(a)本集團已轉讓資產的絕大部分風險及回報，或(b)本集團並無轉讓或保留資產的絕大部分風險及回報，惟已轉讓資產的控制權。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(c) Financial assets (continued)

iii. Derecognition of financial assets (continued)

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(c) 金融資產(續)

iii. 終止確認金融資產(續)

倘本集團已轉讓其收取資產所得現金流量的權利或已訂立轉遞安排，則本集團會評估其是否保留該項資產擁有權的風險及回報以及保留程度。但倘無轉讓或保留該項資產的絕大部分風險及回報，且並無轉讓該項資產的控制權，本集團以其持續參與之程度為限繼續確認已轉讓之資產。於該情況下，本集團亦確認相關負債。已轉讓之資產及相關負債乃按反映本集團所保留權利及義務的基準計量。

持續參與之形式乃就已轉讓之資產作出保證，當中持續參與資產於轉讓日期以該項資產之原賬面值及本集團可能須償還之代價數額上限，以兩者中較低者計算。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(d) Financial liabilities

i. Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings, and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, and interest-bearing bank and other borrowings.

ii. Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(d) 金融負債

i. 初步確認及計量

金融負債於初步確認時分類為按公平值計入損益的金融負債、貸款及借款以及應付款項，或指定於有效對沖中作對沖工具的衍生工具(如適用)。

所有金融負債初步按公平值確認，如屬貸款或借款及應付款項，則減去直接應佔交易成本。

本集團的金融負債包括貿易及其他應付款項以及計息銀行及其他借款。

ii. 期後計量

金融負債按不同類別作出之期後計量如下：

按公平值計入損益的金融負債

按公平值計入損益的金融負債包括持作買賣的金融負債及於初始確認時指定按公平值計入損益的金融負債。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(d) Financial liabilities (continued)

ii. Subsequent measurement (continued)

Financial liabilities at fair value through profit or loss (continued)

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by HKFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments. Gains or losses on liabilities held for trading are recognised in the statement of profit or loss. The net fair value gain or loss recognised in the statement of profit or loss does not include any interest charged on these financial liabilities.

Financial liabilities at amortised cost

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

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

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(d) 金融負債(續)

ii. 期後計量(續)

按公平值計入損益的金融負債(續)

倘金融負債為旨在於短期內購回而產生，則分類為持作買賣。此類別亦包括本集團所訂立之衍生金融工具，但並非指定作香港財務報告準則第9號所界定之對沖關係的對沖工具。除非指定作實際對沖工具，否則獨立的內嵌式衍生工具亦會分類為持作買賣。持作買賣負債的收益或虧損乃於損益表內確認。於損益表內確認的淨公平值收益或虧損不包括就該等金融負債收取的任何利息。

按攤銷成本計量的金融負債

於初始確認後，計息貸款及借款隨後以實際利率法按攤銷成本計量，除非折現影響為輕微，在該情況下則按成本列賬。當負債被終止確認及按實際利率進行攤銷過程時，其收益及虧損在損益表內確認。

攤銷成本於計及收購的任何折讓或溢價及屬實際利率必要部分的費用或成本後計算。實際利率攤銷計入損益表中的財務成本內。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(d) Financial liabilities (continued)

iii. Derecognition of financial liabilities

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

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in the statement of profit or loss.

Offsetting of financial instruments

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

(e) Cash and cash equivalents

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at banks, including term deposits with initial term less than 3 months, and short term highly liquid investments that are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(d) 金融負債(續)

iii. 終止確認金融負債

當負債項下的責任已被解除、取消或屆滿，則會終止確認金融負債。

如一項現有金融負債被來自同一貸款方但條款有重大差異的另一項金融負債所取代，或現有負債的條款被大幅修改，此種置換或修改視作原有負債終止確認，並確認新負債處理，而兩者的賬面值差額於損益表中確認。

抵銷金融工具

當現有可執行的合法權利能抵銷已確認的金額，且有意願以淨額基準結算，或同時變現資產及結算負債，則金融資產可與金融負債抵銷，淨額於財務狀況表內呈報。

(e) 現金及現金等值項目

就綜合財務狀況表而言，現金及現金等值項目包括手頭現金及銀行存款包括起初存款期少於三個月之定期存款，以及可隨時轉換為已知數額之現金、價值變動風險極低及一般自購入後三個月內到期之短期高流通性投資。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(f) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to the statement of profit or loss over the expected useful life of the relevant asset by equal annual instalments.

(g) Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(f) 政府補助

政府補助在合理保證可收取有關補助及符合一切附帶條件的情況下按其公平值予以確認。倘有關補助乃與一項開支項目有關，則補助於擬用作補償的成本支銷期間按有系統基準確認為收入。

倘補助與一項資產有關，則公平值會計入遞延收入賬目，並按有關資產的預計可使用年期以每年等額分期款項撥入損益表。

(g) 關聯方

任何一方會被視為本集團的關聯方，假若：

- (a) 該方為某人士家庭之成員或密切成員，且該人士
 - (i) 對本集團具有控制權或共同控制權；
 - (ii) 對本集團具有重大影響力；或
 - (iii) 為本集團或其母公司的其中一名主要管理人員；

或

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

2. BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES (continued)

2.3 SUMMARY OF ACCOUNTING POLICIES (continued)

2.3.2 Summary of other accounting policies (continued)

(g) Related parties (continued)

- (b) the party is an entity where any of the following conditions applies:
- (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (iii) the entity and the Group 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 employees of either the Group or an entity related to the Group; and the sponsoring employers of the post-employment benefit plan;
 - (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 the key management personnel of the entity (or of a parent of the entity); and
 - (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 parent of the Group.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

2. 編製基準及會計政策撮要(續)

2.3 會計政策概要(續)

2.3.2 其他會計政策概要(續)

(g) 關聯方(續)

- (b) 該方乃以下任何條件適用的實體：
- (i) 該實體及本集團為同一集團的成員；
 - (ii) 該實體為其他實體(或其他實體的母公司、附屬公司或同系附屬公司)的聯營公司或合資企業；
 - (iii) 該實體及本集團為同一第三方的合資企業；
 - (iv) 該實體乃第三方的合資企業，而另一實體為該第三方實體的聯營公司；
 - (v) 該實體為本集團或與本集團有關實體及向退休福利計劃供款的僱主為僱員福利設立的退休福利計劃；
 - (vi) 該實體受在(a)項所指人士控制或共同控制；
 - (vii) 在(a)(i)項下所述的人士對該實體具有重大影響力或為該實體(或該實體的母公司)的其中一名主要管理人員；及
 - (viii) 實體或其所屬任何集團之成員公司向本集團或本集團之母公司提供主要管理人員服務。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies.

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

(a) Useful lives and residual values of items of property, plant and equipment

The Group's management determines the estimated useful lives and related depreciation charges for the Group's property, plant and equipment. This estimate is based on the historical experience of the actual useful lives of property, plant and equipment of similar nature and functions. Management will increase the depreciation charges where useful lives are less than previously estimated lives, or 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 charge in the future periods. Further details are set out in notes 2.3.1(b) and 14 to the consolidated financial statements.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

3. 會計判斷及估計

編製財務報表需要使用會計估計，而按定義而言，會計估計極少與實際結果相等。管理層在應用本集團的會計政策時亦需作出判斷。

本集團會對估計及判斷持續進行評估。有關估計及判斷乃根據過往經驗及其他因素(包括對實體可能具有財務影響且根據有關情況認為屬合理之未來事件之預期)而釐定。

(a) 物業、廠房及設備項目之可使用年期及剩餘價值

本集團管理層釐定本集團物業、廠房及設備的估計使用年期及相關折舊開支。有關估計乃基於性質及功能相若之物業、廠房及設備實際使用年期的過往經驗而作出。倘使用年期短於先前估計年期，管理層會上調折舊開支，或者撇銷或撇減已棄用或已售出的技術過時資產或非策略性資產。實際經濟年期或會有別於估計使用年期。定期檢討可能令可折舊年期出現變動，以致須於未來期間改變折舊開支。進一步詳情載於財務報表附註2.3.1(b)及14。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

(b) Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Management reassesses the estimation at the end of the reporting period. Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

(c) Capitalisation of contract fulfillment costs

The Group capitalises costs that are not within the scope of HKAS 2, HKAS 16 and HKAS 38 as contract fulfillment costs when those costs are related to the contracts with customers, generated or enhanced the resources used to satisfy performance obligation and are expected to be recovered.

The Group's management needs to judge and estimate whether such capitalised costs can be recovered, based on experience, historical data and estimation of the profitability of the contract.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

3. 會計判斷及估計(續)

(b) 非金融資產減值(商譽除外)

本集團於各呈報期結算日評估所有非金融資產(包括使用權資產)有否減值跡象。減值虧損按資產的賬面值超過其可收回金額的數額確認。可收回金額乃扣除出售成本後的資產公平值與使用價值的較高者。於評估減值時，資產按可獨立識別現金流入的最低層次分組，有關現金流入大致上獨立於其他資產或資產組別(現金產生單位)的現金流入。管理層於報告期末重新評估該等估計。出現減值的非財務資產(商譽除外)將於各報告期末進行檢討以確定其減值能否撥回。

(c) 履約合同成本資本化

當並非於香港會計準則第2號、香港會計準則第16號及香港會計準則第38號範圍內作為履約合同成本的成本涉及與客戶的合約、產生或加強所用資源以達成履約責任及預期將可收回，則本集團會資本化有關成本。

本集團管理層須根據經驗、過往數據及對合約盈利能力的估計，判斷及估計該資本化成本是否可以收回。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

(d) Recoverability of deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and unused tax losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. Further details are set out in note 26 to the consolidated financial statements.

(e) Provision for expected credit losses on trade receivables

For trade receivables from third parties with significant credit risk, they were identified and individually assessed by comparing the present value of estimated future cash flows with the carrying amount.

For other trade receivables are grouped uses a provision matrix to calculate ECLs. The provision rates are based on days past due for groupings that have shared credit characteristics. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (e.g., the fluctuation of the unit price of steel and restriction policy in motor industries) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

3. 會計判斷及估計(續)

(d) 遞延稅項資產的可收回性

遞延稅項資產就可扣減暫時性差額及未動用稅項虧損予以確認，惟以可能出現應課稅溢利可用以抵銷有關可扣減暫時性差額及未動用稅項虧損為限。管理層在釐定可予以確認的遞延稅項資產金額時，須根據日後應課稅溢利可能出現的時間及水平以及未來稅項規劃策略作出重大判斷。進一步詳情載於綜合財務報表附註26。

(e) 貿易應收款項的預期信貸虧損撥備

對於存在重大信貸風險的應收第三方貿易款項，通過比較估計未來現金流的現值及賬面值，對其進行識別及單獨評估。

就其他貿易應收款項而言，本集團使用撥備矩陣計算預期信貸虧損。撥備率乃基於具有共同信貸特點的群組以逾期日數計算。撥備矩陣初步基於本集團過往觀察所得違約率而計算。本集團將調整矩陣，藉以按前瞻性資料調整過往信貸虧損經驗。舉例而言，倘預測經濟環境（例如鋼材單位價格波動及汽車行業的限制政策）預期將於未來一年惡化，導致製造行業違約事件增加，則會調整過往違約率。於各報告日期，過往觀察所得違約率將予更新，並會分析前瞻性估計之變動。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (continued)

(e) Provision for expected credit losses on trade receivables (continued)

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in note 19 to the consolidated financial statements.

(f) Net realisable value of and provision against inventories

Management reviews the condition of inventories of the Group at the end of the reporting period and makes provision against inventories. Net realisable value of inventories is the estimated selling price in the ordinary course of business, less estimated costs of completion and selling expense. 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 technical innovations, and competitor actions in response to severe industry cycle. Management reassesses the estimation at the end of the reporting period. Further details are set out in note 18 to the consolidated financial statements.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

3. 會計判斷及估計(續)

(e) 貿易應收款項的預期信貸虧損撥 備(續)

對過往觀察所得的違約率、預測經濟情況及預期信貸虧損之間的關連性進行的評估屬重大估計。預期信貸虧損金額對狀況變化及預測經濟情況相當敏感。本集團過往信貸虧損經驗及預測經濟情況亦未必能代表客戶日後的實際違約情況。有關本集團貿易應收款項預期信貸虧損的資料已於綜合財務報表附註19披露。

(f) 存貨的可變現淨值及撥備

管理層於報告期末評估本集團的存貨情況，並對存貨作出撥備。管理層於報告期末重新評估所作出的估計。存貨的可變現淨值乃日常業務過程中的估計售價減估計完成成本及銷售開支。該等估計乃基於現時市況以及製造及銷售類似性質產品的過往經驗。可能因技術創新及競爭對手因應嚴峻行業週期而採取的行動而出現重大變動。管理層於報告期末重新評估該等估計。進一步詳情載於綜合財務報表附註18。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

4. OPERATING SEGMENT INFORMATION

An operating segment is a component of an entity that engages in business activities from which revenues are earned and expenses are incurred, and is identified on the basis of the internal financial reports that are regularly reviewed by the chief operating decision maker (the “CODM”) in order to allocate resources and assess performance of the segment. The CODM has been identified as the Executive Directors of the Company.

For the years presented, as the Group’s business activities are mainly in the manufacturing, sale and trading of automotive parts and components, and the provision of technical services. The performance of the Group is reviewed by the CODM as a whole thus it is concluded that the Group has only one single reportable segment. Therefore, no analysis by operating segment is presented.

(a) Revenue from contracts with customers Products and services

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Sale of industrial products and others	銷售工業產品及其他	2,808,003	2,644,777
Technical service income	技術服務收入	160,136	129,944
		2,968,139	2,774,721

Timing of revenue recognition

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Industrial products and services transferred at a point of time	工業產品及於某一時點轉移服務	2,963,982	2,769,351
Services transferred over time	隨著時間轉移之服務	4,157	5,370
		2,968,139	2,774,721

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

4. 經營分部資料

經營分部是一家企業的組成部份，該部份從事的經營活動能產生收入及發生費用，並以主要經營決策者定期審閱用以分配資源及評估分部表現的內部財務數據為基礎進行辨別。本公司之執行董事被認為主要經營決策者。

在所列示年度內，本集團僅提供製造、銷售及買賣汽車零部件及元件以及提供技術服務。主要經營決策者對本集團的業績評價將本集團視作一個整體，因此本集團只有一個經營分部。因此，並無呈列經營分部的分析。

(a) 來自客戶合約的收入 產品及服務

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

4. OPERATING SEGMENT INFORMATION (continued)

(b) Geographical information

Revenue from external customers

4. 經營分部資料(續)

(b) 地區資料

來自外部客戶的收入

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Germany	德國	884,920	823,637
United Kingdom	英國	639,305	584,547
United States	美國	482,031	614,669
Mainland China	中國內地	94,285	40,552
Other countries	其他國家	867,598	711,316
		2,968,139	2,774,721

The revenue information above is based on the locations of the customers.

以上收入資料按客戶所在地劃分。

Non-current assets

非流動資產

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Poland	波蘭	833,407	671,121
Czech	捷克	64,914	222,768
Other countries	其他國家	95,272	78,205
		993,593	972,094

The non-current assets information above is based on the locations of the assets and excludes deferred tax assets.

以上非流動資產資料按資產所在地劃分且不包括遞延稅項資產。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

4. OPERATING SEGMENT INFORMATION (continued)

(c) Information about major customers

During the reporting period, the revenues which were generated from two (2024: three) of the Group's customers and were individually accounted for more than 10% of the Group's revenue are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Customer A	客戶A	480,676	417,561
Customer B	客戶B	497,940	406,546
Customer C	客戶C	229,490*	391,670
		1,208,106	1,215,777

* The relevant revenue generated from that customer during the year as indicated did not exceed 10% of the Group's revenue.

5. REVENUE

Revenue represents: (1) the net invoiced value of goods sold, net of value-added tax and government surcharges and excludes sale taxes, and after allowance for returns and trade discounts; and (2) an appropriate proportion of contract revenue of technical and consultancy service contracts.

An analysis of the Group's revenue is disclosed in note 4(a).

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

4. 經營分部資料(續)

(c) 主要客戶資料

於報告期間，佔本集團收入逾10%的本集團客戶有兩名(二零二四年：三名)，列示如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Customer A	客戶A	480,676	417,561
Customer B	客戶B	497,940	406,546
Customer C	客戶C	229,490*	391,670
		1,208,106	1,215,777

* 誠如所示，由該客戶年內產生的有關收入不超過本集團收入的10%。

5. 收入

收入指：(1)所售貨品發票淨值，扣除增值稅及政府收費及銷售稅以及減去退貨撥備及貿易折扣後的收入；及(2)技術及顧問服務合約適當比例之合約收入。

本集團之收入分析於附註4(a)中披露。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

6. LOSS BEFORE TAX

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

6. 除稅前虧損

本集團經營所得除稅前虧損乃(計入)/扣除下列各項後得出：

		Notes 附註	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Cost of inventories sold and services provided	已售存貨及已提供服務成本		2,630,253	2,316,464
Depreciation of property, plant and equipment	物業、廠房及設備折舊	14	77,086	69,481
Depreciation of right-of-use assets	使用權資產折舊	15(a)	33,131	29,330
Expense relating to short-term leases	與短期租賃有關的開支	15(c)	17	41
Auditors' remuneration	核數師酬金		1,972	3,670
Employee benefit expense (including directors' and chief executive's remuneration):	僱員福利開支(包括董事及最高行政人員薪酬):			
Wages, salaries, severances and benefits	工資、薪金、遣散費及福利		553,858	569,045
Defined benefit obligation expenses	定額福利責任開支	24(c)	3,594	3,189
			557,452	572,234
Provisions and losses arising from the planned closure of the Czech Plant:	捷克廠房計劃關閉所產生之撥備及虧損			
Restructuring costs (Note)	重組成本(附註)		25,275	-
Impairment losses on property, plant and equipment	物業、廠房及設備減值虧損	14	7,347	-
Impairment losses on right-of-use assets	使用權資產減值虧損	15	16,483	-
		1.2	49,105	-
Loss/(Gain) on disposal of items of property, plant and equipment	出售物業、廠房及設備項目的虧損/(收益)	7	5,997	(4,264)
Net (reversal)/provision of impairment losses on trade receivables from:	應收以下人士之貿易款項減值虧損(撥回)/撥備淨額:			
- third parties	- 第三方	19(a)	(2,559)	600
- related parties	- 關聯方	19(b)	(1,227)	(92)
			(3,786)	508
Provision for obsolete inventories*	陳舊存貨撥備*	18	6,023	3,728
Provision for warranty costs	保修成本撥備確認淨額	25	3,537	11,143
Foreign exchange differences, net	匯兌差額淨額	7	(18,071)	8,586

* The provision for obsolete inventories is included in "Other expenses" in the consolidated statement of profit or loss.

* 陳舊存貨撥備已計入綜合損益表的「其他開支」。

Note: Provision for restructuring costs includes estimated net loss in finalising certain customer contracts amounting to approximately HK\$12,070,000, including the derecognition of contract fulfilment costs amounting to approximately HK\$125,981,000, which was set off against compensation income amounting to approximately HK\$113,911,000 recognised during the year ended 31 December 2025 (Note 17), provision for severances payment amounting to approximately HK\$10,569,000, provision for reinstatement amounting to approximately HK\$2,139,000 and penalty for early termination on short-term leases amounting to approximately HK\$497,000.

附註：重組成本撥備包括終止若干客戶合約所產生的估計虧損淨額約12,070,000港元(包括終止確認約125,981,000港元的履約成本，金額已與截至二零二五年十二月三十一日止年度確認約113,911,000港元的賠償收入相互抵銷(附註17))、遣散費付款撥備約10,569,000港元、恢復原狀撥備約2,139,000港元及因提前終止短期租賃而須支付的違約金約497,000港元。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

7. OTHER INCOME AND OTHER LOSSES – NET

An analysis of the Group's other income and other gains/(losses) – net is as follows:

7. 其他收入及其他虧損淨額

本集團之其他收入及其他收益/(虧損)淨額分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
(a) Other income	(a) 其他收入		
- Bank interest income	- 銀行利息收入	231	582
- Sales of scrap materials, prototypes and samples	- 銷售廢料、原型及樣件	21,426	33,197
- Recovery of bad debts previously written off	- 收回過往撇銷壞賬	5,611	-
- Others	- 其他	5,026	4,464
		32,294	38,243
(b) Other gains/(losses) – net	(b) 其他收益/(虧損)淨額		
- Foreign exchange differences, net	- 匯兌差額淨額	18,071	(8,586)
- (Loss)/Gain on disposal of items of property, plant and equipment	- 出售物業、廠房及設備項目的(虧損)/收益	(5,997)	4,264
		12,074	(4,322)

8. FINANCE COSTS

8. 財務成本

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest on defined benefit plans	定額福利責任利息	5,187	4,247
Interest on lease liabilities	租賃負債的利息	7,925	7,543
		13,112	11,790

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules and section 383 of the Hong Kong Companies Ordinance (Cap. 622), Companies (Disclosure of Information about Benefits of Directors) Regulation (Cap. 622G), is as follows:

9. 董事及最高行政人員薪酬

根據上市規則、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)披露之董事及最高行政人員之年內薪酬如下：

		Fees	Salaries, allowances and benefits in kind	Pension scheme contributions	Total remuneration
		袍金	薪金、津貼及實物利益	退休金計劃供款	總酬金
		HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元
2025	二零二五年				
Executive directors:	執行董事：				
Mr. Dong Xiaojie	東小杰先生	-	-	-	-
Mr. Liu Xihe	劉喜合先生	-	-	-	-
Dr. Xi Jianpeng	席建鵬博士	-	1,118	56	1,174
Independent non-executive directors:	獨立非執行董事：				
Mr. Lo Gordon	盧家明先生	150	-	-	150
Ms. Peng Fan	彭凡女士	150	-	-	150
Mr. Wong Foreky	黃科傑先生	150	-	-	150
		450	1,118	56	1,624

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

9. 董事及最高行政人員薪酬(續)

		Salaries, allowances and benefits	Pension scheme	Total remuneration
	Fees	in kind	contributions	
	袍金	薪金、津貼及 實物利益	退休金 計劃供款	總酬金
	HK\$'000	HK\$'000	HK\$'000	HK\$'000
	千港元	千港元	千港元	千港元
2024	二零二四年			
Executive directors:	執行董事：			
Mr. Dong Xiaojie	東小杰先生	-	-	-
Mr. Liu Xihe (appointed with effect from 27 December 2024)	劉喜合先生(自二零二四年十二月二十七日起獲委任)	-	-	-
Dr. Xi Jianpeng (appointed with effect from 1 October 2024)	席建鵬博士(自二零二四年十月一日起獲委任)	-	344	361
Mr. Chang Ket Leong (resigned with effect from 27 December 2024)	鄭潔亮先生(於二零二四年十二月二十七日辭任)	-	-	-
Mr. Zheng Jianwei (resigned with effect from 13 September 2024)	鄭建偉先生(於二零二四年九月十三日辭任)	-	-	-
Independent non-executive directors:	獨立非執行董事：			
Mr. Lo Gordon (appointed with effect from 1 July 2024)	盧家明先生(自二零二四年七月一日起獲委任)	75	-	75
Ms. Peng Fan (appointed with effect from 1 July 2024)	彭凡女士(自二零二四年七月一日起獲委任)	75	-	75
Mr. Wong Foreky (appointed with effect from 18 March 2024)	黃科傑先生(自二零二四年三月十八日起獲委任)	118	-	118
Mr. Tam King Ching, Kenny (resigned with effect from 1 July 2024)	譚競正先生(於二零二四年七月一日辭任)	75	-	75
Mr. Yip Kin Man, Raymond (resigned with effect from 10 February 2024)	葉健民先生(於二零二四年二月十日辭任)	16	-	16
Mr. Chan Pat Lam (resigned with effect from 1 July 2024)	陳柏林先生(於二零二四年七月一日辭任)	75	-	75
Chief executive:	最高行政人員：			
Dr. Xi Jianpeng	席建鵬博士	-	684	718
		434	1,028	51
				1,513

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

9. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(a) Director's retirement and termination benefits

No retirement benefits or other termination benefits have been paid to the Company's directors during the year ended 31 December 2025 (2024: Nil).

(b) Consideration provided to third parties for making available directors' services

No consideration provided to third parties for making available directors' services subsisted at the end of the year or at any time during 2025 and 2024.

(c) Information about loans, quasi-loans and other dealings in favor of directors, controlled bodies corporate by and connected entities with such directors

No loans, quasi-loans or other dealings are entered into by the Company in favor of directors, controlled bodies corporate by and connected entities with such directors during 2025 and 2024.

(d) Directors' material interests in transactions, arrangements or contract

No significant transactions, arrangements and contracts in relation to the Company's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted during 2025 and 2024.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

9. 董事及最高行政人員薪酬(續)

(a) 董事退休及離職福利

截至二零二五年十二月三十一日止年度，概無支付退休福利或其他離職福利予本公司董事(二零二四年：無)。

(b) 就所獲董事服務向第三方支付代價

於二零二五年及二零二四年年末或期間任何時間概無就所獲董事服務向第三方支付代價。

(c) 有關以董事、董事控制的法團及其關連實體為受益人的借款、準借款及其他交易的資料

於二零二五年及二零二四年間，本公司概無訂立以董事、董事控制的法團及其關連實體為受益人的借款、準借款及其他交易。

(d) 董事於交易、安排或合約的重大權益

於二零二五年及二零二四年間，本公司概無訂立與本公司業務有關且本公司董事於其中直接或間接享有重大權益的重大交易、安排及合約。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

10. FIVE HIGHEST PAID EMPLOYEES

No directors are the five highest paid employees during the year (2024: Nil), details of the remuneration for the year of the remaining five (2024: five) highest paid employees who are neither a director nor chief executive of the Company are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Salaries, allowances and benefits in kind	薪金、津貼及實物利益	8,071	13,653
Performance related bonuses	與表現掛鈎之花紅	381	287
		8,452	13,940

The remuneration of these non-director and non-chief executive highest paid employees fell within the following bands:

該等最高薪僱員(既非董事亦非最高行政人員)之薪酬介乎以下範圍：

		Number of employees 僱員人數	
		2025 二零二五年	2024 二零二四年
HK\$1,000,001 to HK\$2,000,000	1,000,001港元至2,000,000港元	4	3
HK\$2,000,001 to HK\$5,000,000	2,000,001港元至5,000,000港元	1	2
		5	5

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

10. 五名最高薪僱員

概無董事於年內屬五名最高薪僱員(二零二四年：無)，其餘五名(二零二四年：五名)非本公司董事或最高行政人員的最高薪僱員的薪酬詳情如下：

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

11. INCOME TAX EXPENSE

No provision for Hong Kong profits tax has been made for the year ended 31 December 2025 as the Group did not generate any assessable profits arising in Hong Kong during the year (2024: Nil). Taxes on profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries in which the Group operates. The rates of tax prevailing in the countries in which the Group operates include:

11. 所得稅支出

截至二零二五年十二月三十一日止年度，由於本集團於年內並無在香港產生任何應課稅溢利，故並無對香港利得稅作出撥備(二零二四年：零)。其他地區的應課稅溢利稅項已按本集團經營所在國家的現行稅率計算。本集團經營所在國家的現行稅率包括：

		2025 二零二五年 (%)	2024 二零二四年 (%)
Luxembourg	盧森堡	24.94	24.94
Poland	波蘭	19.00	19.00
France	法國	25.00	25.00
Germany	德國	30.53	30.53
Italy	意大利	27.90	27.90
Czech	捷克	21.00	21.00

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Current income tax expense	即期所得稅支出	15,349	19,039
Deferred tax credit (Note 26)	遞延稅項抵免(附註26)	(5,565)	(8,825)
Total income tax expense	所得稅支出總額	9,784	10,214

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

11. INCOME TAX EXPENSE (continued)

A reconciliation of loss before tax at the applicable prevailing tax rate of each group entities to the income tax expense for the year is as follows:

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

11. 所得稅支出(續)

除稅前虧損按各個本集團實體當時適用稅率與年內所得稅支出之對賬如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Loss before tax	除稅前虧損	(32,124)	(117,758)
Income tax credit at the applicable tax rate of each group entities	按各個本集團實體適用稅率計算的所得稅抵免	(6,005)	(17,154)
Income not subject to tax	毋須課稅收入	(1,129)	(1,011)
Expenses not deductible for tax purposes	不可扣稅開支	39,615	42,073
R&D tax relief (Note a)	研發稅項寬減(附註a)	(13,571)	(13,959)
Return of income tax incentive (Note b)	所得稅優惠退還(附註b)	(9,243)	-
Others	其他	117	265
Total income tax expense	所得稅支出總額	9,784	10,214

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

11. INCOME TAX EXPENSE (continued)

Notes:

- (a) According to Polish tax regulations, BWI Poland enjoyed double tax deduction benefits for part of the eligible research and development (“R&D”) expenses.
- (b) The current income tax expenses for the year ended 31 December 2025 include the tax incentive to be returned of approximately HK\$9,234,000 resulting from the planned closure of the Czech Plant as mentioned in Note 1.2.
- (c) The Group is within the scope of the Organization for Economic Co-operation and Development (“OECD”) Pillar Two model rules. As of 31 December 2025, Pillar Two legislation was enacted in several tax jurisdictions in which the Group entities are incorporated or operated. The Group applies the IAS 12 exception to recognizing and disclosing information about deferred income tax assets and liabilities related to Pillar Two income taxes.

Under the Pillar Two legislation, the Group is liable to pay a top-up tax for the difference between its Global Anti-Base Erosion (GloBE) effective tax rate in each jurisdiction and the 15% minimum rate. The Group has assessed that the Group was not liable to any top-up tax as of 31 December 2025.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

11. 所得稅支出(續)

附註：

- (a) 根據波蘭稅收法規，京西波蘭部分符合資格的研發(「研發」)開支享有雙倍扣稅優惠。
- (b) 截至二零二五年十二月三十一日止年度之即期所得稅開支包括因附註1.2所述捷克廠房計劃關閉而須退還之稅務優惠約9,234,000港元。
- (c) 本集團屬於經濟合作與發展組織(「經合組織」)支柱二模型規則的涵蓋範圍。截至二零二五年十二月三十一日，支柱二法例於本集團實體註冊成立或運營所在的多個稅務司法管轄區實施。本集團應用國際會計準則第12號豁免確認及披露支柱二所得稅相關的遞延所得稅資產與負債。

根據支柱二法例，本集團需為其於各個司法管轄區的全球反侵蝕稅基實際稅率與15%最低稅率間的差額繳納補足稅。本集團經評估，截至二零二五年十二月三十一日，本集團毋須承擔任何補足稅項。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

12. DIVIDEND

No dividends were paid, declared or proposed during the year ended 31 December 2025, nor has any dividend been proposed since the end of the reporting period (2024: Nil).

13. LOSS PER SHARE

The calculation of the basic loss per share amount is based on the loss for the year attributable to ordinary shareholders of the Company, and the weighted average number of ordinary shares of 861,508,602 (2024: 622,200,657) in issue during the year.

14. PROPERTY, PLANT AND EQUIPMENT

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

12. 股息

截至二零二五年十二月三十一日止年度，並無派付、宣派或擬派股息，自報告期末起亦無擬派任何股息(二零二四年：無)。

13. 每股虧損

每股基本虧損乃根據本公司普通股股東應佔年內虧損，以及年內已發行普通股之加權平均數861,508,602股(二零二四年：622,200,657股)計算。

14. 物業、廠房及設備

		Buildings	Machinery and equipment	Motor vehicles	Special tools	Computer equipment and others	Construction in progress	Total
		建築物	機器及設備	汽車	特別工具	電腦設備及其他	在建工程	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元
At 1 January 2025	於二零二五年一月一日							
Cost	成本	74,493	698,840	10,402	95,658	109,018	22,758	1,011,169
Accumulated depreciation and impairment	累計折舊及減值	(25,883)	(404,423)	(6,470)	(57,727)	(81,730)	-	(576,233)
Net carrying amount	賬面淨值	48,610	294,417	3,932	37,931	27,288	22,758	434,936
Opening net carrying amount	期初賬面淨值	48,610	294,417	3,932	37,931	27,288	22,758	434,936
Additions	添置	-	1,208	624	810	5,864	123,849	132,355
Depreciation provided during the year (Note 6)	年內折舊撥備(附註6)	(2,998)	(47,718)	(1,398)	(15,600)	(9,372)	-	(77,086)
Disposals	出售	-	(1,360)	(311)	(261)	(2,797)	(4,841)	(9,570)
Transfers	轉移	9,362	58,536	2,282	6,639	1,418	(78,237)	-
Exchange realignment	匯兌調整	7,425	42,363	593	6,738	5,060	10,023	72,202
Impairment (Note 6)	減值(附註6)	-	(7,347)	-	-	-	-	(7,347)
Closing net carrying amount	期末賬面淨值	62,399	340,099	5,722	36,257	27,461	73,552	545,490
At 31 December 2025	於二零二五年十二月三十一日							
Cost	成本	95,150	725,967	13,786	138,907	75,608	73,552	1,122,970
Accumulated depreciation and impairment	累計折舊及減值	(32,751)	(385,868)	(8,064)	(102,650)	(48,147)	-	(577,480)
Net carrying amount	賬面淨值	62,399	340,099	5,722	36,257	27,461	73,552	545,490

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

14. PROPERTY, PLANT AND EQUIPMENT (continued)

14. 物業、廠房及設備(續)

		Buildings	Machinery and equipment	Motor vehicles	Special tools	Computer equipment and others 電腦設備及其他	Construction in progress	Total
		建築物	機器及設備	汽車	特別工具	及其他	在建工程	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元
At 1 January 2024	於二零二四年一月一日							
Cost	成本	77,541	751,545	9,868	77,608	99,752	13,174	1,029,488
Accumulated depreciation and impairment	累計折舊及減值	(24,455)	(432,556)	(5,881)	(51,681)	(84,050)	-	(598,623)
Net carrying amount	賬面淨值	53,086	318,989	3,987	25,927	15,702	13,174	430,865
Opening net carrying amount	期初賬面淨值	53,086	318,989	3,987	25,927	15,702	13,174	430,865
Additions	添置	38	7,734	427	9,127	17,014	71,119	105,459
Depreciation provided during the year (Note 6)	年內折舊撥備(附註6)	(2,885)	(47,182)	(1,259)	(10,550)	(7,605)	-	(69,481)
Disposals	出售	-	(1,520)	-	-	(2,995)	-	(4,515)
Transfers	轉移	1,061	34,457	1,023	15,012	6,581	(58,134)	-
Exchange realignment	匯兌調整	(2,690)	(18,061)	(246)	(1,585)	(1,409)	(3,401)	(27,392)
Closing net carrying amount	期末賬面淨值	48,610	294,417	3,932	37,931	27,288	22,758	434,936
At 31 December 2024	於二零二四年十二月三十一日							
Cost	成本	74,493	698,840	10,402	95,658	109,018	22,758	1,011,169
Accumulated depreciation and impairment	累計折舊及減值	(25,883)	(404,423)	(6,470)	(57,727)	(81,730)	-	(576,233)
Net carrying amount	賬面淨值	48,610	294,417	3,932	37,931	27,288	22,758	434,936

No property, plant and equipment of the Group were held under finance leases as lessor at 31 December 2025 (2024: Nil).

於二零二五年十二月三十一日，本集團概無根據融資租賃作為出租人持有之物業、廠房及設備(二零二四年：無)。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

14. PROPERTY, PLANT AND EQUIPMENT (continued)

Depreciation charges were expensed in the following categories in the consolidated statement of profit or loss:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Cost of sales	銷售成本	59,404	57,294
Research and development expenses	研發開支	16,380	11,380
Administrative expenses	行政開支	1,302	807
		77,086	69,481

Management has performed impairment assessment on the Group's property, plant and equipment, right-of-use assets and other long-term non-financial assets and concluded that, except for the impairment losses on property, plant and equipment and right-of-use assets of HK\$7,347,000 and HK\$16,483,000, respectively as recognised in relation to the planned closure of the Czech Plant, no further provision or reversal of impairment losses on these assets are required to be recognised for the year ended 31 December 2025.

15. LEASES

The Group as a lessee

The Group has lease contracts for various items of land, buildings, machinery and motor vehicles used in its operations. Lump sum payments were made upfront to acquire the leased land from the owners with lease periods of 99 years, and no ongoing payments will be made under the terms of these land leases. Leases of buildings and machinery generally have lease terms between 5 and 20 years, while motor vehicles generally have lease terms between 2 and 5 years. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

14. 物業、廠房及設備(續)

折舊費用於綜合損益表中按以下類別支銷：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Cost of sales	59,404	57,294
Research and development expenses	16,380	11,380
Administrative expenses	1,302	807
	77,086	69,481

管理層已對本集團的物業、廠房及設備、使用權資產以及其他長期非金融資產進行減值評估並得出結論，除就捷克廠房計劃關閉而確認之分別為7,347,000港元及16,483,000港元的物業、廠房及設備以及使用權資產減值虧損外，截至二零二五年十二月三十一日止年度，毋須就該等資產進一步確認減值虧損撥備／撥回。

15. 租賃

本集團作為承租人

本集團有用於其營運的土地、樓宇、機器及汽車多個項目的租賃合約。本集團已預早支付一次性款項以向擁有人收購所租賃土地，租期為99年，而根據該等土地租賃的條款，將不會需要繼續支付任何款項。樓宇及機器的租賃通常介乎5至20年，而汽車的租期通常介乎2至5年。一般而言，本集團不可向本集團以外人士轉讓及分租所租賃資產。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

15. LEASES (continued)

The Group as a lessee (continued)

(a) Right-of-use assets

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

		Leasehold land 租賃土地 HK\$'000 千港元	Buildings 建築物 HK\$'000 千港元	Machinery 機器 HK\$'000 千港元	Motor vehicles 汽車 HK\$'000 千港元	Total 總計 HK\$'000 千港元
As at 1 January 2024	於二零二四年一月一日	7,605	265,447	5,202	4,944	283,198
Additions	添置	-	8,889	2,566	2,995	14,450
Depreciation charge (Note 6)	折舊支出(附註6)	(145)	(24,632)	(1,903)	(2,650)	(29,330)
Exchange realignment	匯兌調整	(488)	(22,524)	(502)	(1,183)	(24,697)
		6,972	227,180	5,363	4,106	243,621
As at 1 January 2025	於二零二五年一月一日	6,972	227,180	5,363	4,106	243,621
Additions	添置	-	13,800	-	1,128	14,928
Depreciation charge (Note 6)	折舊支出(附註6)	(160)	(28,257)	(2,053)	(2,661)	(33,131)
Impairment (Note 6)	減值(附註6)	-	(16,483)	-	-	(16,483)
Exchange realignment	匯兌調整	684	43,868	628	541	45,721
		7,496	240,108	3,938	3,114	254,656

15. 租賃(續)

本集團作為承租人(續)

(a) 使用權資產

本集團使用權資產之賬面值及年內變動如下：

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

15. LEASES (continued)

The Group as a lessee (continued)

(b) Lease liabilities

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Carrying amount at 1 January	於一月一日的賬面值	259,733	299,933
New leases	新租賃	14,928	14,450
Accretion of interest recognised during the year (Note 8)	年內已確認的利息增幅(附註8)	7,925	7,543
Repayment of lease liabilities (including interest paid)	償還租賃負債(包括已付利息)	(38,469)	(33,324)
Exchange realignment	匯兌調整	30,534	(28,869)
Carrying amount at 31 December	於十二月三十一日的賬面值	274,651	259,733
Analysed into:	分析為：		
Current portion	流動部分	43,356	39,686
Non-current portion	非流動部分	231,295	220,047
Carrying amount at 31 December	於十二月三十一日的賬面值	274,651	259,733

The following table shows the remaining contractual maturities of the Group's lease liabilities:

下表載列本集團租賃負債的剩餘合約到期日：

		As at 31/12/2025 於二零二五年 十二月三十一日 HK\$'000 千港元	As at 31/12/2024 於二零二四年 十二月三十一日 HK\$'000 千港元
Total minimum lease payments:	最低租賃付款總額：		
Due within one year	一年內到期	47,210	40,070
Due in the second to fifth years	第二年至第五年到期	131,792	110,640
Due after the fifth year	第五年後到期	153,494	156,420
		332,496	307,130
Future finance charges on lease liabilities	租賃負債的未來融資費用	(57,845)	(47,397)
Present value of lease liabilities	租賃負債的現值	274,651	259,733

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

15. 租賃(續)

本集團作為承租人(續)

(b) 租賃負債

年內租賃負債的賬面值及其變動如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Carrying amount at 1 January	於一月一日的賬面值	259,733	299,933
New leases	新租賃	14,928	14,450
Accretion of interest recognised during the year (Note 8)	年內已確認的利息增幅(附註8)	7,925	7,543
Repayment of lease liabilities (including interest paid)	償還租賃負債(包括已付利息)	(38,469)	(33,324)
Exchange realignment	匯兌調整	30,534	(28,869)
Carrying amount at 31 December	於十二月三十一日的賬面值	274,651	259,733
Analysed into:	分析為：		
Current portion	流動部分	43,356	39,686
Non-current portion	非流動部分	231,295	220,047
Carrying amount at 31 December	於十二月三十一日的賬面值	274,651	259,733

The following table shows the remaining contractual maturities of the Group's lease liabilities:

下表載列本集團租賃負債的剩餘合約到期日：

		As at 31/12/2025 於二零二五年 十二月三十一日 HK\$'000 千港元	As at 31/12/2024 於二零二四年 十二月三十一日 HK\$'000 千港元
Total minimum lease payments:	最低租賃付款總額：		
Due within one year	一年內到期	47,210	40,070
Due in the second to fifth years	第二年至第五年到期	131,792	110,640
Due after the fifth year	第五年後到期	153,494	156,420
		332,496	307,130
Future finance charges on lease liabilities	租賃負債的未來融資費用	(57,845)	(47,397)
Present value of lease liabilities	租賃負債的現值	274,651	259,733

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

15. LEASES (continued)

The Group as a lessee (continued)

(b) Lease liabilities (continued)

15. 租賃(續)

本集團作為承租人(續)

(b) 租賃負債(續)

		As at 31/12/2025 於二零二五年 十二月三十一日 HK\$'000 千港元	As at 31/12/2024 於二零二四年 十二月三十一日 HK\$'000 千港元
Present value of minimum lease payments: 最低租賃付款的現值：			
Due within one year 一年內到期		43,356	39,686
Due in the second to fifth years 第二年至第五年到期		110,191	105,364
Due after the fifth year 第五年後到期		121,104	114,683
		274,651	259,733
Less: Portion due within one year included under current liabilities 減：計入流動負債的一年內到期部分		(43,356)	(39,686)
Portion due after one year included under non-current liabilities 減：計入非流動負債的一年後到期部分		231,295	220,047

During the year ended 31 December 2025, the total cash outflows for the leases are HK\$38,469,000 (2024: HK\$33,324,000).

於截至二零二五年十二月三十一日止年度，租賃的現金流出總額為38,469,000港元(二零二四年：33,324,000港元)。

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

(c) 於損益中確認的租賃相關款項如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Interest on lease liabilities (Note 8) 租賃負債利息(附註8)		7,925	7,543
Depreciation charge of right-of-use assets (Note 6) 使用權資產折舊支出(附註6)		33,131	29,330
Expense relating to short-term leases (Note 6) 與短期租賃有關的開支(附註6)		17	41
Total amount recognised in profit or loss 於損益中確認款項總額		41,073	36,914

(d) The total cash outflow for leases is disclosed in Note 29(c) to the consolidated financial statements.

(d) 租賃現金流出總額於綜合財務報表附註29(c)披露。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

16. GOODWILL

16. 商譽

		HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日	
Cost	成本	4,510
Accumulated impairment	累計減值	(3,842)
Net carrying amount	賬面淨值	668
Opening net carrying amount at 1 January 2024	於二零二四年一月一日的期初賬面淨值	668
Exchange realignment	匯兌調整	(96)
Closing net carrying amount at 31 December 2024	於二零二四年十二月三十一日的期末賬面淨值	572
At 31 December 2024	於二零二四年十二月三十一日	
Cost	成本	4,328
Accumulated impairment	累計減值	(3,756)
Net carrying amount	賬面淨值	572
Opening net carrying amount at 1 January 2025	於二零二五年一月一日的期初賬面淨值	572
Exchange realignment	匯兌調整	22
Closing net carrying amount at 31 December 2025	於二零二五年十二月三十一日的期末賬面淨值	594
At 31 December 2025	於二零二五年十二月三十一日	
Cost	成本	4,617
Accumulated impairment	累計減值	(4,023)
Net carrying amount	賬面淨值	594

Management has performed impairment testing for goodwill and any further changes of the key assumption, i.e. the discount rate and the gross profit margin, will impact the Group's performance and financial position but the impact of which is insignificant.

管理層已對商譽進行減值測試，而主要假設的任何進一步變動(即貼現率及毛利率)將影響本集團的表現及財務狀況，惟有關影響並不重大。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

17. OTHER NON-CURRENT ASSETS

17. 其他非流動資產

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-refundable performance deposits paid to customers and other prepayments	支付給客戶不會退還的履約按金及其他預付款項	99,411	67,321
Contract fulfillment cost (Note)	履約合同成本(附註)	124,316	256,420
		223,727	323,741
Less: Current portion of Non-refundable performance deposits paid to customers and other prepayments	減：支付給客戶不會退還的履約按金及其他預付款項的流動部分	(4,622)	(808)
Less: Current portion of contract fulfillment cost (Note 20)	減：履約合同成本的流動部分(附註20)	(26,252)	(29,968)
		192,853	292,965

Note:

Contract fulfillment cost represents the pre-production costs directly attributable to customer contracts or to anticipated customer contracts that the Group has specifically identified. The capitalised contract costs are amortised and charged to the statement of profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Cost of sales recognised during the year ended 31 December 2025 that was included in the contract fulfillment cost balance at the beginning of the period amounted to HK\$38,578,000 (2024: HK\$40,717,000). During the year ended 31 December 2025, contract fulfilment costs amounting to approximately HK\$125,981,000 (2024: nil) were derecognised as a result of the planned closure of the Czech Plant (Note 1.2) and it is set off against the compensation income from customer amounting to approximately HK\$113,911,000 (Note 6).

附註：

履約合同成本指直接歸屬於客戶合同或本集團已明確識別的預期客戶合同的生產前成本。資本化的合同成本將被攤銷，並按與向客戶轉讓的資產相關的貨品或服務一致的系統基礎計入損益表。截至二零二五年十二月三十一日止年度已確認並計入期初履約成本結餘的銷售成本為38,578,000港元(二零二四年：40,717,000港元)。截至二零二五年十二月三十一日止年度，因捷克廠房計劃關閉(附註1.2)而終止確認的履約成本約為125,981,000港元(二零二四年：無)，並已與來自客戶的補償收入約113,911,000港元(附註6)相互抵銷。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

18. INVENTORIES

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

18. 存貨

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Raw materials	原材料	163,461	137,908
Work in progress	在製品	19,663	26,196
Finished goods	製成品	114,322	47,237
		297,446	211,341
Provision for impairment	減值撥備	(30,049)	(20,707)
		267,397	190,634

The movements in the provision for impairment of inventories are as follows:

存貨減值撥備的變動如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	(20,707)	(18,122)
Write-off of inventories	撇銷存貨	-	39
Impairment losses recognised, net (Note 6)	已確認減值虧損淨額(附註6)	(6,023)	(3,728)
Exchange realignment	匯兌調整	(3,319)	1,104
At end of the year	於年末	(30,049)	(20,707)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

19(a) TRADE RECEIVABLES FROM THIRD PARTIES

19(a) 貿易應收款項 – 第三方

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade receivables	貿易應收款項	272,352	291,826
Impairment	減值	(3,306)	(5,144)
Total	總計	269,046	286,682

The Group's trading terms with its customers are mainly on credit, except for new customers, where payment in advance is normally required. The credit period is generally one to three months for the customers. Each third-party customer has a maximum credit limit. The Group seeks to maintain strict control over its outstanding receivables and has control to minimise the credit risk. Overdue balances are reviewed regularly by senior management. Concentrations of credit risk are managed by analysis by customer. The Group does not hold any collateral or other credit enhancements over its trade receivable balances.

An ageing analysis of the trade receivables from third parties as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

本集團與其客戶之間的貿易條款以賒銷為主，惟新客戶一般需要預先付款。客戶的信貸期一般為一至三個月。每名第三方客戶均設有信貸上限。本集團尋求嚴格控制其未償還應收款項以降低信貸風險。逾期結餘由高級管理人員定期審視。高度集中的信貸風險按照客戶之分析來管理。本集團並無就其貿易應收款項結餘持有任何抵押品或作出其他信貸增級安排。

於報告期末按發票日期呈列扣除虧損撥備的應收第三方貿易款項的賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 3 months	三個月內	269,046	284,678
3 months to 1 year	三個月至一年	-	2,004
		269,046	286,682

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

19(a) TRADE RECEIVABLES FROM THIRD PARTIES (continued)

The movements in the loss allowance for impairment of trade receivables from third parties are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	(5,144)	(4,834)
Impairment losses reversal/(recognized) (Note 6)	已撥回/(確認)之減值虧損 (附註6)	2,559	(600)
Exchange realignment	匯兌調整	(721)	290
At end of the year	於年末	(3,306)	(5,144)

For trade receivables with significant credit risk, they were identified and individually assessed by comparing the present value of estimated future cash flows with the carrying amount. Others were grouped based on shared credit risk to assess the expected credit losses.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

19(a) 貿易應收款項 – 第三方(續)

應收第三方貿易款項之減值虧損撥備變動如下：

	2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	(5,144)	(4,834)
Impairment losses reversal/(recognized) (Note 6)	2,559	(600)
Exchange realignment	(721)	290
At end of the year	(3,306)	(5,144)

就重大信貸風險的貿易應收款項而言，通過將估計未來現金流量現值與賬面值比較而進行識別及個別評估。其他乃基於共同信貸風險分組以評估預期信貸虧損。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

19(a) TRADE RECEIVABLES FROM THIRD PARTIES (continued)

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

19(a) 貿易應收款項 – 第三方(續)

以下為本集團採用撥備矩陣計量的應收第三方貿易款項之信貸風險敞口資料：

As at 31 December 2025	於二零二五年十二月三十一日	Not yet due 尚未到期	Overdue 逾期	Total 總計
Expected credit loss rate	預期信貸虧損率	1.13%	1.76%	1.21%
Gross amount (HK\$'000)	總額(千港元)	235,187	37,165	272,352
Expected credit losses (HK\$'000)	預期信貸虧損(千港元)	2,652	654	3,306

As at 31 December 2024	於二零二四年十二月三十一日	Not yet due 尚未到期	Overdue 逾期	Total 總計
Expected credit loss rate	預期信貸虧損率	0.68%	80.00%	1.76%
Gross amount (HK\$'000)	總額(千港元)	287,846	3,980	291,826
Expected credit losses (HK\$'000)	預期信貸虧損(千港元)	1,960	3,184	5,144

19(b) TRADE RECEIVABLES FROM RELATED PARTIES

19(b) 貿易應收款項 – 關聯方

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amounts due from fellow subsidiaries (Note 32(b)(i))	應收同系附屬公司款項 (附註32(b)(i))	82,126	276,904
Amounts due from intermediate and immediate holding companies (Note 32(b)(i))	應收中層及直接控股公司款項 (附註32(b)(i))	10,757	56,877
		92,883	333,781
Impairment	減值	(434)	(1,661)
		92,449	332,120

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

19(b) TRADE RECEIVABLES FROM RELATED PARTIES (continued)

An ageing analysis of the trade receivables from related parties as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 3 months	三個月內	83,942	196,748
3 months to 1 year	三個月至一年	8,507	131,244
Over 1 year	超過一年	-	4,128
		92,449	332,120

The Group's trading terms with its related parties are mainly on credit. The Group does not hold any collateral or other credit enhancements over its trade receivables from related parties.

The movements in the loss allowance for impairment of trade receivables from related parties are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	(1,661)	(1,753)
Impairment reversal recognised, net (Note 6)	已確認之減值撥回淨值(附註6)	1,227	92
At end of the year	於年末	(434)	(1,661)

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

19(b) 貿易應收款項 – 關聯方(續)

於報告期末按發票日期呈列扣除虧損撥備的應收關聯方貿易款項的賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 3 months	三個月內	83,942	196,748
3 months to 1 year	三個月至一年	8,507	131,244
Over 1 year	超過一年	-	4,128
		92,449	332,120

本集團與關聯方的交易條件主要為賒銷。本集團並無就其應收關聯方貿易款項結餘持有任何抵押品或其他信貸增級措施。

應收關聯方貿易款項之減值虧損撥備變動如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	(1,661)	(1,753)
Impairment reversal recognised, net (Note 6)	已確認之減值撥回淨值(附註6)	1,227	92
At end of the year	於年末	(434)	(1,661)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

19(b) TRADE RECEIVABLES FROM RELATED PARTIES (continued)

The trade receivables from related parties were grouped to assess the expected credit losses, based on the credit rating of the related parties and adjusted for forward-looking factors.

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

As at 31 December 2025	於二零二五年十二月三十一日	Not yet due 尚未到期	Overdue 逾期	Total 總計
Expected credit loss rate	預期信貸虧損率	0.47%	–	0.47%
Gross amount (HK\$'000)	總額(千港元)	92,883	–	92,883
Expected credit losses (HK\$'000)	預期信貸虧損(千港元)	434	–	434

應收關聯方貿易款項乃基於關聯方的信貸評級分組，以評估預期信貸虧損，並就前瞻性因素作出調整。

以下為本集團採用撥備矩陣計量的應收關聯方貿易款項之信貸風險敞口資料：

As at 31 December 2024	於二零二四年十二月三十一日	Not yet due 尚未到期	Overdue 逾期	Total 總計
Expected credit loss rate	預期信貸虧損率	0.50%	–	0.50%
Gross amount (HK\$'000)	總額(千港元)	333,781	–	333,781
Expected credit losses (HK\$'000)	預期信貸虧損(千港元)	1,661	–	1,661

20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

20. 預付款項、其他應收款項及其他資產

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Input value-added tax recoverable	可收回進項增值稅	74,519	39,075
Prepayments	預付款項	6,028	12,755
Deposits, other receivables and others	按金、其他應收款項及其他	13,376	7,295
Contract fulfillment costs – current (Note 17)	履約合同成本 – 即期(附註17)	26,252	29,968
		120,175	89,093

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

21. CASH AND CASH EQUIVALENTS

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

21. 現金及現金等值項目

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Cash and bank balances	現金及銀行結餘	142,718	134,051

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default. There was no restricted cash as at 31 December 2025 and 2024. The carrying amount of the cash and cash equivalents approximated to their fair value.

As at 31 December 2025 and 2024, the analysis of carrying amounts of cash and cash equivalents denominated in different currencies is as follows:

銀行現金按每日銀行存款利率的浮動利率賺取利息。銀行結餘乃存入近期並無違約記錄的信譽度高的銀行。於二零二五年及二零二四年十二月三十一日，概無受限制現金。現金及現金等值項目的賬面值與其公平值相若。

於二零二五年及二零二四年十二月三十一日，按不同貨幣計值的現金及現金等價物賬面值分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Denominated in USD	以美元計值	16,211	53,845
Denominated in EUR	以歐元計值	122,463	65,876
Denominated in other currencies	以其他貨幣計值	4,044	14,330
		142,718	134,051

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

22(a) TRADE PAYABLES TO THIRD PARTIES

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 3 months	三個月內	426,840	387,834
3 months to 1 year	三個月至一年	4,343	1,233
Over 1 year	超過一年	626	238
		431,809	389,305

The trade payables are non-interest-bearing and are normally settled on 30 to 90 days' terms.

22(b) TRADE PAYABLES TO RELATED PARTIES

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

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 1 year	一年內	39,976	237,311
Over 1 year	超過一年	49,662	57,635
		89,638	294,946

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

22(a) 貿易應付款項 – 第三方

於報告期末按發票日期呈列的應付第三方貿易款項的賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 3 months	三個月內	426,840	387,834
3 months to 1 year	三個月至一年	4,343	1,233
Over 1 year	超過一年	626	238
		431,809	389,305

貿易應付款項為免息並通常於三十日至九十日的期限內結清。

22(b) 貿易應付款項 – 關聯方

於報告期末按發票日期呈列的應付關聯方貿易款項的賬齡分析如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 1 year	一年內	39,976	237,311
Over 1 year	超過一年	49,662	57,635
		89,638	294,946

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

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綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

23. CONTRACT LIABILITIES, OTHER PAYABLES AND ACCRUALS

23. 合約負債、其他應付款項及應計費用

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Contract liabilities (Note (a))	合約負債(附註(a))	31,687	58,913
Accrual of rebates (Note (c))	應計價格折扣(附註(c))	28,574	13,261
Other creditors and accruals (Note (d))	其他應付賬項及應計費用 (附註(d))	44,041	60,314
Other tax payables	其他應付稅項	20,898	7,255
Accrued salaries, wages, severances and benefits (Note (e))	應計薪金、工資、遣散費 及福利(附註(e))	88,468	49,687
		213,668	189,430
Non-current portion of contract liabilities	合約負債的非流動部分	(31,687)	(52,620)
Current portion of contract liabilities, other payables and accruals	合約負債、其他應付款項及 應計費用的流動部分	181,981	136,810

Notes:

附註：

(a) Liabilities related to contracts with customers:

(a) 與客戶合同有關的負債：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Contract liabilities in respect of engineering technical service to be delivered	有關將履行之工程技術服務的 合約負債	31,687	58,913

Receiving a deposit before the production activity commences will give rise to contract liabilities at the commencement of a contract until the revenue recognised on the order exceeds the amount of the deposit.

於生產活動開始前收取按金，將導致於合約開始時產生合約負債，直至就該訂單確認的收入超過按金金額為止。

(b) Revenue recognised in relation to contract liabilities

(b) 就合約負債確認的收入

Contract liabilities include short-term and long-term advances received before delivering of technical services.

合約負債包括就提供技術服務的短期及長期預收款。

Revenue recognised during the year ended 31 December 2025 that was included in the contract liability balance at the beginning of the period amounted to HK\$38,079,000 (2024: HK\$5,370,000).

包含在期初合約負債餘額而於截至二零二五年十二月三十一日止年度的已確認收入為38,079,000港元(二零二四年：5,370,000港元)。

(c) The balance represents the accrual of volume rebates payable to the customers which are estimated based on the terms as set out in the relevant sales contract and the amount will be settled with the customer on a regular basis.

(c) 該結餘指應付客戶的數量折扣的應計款項，該款項乃根據相關銷售合約所載條款估計，並將定期與客戶結算。

(d) Other creditors are unsecured, non-interest-bearing, and repayable on demand. The accruals include restructuring costs amounting to HK\$14,706,000.

(d) 其他應付賬項為無抵押、免息及須按要求償還。該應計費用包括重組成本14,706,000港元。

(e) The balance mainly represents a provision for severances payment of approximately HK\$4,571,000 for the restructuring (Note 1.2). Of the total estimated severances payment of approximately HK\$10,569,000 (Note 6), approximately HK\$5,998,000 was paid during the year ended 31 December 2025.

(e) 該結餘主要為一筆因重組(附註1.2)而作出的遣散費付款撥備，金額約為4,571,000港元。估計遣散費付款總額約10,569,000港元(附註6)之中，約5,998,000港元已於截至二零二五年十二月三十一日止年度支付。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

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24. DEFINED BENEFIT OBLIGATIONS

The Group has defined benefit pension plans, covering substantially all of its qualified employees in Poland, France and Germany. The amounts of employee benefit obligations recognised in the consolidated statement of financial position represented the present values of the unfunded obligations.

The defined benefit obligations were determined based on actuarial valuations performed by Willis Towers Watson Consulting Company Limited, FACTUM S.C. and Société de Banque et de Prévoyance Valuation, independent actuaries located in Germany, Poland and France, respectively, using the projected unit credit method.

The components of net benefit expenses in profit or loss and the amounts recognised in the consolidated statement of financial position are summarised as follows:

- (a) The provisions for defined benefit obligations recognised in the consolidated statement of financial position are as follows:

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

24. 定額福利責任

本集團有定額福利退休金計劃，涵蓋於波蘭、法國及德國的絕大部分合資格僱員。於綜合財務狀況表確認的僱員福利責任金額指未供款責任的現值。

定額福利責任乃根據分別位於德國、波蘭及法國的獨立精算師韋萊韜悅諮詢有限公司、FACTUM S.C.及Société de Banque et de Prévoyance Valuation採用預計單位信貸法進行的精算估值釐定。

於損益項下的淨福利開支組成部分以及綜合財務狀況表中確認的金額概述如下：

- (a) 於綜合財務狀況表確認的定額福利責任的撥備如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Present value of unfunded obligations	未供款責任的現值	116,538	104,398
Portion classified as current liabilities	分類為流動負債的部分	(4,010)	(4,503)
Non-current portion	非即期部分	112,528	99,895

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

24. DEFINED BENEFIT OBLIGATIONS (continued)

(b) The movements of the defined benefit obligations are as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	104,398	103,384
Current service costs (Note 6)	即期服務成本(附註6)	3,594	3,189
Interest cost on defined benefit obligations (Note 8)	定額福利責任的利息成本(附註8)	5,187	4,247
Benefits paid during the year	年內支付的福利	(6,301)	(4,794)
Remeasurement (gains)/loss recognised in other comprehensive income*	於其他全面收益確認的重新計量(收益)/虧損*	(5,115)	4,578
Exchange realignment	匯兌調整	14,775	(6,206)
At end of the year	於年末	116,538	104,398

* During the year ended 31 December 2025, deferred tax expenses of HK\$1,975,000 were recognised (2024: deferred tax credit of HK\$1,225,000) for the remeasurement loss (Note 26). The remeasurement gains after deferred tax amounted to HK\$7,090,000 (2024: remeasurement losses of HK\$3,353,000), which were recognised in other comprehensive income.

* 於截至二零二五年十二月三十一日止年度，已就重新計量虧損確認遞延稅項支出1,975,000港元(二零二四年：遞延稅項抵免1,225,000港元)(附註26)。計入遞延稅項後的重新計量收益為7,090,000港元(二零二四年：重新計量虧損3,353,000港元)，已於其他全面收益內確認。

(c) The net expenses recognised in the consolidated statement of profit or loss are analysed as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Current service costs	即期服務成本	3,594	3,189
Interest cost on defined benefit obligations (Note 8)	定額福利責任的利息成本(附註8)	5,187	4,247
Net benefit expenses	淨福利開支	8,781	7,436

(c) 於綜合損益表確認的淨開支分析如下：

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

24. DEFINED BENEFIT OBLIGATIONS (continued)

- (d) The principal actuarial assumptions used in valuing the provisions for defined benefit obligations at the end of the reporting period are as follows:

24. 定額福利責任(續)

- (d) 估算於報告期末的定額福利責任撥備所用的主要精算假設如下：

		2025 二零二五年		
		Germany 德國 (%)	Poland 波蘭 (%)	France 法國 (%)
Discount rate	貼現率	4.03	5.00	3.63
Salary growth rate	薪金增長率	3.25	4.00	2.50
Rate of price inflation	價格通脹率	2.25	N/A不適用	N/A不適用
Pension increase rate	退休金增長率	2.25	0.50	N/A不適用

		2024 二零二四年		
		Germany 德國 (%)	Poland 波蘭 (%)	France 法國 (%)
Discount rate	貼現率	3.38	5.42	3.15
Salary growth rate	薪金增長率	3.25	5.00	2.50
Rate of price inflation	價格通脹率	2.25	N/A不適用	N/A不適用
Pension increase rate	退休金增長率	2.25	0.40	N/A不適用

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

24. DEFINED BENEFIT OBLIGATIONS (continued)

(d) (continued)

The average duration of the provision for defined benefits at the end of the reporting period is as follows:

		2025 二零二五年		
		Germany 德國 (Years) (年)	Poland 波蘭 (Years) (年)	France 法國 (Years) (年)
Average life expectancy	平均預期壽命			
Plan 1	計劃1	11.90	13.89	18.56
Plan 2	計劃2	5.90	13.23	N/A 不適用

		2024 二零二四年		
		Germany 德國 (Years) (年)	Poland 波蘭 (Years) (年)	France 法國 (Years) (年)
Average life expectancy	平均預期壽命			
Plan 1	計劃1	12.00	14.54	16.40
Plan 2	計劃2	5.80	13.67	N/A 不適用

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

24. 定額福利責任(續)

(d) (續)

於報告期末的定額福利撥備的平均年期如下：

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

24. DEFINED BENEFIT OBLIGATIONS (continued)

- (e) The quantitative sensitivity analysis of the provisions for defined benefits obligations as at the end of the reporting period is as follows:

24. 定額福利責任(續)

- (e) 於報告期末的定額福利責任撥備的量化敏感度分析如下：

		2025 二零二五年			
		Increase in rate 比率增加 %	Decrease in provisions for defined benefits obligations 定額福利責任撥備減少 HK\$'000 千港元	Decrease in rate 比率減少 %	Increase in provisions for defined benefits obligations 定額福利責任撥備增加 HK\$'000 千港元
Discount rate	貼現率	1	(4,675)	1	8,078

		2024 二零二四年			
		Increase in rate 比率增加 %	Decrease in provisions for defined benefits obligations 定額福利責任撥備減少 HK\$'000 千港元	Decrease in rate 比率減少 %	Increase in provisions for defined benefits obligations 定額福利責任撥備增加 HK\$'000 千港元
Discount rate	貼現率	1	(5,823)	1	6,710

The sensitivity analysis above has been determined based on a method that extrapolates the impact on the provisions for defined benefits obligations as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

上述敏感度分析乃根據主要假設於報告期末發生合理變動時對定額福利責任撥備的影響推斷而釐定。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

25. PROVISION

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

25. 撥備

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Product warranties	產品保修		
At beginning of the year	於年初	20,781	35,301
Recognition of provision (Note 6)	撥備確認(附註6)	3,537	11,143
Amounts utilised during the year	於年內已使用的金額	(17,795)	(24,019)
Exchange realignment	匯兌調整	2,599	(1,644)
At end of the year	於年末	9,122	20,781

The Group provides warranties covering periods ranging from one to five years to its customers on certain products for general repairs of defects. The amount of the warranty provision is estimated based on sales volumes and past experience of the level of repairs and returns. The estimation is reviewed on an ongoing basis and revised where appropriate.

本集團就若干產品為其客戶提供為期介乎一至五年的保修期，涵蓋缺損的一般維修。保修撥備的金額按銷量及過往維修及退回水平的經驗作出估計。該估計會按持續基準審閱及在適當時修訂。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

26. DEFERRED TAX

The components of deferred tax assets and liabilities and their movements during the year are as follows:

2025

Deferred tax assets

26. 遞延稅項

年內遞延稅項資產及負債的組成部分及其變動如下：

二零二五年

遞延稅項資產

		Contract liabilities	Lease liabilities	Warranty provision	Defined benefit pension plans	Accruals	Total
		合約負債	租賃負債	保修撥備	定額福利退休金計劃	應計費用	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元
At 1 January 2025	於二零二五年一月一日	3,774	38,017	4,928	11,407	16,647	74,773
Deferred tax credited/(charged) to profit or loss during the year	年內計入/(扣除自)損益的遞延稅項	1,234	14,359	(4,569)	(1,042)	(1,230)	8,752
Deferred tax credited to other comprehensive income during the year	年內計入自其他全面收益的遞延稅項	-	-	-	1,975	-	1,975
Exchange realignment	匯兌調整	4,518	1,336	5,081	473	2,650	14,058
At 31 December 2025	於二零二五年十二月三十一日	9,526	53,712	5,440	12,813	18,067	99,558

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

26. DEFERRED TAX (continued)

The components of deferred tax assets and liabilities and their movements during the year are as follows: (continued)

2025

Deferred tax liabilities

		Contract assets	Depreciation allowance in excess of related depreciation 超出相關折舊的折舊 扣稅額	Right-of-use assets	Total
		合約資產 HK\$'000 千港元	扣稅額 HK\$'000 千港元	使用權資產 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	(26,663)	(12,684)	(37,302)	(76,649)
Deferred tax credited to profit or loss during the year	年內計入損益的遞延稅項	(4,325)	14,226	(13,088)	(3,187)
Exchange realignment	匯兌調整	(1,266)	(2,136)	(2,111)	(5,513)
At 31 December 2025	於二零二五年十二月三十一日	(32,254)	(594)	(52,501)	(85,349)

As at 31 December 2025, the offsetting amount of deferred tax assets and deferred tax liabilities was HK\$85,349,000 (2024: HK\$70,085,000). As at 31 December 2025, net deferred tax assets and deferred tax liabilities after offsetting were HK\$14,209,000 and HK\$Nil respectively (2024: HK\$4,688,000 and HK\$6,564,000).

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

26. 遞延稅項(續)

年內遞延稅項資產及負債的組成部分及其變動如下：(續)

二零二五年

遞延稅項負債

	Contract assets	Depreciation allowance in excess of related depreciation 超出相關折舊的折舊 扣稅額	Right-of-use assets	Total
	合約資產 HK\$'000 千港元	扣稅額 HK\$'000 千港元	使用權資產 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2025	(26,663)	(12,684)	(37,302)	(76,649)
Deferred tax credited to profit or loss during the year	(4,325)	14,226	(13,088)	(3,187)
Exchange realignment	(1,266)	(2,136)	(2,111)	(5,513)
At 31 December 2025	(32,254)	(594)	(52,501)	(85,349)

於二零二五年十二月三十一日，遞延稅項資產及遞延稅項負債的抵銷金額為85,349,000港元(二零二四年：70,085,000港元)。於二零二五年十二月三十一日，遞延稅項資產及遞延稅項負債抵銷後淨額分別為14,209,000港元及零港元(二零二四年：4,688,000港元及6,564,000港元)。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

26. DEFERRED TAX (continued)

The components of deferred tax assets and liabilities and their movements during the year are as follows: (continued)

2024

Deferred tax assets

		Contract liabilities	Lease liabilities	Warranty provision	Defined benefit pension plans	Accruals	Total
		合約負債	租賃負債	保修撥備	定額福利 退休金計劃	應計費用	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元
At 1 January 2024	於二零二四年一月一日	3,429	44,221	4,828	10,430	21,167	84,075
Deferred tax credited/(charged) to profit or loss during the year	年內計入/(扣除自)損益的遞延稅項	545	(3,029)	132	-	(3,035)	(5,387)
Deferred tax credited to other comprehensive income during the year	年內計入其他全面收益的遞延稅項	-	-	-	1,225	-	1,225
Exchange realignment	匯兌調整	(200)	(3,175)	(32)	(248)	(1,485)	(5,140)
At 31 December 2024	於二零二四年十二月三十一日	3,774	38,017	4,928	11,407	16,647	74,773

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

26. 遞延稅項(續)

年內遞延稅項資產及負債的組成部分及其變動如下：(續)

二零二四年

遞延稅項資產

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

26. DEFERRED TAX (continued)

The components of deferred tax assets and liabilities and their movements during the year are as follows: (continued)

2024

Deferred tax liabilities

		Contract assets	Depreciation allowance in excess of related depreciation 超出相關折舊的折舊 扣稅額	Right-of-use assets	Total
		合約資產 HK\$'000 千港元	扣稅額 HK\$'000 千港元	使用權資產 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日	(31,291)	(20,879)	(43,357)	(95,527)
Deferred tax credited to profit or loss during the year	年內計入損益的遞延稅項	3,220	7,057	3,935	14,212
Exchange realignment	匯兌調整	1,408	1,138	2,120	4,666
At 31 December 2024	於二零二四年十二月三十一日	(26,663)	(12,684)	(37,302)	(76,649)

As at 31 December 2025, deferred tax assets of HK\$32,570,000 (2024: HK\$32,570,000) have not been recognised on tax losses of the Group, as it is not considered probable that taxable profits will be available against which these tax losses can be utilised. The tax losses originated from Hong Kong and Germany are with no expiry date.

As at 31 December 2025, subsidiaries of the Group have undistributed earnings of HK\$525,786,000 (2024: HK\$589,690,000) which, if paid out as dividends, would be subject to withholding tax by the recipients. An assessable temporary difference exists, but no deferred tax liability has been recognised, since the Group is able to control the timing of distributions from these subsidiaries and is not expected to distribute these profits in the foreseeable future.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

26. 遞延稅項(續)

年內遞延稅項資產及負債的組成部分及其變動如下：(續)

二零二四年

遞延稅項負債

	Contract assets	Depreciation allowance in excess of related depreciation 超出相關折舊的折舊 扣稅額	Right-of-use assets	Total
	合約資產 HK\$'000 千港元	扣稅額 HK\$'000 千港元	使用權資產 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2024	(31,291)	(20,879)	(43,357)	(95,527)
Deferred tax credited to profit or loss during the year	3,220	7,057	3,935	14,212
Exchange realignment	1,408	1,138	2,120	4,666
At 31 December 2024	(26,663)	(12,684)	(37,302)	(76,649)

於二零二五年十二月三十一日，本集團對稅項虧損尚未確認遞延稅項資產的金額為32,570,000港元(二零二四年：32,570,000港元)，原因為其被認為不大可能有足夠之應課稅溢利用於抵銷可用稅項虧損。來自香港及德國的稅項虧損並無到期日。

於二零二五年十二月三十一日，本集團附屬公司擁有未分派盈利525,786,000港元(二零二四年：589,690,000港元)，倘作為股息支付，收取人將須繳納預扣稅項。存在應課稅暫時差額，但並無確認遞延稅項負債，乃因本集團能夠控制該等附屬公司的分派時間，且預期不會於可預見未來分派該等溢利。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

27. ISSUED CAPITAL

27. 已發行股本

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Authorised:	法定：		
2,000,000,000 ordinary shares of HK\$0.10 each (2024: 2,000,000,000 ordinary shares of HK\$0.10 each)	2,000,000,000股每股面值0.10港元的普通股(二零二四年：2,000,000,000股每股面值0.10港元的普通股)	200,000	200,000
Issued and fully paid:	已發行及繳足：		
At 1 January	於一月一日	86,151	57,434
Rights issue net of transaction costs	供股(扣除交易成本)	-	28,717
At 31 December	於十二月三十一日	86,151	86,151
861,508,602 ordinary shares of HK\$0.10 each (2024: 861,508,602 ordinary shares of HK\$0.10 each)	861,508,602股每股面值0.10港元的普通股(二零二四年：861,508,602股每股面值0.10港元的普通股)	86,151	86,151

28. RESERVES

- (i) The amounts of the Group's reserves and the movements therein for the years ended 31 December 2025 and 2024 are presented in the consolidated statement of changes in equity.
- (ii) Under the Companies Law (Revised) of the Cayman Islands, the funds in the share premium account are distributable to the owners of the Company.

28. 儲備

- (i) 本集團截至二零二五年及二零二四年十二月三十一日止年度的儲備金額及其變動載列於綜合權益變動表。
- (ii) 根據開曼群島公司法(經修訂)，股份溢價賬的資金可供分派予本公司擁有人。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year, the Group had non-cash addition of right-of-use assets and lease liabilities of 14,928,000 (2024: HK\$14,450,000), in respect of lease arrangements for buildings, machinery and motor vehicles.

(b) Changes in liabilities arising from financing activities

29. 綜合現金流量表附註

(a) 主要非現金交易

於年內，本集團就樓宇、機器及汽車的租賃安排的使用權資產及租賃負債的非現金增加金額為14,928,000港元(二零二四年：14,450,000港元)。

(b) 融資活動所產生的負債變動

		Lease liabilities 租賃負債 HK\$'000 千港元			
At 1 January 2025	於二零二五年一月一日	259,733			
Changes in financing cash flows	融資現金流變動	(38,469)			
New leases	新租賃	14,928			
Interest expense	利息開支	7,925			
Exchange realignment	匯兌調整	30,534			
At 31 December 2025	於二零二五年十二月三十一日	274,651			
		Lease liabilities 租賃負債 HK\$'000 千港元	Loan from a holding company 來自一間控股公司的借款 HK\$'000 千港元		
At 1 January 2024	於二零二四年一月一日	299,933	431		
Changes in financing cash flows	融資現金流變動	(33,324)	(431)		
New leases	新租賃	14,450	-		
Interest expense	利息開支	7,543	-		
Exchange realignment	匯兌調整	(28,869)	-		
At 31 December 2024	於二零二四年十二月三十一日	259,733	-		

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

(c) Total cash outflow for leases

The total cash outflow for leases included in the statement of cash flows is as follows:

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within financing activities	融資活動內	38,469	33,324
Within operating activities	經營活動內	17	41
		38,486	33,365

30. CONTINGENT LIABILITIES

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

30. 或然負債

於二零二五年及二零二四年十二月三十一日，本集團並無任何重大或然負債。

31. COMMITMENTS

The Group had the following capital commitments at the end of the reporting period:

31. 承擔

於報告期末，本集團有以下資本承擔：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Contracted, but not provided for:	已訂約但未作出撥備：		
Plant and machinery	廠房及機器	103,272	115,842

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

32. RELATED PARTY DISCLOSURES

The related companies with which the Group had transactions and/or balances were as follows:

Name of the related companies 關聯公司名稱

BWI Group
京西智行集團

BWI Beijing
京西北京

BWI HK
京西重工(香港)

BWI Company Limited S.A.

BWI North America Inc.

BWI Indiana Inc.

Vehicle Stability Technology, S.A. de C.V.

BWI (ShenZhen) GIC Limited
深圳京西智行全球研發创新中心有限公司

Shanghai BWI Smart Mobility Control System Limited
上海京西智行智控系統有限公司

BWI (Shanghai) Co., Ltd.
京西重工(上海)有限公司

CBW (Changzhou) Auto Parts Co., Ltd.
京晟(常州)汽車零部件有限公司

BWI (Zhangjiakou) Auto Parts Limited
京西智控(張家口)汽車零部件有限公司

Changzhou BWI Automotive Electronic Technology Co., Ltd.
常州京西汽車電子科技有限公司

BWI Chassis Dynamics (NA), Inc.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. 關聯方披露事項

與本集團有交易及/或結餘的關聯公司如下：

Relationship with the Group 與本集團的關係

an intermediate holding company
中層控股公司

an intermediate holding company
中層控股公司

the immediate holding company
直接控股公司

a fellow subsidiary
同系附屬公司

a fellow subsidiary
同系附屬公司

a fellow subsidiary
同系附屬公司

a fellow subsidiary
同系附屬公司

a fellow subsidiary
同系附屬公司

an associate of the BWI Beijing
京西北京之聯營公司

an associate of the BWI Beijing
京西北京之聯營公司

an associate of the BWI Beijing
京西北京之聯營公司

a fellow subsidiary
同系附屬公司

an associate of the BWI Beijing
京西北京之聯營公司

an associate of the BWI Beijing
京西北京之聯營公司

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. RELATED PARTY DISCLOSURES (continued)

(a) Transactions with related parties

In addition to the transactions disclosed elsewhere in the consolidated financial statements, the Group had the following material transactions with the related parties during the year:

32. 關聯方披露事項(續)

(a) 與關聯方的交易

除綜合財務報表其他章節披露的交易外，本集團於年內與關聯方曾進行以下重大交易：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Sales of goods to:	貨品銷售予：		
BWI North America Inc.	BWI North America Inc.	94,393	34,729
BWI Indiana Inc.	BWI Indiana Inc.	32,165	193,068
BWI Beijing	京西北京	4,152	6,198
BWI (Zhangjiakou) Auto Parts Limited	京西智控(張家口)汽車零部件有限公司	2,656	-
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	19	970
Shanghai BWI Smart Mobility Control System Limited	上海京西智行智控系統有限公司	-	30
BWI Chassis Dynamics (NA), Inc.	BWI Chassis Dynamics (NA), Inc.	-	19
BWI Group	京西智行集團	-	1
		133,385	235,015

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. RELATED PARTY DISCLOSURES (continued)

(a) Transactions with related parties (continued)

32. 關聯方披露事項(續)

(a) 與關聯方的交易(續)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Technical services provided to:	提供技術服務予：		
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	68,376	6,952
BWI North America Inc.	BWI North America Inc.	28,564	76,013
BWI (ShenZhen) GIC Limited	深圳京西智行全球研發創 新中心有限公司	18,829	-
BWI Beijing	京西北京	16,188	34,733
BWI Chassis Dynamics (NA), Inc.	BWI Chassis Dynamics (NA), Inc.	9,689	4,536
BWI Group	京西智行集團	2,910	41,396
Shanghai BWI Smart Mobility Control System Limited	上海京西智行智控系統 有限公司	2,500	2,524
BWI Indiana Inc.	BWI Indiana Inc.	727	4,870
BWI (Zhangjiakou) Auto Parts Limited	京西智控(張家口)汽車零部件 有限公司	-	5,347
CBW (Changzhou) Auto Parts Co., Ltd.	京晟(常州)汽車零部件 有限公司	-	1,489
Vehicle Stability Technology, S.A. de C.V.	Vehicle Stability Technology, S.A. de C.V.	-	57
		147,783	177,917
Administrative services provided to:	提供行政服務予：		
BWI HK	京西重工(香港)	250	250
Manufacturing services provided to:	提供製造服務予：		
BWI North America Inc.	BWI North America Inc.	559	-

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. RELATED PARTY DISCLOSURES (continued)

(a) Transactions with related parties (continued)

32. 關聯方披露事項(續)

(a) 與關聯方的交易(續)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Purchases of products from:	貨品購買自：		
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	802	340
BWI Beijing	京西北京	384	1,378
Changzhou BWI Automotive Electronic Technology Co., Ltd.	常州京西汽車電子科技 有限公司	334	675
BWI Chassis Dynamics (NA), Inc.	BWI Chassis Dynamics (NA), Inc.	238	263
BWI North America Inc.	BWI North America Inc.	130	1,314
BWI Indiana Inc.	BWI Indiana Inc.	69	662
BWI Group	京西智行集團	3	-
BWI HK	京西重工(香港)	-	125
		1,960	4,757
Purchases of property, plant and equipment from:	物業、廠房及設備購買自：		
BWI Indiana Inc.	BWI Indiana Inc.	7,971	-
Management and technical services provided by:	管理及技術服務提供自：		
BWI Beijing	京西北京	30,402	18,392
BWI North America Inc.	BWI North America Inc.	6,044	79,486
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	2,524	34,368
Shanghai BWI Smart Mobility Control System Limited	上海京西智行智控系統 有限公司	2,252	6,544
BWI (Zhangjiakou) Auto Parts Limited	京西智控(張家口) 汽車零部件有限公司	2,147	-
Changzhou BWI Automotive Electronic Technology Co., Ltd.	常州京西汽車電子科技 有限公司	1,578	-
BWI Chassis Dynamics (NA), Inc.	BWI Chassis Dynamics(NA), Inc.	39	58,276
BWI (ShenZhen) GIC Limited	深圳京西智行全球研發創新 中心有限公司	38	-
BWI Company Limited S.A.	BWI Company Limited S.A.	23	-
BWI Group	京西智行集團	-	564
BWI Indiana Inc.	BWI Indiana Inc.	-	236
BWI HK	京西重工(香港)	-	66
		45,047	197,932

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

32. RELATED PARTY DISCLOSURES (continued)

(a) Transactions with related parties (continued)

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. 關聯方披露事項(續)

(a) 與關聯方的交易(續)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Manufacturing services provided by:	製造服務提供自：		
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	365	-

In the opinion of the Directors, the above transactions arose from the ordinary course of the Group's business and were conducted in accordance with mutually agreed terms.

董事認為，上述交易乃於本集團日常業務過程中按相互協定的條款進行。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. RELATED PARTY DISCLOSURES (continued)

(b) Balances with related parties

32. 關聯方披露事項(續)

(b) 與關聯方的結餘

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amounts due from fellow subsidiaries:	應收同系附屬公司款項：			
		(i)		
BWI North America Inc.	BWI North America Inc.		66,581	82,956
BWI Chassis Dynamics (NA), Inc	BWI Chassis Dynamics (NA), Inc		10,236	4,621
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司		4,875	7,566
BWI Indiana Inc.	BWI Indiana Inc.		375	170,841
BWI (ShenZhen) GIC Limited	深圳京西智行全球研發創新中心有限公司		59	-
BWI (Zhangjiakou) Auto Parts Limited	京西智控(張家口)汽車零部件有限公司		-	5,141
Shanghai BWI Smart Mobility Control System Limited	上海京西智行智控系統有限公司		-	2,550
BWI Company Limited S.A.	BWI Company Limited S.A.		-	1,782
CBW (Changzhou) Auto Parts Co., Ltd.	京晟(常州)汽車零部件有限公司		-	1,447
			82,126	276,904
Amounts due from intermediate holding companies:	應收中層控股公司款項：			
		(i)		
BWI Beijing	京西北京		10,291	16,609
BWI Group	京西智行集團		466	39,768
			10,757	56,377

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. RELATED PARTY DISCLOSURES (continued)

(b) Balances with related parties (continued)

32. 關聯方披露事項(續)

(b) 與關聯方的結餘(續)

			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
		Notes 附註		
Amount due from the immediate holding company:	應收直接控股公司款項：			
BWI HK	京西重工(香港)	(i)	-	500
Amounts due to fellow subsidiaries:	應付同系附屬公司款項：			
BWI (Shanghai) Co., Ltd.	京西重工(上海)有限公司	(ii)	14,092	34,519
BWI Indiana Inc.	BWI Indiana Inc.		2,775	651
BWI Chassis Dynamics (NA), Inc	BWI Chassis Dynamics (NA), Inc		501	56,169
BWI North America Inc.	BWI North America Inc.		412	132,100
Vehicle Stability Technology, S.A. de C.V.	Vehicle Stability Technology, S.A. de C.V.		200	-
Changzhou BWI Automotive Electronic Technology Co., Ltd.	常州京西汽車電子科技有限公司		1	609
Shanghai BWI Smart Mobility Control System Limited	上海京西智行智控系統有限公司		-	4,645
BWI Group	京西智行集團		-	398
			17,981	229,091
Amount due to intermediate holding companies:	應付中層控股公司款項：			
BWI Beijing	京西北京	(ii)	69,549	59,667
BWI Group	京西智行集團		2,108	-
			71,657	59,667
Amount due to the immediate holding company:	應付直接控股公司款項：			
BWI HK	京西重工(香港)	(ii)	-	6,188

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

32. RELATED PARTY DISCLOSURES (continued)

(b) Balances with related parties (continued)

Notes:

- (i) The amounts due from fellow subsidiaries, intermediate and immediate holding companies included in the Group's current assets are unsecured, interest-free and repayable within one year.
- (ii) The amounts due to fellow subsidiaries, intermediate and immediate holding companies included in the Group's current liabilities are unsecured, interest-free and repayable within one year.

(c) Compensation of non-director and non-chief executive key management personnel of the Group

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

32. 關聯方披露事項(續)

(b) 與關聯方的結餘(續)

附註：

- (i) 計入本集團流動資產的應收同系附屬公司、中層及直接控股公司款項乃無抵押、免息及須於一年內償還。
- (ii) 計入本集團流動負債的應付同系附屬公司、中層及直接控股公司款項乃無抵押、免息及須於一年內償還。

(c) 本集團主要管理人員(既非董事亦非最高行政人員)酬金

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Salaries, allowances and benefits in kind	薪金、津貼及實物利益	8,071	13,653
Performance related bonuses	與表現掛鈎之花紅	381	287
		8,452	13,940

Further details of directors' emoluments and chief executive are included in Note 9 to the consolidated financial statements.

有關董事及最高行政人員薪酬的進一步詳情載於綜合財務報表附註9。

33. FINANCIAL INSTRUMENTS BY CATEGORY

All financial assets and liabilities of the Group as at 31 December 2025 and 2024 were loans and receivables stated at amortised cost, and payables stated at amortised cost, respectively.

33. 按類別劃分的金融工具

於二零二五年及二零二四年十二月三十一日，本集團所有金融資產及負債分別為按攤銷成本列賬之借款及應收款項，以及按攤銷成本列賬之應付款項。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

34. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments are as follows:

34. 金融工具公平值

本集團金融工具的賬面值及公平值如下：

		Carrying amounts 賬面值	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Financial assets	金融資產		
Trade receivables from third parties	貿易應收款項-第三方	269,046	286,682
Trade receivables from related parties	貿易應收款項-關聯方	92,449	332,120
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款項及 其他資產的金融資產	13,376	7,295
Cash and cash equivalents	現金及現金等值項目	142,718	134,051
		517,589	760,148

		Carrying amounts 賬面值	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Financial liabilities	金融負債		
Lease liabilities	租賃負債	(274,651)	(259,733)
Trade payables to third parties	貿易應付款項-第三方	(431,809)	(389,305)
Trade payables to related parties	貿易應付款項-關聯方	(89,638)	(294,946)
Financial liabilities included in contract liabilities, other payables and accruals	計入合約負債、其他應付款項及 應計費用的金融負債	(44,041)	(60,314)
		(840,139)	(1,004,298)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

34. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

The Group's corporate finance team is responsible for determining the policies and procedures for the fair value measurement of financial instruments. At each reporting date, the corporate finance team analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Management has assessed that the fair values of the above short term financial instruments approximate to their carrying amounts largely due to the short term maturities of these instruments.

The fair values of the long term financial instruments have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities, if the discounting effect is material. The Group's own non-performance risk as at 31 December 2025 and 2024 was assessed to be insignificant.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

34. 金融工具公平值(續)

本集團企業融資團隊負責釐定金融工具公平值計量的政策及程序。於各報告日期，企業融資團隊分析金融工具的價值變動並釐定估值中適用的主要輸入數據。

金融資產及負債之公平值均按於自願各方間之現時交易(強迫性或清盤之交易除外)中該工具可交換之金額計入。

管理層評估認為，上述短期金融工具之公平值主要因為此等工具於短期內到期而與彼等之賬面值相若。

倘貼現影響為重大，長期金融工具會利用現有相類似工具(包括條款、信貸風險及剩餘期限)的利率貼現預期未來現金流量計算公平值。本集團評估其自身於二零二五年及二零二四年十二月三十一日的不履行風險為輕微。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group has various financial assets and liabilities such as cash and cash equivalents, trade receivables and trade payables, which arise directly from its operations.

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and liquidity risk. Generally, the senior management of the Company meets regularly to analyse and formulate measures to manage the Group's exposure to these risks. In addition, the board of directors of the Company holds meetings regularly to analyse and approve the proposals made by the senior management of the Company. The Group introduces conservative strategies on its risk management. As the Group's exposure to these risks is kept to a minimum, the Group has not used any derivatives and other instruments for hedging purposes. The Group also does not hold or issue material derivative financial instruments for trading purposes.

Foreign currency risk

The Group has transactional currency exposures. Such exposures arise from transactions in currencies other than the Group entities functional currency. The Group does not enter into any hedging transactions in order to reduce the Group's exposure to foreign currency risk.

The Group's foreign currency risk mainly from the monetary assets or liabilities denominated in EUR and USD and held by BWI Poland and BWI Czech Republic s.r.o..

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

35. 金融風險管理目標及政策

本集團擁有多項金融資產及負債，例如直接從其業務營運產生的現金及現金等值項目、貿易應收款項以及貿易應付款項。

本集團的金融工具所涉及的主要風險為外幣風險、信貸風險及流動性風險。一般而言，本公司高層管理人員會定期會面，以分析及制定措施以管理本集團所承受的相關風險。此外，本公司董事會定期開會分析及批准本公司高層管理人員所提出的建議。本集團就其風險管理實施保守策略。由於本集團所承受的相關風險保持於最低水平，本集團並無使用任何衍生及其他工具以對沖該等風險。本集團亦無持有或發行重大衍生金融工具作交易用途。

外幣風險

本集團面對交易性貨幣風險。該等風險源自以各集團實體功能貨幣以外的貨幣進行的交易。本集團並無進行任何對沖交易以減低本集團所承受的外幣風險。

本集團的外匯風險主要來自京西波蘭及京西捷克持有的以歐元及美元計值的貨幣資產或負債。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Foreign currency risk (Continued)

If PLN\$ strengthens/weakens against EUR by 10%, the losses before income tax for the year ended 31 December 2025 would have been approximately HK\$7,550,000 lower/higher; if PLN\$ strengthens/weakens against USD by 10%, the losses before income tax for the year ended 31 December 2025 would have been approximately HK\$7,052,000 higher/lower.

If CZK\$ strengthens/weakens against EUR by 10%, the losses before income tax for the year ended 31 December 2025 would have been approximately HK\$137,000 lower/higher; if CZK\$ strengthens/weakens against USD by 10%, the losses before income tax for the year ended 31 December 2025 would have been approximately HK\$1,937,000 lower/higher.

Credit risk

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

The credit risk of the Group's other financial assets, which comprise cash and cash equivalents, trade receivables, other receivables, and contract performance deposits, arises from default of the counterparty, with a maximum exposure equal to the carrying amounts of these instruments.

Since the Group only trades with third parties recognised to be creditworthy, no pledge of assets is required from customers. Concentrations of credit risk are managed by analysis by customer.

Further quantitative data in respect of the Group's exposure to credit risk arising from trade receivables are disclosed in note 19 to the consolidated financial statements.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

35. 金融風險管理目標及政策(續)

外幣風險(續)

倘波蘭茲羅提貨幣兌歐元升值/貶值10%，則截至二零二五年十二月三十一日止年度的除所得稅前虧損將減少/增加約7,550,000港元；倘波蘭茲羅提貨幣兌美元升值/貶值10%，則截至二零二五年十二月三十一日止年度的除所得稅前虧損將增加/減少約7,052,000港元。

倘捷克克朗貨幣兌歐元升值/貶值10%，則截至二零二五年十二月三十一日止年度的除所得稅前虧損將減少/增加約137,000港元；倘捷克克朗貨幣兌美元升值/貶值10%，則截至二零二五年十二月三十一日止年度的除所得稅前虧損將減少/增加約1,937,000港元。

信貸風險

本集團僅與認可的兼信譽可靠的第三方進行交易。本集團的政策為有意以信貸期進行交易的客戶均須辦理信貸核證手續。此外，本集團持續監控應收款項結餘，故壞賬的風險並不重大。

本集團的其他金融資產(包括現金及現金等值項目、貿易應收款項、其他應收款項及履約按金)的信貸風險乃源自交易對方違約，而最大信貸風險等於該等工具的賬面值。

由於本集團僅與認可的兼信譽可靠的第三方進行交易，故並無規定客戶抵押資產。高度集中的信貸風險按客戶之分析進行管理。

有關本集團因貿易應收款項所產生的信貸風險的進一步量化資料於綜合財務報表附註19披露。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity risk

The Group aims to maintain sufficient cash and credit lines to meet its liquidity requirements. The Group finances its working capital requirements through a combination of funds generated from operations and lease liabilities.

The table below summarises the maturity profile of the Group's financial liabilities at the end of the reporting period based on contractual undiscounted payments including interest payments computed using contractual rates or, if floating, based on rates at the end of the reporting period.

35. 金融風險管理目標及政策(續)

流動性風險

本集團致力於維持充足的現金及信貸額度以滿足其流動性需求。本集團透過結合營運產生的資金及租賃負債撥付營運資金需求。

下表概述本集團的金融負債於報告期末根據合約未貼現付款(包括按合約利率，或如屬浮息，則按報告期末利率計算的利息付款)計算的到期情況。

		Less than 1 year 一年以內 HK\$'000 千港元	1 to 5 years 一至五年 HK\$'000 千港元	Over 5 years 五年以上 HK\$'000 千港元	Total undiscounted amount 未貼現總額 HK\$'000 千港元
31 December 2025	二零二五年十二月三十一日				
Lease liabilities	租賃負債	47,210	131,792	153,494	332,496
Trade payables to third parties	貿易應付款項-第三方	431,183	626	-	431,809
Trade payables to related parties	貿易應付款項-關聯方	39,976	49,662	-	89,638
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	44,041	-	-	44,041
		562,410	182,080	153,494	897,984
31 December 2024	二零二四年十二月三十一日				
Lease liabilities	租賃負債	40,070	110,640	156,420	307,130
Trade payables to third parties	貿易應付款項-第三方	389,305	-	-	389,305
Trade payables to related parties	貿易應付款項-關聯方	237,311	57,635	-	294,946
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	60,314	-	-	60,314
		727,000	168,275	156,420	1,051,695

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Capital management

The Group's objectives for managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders, issue new ordinary shares or sell assets to reduce debt. No changes in the objectives, policies or processes for managing capital were made during the year ended 31 December 2025.

The Group monitors capital using a gearing ratio, which is net debt divided by equity plus net debt. Net debt is calculated as the total of lease liabilities, trade payables, other creditors and accruals, accrued salaries, wages, severances and benefits, and a long term loan from a holding company, less cash and cash equivalents. Capital includes equity attributable to owners of the Company.

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

35. 金融風險管理目標及政策(續)

資本管理

本集團管理其資本的目標為確保本集團能夠持續經營，以為股東提供回報及維持最佳資本結構以降低資金成本。

本集團因應經濟狀況的轉變管理其資本結構及作出調整。為維持或調整資本結構，本集團可調整派付予股東的股息、向股東退還資本、發行新普通股或出售資產以減低債務。截至二零二五年十二月三十一日止年度，管理資本的目的、政策或過程並無出現任何變動。

本集團按資產負債比率監察資本，資產負債比率為淨債務除以權益加上淨債務。淨債務按租賃負債、貿易應付款項、其他應付賬項及應計費用、應計薪金、工資、遣散費及福利及來自一間控股公司的長期借款減去現金及現金等值項目計算。資本包括本公司擁有人應佔權益。

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued) Capital management (continued)

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

35. 金融風險管理目標及政策(續) 資本管理(續)

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Lease liabilities	租賃負債	274,651	259,733
Trade payables to third parties	貿易應付款項-第三方	431,809	389,305
Trade payables to related parties	貿易應付款項-關聯方	89,638	294,946
Other creditors and accruals	其他應付賬項及應計費用	44,041	60,314
Accrued salaries, wages, severances and benefits	應計薪金、工資、遣散費及福利	88,468	49,687
Less: Cash and cash equivalents	減：現金及現金等值項目	(142,718)	(134,051)
Net debt	債務淨額	785,889	919,934
Equity	權益	769,654	749,822
Net debt and equity	債務淨額及權益	1,555,543	1,669,756
Gearing ratio	資本負債比率	50.52%	55.09%

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

36. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

36. 本公司財務狀況表

於報告期末，有關本公司財務狀況表的資料如下：

		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current assets	非流動資產：		
Interests in subsidiaries	於附屬公司之權益	586,154	586,154
Due from subsidiaries	應收附屬公司款項	528,480	534,596
Total non-current assets	非流動資產總額	1,114,634	1,120,750
Current assets	流動資產：		
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	1,325	84
Cash and cash equivalents	現金及現金等值項目	186	118
Total current assets	流動資產總額	1,511	202
TOTAL ASSETS	資產總額	1,116,145	1,120,952
Current liability	流動負債：		
Other payables and accruals	其他應付款項及應計費用	1,428	1,349
Total current liabilities	流動負債總額	1,428	1,349
Net current assets/(liabilities)	流動資產/(負債)淨值	83	(1,147)
NET ASSETS	資產淨值	1,114,717	1,119,603
EQUITY	權益		
Equity attributable to owners of the Company	本公司擁有人應佔權益		
Share capital	股本	86,151	86,151
Reserves	儲備	1,028,566	1,033,452
Total equity	權益總額	1,114,717	1,119,603

The statement of financial position of the Company were approved by the Board of Directors of the Company on 27 March 2026 and were signed on its behalf by:

本公司財務狀況表由本公司董事會於二零二六年三月二十七日批准，並由以下人士代表本公司簽署：

Dong Xiaojie
東小杰
Director
董事

Liu Xihe
劉喜合
Director
董事

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (continued)

For the year ended 31 December 2025

綜合財務報表附註(續)

截至二零二五年十二月三十一日止年度

36. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (continued)

Note:

A summary of the Company's reserves is as follows:

		Share premium 股份溢價 HK\$'000 千港元	Capital reserve 股本儲備 HK\$'000 千港元	Accumulated losses 累計虧損 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	1,055,448	44,132	(66,128)	1,033,452
Loss and total comprehensive loss for the year	年內虧損及全面虧損總額	-	-	(4,886)	(4,886)
At 31 December 2025	於二零二五年十二月三十一日	1,055,448	44,132	(71,014)	1,028,566
At 1 January 2024	於二零二四年一月一日	1,037,745	44,132	(62,283)	1,019,594
Loss and total comprehensive loss for the year	年內虧損及全面虧損總額	-	-	(3,845)	(3,845)
Right issue net of transaction costs	供股，扣除交易成本	17,703	-	-	17,703
At 31 December 2024	於二零二四年十二月三十一日	1,055,448	44,132	(66,128)	1,033,452

36. 本公司財務狀況表(續)

附註：

本公司儲備之概要如下：

37. APPROVAL OF THE FINANCIAL STATEMENTS

The consolidated financial statements were approved and authorised for issue by the Board of Directors of the Company on 27 March 2026.

38. EVENTS AFTER THE REPORTING PERIOD

On 9 February 2026, the Company completed the issuance of connected subscription shares, subscription shares and convertible bonds.

A total of 236,914,866 connected subscription shares and 193,839,435 subscription shares were duly allotted and issued to various subscribers at HK\$0.704 per share.

In addition, convertible bonds in the principal amount of HK\$409,388,887 were issued to BWI HK which is an investment holding company incorporated in Hong Kong with limited liability, which is a controlling shareholder of the Group. Following the completion, the shareholding structure of the Company was altered, with BWI HK's interest become approximately 59.50% of the enlarged share capital, and potentially up to 72.07% upon full conversion of the convertible bonds.

37. 批准財務報表

綜合財務報表乃於二零二六年三月二十七日獲本公司董事會批准及授權刊發。

38. 報告期後事項

於二零二六年二月九日，本公司完成關連認購股份、認購股份及可換股債券的發行。

合共236,914,866股關連認購股份及193,839,435股認購股份已按每股0.704港元正式配發及發行予多名認購人。

此外，本金額為409,388,887港元的可換股債券已發行予京西重工(香港)(於香港註冊成立之有限責任投資控股公司，並為本集團控股股東)。於完成後，本公司的股權架構已出現變動，京西重工(香港)於經擴大股本中的權益將為約59.50%，並於可換股債券獲悉數轉換後，可能進一步增至72.07%。

FIVE-YEAR FINANCIAL SUMMARY

五年財務摘要

		For the year ended 31 December 截至十二月三十一日止年度				
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2023 二零二三年 HK\$'000 千港元	2022 二零二二年 HK\$'000 千港元	2021 二零二一年 HK\$'000 千港元
RESULTS	業績					
Revenue	收益	2,968,139	2,774,721	2,708,861	2,478,380	2,601,955
(Loss)/profit before tax	除稅前(虧損)/溢利	(32,124)	(117,758)	(87,539)	10,171	13,057
Income tax (expense)/credit	所得稅(支出)/抵免	(9,784)	(10,214)	32,219	(15,056)	(22,362)
Loss for the year	年內虧損	(41,908)	(127,972)	(55,320)	(4,885)	(9,305)
Loss for the year attributable to owners of the Company	本公司擁有人應佔年內虧損	(41,908)	(127,972)	(55,320)	(4,885)	(9,305)
		As at 31 December 於十二月三十一日				
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元	2023 二零二三年 HK\$'000 千港元	2022 二零二二年 HK\$'000 千港元	2021 二零二一年 HK\$'000 千港元
ASSETS AND LIABILITIES	資產及負債					
Total assets	總資產	1,914,264	2,032,635	1,952,319	1,936,588	2,045,725
Total liabilities	總負債	(1,144,610)	(1,282,813)	(1,098,385)	(1,088,640)	(1,148,787)
Net assets	資產淨值	769,654	749,822	853,934	847,948	896,938
Equity attributable to owners of the Company	本公司擁有人應佔權益	769,654	749,822	853,934	847,948	896,938

