The following is the text of a report set out on pages I-1 to I-100 received from the Company's reporting accountants, [Deloitte Touche Tohmatsu], Certified Public Accountants, Hong Kong, for the purpose of inclusion in this document.

ACCOUNTANTS' REPORT ON HISTORICAL FINANCIAL INFORMATION TO THE DIRECTORS OF WUBO TECHNOLOGY CO., LTD. AND CHINA INTERNATIONAL CAPITAL CORPORATION HONG KONG SECURITIES LIMITED

Introduction

We report on the historical financial information of Wubo Technology Co., Ltd.* ("物泊科技股份有限公司") (previously known as "物泊科技有限公司") (the "Company") and its subsidiaries (together, the "Group") set out on pages I-4 to I-100, which comprises the consolidated statements of financial position of the Group as at December 31, 2023, 2024 and 2025, the statements of financial position of the Company as at December 31, 2023, 2024 and 2025, the consolidated statements of profit or loss and other comprehensive income, the consolidated statements of changes in equity and the consolidated statements of cash flows of the Group for each of the three years ended December 31, 2025 (the "Track Record Period") and material accounting policy information and other explanatory information (together, the "Historical Financial Information"). The Historical Financial Information set out on pages I-4 to I-100 forms an integral part of this report, which has been prepared for inclusion in the document of the Company dated [**REDACTED**] (the "Document") in connection with the [**REDACTED**] of H shares of the Company on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

Directors' responsibility for the Historical Financial Information

The directors of the Company are responsible for the preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in Note 2 to the Historical Financial Information, and for such internal control as the directors of the Company determine is necessary to enable the preparation of the Historical Financial Information that is free from material misstatement, whether due to fraud or error.

* The English name is for identification purpose only.

Reporting accountants' responsibility

Our responsibility is to express an opinion on the Historical Financial Information and to report our opinion to you. We conducted our work in accordance with Hong Kong Standard on Investment Circular Reporting Engagements 200 "*Accountants' Reports on Historical Financial Information in Investment Circulars*" issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA"). This standard requires that we comply with ethical standards and plan and perform our work to obtain reasonable assurance about whether the Historical Financial Information is free from material misstatement.

Our work involved performing procedures to obtain evidence about the amounts and disclosures in the Historical Financial Information. The procedures selected depend on the reporting accountants' judgement, including the assessment of risks of material misstatement of the Historical Financial Information, whether due to fraud or error. In making those risk assessment, the reporting accountants consider internal control relevant to the entity's preparation of the Historical Financial Information that gives a true and fair view in accordance with the basis of preparation and presentation set out in Note 2 to the Historical Financial Information in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our work also included evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors of the Company, as well as evaluating the overall presentation of the Historical Financial Information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

In our opinion, the Historical Financial Information gives, for the purposes of the accountants' report, a true and fair view of the Group's and the Company's financial position as at December 31, 2023, 2024 and 2025 and of the Group's financial performance and cash flows for the Track Record Period in accordance with the basis of preparation and presentation set out in Note 2 to the Historical Financial Information.

Report on matters under the Rules Governing the Listing of Securities on the Stock Exchange and the Companies (Winding Up and Miscellaneous Provisions) Ordinance

Adjustments

In preparing the Historical Financial Information, no adjustments to the Underlying Financial Statements as defined on page I-4 have been made.

Dividends

We refer to Note 14 to the Historical Financial Information which contains information about the dividends declared and paid by the Company in respect of the Track Record Period.

[Deloitte Touche Tohmatsu]
Certified Public Accountants
Hong Kong
[Date]

HISTORICAL FINANCIAL INFORMATION OF THE GROUP

Preparation of Historical Financial Information of the Group

Set out below is the Historical Financial Information which forms an integral part of this accountants' report.

The consolidated financial statements of the Group for the Track Record Period, on which the Historical Financial Information is based, have been prepared in accordance with the accounting policies which conform with IFRS Accounting Standards issued by the International Accounting Standards Board (the "IASB") and were audited by us in accordance with Hong Kong Standards on Auditing issued by the HKICPA (the "Underlying Financial Statements").

The Historical Financial Information is presented in Renminbi ("RMB") and all values are rounded to the nearest thousand (RMB'000) except when otherwise indicated.

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	Year ended December 31, 2023	2024	2025
		RMB'000	*RMB'000*	*RMB'000*
Revenue	*6*	21,726,773	16,562,427	16,283,074
Cost of sales and services		(21,477,672)	(16,186,739)	(15,786,354)
Gross profit		249,101	375,688	496,720
Other income	*7A*	39,449	32,426	26,789
Other gains and losses	*7B*	(5,558)	(4,480)	(23,835)
Impairment losses (recognized) reversed, under expected credit loss ("ECL") model, net of reversal	*9*	(420)	(2,339)	2,776
Selling expenses		(73,337)	(71,030)	(99,668)
Administrative expenses		(70,564)	(138,597)	(126,453)
[**REDACTED**]		–	–	[**REDACTED**]
Research and development expenses		(52,552)	(50,188)	(48,215)
Share of results of associates		175	(458)	(286)
Finance costs	*8*	(6,729)	(5,129)	(7,184)
Profit before tax	*10*	79,565	135,893	218,985
Income tax expense	*11*	(12,530)	(41,799)	(49,361)
Profit and total comprehensive income for the year		67,035	94,094	169,624
Profit and total comprehensive income for the year attributable to:				
Owners of the Company		62,404	84,256	156,749
Non-controlling interests		4,631	9,838	12,875
		67,035	94,094	169,624
EARNINGS PER SHARE:	*15*			
Basic (RMB)		0.12	0.14	0.16
Diluted (RMB)		N/A	0.14	0.16

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	Notes	As at December 31, 2023	2024	2025
		RMB'000	RMB'000	RMB'000
NON-CURRENT ASSETS				
Property, plant and equipment	16	129,617	142,866	116,364
Right-of-use assets	17	66,570	57,715	45,538
Investment properties		1,798	1,671	1,471
Intangible assets	18	834	755	639
Loan receivables	21	–	25,282	24,901
Investments in associates	19	2,423	2,589	2,303
Financial assets at fair value through profit or loss ("FVTPL")	20	880	895	1,015
Deferred tax assets	28	21,720	9,783	7,505
		223,842	241,556	199,736
CURRENT ASSETS				
Inventories	24	10,459	15,263	14,401
Loan receivables	21	83,874	8,052	22,595
Trade and other receivables, prepayments and other assets	22	2,101,467	2,643,361	5,683,828
Financial assets at FVTPL	20	9,553	–	–
Amounts due from related parties	40	271,571	1,763,088	1,316,326
Restricted cash	25	994,931	919,841	724,767
Cash and cash equivalents	26	283,978	705,835	654,068
		3,755,833	6,055,440	8,415,985
CURRENT LIABILITIES				
Trade and other payables	32	1,809,202	2,237,275	3,894,039
Tax liabilities		7,651	15,266	30,205
Borrowings	29	61,017	20,000	150,000
Amounts due to related parties	40	345,526	271,233	1,042,398
Contract liabilities	27	203,651	136,350	272,230
Lease liabilities	30	10,193	9,803	17,102
Current portion of long-term payables		2,709	5,064	–
		2,439,949	2,694,991	5,405,974
NET CURRENT ASSETS		1,315,884	3,360,449	3,010,011
TOTAL ASSETS LESS CURRENT LIABILITIES		1,539,726	3,602,005	3,209,747
NON-CURRENT LIABILITIES				
Lease liabilities	30	28,715	18,242	7,535
Amounts due to related parties	40	–	16,255	7,562
Long-term payables		–	3,355	–
		28,715	37,852	15,097
NET ASSETS		1,511,011	3,564,153	3,194,650
CAPITAL AND RESERVES				

		As at December 31,		
	Notes	**2023**	**2024**	**2025**
		RMB'000	*RMB'000*	*RMB'000*
NON-CURRENT ASSETS				
Paid-in capital	*31*	518,494	1,197,262	–
Share capital	*31*	–	–	997,262
Reserves		888,297	2,244,407	2,081,245
Equity attributable to owners of the Company		1,406,791	3,441,669	3,078,507
Non-controlling interests		104,220	122,484	116,143
TOTAL EQUITY		1,511,011	3,564,153	3,194,650

STATEMENTS OF FINANCIAL POSITION OF THE COMPANY

		As at December 31,		
	Notes	**2023**	**2024**	**2025**
		RMB'000	*RMB'000*	*RMB'000*
NON-CURRENT ASSETS				
Property, plant and equipment	*16*	955	623	1,453
Right-of-use assets	*17*	19,694	14,771	9,441
Intangible assets	*18*	40,969	39,018	44,146
Investments in subsidiaries	*41*	539,441	743,535	1,514,529
Investments in associates	*19*	2,423	2,589	2,303
Financial assets at FVTPL	*20*	880	895	1,015
Deferred tax assets	*28*	13,947	563	66
		618,309	801,994	1,572,953
CURRENT ASSETS				
Loan receivables	*21*	70,148	–	–
Trade and other receivables, prepayments and other assets	*22*	756,978	402,539	602,881
Amounts due from subsidiaries	*40*	612,914	1,334,289	3,119,081
Amounts due from related parties	*40*	258,512	918,554	214,827
Restricted cash	*25*	962,737	869,868	147,303
Cash and cash equivalents	*26*	21,826	351,039	163,219
		2,683,115	3,876,289	4,247,311
CURRENT LIABILITIES				
Trade and other payables	*32*	1,384,265	1,330,267	1,186,884
Tax liabilities		190	–	–
Borrowings	*29*	51,017	–	50,000
Amounts due to subsidiaries	*40*	316,489	240,101	629,501
Amounts due to related parties	*40*	299,842	240,503	986,040
Contract liabilities	*27*	6,607	176	74,765
Lease liabilities	*30*	4,409	4,599	9,849
		2,062,819	1,815,646	2,937,039
NET CURRENT ASSETS		620,296	2,060,643	1,310,272
TOTAL ASSETS LESS CURRENT LIABILITIES		1,238,605	2,862,637	2,883,225
NON-CURRENT LIABILITY				
Lease liabilities	*30*	14,398	9,800	4,920
NET ASSETS		1,224,207	2,852,837	2,878,305
CAPITAL AND RESERVES				
Paid-in capital	*31*	518,494	997,262	–
Share capital	*31*	–	–	997,262
Reserves	*41*	705,713	1,855,575	1,881,043
TOTAL EQUITY		1,224,207	2,852,837	2,878,305

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

	Paid-in capital	Share capital	Capital reserve	Share premium	Share-based payments reserve	Other reserve	Treasury shares	Reorganization reserve	Retained profits	Subtotal	Non-controlling interests	Total
	RMB'000 *(Note 31)*	*RMB'000* *(Note 31)*	*RMB'000* *(note i)*	*RMB'000*	*RMB'000*	*RMB'000* *(note ii)*	*RMB'000*	*RMB'000* *(note iii)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At December 31, 2022	518,494	–	516,012	–	–	13,361	–	–	296,520	1,344,387	99,589	1,443,976
Profit and total comprehensive income for the year	–	–	–	–	–	–	–	–	62,404	62,404	4,631	67,035
Appropriations to statutory surplus reserve	–	–	–	–	–	966	–	–	(966)	–	–	–
At December 31, 2023	518,494	–	516,012	–	–	14,327	–	–	357,958	1,406,791	104,220	1,511,011
Profit and total comprehensive income for the year	–	–	–	–	–	–	–	–	84,256	84,256	9,838	94,094
Capital injection *(Note 31)*	448,768	–	1,105,778	–	–	–	–	–	–	1,554,546	–	1,554,546
Contribution from share platform *(Note 33)*	30,000	–	–	–	–	–	–	–	–	30,000	–	30,000
Acquisition of additional interest of a subsidiary from non-controlling interests	–	–	(305)	–	–	–	–	–	–	(305)	(762)	(1,067)
Addition on combination of Shandong Duanxin *(Note 2)*	200,000	–	–	–	–	–	–	124,051	–	324,051	9,502	333,553
Recognition of equity-settled share-based payment expenses *(Note 33)*	–	–	–	–	42,330	–	–	–	–	42,330	–	42,330
Transfer upon vesting of restricted shares *(Note 33)*	–	–	37,835	–	(37,835)	–	–	–	–	–	–	–
Unvested restricted shares *(Note 33)*	–	–	–	–	–	14,620	(14,620)	–	–	–	–	–
Provision of safety fund surplus reserve	–	–	–	–	–	65	–	–	(65)	–	–	–

	Paid-in capital	Share capital	Capital reserve	Share premium	Share-based payments reserve	Other reserve	Treasury shares	Reorganization reserve	Retained profits	Subtotal	Non-controlling interests	Total
	RMB'000 *(Note 31)*	*RMB'000* *(Note 31)*	*RMB'000* *(note i)*	*RMB'000*	*RMB'000*	*RMB'000* *(note ii)*	*RMB'000*	*RMB'000* *(note iii)*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Utilization of safety fund surplus reserve	–	–	–	–	–	(224)	–	–	224	–	–	–
Dividends paid to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(314)	(314)
Appropriations to statutory surplus reserve	–	–	–	–	–	175	–	–	(175)	–	–	–
At December 31, 2024	1,197,262	–	1,659,320	–	4,495	28,963	(14,620)	124,051	442,198	3,441,669	122,484	3,564,153
Profit and total comprehensive income for the year	–	–	–	–	–	–	–	–	156,749	156,749	12,875	169,624
Acquisition of Shandong Duanxin under common control *(note iv)*	(200,000)	–	–	(201,854)	–	159	–	(24,051)	(159)	(425,905)	–	(425,905)
Conversion into a joint stock company *(Note 1)*	(997,262)	997,262	(1,659,625)	1,872,756	(8,490)	(14,502)	–	–	(190,139)	–	–	–
Recognition of equity-settled share-based payment expenses *(Note 33)*	–	–	–	–	5,994	–	–	–	–	5,994	–	5,994
Dividends paid to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(16,865)	(16,865)
Dividends paid to Parent Company *(Note 14)*	–	–	–	–	–	–	–	(100,000)	–	(100,000)	–	(100,000)
Appropriations to statutory surplus reserve	–	–	–	–	–	1,978	–	–	(1,978)	–	–	–
Distribution upon dissolution of subsidiaries	–	–	–	–	–	–	–	–	–	–	(2,351)	(2,351)
At December 31, 2025	–	997,262	(305)	1,670,902	1,999	16,598	(14,620)	–	406,671	3,078,507	116,143	3,194,650

Notes:

i. Capital reserve mainly represents the excess of the net contributions from the shareholders of the Company over the total paid-in capital issued which is de-recognized upon the conversion the Company into a joint stock company.

ii. Other reserve mainly consists of:

(a) Statutory surplus reserve

As stipulated by the relevant laws and regulations in the People's Republic of China (the "PRC"), the entities comprise the Group are required to maintain a statutory surplus reserve. An appropriation to the surplus reserve is made out of net profit after tax as reflected in the statutory financial statements of the entities comprise the Group with the amount and allocation basis to be decided by the respective boards of directors annually. The appropriation is 10% of profit after tax at a minimum and should cease when it reaches 50% of the registered capital of the relevant entities. The statutory surplus reserve, which is non-distributable, can be used (i) to make up for prior year losses, if any, and/or (ii) in capital conversion.

(b) Safety fund reserve

In accordance with the regulations of the State Ministry of Finance and the Ministry of Emergency Management, Shandong Duanxin has a commitment to appropriate relevant safety production reserve in accordance with the prescribed standards, which shall be used specifically for improving and enhancing the safety production conditions of the enterprise or project.

(c) Other reserve arising from the recognition of treasury shares related to unvested restricted shares granted.

iii. Reorganization reserve represents the combination of Shandong Duanxin's reserves on October 31, 2024, since then the Company and Shandong Duanxin are under the common control of the Parent Company. Such combination and pre-acquisition financial information are set out in Note 2 and Note 39, respectively.

iv. During the year ended December 31,2025, upon completion of the Reorganization as detailed in Note 2, the paid-in capital of Shandong Duanxin amounting to RMB200,000,000 and reorganization reserve amounting to RMB24,051,000 were transferred to share premium and the consideration amounting to RMB425,905,000 paid for acquisition of Shandong Duanxin under common control was deducted from share premium.

CONSOLIDATED STATEMENTS OF CASH FLOWS

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax	79,565	135,893	218,985
Adjustments for:			
Finance costs	6,729	5,129	7,184
Interest income	(28,256)	(24,034)	(18,022)
Impairment losses recognized (reversed), under ECL model, net of reversal	420	2,339	(2,776)
Share-based payment expenses	–	42,330	5,994
Gain on fair value change of financial assets at FVTPL	(401)	(326)	(120)
Losses (gains) on disposal of property, plant and equipment	26	91	(459)
Depreciation of property, plant and equipment	23,971	28,202	38,803
Depreciation of right-of-use assets	11,177	10,967	10,824
Amortization of intangible assets	144	161	192
Depreciation of investment properties	32	127	200
Foreign exchange (gain) losses	(43)	(78)	2,109
Share of results of associates	(175)	458	286
Operating cash flows before movements in working capital	93,189	201,259	263,200
Decrease (increase) in inventories	331	(4,804)	862
Increase in trade and other receivables	(530,308)	(530,144)	(3,098,449)
(Increase) decrease in amounts due from related parties	(44,569)	(846,290)	343,951
Increase in trade and other payable	784,359	105,620	1,652,575
Increase (decrease) in amount due to related parties	301,829	(49,723)	(154,926)
Increase (decrease) in contract liabilities	22,884	(71,068)	135,880
Cash from (used in) in operations	627,715	(1,195,150)	(856,907)
Income tax paid	(14,817)	(18,664)	(32,144)
Net cash flows from (used in) operating activities	612,898	(1,213,814)	(889,051)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment	(13,551)	(38,032)	(14,534)
Purchase of financial assets at FVTPL	(15,000)	–	–
Disposal of financial assets at FVTPL	50,016	9,864	–
Purchases of intangible assets	(80)	(82)	(76)

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Placement of loan receivables	(70,148)	(34,432)	(24,878)
Settlement of loan receivables	21,284	84,855	10,668
Net (advances to) repayment from Parent Company	–	(6,365)	102,811
Proceeds on disposal of property, plant and equipment	1,962	33,202	2,692
Withdrawal of restricted cash	967,774	1,044,833	1,758,667
Placement of restricted cash	(1,665,158)	(969,743)	(1,563,593)
Investment in associates	(2,248)	(624)	–
Interest received	28,256	24,034	18,022
Net cash flows (used in) from investing activities	(696,893)	147,510	289,779
CASH FLOWS FROM FINANCING ACTIVITIES			
New borrowings raised	50,000	20,000	150,000
Repayment of borrowings	–	(60,000)	(20,000)
Proceeds from bills discounted to banks that are not derecognized in their entirety	75,702	7,000	57,420
Repayment of long-term payables	(2,875)	(22,120)	(8,419)
Issue costs paid	–	–	(706)
New borrowings from related parties	34,518	–	500,000
Repayment of borrowings from related parties	(16,255)	(24,956)	(8,693)
Acquisition of non-controlling interests	–	(1,067)	–
Repayment of lease liabilities	(10,774)	(9,759)	(2,461)
Dividends paid to Parent Company	–	–	(100,000)
Dividends paid to non-controlling interests	–	(314)	(11,925)
Interest paid	(6,729)	(5,129)	(6,584)
Distribution upon dissolution of subsidiaries	–	–	(2,351)
Capital injection	–	1,584,546	–
Net cash flows from financing activities	123,587	1,488,201	546,281
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	39,592	421,897	(52,991)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	244,514	283,978	705,835
Effect of foreign exchange rate changes	(128)	(40)	1,224
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	283,978	705,835	654,068

NOTES TO THE HISTORICAL FINANCIAL INFORMATION

1. GENERAL INFORMATION

The Company was established and registered in the PRC as a limited liability company on April 17, 2018 and previously known as Wubo Technology Co., Ltd.* ("物泊科技有限公司"). On December 11, 2025, the Company was converted into a joint stock limited liability company under the Company Laws of the PRC and changed the name into Wubo Technology Co., Ltd.* ("物泊科技股份有限公司"). The respective address of the registered office and principal place of business of the Company are set out in the section headed "Corporate Information" to the Document.

The Company was previously controlled by RGL Group Co., Ltd. On May 31, 2024, Yankuang Energy Group Company Limited, a joint stock company established in the PRC with limited liability with its H shares listed on the Stock Exchange and A shares listed on the Shanghai Stock Exchange (the "Parent Company"), entered into an agreement to inject RMB1.55 billion into the Company to acquire 45.00% of the Company's equity. Concurrently, 2 other equity investors of the Company each exclusively, unconditionally, and irrevocably granted to the Parent Company, all voting rights attached to their respective equity interests in the Company (aggregating 6.32%), enabling the Parent Company to exercise 51.32% of the total voting rights based on the Company's fully paid-in capital and thereby gain the control of the Company upon completion of the transaction. The acquisition was completed on October 31, 2024 and since then the Parent Company becomes the immediate holding company of the Company. The Company's ultimate holding company is Shandong Energy Group Co., Ltd. (the "Ultimate Holding Company"), a state-owned company in Shandong Province, PRC.

The Group is principally engaged in intelligent logistics platform services and integrated supply chain services.

The Historical Financial Information is presented in Renminbi ("RMB"), which is also the functional currency of the Company.

2. REORGANIZATION, BASIS OF PREPARATION AND PRESENTATION OF HISTORICAL FINANCIAL INFORMATION

Reorganization

In order to rationalize a [**REDACTED**] of the intelligent logistics platform services and integrated supply chain services business unit of the Parent Company for the purpose of the initial [**REDACTED**] of H shares of the Company on the Stock Exchange, on December 31, 2025, the Company completed a business acquisition with the Parent Company to acquire 100% equity interests of Shandong Duanxin Supply Chain Management Co., Ltd.* ("山東端信供應鏈管理有限公司") ("Shandong Duanxin") for a cash consideration of RMB425,905,000. Shandong Duanxin is a company established in the PRC with limited liability and wholly owned by the Parent Company since its establishment on July 14, 2015. Shandong Duanxin and its subsidiaries are mainly engaged in the road transportation services. The acquisition of Shandong Duanxin was completed on December 31, 2025. The consideration was fully paid in January 2026.

Basis of preparation and presentation

The Historical Financial Information has been prepared in accordance with IFRS Accounting Standards issued by the IASB.

* English name is for identification purpose only.

Since the Company and Shandong Duanxin are under the common control of the Parent Company, the acquisition of Shandong Duanxin by the Company has been reflected in the Historical Financial Information using the principle of merger accounting as if they had been combined from the date when the Company and Shandong Duanxin first came under the control of the Parent Company (i.e. upon the completion of the acquisition of the Company by the Parent Company on October 31, 2024). Accordingly, the assets and liabilities of Shandong Duanxin have been accounted for in the consolidated statements of financial position of the Group at their existing book values from the Parent Company's perspective. No amount is recognized in respect of goodwill nor adjustment made in respect of differences between the fair values of Shandong Duanxin's identifiable assets, liabilities and contingent liabilities and their carrying amounts. The consolidated statements of profit or loss and other comprehensive income include the results of Shandong Duanxin since the date when the Company and Shandong Duanxin first came under the common control of the Parent Company.

For the assets, liabilities, income and expenses of Shandong Duanxin before October 31, 2024, such items were not applicable to the principle of merger accounting and therefore, as a major transaction within the Track Record Period, are disclosed as pre-acquisition financial information as required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Listing Rules**"). Such pre-acquisition financial information is set out in Note 39.

The statutory financial statements of the Company were prepared in accordance with Chinese Accounting Standards for Business Enterprises ("CASBE") issued by the Ministry of Finance of the PRC; and were audited by 中審華會計師事務所(特殊普通合夥)/Zhongshenhua Certified Public Accountants LLP* for the year ended December 31, 2023 and by 天職國際會計師事務所(特殊普通合夥)/Baker Tilly China Certified Public Accountants LLP* for each of the years ended December 31, 2024 and 2025, both are certified public accountants registered in the PRC.

3. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

For the purpose of preparing and presenting the Historical Financial Information for the Track Record Period, the Group has consistently applied the accounting policies which conform with IFRS Accounting Standards, which are effective for the accounting periods beginning on January 1, 2025, throughout the Track Record Period.

New and revised IFRS Accounting Standards in issue but not yet effective

As at the date of this report, the Group has not early applied the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments[2]
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity[2]
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture[1]
Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards – Volume 11[2]
IFRS 18	Preparation and Disclosure in Financial Statements[3]
Amendments to IAS 21	Translation to a Hyperinflationary Presentation Currency[3]
IFRS 20	Regulatory Assets and Regulatory Liabilities[4]

1 Effective for annual periods beginning on or after a date to be determined

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

3 Effective for annual periods beginning on or after January 1, 2027

4 Effective for annual periods beginning on or after January 1, 2029

Except for IFRS 18 mentioned below, the directors of the Company anticipate that the application of all these new and amendments to IFRS Accounting Standards will have no material impact on the Historical Financial Information of the Group in the foreseeable future.

IFRS 18 Presentation and Disclosure in Financial Statements

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

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

4. MATERIAL ACCOUNTING POLICY INFORMATION

The Historical Financial Information has been prepared in accordance with IFRS Accounting Standards issued by the IASB. For the purpose of preparation of the Historical Financial Information, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the Historical Financial Information include applicable disclosures required by the Listing Rules and by the Hong Kong Companies Ordinance.

Basis of consolidation

The Historical Financial Information incorporates the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

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

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

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

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

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

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

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

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's relevant components of equity and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries including reattribution of relevant reserves between the Group and non-controlling interests according to the Group's and non-controlling interests' proportionate interests.

Any difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received is recognized directly in equity and attributed to owners of the Company.

Merger accounting for business combination involving businesses under common control

The consolidated financial statements incorporate the financial statements items of the combining businesses in which the common control combination occurs as if they had been consolidated from the date when the combining businesses first came under the control of the controlling party.

The net assets of the combining businesses are consolidated using the existing book values from the controlling party's perspective. No amount is recognized in respect of goodwill or bargain purchase gain at the time of common control combination.

Expenditure incurred in relation to a common control combination that is to be accounted for by using merger accounting is recognized as an expense in the period in which it is incurred.

The consolidated statements of profit or loss include the results of each of the combining businesses from the earliest date presented or since the date when the combining businesses first came under the common control, where this is a shorter period.

The comparative amounts in the consolidated financial statements are presented as if the businesses had been consolidated at the beginning of the previous reporting period or when they first came under common control, whichever is shorter.

Investments in subsidiaries

Investments in subsidiaries included in the statements of financial position of the Company at cost less any identified impairment losses, if any.

Investments in associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in the Historical Financial Information using the equity method of accounting. The financial statements of associates used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an investment in an associate is initially recognized in the consolidated statements of financial position at cost and adjusted thereafter to recognize the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate exceeds the Group's interest in that associate, the Group discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognized as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognized immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognized is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognized in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognized in profit or loss. When the Group retains an interest in the former associate and the retained interest is a financial asset within the scope of IFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognized in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognized in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant associate.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognized in the Historical Financial Information only to the extent of interests in the associate that are not related to the Group.

Changes in the Group's interests in associates

Acquisition of additional interests in associates

When the Group increases its ownership interest in an associate but the Group continues to use the equity method, goodwill is recognized at acquisition date if there is excess of the consideration paid over the share of carrying amount of net assets attributable to the additional interests in associates acquired. Any excess of share of carrying amount of net assets attributable to the additional interests in associates acquired over the consideration paid are recognized in the profit or loss in the period in which the additional interest are acquired.

Revenue from contracts with customers

Information about the Group's accounting policies relating to revenue from contracts with customers is provided in Notes 6 and 27, respectively.

Leases

The Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as a lessee

Allocation of consideration to components of a contract

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Short-term leases

The Group applies the short-term lease recognition exemption to leases of staff dormitories that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognized as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets

The cost of right-of-use assets include:

- the amounts of the initial measurement of the lease liabilities;

- any lease payments made at or before the commencement date.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statements of financial position.

Refundable rental deposits

Refundable rental deposits paid are accounted under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

Lease liabilities

At the commencement date of a lease, the Group recognizes and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: the risk free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields.

The lease payments include fixed payments (including in-substance fixed payments).

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for "lease modifications").

The Group presents lease liabilities as a separate line item on the consolidated statements of financial position.

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability, less any lease incentives receivable, based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset.

When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Sale and leaseback transactions

The Group applies the requirements of IFRS 15 to assess whether sale and leaseback transaction constitutes a sale by the Group.

The Group as a seller-lessee

For a transfer that satisfies the requirements as a sale, the Group as a seller-lessee measures the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right of use retained by the seller-lessee, and recognizes any gain or loss that relates to the rights transferred to the buyer-lessor only. Right-of-use asset and lease liability with fixed payments are subsequently measured in accordance with the general requirements under IFRS 16. In measuring the lease liability, the Group determines "lease payments" or "revised lease payments" in a way that the Group would not recognize any amount of the gain or loss that relates to the right-of-use assets retained by the Group.

The Group as a buyer-lessor

For a transfer of asset that does not satisfy the requirements of IFRS 15 to be accounted for as a sale of asset, the Group as a buyer-lessor does not recognize the transferred asset and recognizes a loan receivable equal to the transfer proceeds within the scope of IFRS 9.

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognized at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. When a fair value gain or loss on a non-monetary item is recognized in profit or loss, any exchange component of that gain or loss is also recognized in profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognized in profit or loss in the period in which they arise.

Borrowing costs

All borrowing costs not directly attributable to the acquisition, construction or production of qualifying assets are recognized in profit or loss in the period in which they are incurred.

Government grants

Government grants are not recognized until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognized in profit or loss in the period in which they become receivable.

Government grants related to Platform-based transportation services businesses are recognized as a reduction of freight costs in accordance with the agreed purpose, which are considered to compensate the costs incurred with contracted Platform-based transportation services.

Government grants other than above are recognized in other income.

Employee benefits

Retirement benefit costs

Payments to defined contribution retirement benefit plans are recognized as an expense when employees have rendered service entitling them to the contributions.

Termination benefits

A liability for a termination benefit is recognized at the earlier of when the Group entity can no longer withdraw the offer of the termination benefit and when it recognizes any related restructuring costs.

Short-term employee benefits

Short-term employee benefits are recognized at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognized as an expense unless another IFRS Accounting Standard requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognized for benefits accruing to employees (such as wages and salaries) after deducting any amount already paid.

Share-based payments

Equity-settled share-based

Share granted to employees

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity (share-based payments reserve). At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest based on assessment of all relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognized in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the share-based payments reserve.

For grant of restricted stock units, the total amount to be expensed is determined by reference to the fair value of the Company's shares at the grant date.

When shares granted are vested, the amount previously recognized in share-based payments reserve will be transferred to capital reserve.

Share granted to non-employees

Equity-settled share-based payment transactions with parties other than employees are measured at the fair value of the goods or services received, except where that fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service. The fair values of the goods or services received are recognized as expenses (unless the goods or services qualify for recognition assets). When the equity-settled share-based payment vest immediately, the gain or loss is recognized immediately in profit or loss.

Taxation

Income tax expense represents the sum of current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognized on temporary differences between the carrying amounts of assets and liabilities in the Historical Financial Information and the corresponding tax base used in the computation of taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets are generally recognized for all deductible temporary difference to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilized. Such deferred tax assets and liabilities are not recognized if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences. In addition, deferred tax liabilities are not recognized if the temporary difference arises from the initial recognition of goodwill.

Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries, and investments in associates, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments are only recognized to the extent that it is probable that there will be sufficient taxable profits against which to utilize the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

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

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognizes the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies IAS 12 *Income Taxes* requirements to the lease liabilities, and the related assets separately. The Group recognizes a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized and a deferred tax liability for all taxable temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognized in profit or loss.

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of services, or for administrative. Property, plant and equipment are stated in the consolidated statements of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any recognized impairment loss. Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, including costs of testing whether the related asset is functioning properly. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

When the Group makes payments for ownership interests of properties which include both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as "right-of-use assets" in the consolidated statements of financial position. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognized so as to write off the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

Investment properties

Investment properties are properties held to earn rentals and for capital appreciation.

Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are stated at cost less subsequent accumulated depreciation and any accumulated impairment losses. Depreciation is recognized so as to write off the cost of investment properties over their estimated useful lives and after taking into account of their estimated residual value, using the straight-line method.

An investment property is derecognized upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognized.

Intangible assets

Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at costs less accumulated amortization and any accumulated impairment losses. Amortization for intangible assets with finite useful lives is recognized on a straight-line basis over their estimated useful lives. The estimated useful life and amortization method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Internally-generated intangible assets — research and development expenditure

Expenditure on research activities is recognized as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development activities (or from the development phase of an internal project) is recognized if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognized for internally-generated intangible asset is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally generated intangible asset can be recognized, development expenditure is recognized in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortization and accumulated impairment losses (if any), on the same basis as intangible assets that are acquired separately.

An intangible asset is derecognized on disposal, or when no future economic benefits are expected from use or disposal. Gains and losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognized in profit or loss when the asset is derecognized.

Impairment on property, plant and equipment, investment properties, right-of-use assets and intangible assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment, investment properties, right-of-use assets and intangible assets with finite useful lives to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment, investment properties, right-of-use assets and intangible assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognized immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss.

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated statements of financial position include:

(a) cash, which comprises of cash on hand and demand deposits; and

(b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

For the purposes of the consolidated statements of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Inventories

Inventories are stated at the lower of cost and net realizable value. Costs of inventories are calculated using weighted average method based on their nature, respectively. Net realizable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

Financial instruments

Financial assets and financial liabilities are recognized when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at FVTPL) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognized immediately in profit or loss.

The effective interest method is a method of calculating the amortized cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Interest income is recognized in profit or loss is included in the "other income" line item.

Financial assets

All regular way purchases or sales of financial assets are recognized and derecognized on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established generally by regulation or convention in the market place concerned.

All recognized financial assets are measured subsequently in their entirety at either amortized cost or fair value, depending on the classification of the financial assets.

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortized cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and

- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are subsequently measured at fair value through other comprehensive income ("FVTOCI"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and

- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL.

(i) Amortized cost and interest income

Interest income is recognized using the effective interest method measured subsequently at amortized cost and at FVTOCI. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognized by applying the effective interest rate to the amortized cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognized by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

(ii) Receivables classified as at FVTOCI

Subsequent changes in the carrying amounts for receivables classified as at FVTOCI as a result of interest income calculated using the effective interest method are recognized in profit or loss. All other changes in the carrying amount of these receivables are recognized in other comprehensive income and accumulated under the heading of FVTOCI reserve. Impairment allowances are recognized in profit or loss with corresponding adjustment to other comprehensive income without reducing the carrying amounts of these receivables. When these receivables are derecognized, the cumulative gains or losses previously recognized in other comprehensive income are reclassified to profit or loss.

(iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortized cost or FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognized in profit or loss. The net gain or loss recognized in profit or loss includes any dividend or interest earned on the financial asset and is included in the "other gains and losses" line item.

Impairment of financial assets subject to impairment assessment under IFRS 9

The Group performs impairment assessment under ECL model on financial assets (including trade and other receivables, amounts due from related parties, loan receivables, restricted cash and cash and cash equivalents) which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("12m ECL") represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group always recognizes lifetime ECL for trade receivables.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognizes lifetime ECL. The assessment of whether lifetime ECL should be recognized is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if (i) it has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

(a) significant financial difficulty of the issuer or the borrower;

(b) a breach of contract, such as a default or past due event;

(c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or

(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganization

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over 3 years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognized in profit or loss.

(v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward-looking information, including time value of money where appropriate, that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition. For a lease receivable, the cash flow used for determined the ECL is consistent with the cash flow used in measuring the lease receivable in according with IFRS 16.

Lifetime ECL for certain trade receivables are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortized cost of the financial asset.

Except for bills receivables that are measured at FVTOCI, the Group recognizes an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables and other receivables where the corresponding adjustment is recognized through a loss allowance account. For bills receivables that are measured at FVTOCI, the loss allowance is recognized in other comprehensive income and accumulated in the FVTOCI reserve without reducing the carrying amount of these receivables. Such amount represents the changes in the FVTOCI reserve in relation to accumulated loss allowance.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

- For financial assets measured at amortized cost, exchange differences are recognized in profit or loss in the 'other gains and losses' line item (Note 7B) as part of the foreign exchange gains (losses);

Derecognition of financial assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognize the financial asset and also recognizes a collateralized borrowing for the proceeds received.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities. Equity instruments issued by the Group are recognized at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortized cost using the effective interest method.

Financial liabilities at amortized cost

Financial liabilities including borrowings, trade and other payables and amounts due to related parties are subsequently measured at amortized cost, using the effective interest method.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortized cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortized cost of the instruments. These foreign exchange gains and losses are recognized in the "other gains and losses" in profit or loss (Note 7B) as part of net foreign exchange gain for financial liabilities.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 4, the directors of the Company are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Critical judgements in applying accounting policies

The following are the critical judgements, that the directors of the Company have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognized in the Historical Financial Information.

Principal versus agent consideration (principal)

The Group engages in Platform-based transportation services, Port handling services and End-to-end supply chain solutions. The directors of the Company concluded that the Group acts as the principal for such transactions as it controls the specified services before it is transferred to the customer after taking into consideration indicators such as the Group is primarily responsible for fulfilling the promise to provide the services. In addition, the Group has the ability to direct other parties to provide services to the customers on the Group's behalf. Therefore, when the Group satisfies the performance obligation, the Group recognizes revenue in the gross amount of consideration to which the Group expects to be entitled as specified in the contracts.

(a) Platform-based transportation services

The Group is at its own discretion to the acceptance of service requests from shippers, and to the release of transportation orders to the truck drivers to deliver the services. The Group also oversees the service process during the transit period. Therefore, the Group effectively controls the services before transferring them to the shippers. The Group is primarily responsible for fulfilling the contract with the shippers and is legally liable for loss or damage to the shippers' goods in transit period according to the contracts. The Group also has the pricing discretion and negotiates separately the prices charged to the shippers and amounts paid to the truck drivers. Accordingly, the Group acts as the principal in these transactions.

During the years ended December 31, 2023, 2024 and 2025, the Group recognized revenue relating to Platform-based transportation services amounted to RMB19,519,769,000, RMB13,926,915,000 and RMB13,755,764,000 respectively.

(b) Port handling services

The Port handling services provided by the Group primarily serve shipowners and domestic customers. The Group is at its own discretion to the acceptance of service requests from shipowners and domestic customers, then arranges its internal personnel and other third party service providers to deliver the services via combining various services including vessel berthing, cargo customs clearance, and cargo discharge, etc. Meanwhile, the Group is also responsible for overseeing such service process, demonstrating that the Group has obtained effective control over the services before transferring them to the customers. The Group is primarily responsible for fulfilling the contract and is legally liable for loss or damage to customers' cargo according to the contracts. The Group also has the pricing discretion and negotiates separately the prices charged to the customers and amounts paid to different vendors. Accordingly, the directors of the Company concluded that the Group acts as the principal in these transactions.

During the years ended December 31, 2023, 2024 and 2025, the Group recognized revenue relating to Port handling services amounted to RMB1,973,788,000, RMB2,435,398,000 and RMB1,604,461,000 respectively.

(c) End-to-end supply chain solutions

The End-to-end supply chain solutions provided by the Group primarily serve domestic customers. The Group is at its own discretion to the acceptance of service requests from domestic customers to transport the goods to the destination. Meanwhile, the Group is responsible for various activities before goods are delivered, including agency procurement, agency sales, warehousing, and road transportation, etc. The Group is also responsible for overseeing such service process. All these demonstrate that the Group has obtained effective control over the services before transferring them to the customers. The Group is primarily responsible for fulfilling the contract and is legally liable for loss or damage to customers' cargo according to the contracts. The Group also has the pricing discretion and negotiates separately the prices charged to the customers and amounts paid to different vendors. Accordingly, the directors of the Company concluded that the Group acts as the principal in such End-to-end supply chain solutions.

During the years ended December 31, 2023, 2024 and 2025, the Group recognized revenue relating to End-to-end supply chain solutions amounted to nil, nil and RMB535,986,000 respectively.

Government grants

Government grants shall not be recognized until there is reasonable assurance that: (i) the entity will comply with the conditions attaching to them; and (ii) the grants will be received. The conditions of the government grants awarded by the local government authorities to the Group generally include the achievement of income target and financial contribution target. The judgment is required to determine whether the Group will comply with the conditions attached to the government grants and whether government grants should be recognized.

When the government grant relates to an expense item, it is recognized as income or as a reduction of specific costs and expenses on a systematic basis over the periods that the costs, for which it is intended to compensate. Based on the analysis of the Platform-based transportation services business model and nature of the government grants, the Group makes its accounting policy choice to account the government grant related to Platform-based transportation services businesses on a net basis, i.e., as a reduction of specific costs and expense.

During the years ended December 31, 2023, 2024 and 2025, government grants relating to platform-based transportation services amounted to RMB881,986,000, RMB636,813,000 and RMB 536,473,000 respectively.

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Deferred tax

As at 31 December 2023, 2024 and 2025, a deferred tax asset of RMB21,720,000, RMB9,783,000 and RMB7,505,000 in relation to unused tax losses and deductible temporary differences for the Company and its certain operating subsidiaries has been recognized in the consolidated statements of financial position. No deferred tax asset has been recognized on the tax losses of RMB82,637,000, RMB135,519,000 and RMB183,142,000 due to the unpredictability of future profit streams. The realizability of the deferred tax asset mainly depends on whether sufficient taxable profits will be available in the future or taxable temporary differences are expected to reverse in the same period as the expected reversal of the deductible temporary differences, which is a key source of estimation uncertainty. In cases where the actual future taxable profits generated are less or more than expected, or change in facts and circumstances which result in revision of future taxable profits estimation, a material reversal or further recognition of deferred tax assets may arise, which would be recognized in profit or loss for the period in which such a reversal or further recognition takes place.

6. REVENUE AND SEGMENT INFORMATION

(i) Disaggregation of revenue from contracts with customers

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Intelligent logistics platform services			
– Platform-based transportation services	19,519,769	13,926,915	13,755,764
– Port handling services	1,973,788	2,435,398	1,604,461
Integrated supply chain services			
– End-to-end supply chain solutions	–	–	535,986
– Smart industrial parks logistics solutions	157,034	89,619	199,437
– Industrial internet of things solutions	47,648	67,562	65,277
Others	28,534	42,933	122,149
Total	21,726,773	16,562,427	16,283,074

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Timing of revenue recognition			
A point in time	2,049,970	2,528,127	2,248,401
Overtime	19,676,803	14,034,300	14,034,673
Total	21,726,773	16,562,427	16,283,074

(ii) Performance obligations for contracts with customers and revenue recognition policies

Platform-based transportation services

The Group is mainly engaged in the business of providing transportation services to its customers, i.e. shippers through the Group's online platform and normally charged fees for transportation services. The Group arranges the registered truck drivers, logistics companies and other transportation capacity providers in its platform for delivering goods to the destination via transportation.

The Group generally recognizes revenue over time as the Group performs the services stipulated in the contract. The customers receive the benefit of the services as the goods are transported from one location to another. That is, if the Group was unable to complete the delivery, the service that was already performed by the Group would not need to be reperformed. As such, revenue is recognized based on the extent of progress towards completion of the performance obligation and the related costs are recognized as incurred. The Group recognizes revenue over time using an output method of progress as shippers receive the benefits of the Group's services as the goods are shipped from the origin to the destination.

Port handling services

The Group also provides Port handling services to registered shipowners and domestic customers. As the entrusted party, the Group carries out operations by combining various services such as vessel berthing, cargo customs clearance, and cargo discharge, etc. from different vendors. The revenue from this business is recognized at a point when the services are completed.

End-to-end supply chain solutions

The Group provides End-to-end supply chain solutions to its customers by transporting the required goods to the destination. This service is performed by the Group through integration of various services including road transportation, warehousing, agency procurement, and agency sales, etc. The revenue from this business is recognized at a point when the services are completed.

Smart industrial parks logistics solutions

The Group also provides smart industrial park logistics solutions to the customers in smart logistics park leveraging its own truck drivers and vehicles. The revenue from this business is recognized over time using an output method of progress based on straight-line basis over the period of service.

Industrial internet of things ("IoT") solutions

The Group offers industrial IoT solutions comprising smart devices and software. Revenue is recognized based on the terms stipulated in individual contract. The revenue for IoT solutions is recognized over time using an output method of progress when the service result accepted by the customers or recognized at a point in time upon customer acceptance.

Others

Others mainly include railway transportation agent services, product selling and transaction services which are recognized at a point in time when the control of goods has been transferred or the services are completed, and labor services that is recognized overtime as the customers receive the benefits during the service period.

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

All service revenue streams are for periods of one year or less. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

(iv) Segment information

Information reported to the executive directors of the Company, being the chief operating decision maker ("CODM"), for the purposes of resource allocation and assessment focuses on revenue analysis by services. No other discrete financial information is provided to the CODM other than the Group's results and financial position as a whole. In addition, all the Group's business and operations are conducted in Mainland China and currently, the Group's principal market, revenue, operating results and non-current assets are derived from/located in the PRC.

(v) Information about major customers

Revenue from customers of the corresponding years contributing over 10% of the total revenue of the Group are as follows:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
RGL Group	N/A[1]	1,855,500	N/A[1]
Shandong Energy Group	N/A[1]	N/A[1]	1,698,745

[1] The corresponding revenue did not contribute over 10% of the total revenue of the Group.

7A. OTHER INCOME

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Interest income			
– bank deposits	15,822	19,502	15,408
– loan receivables	12,434	4,532	2,614
Government grants *(note)*	11,193	8,392	8,767
	39,449	32,426	26,789

Note: The government grants other than those related to Platform-based transportation services businesses are recognized in other income. There are no unfulfilled conditions or contingencies relating to these government grants.

7B. OTHER GAINS AND LOSSES

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Loss on termination of bank acceptance bills upon discount	(7,374)	(5,924)	(20,174)
(Losses) gains on disposal of property, plant and equipment	(26)	(91)	459
Gain on fair value change of financial assets at FVTPL – unrealized	20	15	120
Gain on fair value change of financial assets at FVTPL – realized	381	311	–
Net foreign exchange gains (losses)	171	118	(3,333)
Others	1,270	1,091	(907)
	(5,558)	(4,480)	(23,835)

8. FINANCE COSTS

An analysis of finance costs is as follows:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Interest expense on bank loans	3,266	2,384	715
Interest expense on borrowings from related parties	1,393	1,177	5,389
Interest expense on lease liabilities	2,070	1,568	1,080
	6,729	5,129	7,184

9. IMPAIRMENT LOSSES RECOGNIZED (REVERSED), UNDER EXPECTED CREDIT LOSS MODEL, NET OF REVERSAL

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade and other receivables	843	1,126	(1,021)
Amounts due from related parties	7	1,096	(1,803)
Loan receivables	(430)	117	48
	420	2,339	(2,776)

Details of impairment assessment are set out in Note 37.

10. PROFIT BEFORE TAX

Profit before tax has been arrived at after charging:

		Year ended December 31,		
	Notes	2023	2024	2025
		RMB'000	*RMB'000*	*RMB'000*
Directors' and Chief Executives' emoluments	*12*	2,825	5,006	6,389
Other staff cost:				
Salaries, wages, bonus and other benefits		100,140	112,441	128,147
Contributions to retirement benefits plans		14,633	15,375	16,477
Share-based payment expenses		–	40,316	3,257
		117,598	173,138	154,270
[REDACTED]		–	–	[REDACTED]
Cost of inventories recognized as cost of sales and services		7,328	10,391	10,040
Depreciation and amortization on:				
Property, plant and equipment	*16*	23,971	28,202	38,803
Right-of-use assets	*17*	11,177	10,967	10,824
Investment properties		32	127	200
Intangible assets	*18*	144	161	192
		35,324	39,457	50,019
Auditors' remuneration		574	601	1,020

11. INCOME TAX EXPENSE

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current income tax	17,749	26,127	47,083
Deferred income tax *(Note 28)*	(5,219)	15,672	2,278
Tax charge for the year	12,530	41,799	49,361

Under the Law of the PRC on enterprise income tax ("EIT") and Implementation Regulations of the EIT Law, the standard tax rate of the Company and its PRC subsidiaries is 25%. Certain small profit-making PRC subsidiaries are entitled to a preferential tax rate of 5% with the expiry date on December 31, 2027. In addition, certain PRC subsidiaries have obtained the "High and New Technology Enterprise" certification and entitled to a preferential tax rate of 15%.

According to a policy promulgated by the State Tax Bureau of the PRC and effective from 2018 onwards, enterprises engaged in research and development ("R&D") activities are entitled to claim an additional tax deduction amounting to 75% of the qualified R&D expenses incurred in determining its tax assessable profits for that year ("Super Deduction"). Starting from October 1, 2022, the additional deduction ratio increased to 100%.

A reconciliation of the income tax expense applicable to profit before tax at the standard EIT rate is as follows:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Profit before tax	79,565	135,893	218,985
Tax at the PRC income tax rate of 25%	19,891	33,973	54,746
Tax effect of expenses not deductible for tax purpose	423	11,018	2,340
Tax effect of R&D expenses Super Deduction	(15,276)	(14,737)	(13,597)
Tax effect of share of results of associates	(44)	115	71
Tax effect of preferential tax rates for certain subsidiaries	(1,627)	(1,791)	(6,105)
Tax effect of tax loss not recognized	9,163	13,221	12,082
Utilization of tax loss previously not recognized	–	–	(176)
Income tax expense for the year	12,530	41,799	49,361

12. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS

The directors' remuneration (including emoluments for their services as managerial level employee of group entities prior to becoming the directors of the Company) of each of these directors as recorded in the Historical Financial Information is set out below:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Fees	–	–	–
Other emoluments:			
– Salaries, allowances and other benefits	1,667	1,754	1,670
– Share-based payment expenses	–	2,014	2,737
– Discretionary performance based bonus	948	1,005	1,756
– Retirement benefit contributions	210	233	226
	2,825	5,006	6,389

(a) Independent non-executive directors

There were no fees and other emoluments payable to the independent non-executive directors during the Track Record Period.

Year ended December 31, 2023

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Independent non-executive directors:						
Poon Chiu Kwok	–	–	–	–	–	–
Yuan Lei	–	–	–	–	–	–
Wang Shu	–	–	–	–	–	–
	–	–	–	–	–	–

Year ended December 31, 2024

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Independent non-executive directors:						
Poon Chiu Kwok	–	–	–	–	–	–
Yuan Lei	–	–	–	–	–	–
Wang Shu	–	–	–	–	–	–
	–	–	–	–	–	–

Year ended December 31, 2025

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Independent non-executive directors:						
Poon Chiu Kwok	–	–	–	–	–	–
Yuan Lei	–	–	–	–	–	–
Wang Shu	–	–	–	–	–	–
	–	–	–	–	–	–

(b) Executive directors, non-executive directors and the chief executive

Year ended December 31, 2023

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive directors:						
Wang Huaiyu	–	820	–	598	105	1,523
Wang Xin	–	847	–	350	105	1,302
Non-executive directors:						
Jiang Jin	–	–	–	–	–	–
Feng Hao	–	–	–	–	–	–
Zhou Heng	–	–	–	–	–	–
Ren Mingqiang	–	–	–	–	–	–
Zhang Shiping	–	–	–	–	–	–
	–	1,667	–	948	210	2,825

Year ended December 31, 2024

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive directors:						
Wang Huaiyu	–	892	1,691	600	117	3,300
Wang Xin	–	862	231	405	116	1,614
Non-executive directors:						
Jiang Jin	–	–	–	–	–	–
Feng Hao	–	–	–	–	–	–
Zhou Heng	–	–	–	–	–	–
Ren Mingqiang	–	–	–	–	–	–
Zhang Shiping	–	–	92	–	–	92
	–	1,754	2,014	1,005	233	5,006

Year ended December 31, 2025

	Fees	Salaries, allowances and other benefits	Share-based payment expenses	Discretionary performance based bonus	Retirement benefit contributions	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Executive directors:						
Wang Huaiyu	–	858	2,255	1,055	113	4,281
Wang Xin	–	812	308	701	113	1,934
Non-executive directors:						
Jiang Jin	–	–	–	–	–	–
Feng Hao	–	–	–	–	–	–
Zhou Heng	–	–	–	–	–	–
Ren Mingqiang	–	–	–	–	–	–
Zhang Shiping	–	–	174	–	–	174
	–	1,670	2,737	1,756	226	6,389

Note: The executive directors' and non-executive directors' emoluments shown above were paid for their services in connection with the management of the affairs of the Company and the Group during the Track Record Period.

Wang Huaiyu ("王懷宇") was appointed as an executive director and chief executive officer of the Company after the conversion of joint stock limited liability company.

Wang Xin ("王昕") was appointed as an executive director of the Company after the conversion of joint stock limited liability company.

Jiang Jin ("蔣金"), Feng Hao ("馮浩"), Zhou Heng ("周恒"), Ren Mingqiang ("任明強") and Zhang Shiping ("張仕平") were appointed as the non-executive directors of the Company after the conversion of joint stock limited liability company.

Poon Chiu Kwok ("潘昭國"), Yuan Lei ("袁磊"), and Wang Shu ("王豎") were appointed as the independent non-executive directors of the Company with effect after the conversion of joint stock limited liability company.

There are no loans, quasi-loans or other dealings in favor of the directors, their controlled bodies corporate and connected entities.

On March 13, 2026, Zhao Zhiguo ("趙治國") and Chang Yifeng ("常一峰") were appointed as the non-executive director and executive director of the Company, respectively. Jiang Jin and Zhou Heng ceased to be non-executive directors of the Company effective March 13, 2026.

There are no significant transactions, arrangements and contracts in relation to the Group'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 at the end of each of the years ended December 31, 2023, 2024 and 2025 or at any time during the Track Record Period.

During the year ended December 31, 2024, certain directors were granted restricted shares units, in respect of their services under the 2024 Wubo Share Incentive Plan. Details of the 2024 Wubo Share Incentive Plan are set out in Note 33 to the Historical Financial Information.

13. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the Track Record Period included two directors, details of whose remuneration are set out in Note 12 above. Details of the remuneration for the year of the remaining three highest paid employees who are neither a director nor chief executive of the Company are as follows:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Salaries, allowances and other benefits	2,033	2,289	2,480
Discretionary performance based bonus	1,652	1,656	2,034
Share-based payment expenses	–	707	943
Retirement benefit contributions	166	171	176
	3,851	4,823	5,633

The number of the five highest paid employees and directors of the Company whose remuneration fell within the following bands is as follows:

	Year ended December 31,		
	2023	2024	2025
Hong Kong dollar ("HK$") 1,000,001 to HK$1,500,000	3	–	–
HK$1,500,001 to HK$2,000,000	2	3	2
HK$2,000,001 to HK$2,500,000	–	1	2
HK$3,500,001 to HK$4,000,000	–	1	–
HK$4,500,001 to HK$5,000,000	–	–	1
	5	5	5

There are no significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which an employee of the Company had a material interest, whether directly or indirectly, subsisted at the end of each of the years ended December 31, 2023, 2024 and 2025 or at any time during the Track Record Period.

During the year ended December 31, 2024, certain key management personnel/employees were granted restricted shares units, in respect of their services under the 2024 Wubo Share Incentive Plan. Details of the 2024 Wubo Share Incentive Plan are set out in Note 33 to the Historical Financial Information.

14. DIVIDENDS

On September 15, 2025, a dividend amounting RMB100,000,000 was declared from Shandong Duanxin to the Parent Company based on the retained profits accumulated before October 30, 2024. This dividend was paid in November 2025.

Except for the dividend declared and paid by Shandong Duanxin mentioned above, no dividend was paid or declared by the Company during the Track Record Period.

15. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share is based on the following data:

Earnings figures are calculated as follows:

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Earnings for the purpose of basic and diluted earnings per share	62,404	84,256	156,749

	Year ended December 31,		
	2023	2024	2025
Weighted average number of ordinary shares for the purpose of basic earnings per share	518,494,227	603,542,228	982,642,231
Effect of dilutive potential ordinary shares:			
Restricted shares *(Note 33)*	–	769,968	2,887,380
Weighted average number of ordinary shares for the purpose of diluted earnings per share	518,494,227	604,312,196	985,529,611

The Company was converted to a joint stock company on December 11, 2025, 997,262,231 ordinary shares with par value of RMB1 each were issued and allotted to the respective shareholders of the Company according to the paid-in capital registered under these shareholders on that day. This capitalization of share capital is applied retrospectively for the purpose of calculating basic earnings per share, as adjusted for the capital contributions by the then shareholders and the number of ordinary shares.

The calculation of weighted average number of ordinary shares excluded treasury shares.

No diluted earnings per share were presented as there were no potential ordinary shares in issue during the year ended December 31, 2023.

16. PROPERTY, PLANT AND EQUIPMENT

The Group

	Buildings	Transportation vehicles	Plant and machinery	Equipment and others	Construction in progress	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
COST						
At January 1, 2023	4,008	105,004	2,731	10,320	47,350	169,413
Additions	–	13,184	131	236	–	13,551
Disposals	–	(2,009)	–	(278)	–	(2,287)
Transfer to investment properties	(4,008)	–	–	–	–	(4,008)
At December 31, 2023	–	116,179	2,862	10,278	47,350	176,669
Additions	–	62,549	204	3,109	–	65,862
Acquired on combination of Shandong Duanxin	16,059	–	–	4,623	–	20,682
Disposals	–	(33,274)	–	(69)	–	(33,343)

	Buildings	Transportation vehicles	Plant and machinery	Equipment and others	Construction in progress	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At December 31, 2024	16,059	145,454	3,066	17,941	47,350	229,870
Additions	–	12,161	10	2,363	–	14,534
Disposals	–	(3,717)	–	(8)	–	(3,725)
At December 31, 2025	16,059	153,898	3,076	20,296	47,350	240,679
DEPRECIATION AND IMPAIRMENT						
At January 1, 2023	2,084	15,679	414	7,382	–	25,559
Charge for the year	95	22,026	509	1,341	–	23,971
Eliminated on disposals	–	(42)	–	(257)	–	(299)
Transfer to investment properties	(2,179)	–	–	–	–	(2,179)
At December 31, 2023	–	37,663	923	8,466	–	47,052
Charge for the year	149	26,266	554	1,233	–	28,202
Acquired on combination of Shandong Duanxin	8,532	–	–	3,268	–	11,800
Eliminated on disposals	–	–	–	(50)	–	(50)
At December 31, 2024	8,681	63,929	1,477	12,917	–	87,004
Charge for the year	895	35,679	566	1,663	–	38,803
Eliminated on disposals	–	(1,487)	–	(5)	–	(1,492)
At December 31, 2025	9,576	98,121	2,043	14,575	–	124,315
CARRYING VALUES						
At December 31, 2023	–	78,516	1,939	1,812	47,350	129,617
At December 31, 2024	7,378	81,525	1,589	5,024	47,350	142,866
At December 31, 2025	6,483	55,777	1,033	5,721	47,350	116,364

The Company

	Transportation vehicles	Plant and machinery	Equipment and others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
COST				
At January 1, 2023	231	–	4,273	4,504
Additions	–	–	378	378
At December 31, 2023	231	–	4,651	4,882
Additions	–	39	98	137
Disposals	–	–	(1)	(1)
At December 31, 2024	231	39	4,748	5,018
Additions	–	5	1,330	1,335
At December 31, 2025	231	44	6,078	6,353
DEPRECIATION				
At January 1, 2023	220	–	3,057	3,277
Charge for the year	–	–	650	650
At December 31, 2023	220	–	3,707	3,927
Charge for the year	–	5	464	469
Eliminated on disposals	–	–	(1)	(1)
At December 31, 2024	220	5	4,170	4,395
Charge for the year	11	1	493	505
At December 31, 2025	231	6	4,663	4,900

	Transportation vehicles	Plant and machinery	Equipment and others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
CARRYING VALUES				
At December 31, 2023	11	–	944	955
At December 31, 2024	11	34	578	623
At December 31, 2025	–	38	1,415	1,453

The above items of property, plant and equipment, except for construction in progress are depreciated on a straight-line basis on the following bases:

Buildings	3.33% to 5.00% per annum
Transportation vehicles	20.00% to 25.00% per annum
Plant and machinery	20.00% to 33.33% per annum
Equipment and others	20.00% to 33.33% per annum

17. RIGHT-OF-USE ASSETS

The Group

	Leased properties	Leasehold land	Leased vehicles	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
At December 31, 2023				
Carrying amount	32,648	27,173	6,749	66,570
At December 31, 2024				
Carrying amount	23,463	29,716	4,536	57,715
At December 31, 2025				
Carrying amount	14,596	28,694	2,248	45,538
For the year ended December 31, 2023				
Depreciation charge	8,031	940	2,206	11,177
For the year ended December 31, 2024				
Depreciation charge	7,800	954	2,213	10,967
For the year ended December 31, 2025				
Depreciation charge	7,623	1,024	2,177	10,824

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Expenses relating to short-term leases	1,262	1,689	3,343
Total cash outflow for leases	13,602	16,068	3,637
Additions to right-of-use assets	39,220	3,497	183

The Company

	Leased properties
	RMB'000
At December 31, 2023	
Carrying amount	19,694
At December 31, 2024	
Carrying amount	14,771
At December 31, 2025	
Carrying amount	9,441
For the year ended December 31, 2023	
Depreciation charge	4,924
For the year ended December 31, 2024	
Depreciation charge	4,924
For the year ended December 31, 2025	
Depreciation charge	4,720

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Expenses relating to short-term leases	161	164	322
Total cash outflow for leases	6,809	6,138	2,765
Additions to right-of-use assets	24,618	–	–

During the Track Record Period, the Group leases various offices and vehicles for its operations. Lease contracts are entered into for fixed term of 12 months to 5 years. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

In addition, the Group owns two plots of commercial leasehold land for buildings. The Group is the registered owner of the property interests, including the underlying leasehold land. Lump sum payments were made upfront to acquire the property interests. The leasehold land component of the owned property is presented separately only if the payments made can be allocated reliably. The lease terms for leasehold lands leased by the Group range from 40 to 50 years.

The Group regularly entered into short-term leases for staff dormitories. As at December 31, 2023, 2024 and 2025, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed above.

Restrictions or covenants on leases

In addition, lease liabilities of RMB38,908,000, RMB28,045,000 and RMB24,637,000 are recognized with related right-of-use assets of RMB39,397,000, RMB27,999,000 and RMB16,844,000 at December 31, 2023, 2024 and 2025, respectively. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessors. Leased properties and vehicles may not be used as security for borrowing purposes.

18. INTANGIBLE ASSETS

The Group

	Software
	RMB'000
COST	
At January 1, 2023	6,777
Additions	80
At December 31, 2023	6,857
Additions	82
At December 31, 2024	6,939
Additions	76
At December 31, 2025	7,015
AMORTIZATION	
At January 1, 2023	5,879
Provided for the year	144
At December 31, 2023	6,023
Provided for the year	161
At December 31, 2024	6,184
Provided for the year	192
At December 31, 2025	6,376
CARRYING VALUES	
At December 31, 2023	834
At December 31, 2024	755
At December 31, 2025	639

All of the Group's software were acquired from third parties.

The above intangible assets have finite useful lives. Such intangible assets are amortized on a straight-line basis over the following periods:

Software	10 years

The Company

	Software
	RMB'000
COST	
At 1 January, 2023	48,219
Additions	7,691
At December 31, 2023	55,910
Additions	3,759
At December 31, 2024	59,669
Additions	11,235
At December 31, 2025	70,904

	Software
	RMB'000
AMORTIZATION	
At 1 January, 2023	10,032
Provided for the year	4,909
At December 31, 2023	14,941
Provided for the year	5,710
At December 31, 2024	20,651
Provided for the year	6,227
At December 31, 2025	26,878
CARRYING VALUES	
At December 31, 2023	40,969
At December 31, 2024	39,018
At December 31, 2025	44,026

The above intangible assets have finite useful lives. Such intangible assets are amortized on a straight-line basis over the following periods:

Software	10 years

The Company procured an internal developed software from Shanghai MySteelsoft Information Technology Engineering Co., Ltd. (a subsidiary of the Company) for operational purposes while the development costs of the software are recognized in the consolidated profit or loss in the period in which they are incurred. Therefore, as at December 31, 2023, 2024 and 2025, the carrying amount of intercompany transactions in respect of intangible assets recorded in the Company's statements of financial position has been fully eliminated in the consolidated financial statements.

19. INVESTMENTS IN ASSOCIATES

The Group and the Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Cost of investment in associates	3,448	4,072	4,072
Share of losses and other comprehensive expense	(1,025)	(1,483)	(1,769)
	2,423	2,589	2,303

Details of the Group's/the Company's associates at the end of each reporting period are as follows:

Name of entities*	Country of incorporation/ registration	Principal place of business	Proportion of ownership interest held by the Group			Proportion of voting right held by the Group			Principal activities
			2023	2024	2025	2023	2024	2025	
Jiyuan Yungong Logistics Co., Ltd.* 濟源雲工物流有限責任公司	PRC	Henan	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	Freight delivery services
Shandong Starlink Intelligent Logistics Technology Co., Ltd.* 山東星鏈智行物流科技有限公司	PRC	Shandong	40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	Software and information technology services
Xiyu (Shanghai) Hydrogen Energy Technology Co., Ltd.* 西裕(上海)氫能科技有限公司	PRC	Shanghai	26.00%	26.00%	26.00%	26.00%	26.00%	26.00%	Professional and technical services

* The English names of all associates established in the PRC are translated for identification purpose only.

Aggregate information of associates that are not individually material

	As at/year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
The Group's/the Company's share of gains/(losses) and other comprehensive income/(losses) of these associates for the year	175	(458)	(286)
Aggregate carrying amount of the Group's/the Company's interests in these associates	2,423	2,589	2,303

20. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Wealth management products *(note i)*	9,553	–	–
Equity investments *(note ii)*	880	895	1,015
	10,433	895	1,015
Analyzed for reporting purpose as:			
Current assets	9,553	–	–
Non-current assets	880	895	1,015
	10,433	895	1,015

Note i: During the Track Record Period, the Group entered into several contracts of wealth management products from financial institutions. The return of the wealth management products is not guaranteed and determined by reference to the performance of the underlying debt and equity instruments, and as such they are recognized as financial assets at FVTPL. The expected return rates are 2.69%, 2.32% and nil for the years ended December 31, 2023, 2024 and 2025 respectively.

Note ii: During the Track Record Period, the Group holds 5% ordinary shares of Shandong Yanzhou Coal Shipping Co., Limited* ("山東兗煤航運有限公司"), which is mainly engaged in transportation and controlled by the Parent Company.

The Company

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Equity investments	880	895	1,015
Analyzed for reporting purposes as:			
Non-current assets	880	895	1,015

The valuation techniques used in the determination of fair values as well as the key inputs used in the valuation models are disclosed in Note 37(c).

* The English name is for identification purpose only.

21. LOAN RECEIVABLES

The Group

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Loans to a business partner *(note i)*	70,148	–	–
Loans to freight suppliers *(note ii)*	13,726	33,334	47,496
	83,874	33,334	47,496

Note i: The Group extended loans to an independent third party, as a temporary working capital support for a business partner, with an effective annualized interest rate of approximately 12.68%. This loan receivable was fully settled in 2024.

Note ii: The Group enters into sale and leaseback arrangements with freight suppliers in relation to transportation vehicles and the Group acts as a buyer-lessor. As the transfer of transportation vehicles from freight suppliers to the Group does not satisfy the requirements of IFRS 15 to be accounted for as a sale of asset, the Group does not recognize the transferred asset and recognizes such loan receivables equal to the transfer proceeds within the scope of IFRS 9. Interest rates implicit in the loan receivables range from 6.0% to 9.7% as at 31 December 2023, from 6.0% to 9.7% as at 31 December 2024, and from 6.0% to 9.0% as at 31 December 2025. The Group is not exposed to foreign currency risk as a result of the loan arrangements, as all loans are denominated in the respective functional currencies of group entities. These loan receivables are guaranteed by the purchased vehicles. Without the written consent of the Group, the freight suppliers shall not dispose of the purchased vehicles in any way.

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as			
Current	83,874	8,052	22,595
Non-current	–	25,282	24,901
	83,874	33,334	47,496

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as			
Third parties	70,148	–	21,914
Related party *(note iii)*	13,726	33,334	25,582
	83,874	33,334	47,496

Note iii: The sales and leaseback arrangement is entered into with the Group's associate, Xiyu (Shanghai) Hydrogen Energy Technology Co., Ltd. The transaction is same as arrangement described in note ii.

The contractual maturity dates of the Group's loan receivables are as follows:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Fixed-rate loan receivables:			
Within one year	83,874	8,052	22,595
In more than one year but not more than two years	–	6,321	12,711
In more than two year but not more than five years	–	18,961	12,190
	83,874	33,334	47,496

The Company

Loans to a business partner

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Fixed-rate loan receivables:			
Current	70,148	–	–

22. TRADE AND OTHER RECEIVABLES, PREPAYMENTS AND OTHER ASSETS

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade receivables	1,230,935	948,562	843,440
Less: allowance for credit losses	(164)	(625)	(122)
	1,230,771	947,937	843,318
Bills receivables (at FVTOCI) *(note i)*	55,717	292,289	581,163
Other receivables			
Advances and arrears	63,914	63,532	188,942
Government grants receivables *(note iii)*	489,786	416,058	608,271
Refundable deposits	16,919	10,660	10,160
Deferred issue costs	–	–	1,457
Others	15,123	11,526	27,281
Less: allowance for credit losses	(4,407)	(3,570)	(2,997)
Prepayments arising from End-to-end supply chain solutions *(note ii)*	–	734,303	2,854,496
Prepaid port agency fees	151,663	71,401	258,631
Prepaid freight charges	55,536	62,387	277,517
Prepaid ocean freight charges	–	–	9,616
Value-added tax recoverable	26,445	36,838	25,973
	814,979	1,403,135	4,259,347
Total trade and other receivables and prepayment	2,101,467	2,643,361	5,683,828

The following is an aged analysis of trade receivables net of allowance for credit losses, presented based on the invoice date at the end of reporting period, as follows:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Within 6 months	1,195,611	824,776	834,555
7 to 12 months	16,510	98,575	1,060
1 to 2 years	18,543	24,036	6,863
2 to 3 years	12	550	777
Over 3 years	95	–	63
Total	1,230,771	947,937	843,318

As at January 1, 2023, trade receivables from contracts with customers amounted to RMB903,315,000.

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade receivables	529,093	167,771	31,123
Less: allowance for credit losses	(2)	(2)	(10)
	529,091	167,769	31,113
Bill receivables (at FVTOCI) *(note i)*	13,450	98,302	862
Other receivables			
Government grants receivables *(note iii)*	56,195	50,937	9,877
Refundable deposits	1,145	80	3,458
Others	5,231	4,228	4,881
Less: allowance for credit losses	(1,968)	(937)	(44)
Deferred issue costs	–	–	1,457
Prepaid port agency fees	137,037	66,296	255,391
Prepaid ocean freight charges	–	–	9,616
Prepayments arising from End-to-end supply chain solutions *(note ii)*	–	–	276,768
Value-added tax recoverable	16,797	15,864	9,502
	214,437	136,468	570,906
Total trade and other receivables and prepayment	756,978	402,539	602,881

The following is an aged analysis of trade receivables net of allowance for credit losses, presented based on the invoice date at the end of reporting period, as follows:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Within 6 months	529,091	167,769	31,113

As at January 1, 2023, trade receivables from contracts with customers amounted to RMB271,236,000.

Note i: The balance represents bills receivables held by the Group/Company which is measured at FVTOCI since the bills are held within the business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets, and the contractual cash flows are solely payments of principal and interest on the principal amount outstanding. Bills receivables represent unconditional bills in writing issued by or negotiated from customers of the Group/Company for completed sale which entitle the Group/Company to collect a sum of money from banks. The bills are non-interest bearing and have an average maturity of six months. Loss allowance for bill receivables at FVTOCI is measured at an amount equal to 12m ECL. The credit risk on bill receivables at FVTOCI is limited because the counterparties are banks with high credit-ratings assigned by credit rating agencies. In the view of the directors of the Company, the credit risk of bill receivables at FVTOCI was minimal and no impairment was provided.

Note ii: Prepayments arising from End-to-end supply chain solutions mainly represent prepayments made by the Group/Company for the procurement of goods in connection with its End-to-end supply chain solutions. The Group/Company sourced goods on behalf of customers and these prepayments are classified as current assets and are stated at cost.

Note iii: Government grants receivables represent receivables from local governments that the Group/Company and its subsidiaries in the PRC are entitled to receive as incentives for Platform-based transportation services in certain local districts. Such grants allow the Group/Company full discretion in utilizing the funds and are used by the Group/Company for general corporate purpose. Receivables are recognized when all relevant requirements have been met based on the Group's/Company's evaluation and it is reasonable assured that the grants will be received. The period during which the Group/Company receives government grants is usually within 12 months.

23. TRANSFERS OF FINANCIAL ASSETS

Transferred financial assets that were de-recognized in their entirety:

The Group has discounted certain bill receivables to banks and endorsed to certain suppliers for settlement of trade payables. These bills are issued or guaranteed by reputable PRC banks with high credit ratings, therefore the directors of the Company consider the substantial risks in relation to these bills are interest risk as the credit risk arising from these bills are minimal. Upon the discount/endorsement of these bills, the Group has transferred substantially all the risks of these bills to relevant banks/suppliers, hence the Group has derecognized these bill receivables. As at December 31, 2023, 2024 and 2025, the Group's bill receivables at FVTOCI amounting to RMB36,601,000, RMB35,515,000 and RMB776,967,000 respectively, which are endorsed to certain suppliers for settlement of trade payables but not mature, are derecognized in their entirety. As at December 31, 2023, 2024 and 2025, the Group's bill receivables at FVTOCI amounting to RMB848,692,000, RMB665,388,000 and RMB987,613,000 respectively, which are discounted to the banks but not mature, are derecognized in their entirety.

Transferred financial assets that were not de-recognized in their entirety:

As at December 31, 2023, 2024 and 2025, included in the Group's bills receivables at FVTOCI amounting to RMB40,040,000, RMB172,619,000 and RMB545,802,000 respectively, which are endorsed to certain suppliers for settlement of trade payables on a full recourse basis, are not derecognized in their entirety as the Group has not transferred the significant risks and rewards relating to the bill receivables to its suppliers upon endorsement. The Group therefore continues to recognize the full carrying amount of bill receivables and trade payables from the endorsement of the bills with full recourse. As at December 31, 2023, 2024 and 2025, included in the Group's bills receivables at FVTOCI amounting to RMB1,017,000, Nil and Nil respectively, which are discounted to the banks on a full recourse basis that are not derecognized in their entirety as the Group has not transferred the substantial risks and rewards, and therefore the Group continues to recognize the bills receivables and has recognized the cash received on the transfer as a pledged borrowing. Details of the Group's secured bank borrowings are set out in Note 29.

24. INVENTORIES

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Finished goods	10,459	15,263	14,401

No allowance for write-down was recognized for inventories at the end of each reporting period.

25. RESTRICTED CASH

The Group

As at December 31, 2023, 2024 and 2025, the Group's restricted cash, which carry fixed interest rate of 1.25%-1.95%, 1.30%-2.00% and 0.95%-1.53% respectively, represent bank deposits pledged to banks to secure bank acceptance bills which have an average maturity of six months. Notably, in 2025, the Group newly applied letters of credit maturing within one year, and the release period for restricted funds is one year. The restricted cash are classified as current assets as they will be released upon the settlement of the relevant bills payables.

The Company

As at December 31, 2023, 2024 and 2025, the Company's restricted cash, which carry fixed interest rate of 1.75%-1.95%, 1.50%-2.00% and 0.95%-1.53% respectively, represent bank deposits pledged to banks to secure bank acceptance bills which have an average maturity of six months. Notably, in 2025, the Company newly applied letters of credit maturing within one year, and the release period for restricted funds is one year. The restricted cash are classified as current assets as they will be released upon the settlement of the relevant bills payables.

26. CASH AND CASH EQUIVALENTS

The Group and the Company

Cash and cash equivalents include demand deposits and short-term deposits for the purpose of meeting the Group's short-term cash commitments, which carry interest at market rates range from 0.05% to 1.80% at the end of each Track Record Period.

27. CONTRACT LIABILITIES

The Group

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Advances from customers	203,651	136,350	272,230

Contract liabilities represent the Group's obligation to transfer goods or services to customers for which the Group has received consideration (or an amount of consideration is due) from the customers.

(a) As at January 1, 2023, contract liabilities amounted to RMB180,767,000.

(b) The following table shows how much of the revenue recognized relates to carried-forward contract liabilities.

	Platform-based transportation services	Port handling services	Integrated supply chain services	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
For the year ended December 31, 2023					
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	95,807	34,346	41,576	9,038	180,767

	Platform-based transportation services	Port handling services	Integrated supply chain services	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
For the year ended December 31, 2024					
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	111,573	34,186	49,266	8,626	203,651
For the year ended December 31, 2025					
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	96,256	10,040	25,926	4,128	136,350

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Advances from customers	6,607	176	74,765

(a) As at January 1, 2023, contract liabilities amounted to RMB14,240,000.

(b) The following table shows how much of the revenue recognized relates to carried-forward contract liabilities.

	Platform-based transportation services
	RMB'000
For the year ended December 31, 2023	
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	14,240
For the year ended December 31, 2024	
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	6,607
For the year ended December 31, 2025	
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	176

28. DEFERRED TAX

The Group

For the purpose of presentation in the consolidated statements of financial position, certain deferred tax assets and liabilities have been offset. The following is an analysis of the deferred tax balances for financial reporting purposes:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Deferred tax assets	22,013	9,889	7,542
Deferred tax liabilities	(293)	(106)	(37)
	21,720	9,783	7,505

The following are the major deferred tax assets/liabilities recognized and movements thereon during the Track Record Period:

(a) Deferred tax assets

	Tax losses	ECL provision	Lease liabilities	Others	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	15,513	1,070	2,245	–	18,828
Credit to profit or loss	5,303	74	6,212	–	11,589
At December 31, 2023	20,816	1,144	8,457	–	30,417
Combination of Shandong Duanxin	2,390	716	–	629	3,735
(Charge) credit to profit or loss	(16,028)	167	(2,358)	–	(18,219)
At December 31, 2024	7,178	2,027	6,099	629	15,933
Charge to profit or loss	(1,672)	(684)	(2,419)	–	(4,775)
At December 31, 2025	5,506	1,343	3,680	629	11,158

(b) Deferred tax liabilities

	Right-of-use assets	Total
	RMB'000	*RMB'000*
At January 1, 2023	2,327	2,327
Charge to profit or loss	6,370	6,370
At December 31, 2023	8,697	8,697
Credit to profit or loss	(2,547)	(2,547)
At December 31, 2024	6,150	6,150
Credit charge to profit or loss	(2,497)	(2,497)
At December 31, 2025	3,653	3,653

The deferred tax balances have reflected the tax rates that are expected to apply in the respective years when the asset is realized, or the liability is settled.

As at December 31, 2023, 2024 and 2025, the Group has unused tax losses of approximately RMB175,024,000, RMB173,691,000 and RMB207,939,000 which are available for offset against future profits. A deferred tax asset has been recognized in respect of approximately RMB92,387,000, RMB38,172,000 and RMB24,797,000 as at December 31, 2023, 2024 and 2025 of such losses. No deferred tax asset has been recognized in respect of the remaining approximately RMB82,637,000, RMB135,519,000 and RMB183,142,000 as at December 31, 2023, 2024 and 2025 due to the unpredictability of future profit streams. As at December 31, 2023, 2024 and 2025, unrecognized tax losses with the expiry dates as disclosed in the following table.

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
2026	2,510	2,510	1,805
2027	3,116	3,116	3,116
2028	2,447	2,447	2,447
2029	6,123	8,105	8,105
2030	17,487	17,487	17,487
2032	16,750	16,750	16,750
2033	34,204	34,204	34,204
2034	–	50,900	50,900
2035	–	–	48,328
	82,637	135,519	183,142

The Company

For the purpose of presentation in the statements of financial position, deferred tax assets and liabilities have been offset.

The following are the major deferred tax assets/liabilities recognized and movements thereon during the Track Record Period:

(a) Deferred tax assets

	Tax losses	ECL provision	Lease liabilities	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	12,170	1,070	–	13,240
Credit (Charge) to profit or loss	1,507	(578)	4,702	5,631
At December 31, 2023	13,677	492	4,702	18,871
Charge to profit or loss	(13,371)	(142)	(1,102)	(14,615)
At December 31, 2024	306	350	3,600	4,256
Charge to profit or loss	(306)	(333)	(1,191)	(1,830)
At December 31, 2025	–	17	2,409	2,426

(b) Deferred tax liabilities

	Right-of-use assets	Total
	RMB'000	RMB'000
At January 1, 2023	–	–
Charge to profit or loss	4,924	4,924
At December 31, 2023	4,924	4,924
Credit to profit or loss	(1,231)	(1,231)
At December 31, 2024	3,693	3,693
Credit to profit or loss	(1,333)	(1,333)
At December 31, 2025	2,360	2,360

The deferred tax balances have reflected the tax rates that are expected to apply in the respective years when the asset is realized, or the liability is settled.

29. BORROWINGS

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
At amortized cost:			
Bank loans	60,000	20,000	150,000
Transferred financial assets that were not derecognized	1,017	–	–
	61,017	20,000	150,000
Secured and unguaranteed *(note i)*	1,017	–	–
Unsecured and guaranteed *(note ii)*	60,000	20,000	–
Unsecured and unguaranteed	–	–	150,000
	61,017	20,000	150,000
The exposure of the Group's bank and other borrowings are as follows:			
Carrying amount repayable:			
Within one year	61,017	20,000	150,000
Fixed-rate borrowings	61,017	20,000	150,000

The ranges of effective interest rates on the Group's bank and other borrowings are as follows:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Effective interest rate (per annum):			
Fixed-rate borrowings	0.95% to 4.15%	2.95% to 3.15%	2.70% to 2.80%

Note i: As at December 31, 2023, 2024 and 2025, the Group's borrowings of RMB1,017,000, nil and nil, were secured by the bills receivables as disclosed in Note 23.

Note ii: As at December 31, 2023, the Group's borrowings of RMB50,000,000 were guaranteed by Dongming Industrial Group Co., Ltd., RGL Group Co., Ltd. and Mr. You Zhenwu, and borrowings of RMB10,000,000 were guaranteed by Dongming Industrial Group Co., Ltd. As at December 31, 2024, the Group's borrowings of RMB20,000,000 were guaranteed by Dongming Industrial Group Co. Ltd.. The details of the related parity relationship is set out in Note 40. These guaranteed borrowings have all matured and been fully repaid in 2024 and 2025.

The Group does not subject to covenants for the borrowings throughout the borrowing periods.

The Company

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
At amortized cost:			
Bank loans	50,000	–	50,000
Transferred financial assets that were not derecognized	1,017	–	–
	51,017	–	50,000
Unsecured and guaranteed *(note)*	50,000	–	–
Secured and unguaranteed	1,017	–	–
Unsecured and unguaranteed	–	–	50,000
The exposure of the Company's bank and other borrowings are as follows:			
Carrying amount repayable:			
Within one year	51,017	–	50,000
Fixed-rate borrowings	0.95% to 4.15%	–	2.70% to 2.80%

The ranges of effective interest rates on the Company's bank and other borrowings are as follows:

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Effective interest rate (per annum):			
Fixed-rate borrowings	0.95% to 4.15%	–	2.70% to 2.80%

Note: As at December 31, 2023, the Company's borrowings of RMB50,000,000 were guaranteed by Dongming Industrial Group Co., Ltd., RGL Group Co., Ltd. and Mr. You Zhenwu, and were fully repaid in 2024.

30. LEASE LIABILITIES

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Lease liabilities payable:			
Within one year	10,193	9,803	17,102
Within a period of more than one year but not more than two years	10,073	10,047	7,535
Within a period of more than two years but not more than five years	18,527	8,195	–
More than five years	115	–	–
	38,908	28,045	24,637
Less: Amount due for settlement with 12 months shown under current liabilities	(10,193)	(9,803)	(17,102)
Amount due for settlement after 12 months shown under non-current liabilities	28,715	18,242	7,535

The weighted average incremental borrowing rate applied to lease liabilities ranged from 4.30% to 4.40% for each year during the Track Record Period.

The lease liabilities of the Group contain leases provided by RGL Group. As at December 31, 2023, 2024 and 2025, the Group's lease liabilities to the RGL Group amounted to RMB28,212,000, RMB21,598,000, RMB22,155,000 respectively. During the year ended December 31, 2023, the Group entered into several new lease agreements for the use of office premises with RGL Group for 5 years. The Group has recognized an addition of right-of-use assets and lease liabilities of RMB36,136,000 and RMB36,136,000 respectively. No other lease agreement was entered into with related parties during the Track Record Period.

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Lease liabilities payable:			
Within one year	4,409	4,599	9,849
Within a period of more than one year but not more than two years	4,598	4,797	4,920
Within a period of more than two years but not more than five years	9,800	5,003	–
	18,807	14,399	14,769
Less: Amount due for settlement with 12 months shown under current liabilities	(4,409)	(4,599)	(9,849)
Amount due for settlement after 12 months shown under non-current liabilities	14,398	9,800	4,920

The weighted average incremental borrowing rate applied to lease liabilities ranged from 4.30% to 4.40% for each year during the Track Record Period.

The lease liabilities of the Company are all related to lease provided by RGL Group. During the year ended December 31, 2023, the Company entered into a new lease agreement for the use of office premises with RGL Group for 5 years. The Company has recognized an addition of right-of-use assets and lease liabilities of RMB24,618,000 and RMB24,618,000 respectively. No other lease agreement was entered into with related parties during the Track Record Period.

31. SHARE CAPITAL AND PAID-IN CAPITAL

Paid-in capital

	The Company	Shandong Duanxin	The Group
	RMB'000	*RMB'000*	*RMB'000*
Issued and paid:			
At January 1 and December 31, 2023	518,494	–	518,494
Increase on October 31, 2024 *(note i)*	448,768	–	448,768
Contribution from share platform *(note ii)*	30,000	–	30,000
Addition on combination of Shandong Duanxin	–	200,000	200,000
At December 31, 2024	997,262	200,000	1,197,262

For the purpose of presenting the paid-in capital of the Group prior to the Reorganization (detailed in Note 2) in the consolidated statements of financial position, the balance as at December 31, 2024 represented the combined paid-in capital of the Company and Shandong Duanxin.

Share capital

	Number of share	Nominal value of shares
		RMB'000
Ordinary shares of RMB1 each		
Authorized and issued		
At January 1 and December 31, 2023 and December 31,2024	–	–
Conversion into a joint stock company *(note iii)*	997,262,231	997,262
At December 31, 2025	997,262,231	997,262

Note i: As described in Note 1, on October 31, 2024, the Parent Company acquire 45.00% of the Company's equity interest by subscribing to the new registered capital of the Company with a cash contribution of RMB1,554,545,455 corresponding registered capital RMB448,768,004.

Note ii: Under the 2024 Wubo Share Incentive Plan, the Company issued restricted shares ("2024 Wubo Restricted Shares") to the holding platform at a grant price of RMB1.00 per unit of registered capital, corresponding to equity in registered capital of RMB30 million.

Note iii: In December 2025, the Company was converted into a joint stock company, amended its Articles of Association, and completed the requisite industrial and commercial filing. 997,262,231 shares at RMB1.00 each were issued upon the conversion into a joint stock company.

32. TRADE AND OTHER PAYABLES

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade payables	490,683	986,141	1,264,781
Bills payables	1,044,833	920,417	1,729,129
	1,535,516	1,906,558	2,993,910
Other tax payables	193,953	114,619	279,424
Advance from supply-chain customers	–	–	421,160
Salary and welfare payables	16,376	18,030	15,805
Deposits from third parties	61,550	192,955	172,716
Other accrued expenses	1,807	5,113	4,318
Dividends payable to non-controlling shareholders	–	–	4,940
Accrued [**REDACTED**] and [**REDACTED**] payable	[**REDACTED**]	[**REDACTED**]	[**REDACTED**]
	273,686	330,717	900,129
	1,809,202	2,237,275	3,894,039

The following is an ageing analysis of trade payables presented based on the invoice date at the year-end:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade payables			
0 to 90 days	484,243	935,711	1,175,293
91 to 180 days	2,105	5,333	78,486
181 to 365 days	3,235	40,837	5,564
Over 365 days	1,100	4,260	5,438
	490,683	986,141	1,264,781
Bills payables			
0 to 365 days	1,044,833	920,417	1,729,129

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade payables	297,483	359,923	117,702
Bills payables	1,012,638	870,683	756,354
	1,310,121	1,230,606	874,056

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Other tax payables	17,016	16,495	34,408
Salary and welfare payables	6,365	5,198	8,359
Deposits from third parties	50,753	77,954	88,095
Issue cost payable	–	–	1,766
Other accrued expenses	10	14	2
Advance from supply-chain customers	–	–	180,198
	74,144	99,661	312,828
	1,384,265	1,330,267	1,186,884

The following is an ageing analysis of trade payables presented based on the invoice date at the year-end:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Trade payables			
0 to 90 days	287,581	359,097	117,702
91 to 180 days	9,782	–	–
181 to 365 days	80	537	–
Over 365 days	40	289	–
	297,483	359,923	117,702
Bills payables			
0 to 365 days	1,012,638	870,683	756,354

33. SHARE-BASED PAYMENT TRANSACTIONS

2024 Wubo Share Incentive Plan

In April 2024, the Company's shareholders have approved the 2024 Wubo Share Incentive Plan, under which share-based awards would be granted to the directors of the Company, senior management members, core employees and other persons who have a significant impact on the Group's operating performance and future development through a limited partnership serving as the share incentive platform, namely Fujian Dongchuang Investment Center (Limited Partnership), aiming to retain and attract the best available talent. The General Partner ("GP") of Fujian Dongchuang Investment Center (Limited Partnership) is Mr. Zhang Shiping, who also serves as a director of the Company.

Under the 2024 Wubo Share Incentive Plan, the Company granted restricted shares ("Wubo Restricted Shares") to the directors of the Company, senior management members, core employees and other persons who have a significant impact on the Group's operating performance and future development. The GP of Limited Partnership will repurchase the share of personnel in case of dismission, while the Company has the discretion on the re-grant of such forfeited shares. Equity corresponding to up to RMB30 million of the Company's registered capital was awarded to personnel at a grant price of RMB1 per unit of registered capital. Before April 30, 2024, the incentive recipients are fully paid.

From the grant date April 11, 2024 to the vesting date April 11, 2030, the vesting of the Wubo Restricted Shares is subject to the employee's continued employment. The Wubo Restricted Shares granted to directors of the Company, the key management personnel and other key employees will vest over a six-year lock-up period and are classified as an equity award. As at April 11, 2024, the Wubo Restricted Shares granted to non-employees vested immediately as an equity award for their previous contribution.

For the years ended December 31, 2024 and 2025, the total share-based payment expenses recognized under the 2024 Wubo Share Incentive Plan amounted to RMB42,330,000 and RMB5,994,000 respectively.

The following table summarized the Group's restricted shares movement during the Track Record Period.

	Number of unvested restricted shares			
	Directors of the Company	**Employees**	**Others**	**Total**
Restricted shares				
At December 31, 2023	–	–	–	–
Granted	6,550,000	8,070,000	15,380,000	30,000,000
Vested	–	–	(15,380,000)	(15,380,000)
At December 31, 2024	6,550,000	8,070,000	–	14,620,000
Granted	–	–	–	–
Vested	–	–	–	–
At December 31, 2025	6,550,000	8,070,000	–	14,620,000

Fair Value of restricted shares granted

The market approach based on precedent transaction has been used to estimate the fair value of the restricted shares. The fair value of shares at grant date was valued by directors of the Company with reference to valuation reports carried out by Shanghai Orient Appraisal, an independent qualified professional valuer, whose registered address is F11, No. 1717, Tian Shan Road, Shanghai. The fair value of restricted shares at grant date was determined by taking into account of the fair value of the equity of the Company at the grant date and the purchase price for each RMB1 registered capital. The fair value of weighted average share price per share is RMB3.46.

34. RETIREMENT BENEFITS PLANS

The employees of the Group are members of the state-managed retirement benefit schemes operated by the PRC government. The entities comprising the Group are required to contribute a certain percentage of their payroll to the retirement benefit schemes to fund the benefits. The only obligation of the Group with respect to the retirement benefit schemes is to make the required contributions under the schemes.

The total expenses recognized in the consolidated statements of profit or loss and comprehensive income of RMB14,843,000, RMB15,608,000 and RMB16,703,000 for the years ended December 31, 2023, 2024 and 2025 representing contributions payable to these plans by the Group at rates specified in the rules of the plans.

35. PLEDGE OF OR RESTRICTIONS ON ASSETS

At the end of each reporting period, the Group pledged certain assets as securities for borrowings and other financing facilities including bills payables granted to the Group. Details of the pledged assets and the corresponding carrying amounts are set out below:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Bills receivables (at FVTOCI)	1,017	–	–
Restricted cash	994,931	919,841	724,767
Property, plant and equipment of long-term payables	5,980	15,268	–
	1,001,928	935,109	724,767

36. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximizing the return to shareholders through the optimization of the debt and equity balance. The Group's overall strategy remains unchanged during the Track Record Period.

The capital structure of the Group consists of net debt, which includes the borrowings and lease liabilities disclosed in Notes 29 and 30 respectively, net of cash and cash equivalents and equity of the Group, comprising paid-in-capital/share capital, retained profits, other reserves and non-controlling interests. The directors of the Company review the capital structure on a continuous basis taking into account the cost of capital and the risks associated with each class of capital. The Group will balance its overall capital structure through the issue of new shares and secure additional bank borrowings, if necessary.

37. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

(a) Categories of financial instruments

	As at December 31,		
The Group	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Financial assets			
Amortized cost	3,443,592	5,593,339	7,158,821
Financial assets at FVTPL	10,433	895	1,015
Receivables at FVTOCI	55,717	292,289	581,163
	3,509,742	5,886,523	7,740,999
Financial liabilities			
Amortized cost	1,760,551	2,204,774	4,726,377

	As at December 31,		
The Company	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Financial assets			
Amortized cost	2,226,589	3,688,168	3,792,296
Financial assets at FVTPL	880	895	1,015

The Company	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Receivables at FVTOCI	13,450	98,302	862
	2,240,919	3,787,365	3,794,173
Financial liabilities			
Amortized cost	1,790,496	1,589,177	2,762,234

(b) Financial risk management objectives and policies

The Group's major financial instruments include restricted cash, cash and cash equivalents, trade and other receivables, financial assets at FVTPL, bills receivables at FVTOCI, loan receivables, amounts due from related parties, trade and other payables, amounts due to related parties, borrowings and lease liabilities. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (currency risk, interest rate risk and other price risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

Market risk

(i) Currency risk

The primary economic environment in which the Company and its subsidiaries operate is the PRC and their functional currency is RMB. However, certain bank balances, trade and other receivables, trade and other payables are denominated in foreign currencies, which expose the Group to foreign currency risk. The management monitors foreign currency exposure by closely monitoring the movement of foreign currency rates and control currency exposure position.

The carrying amounts of the Group's foreign currency denominated monetary assets as at December 31, 2023, 2024 and 2025 are as follows:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Assets			
USD	5,181	13,744	9,533
Liabilities			
USD	4,055	1,894	1,578

(ii) Sensitivity analysis

The Group is mainly exposed to the fluctuation against the currency of USD.

The following table details the Group's sensitivity to a 5% increase and decrease in RMB against USD. 5% is the sensitivity rate used when reporting foreign currency-risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the end of the reporting period for a 5% change in foreign currency rates.

A negative number below indicates a decrease in post-tax profit where the RMB strengthens 5% against USD. For a 5% weakening of RMB against USD, there would be an equal and opposite impact on the post-tax profit.

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Profit for the year	(42)	(444)	(298)

(iii) Interest rate risk

Interest rate risk refers to the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to interest risk primarily arises from interest-bearing assets, including cash and cash equivalents, restricted cash and loan receivables. The Group's borrowing carried at fixed rates exposes to fair value interest-rate risk.

Bank balances and restricted cash are excluded from sensitivity analysis as the Group consider that the exposure of cash flow interest rate arising from variable-rate bank balances is insignificant.

(iv) Other price risk

The Group is exposed to price risk through its investments in financial assets at FVTPL. The Group consider that the exposure of other price rate risk is insignificant, therefore no sensitivity analysis on such risk has been prepared.

Credit risk and impairment assessment

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's credit risk exposures are primarily attributable to trade and other receivables, amounts due from related parties, loan receivables, restricted cash and cash and cash equivalents. The carrying amount of each class of these financial assets represents the maximum exposure to credit risk in relation to the corresponding class of financial assets.

Cash and cash equivalents and restricted cash

Credit risk on cash and cash equivalents and restricted bank balances is limited because the counterparties are reputable banks with high credit ratings assigned by credit agencies. Based on the average loss rates, the 12m ECL on cash and cash equivalents and restricted bank balances are considered to be insignificant and therefore no loss allowance was recognised.

Trade receivables

To manage risk arising from trade receivables, the Group has policies in place to ensure that sales with credit terms are made to counterparties with an appropriate credit history and the management performs ongoing credit evaluations of its counterparties. In this regard, the management considers that the Group's credit risk is significantly reduced.

Loss allowance for trade receivables is measured at an amount equal to lifetime ECL. The customers of trade receivables are primarily steel mills, energy plants, and other commodity traders in the steel and coal-mining industry. The ECL on trade balances are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forward-looking macroeconomic factors affecting the ability of the debtors to settle the receivables.

The average loss rates for the Group's trade receivables are 0.02%, 0.08% and 0.02% as at December 31, 2023, 2024 and 2025 respectively due to the short payment cycles of the Group's customers and their consistently good credit standing. The Group has concentration of credit risk as 7.69%, 12.54% and 11.31% as at December 31, 2023, 2024 and 2025 of the total trade receivables from the Group's largest customer and 20.32%, 33.39% and 30.95% as at December 31, 2023, 2024 and 2025 of the total trade receivables from the Group's five largest customers respectively.

Bills receivables

The Group mainly accepts bills issued or guaranteed by reputable PRC banks if trade receivables are settled by bills and therefore the management considered the credit risk arising from the bills receivables is insignificant.

Loan receivables and other receivables excluding government grants receivables and prepayments arising from End-to-end supply chain solution

For loan receivables and other receivables excluding government grants receivables and prepayments arising from End-to-end supply chain solution, the management makes periodic individual assessment on the recoverability based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management considered the credit risk of these amounts is insignificant and the Group provided impairment based on 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognizes lifetime ECL.

Government grants receivables

For government grants receivables, the management makes periodic individual assessments on the recoverability of government grants receivables based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management considered the credit risk of these government grant receivables is insignificant and the Group provided impairment based on 12m ECL.

Prepayments arising from End-to-end supply chain solution

For prepayments arising from End-to-end supply chain solution, the management makes periodic individual assessments on the recoverability of prepayments based on historical settlement records, past experience and also quantitative and qualitative information. Based on the short settlement period, the management considered the ECL for prepayments arising from End-to-end supply chain solution is insignificant and therefore no loss allowance was recognized.

Amounts due from related parties

The ECL on amounts due from related parties are assessed individually based on the probability of defaults of amounts due from related parties, the management has taken into account the financial position of the counterparties as well as forward-looking information that is available without undue cost or effort. The management considered the credit risk of these amounts is insignificant and the Group provided impairment based on 12m ECL.

Amounts due from subsidiaries

The ECL on amounts due from subsidiaries are assessed individually based on the probability of defaults of amounts due from subsidiaries, the management has taken into account the financial position of the counterparties as well as forward looking information that is available without undue cost or effort.

The following table shows the Group's credit risk grading framework in respect of financial assets:

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

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

The Group

December 31, 2023	*Notes*	Internal credit ratings	12m or lifetime ECL	Gross carrying amount
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	1,230,935
Other receivables (excluding government grants receivables) . .	*22*	Low risk	12m ECL	95,956
Government grants receivables	*22*	Low risk	12m ECL	489,786

December 31, 2023	*Notes*	Internal credit ratings	12m or lifetime ECL	Gross carrying amount
				RMB'000
Loan receivables	*21*	Low risk	12m ECL	83,712
Loan receivables	*21*	Doubtful	Lifetime ECL	284
Bills receivables at FVTOCI	*22*	Low risk	12m ECL	55,717
Amounts due from related parties	*40*	Low risk	12m ECL	268,710
Restricted cash	*25*	Low risk	12m ECL	994,931
Cash and cash equivalents	*26*	Low risk	12m ECL	283,978

December 31, 2024	*Notes*	Internal credit ratings	12m or lifetime ECL	Gross carrying amount
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	948,562
Other receivables (excluding government grants receivables and prepayments arising from End-to-end supply chain solutions)	*22*	Low risk	12m ECL	85,718
Government grants receivables	*22*	Low risk	12m ECL	416,058
Prepayments arising from End-to-end supply chain solutions	*22*	Low risk	12m ECL	734,303
Bills receivables at FVTOCI	*22*	Low risk	12m ECL	292,289
Loan receivables	*21*	Low risk	12m ECL	33,255
Loan receivables	*21*	Doubtful	Lifetime ECL	318
Amounts due from related parties	*40*	Low risk	12m ECL	1,757,828
Restricted cash	*25*	Low risk	12m ECL	919,841
Cash and cash equivalents	*26*	Low risk	12m ECL	705,835

December 31, 2025	*Notes*	Internal credit ratings	12m or lifetime ECL	Gross carrying amount
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	843,440
Other receivables (excluding government grants receivables and Prepayments arising from End-to-end supply chain solutions)	*22*	Low risk	12m ECL	226,383
Government grants receivables	*22*	Low risk	12m ECL	608,271
Prepayments arising from End-to-end supply chain solutions	*22*	Low risk	12m ECL	2,854,496
Bills receivables at FVTOCI	*22*	Low risk	12m ECL	581,163
Loan receivables	*21*	Low risk	12m ECL	47,400
Loan receivables	*21*	Doubtful	Lifetime ECL	383
Amounts due from related parties	*40*	Low risk	12m ECL	1,205,162
Restricted cash	*25*	Low risk	12m ECL	724,767
Cash and cash equivalents	*26*	Low risk	12m ECL	654,068

The Company

December 31, 2023	*Notes*	**Internal credit ratings**	**12m or lifetime ECL**	**Gross carrying amount**
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	529,093
Other receivables (excluding government grants receivables)	*22*	Low risk	12m ECL	6,376
Government grants receivables	*22*	Low risk	12m ECL	56,195
Loan receivables	*21*	Low risk	12m ECL	70,148
Bills receivables at FVTOCI	*22*	Low risk	12m ECL	13,450
Amounts due from subsidiaries	*40*	Low risk	12m ECL	323,672
Amounts due from related parties	*40*	Low risk	12m ECL	258,512
Restricted cash	*25*	Low risk	12m ECL	962,737
Cash and cash equivalents	*26*	Low risk	12m ECL	21,826

December 31, 2024	*Notes*	**Internal credit ratings**	**12m or lifetime ECL**	**Gross carrying Amount**
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	167,771
Other receivables (excluding government grants receivables)	*22*	Low risk	12m ECL	4,208
Government grants receivables	*22*	Low risk	12m ECL	50,937
Bills receivables at FVTOCI	*22*	Low risk	12m ECL	98,302
Amounts due from subsidiaries	*40*	Low risk	12m ECL	1,326,169
Amounts due from related parties	*40*	Low risk	12m ECL	918,554
Restricted cash	*25*	Low risk	12m ECL	870,329
Cash and cash equivalents	*26*	Low risk	12m ECL	351,039

December 31, 2025	*Notes*	**Internal credit ratings**	**12m or lifetime ECL**	**Gross carrying Amount**
				RMB'000
Trade receivables	*22*	Low risk	Lifetime ECL	31,123
Other receivables (excluding government grants receivables and Prepayments arise from End-to-end supply chain solutions)	*22*	Low risk	12m ECL	8,339
Government grants receivables	*22*	Low risk	12m ECL	9,877
Prepayments arising from End-to-end supply chain solutions	*22*	Low risk	12m ECL	276,768
Bills receivables	*22*	Low risk	12m ECL	862
Amounts due from subsidiaries	*40*	Low risk	12m ECL	3,025,052
Amounts due from related parties	*40*	Low risk	12m ECL	130,669
Restricted cash	*25*	Low risk	12m ECL	147,303
Cash and cash equivalents	*26*	Low risk	12m ECL	163,219

The following table shows the movement in lifetime ECL that has been recognized for trade receivables under the simplified approach.

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Beginning balance	3,869	164	625
Loss allowance (reversed) recognized, net	(3,499)	600	(503)
Write-offs	(206)	(139)	–
Closing balance	164	625	122

Liquidity risk

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilization of bank borrowings and ensures compliance with loan covenants.

The Group relies on bank borrowings as a source of liquidity.

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

The Group

As at December 31, 2023

	Weighted average effective interest rate	On demand or less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	1,598,873	–	–	–	1,598,873	1,598,873
Borrowings	3.94%	63,421	–	–	–	63,421	61,017
Lease liabilities	4.37%	10,638	10,513	19,337	120	40,608	38,908
Non-interest bearing amounts due to related parties	N/A	80,742	–	–	–	80,742	80,742
Interest bearing amounts due to related parties	6.00%	17,985	–	–	–	17,985	17,211
Current portion of long-term payable	6.00%	2,872	–	–	–	2,872	2,709
		1,774,531	10,513	19,337	120	1,804,501	1,799,460

As at December 31, 2024

	Weighted average effective interest rate	On demand or less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	2,104,626	–	–	–	2,104,626	2,104,626
Borrowings	3.08%	20,610	–	–	–	20,610	20,000
Lease liabilities	4.37%	10,231	10,486	8,554	–	29,271	28,045
Non-interest bearing amounts due to related parties	N/A	55,474	–	–	–	55,474	55,474
Interest bearing amounts due to related parties	6.00%	–	–	19,324	–	19,324	16,255
Long-term payable	6.00%	5,368	2,878	678	–	8,924	8,419
		2,196,309	13,364	28,556	–	2,238,229	2,232,819

As at December 31, 2025

	Weighted average effective interest rate	On demand or Less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	3,597,043	–	–	–	3,597,043	3,597,043
Lease liabilities	4.37%	17,624	7,764	–	–	25,388	24,637
Borrowings	2.76%	154,140	–	–	–	154,140	150,000
Non-interest bearing amounts due to related parties	N/A	471,772	–	–	–	471,772	471,772
Interest bearing amounts due to related parties	2.85%	509,333	8,469	–	–	517,802	507,562
		4,749,912	16,233	–	–	4,766,145	4,751,014

The maturity profile of the Company's financial liabilities at the end of each of the relevant periods, based on contractual undiscounted payments, is as follows:

The Company

As at December 31, 2023

	Weighted average effective interest rate	On demand or Less than 1 year	1 to 2 years	Over 2 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	1,360,884	–	–	–	1,360,884	1,360,884
Lease liabilities	4.34%	4,599	4,796	10,221	–	19,616	18,807
Borrowings	3.94%	53,027	–	–	–	53,027	51,017
Amounts due to subsidiaries	N/A	316,489	–	–	–	316,489	316,489
Amounts due to related parties	N/A	62,106	–	–	–	62,106	62,106
		1,797,105	4,796	10,221	–	1,812,122	1,809,303

As at December 31, 2024

	Weighted average effective interest rate	On demand or less than 1 year	1 to 2 years	Over 2 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	1,308,574	–	–	–	1,308,574	1,308,574
Lease liabilities	4.34%	4,797	5,003	5,218	–	15,018	14,399
Amounts due to subsidiaries	N/A	240,101	–	–	–	240,101	240,101
Amounts due to related parties	N/A	40,502	–	–	–	40,502	40,502
		1,593,974	5,003	5,218	–	1,604,195	1,603,576

As at December 31, 2025

	Weighted average effective interest rate	On demand or less than 1 year	1 to 2 years	Over 2 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
Trade and other payables (including bills payables)	N/A	1,142,351	–	–	–	1,142,351	1,142,351
Borrowings	2.76%	51,380	–	–	–	51,380	50,000
Lease liabilities	4.34%	10,273	5,131	–	–	15,404	14,769
Amounts due to subsidiaries	N/A	627,402	–	–	–	627,402	627,402
Non-interest bearing amounts due to related parties	N/A	442,482	–	–	–	442,482	442,482
Interest bearing amounts due to related parties	2.80%	509,333	–	–	–	509,333	500,000
		2,783,221	5,131	–	–	2,788,352	2,777,004

Fair value of the Group's financial assets that are measured at fair value on a recurring basis

Some of the Group's financial assets are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation technique(s) and inputs used).

Financial assets	As at December 31, 2023	2024	2025	Fair value hierarchy	Valuation technique(s) and key point(s)	Significant unobservable input(s)
	RMB'000	*RMB'000*	*RMB'000*			
Financial assets at FVTPL						
– Wealth management products	9,553	–	–	Level 2	Discounted cash flows method, estimated based on expected return	N/A
– Equity investments	880	895	1,015	Level 3	The net asset value based on the fair value of the underlying investments (note)	The fair value of underlying assets.
Bills receivables instruments at FVTOCI	55,717	292,289	581,163	Level 2	Discounted cash flow method. Future cash flows are estimated based on discount rate observed in the available market	N/A

Note: A slight increase in the net value of assets used in isolation would result in an increase in the fair value measurement of the equity investments measured at fair value under net asset value based on the fair value of the underlying investments and vice versa. A 5% increase/decrease in the fair value of the underlying investments holding all other variables constant would increase/decrease the carrying amount of the equity investments by RMB44,000, RMB45,000 and RMB51,000 for December 31, 2023, 2024 and 2025 respectively.

(c) Fair Value Measurements of Financial Instruments

Reconciliation of Level 3 fair value measurements of financial assets:

The Group and Company

	Financial assets at FVTPL
	RMB'000
As at January 1, 2023	–
Addition	860
Fair value change	20
As at December 31, 2023	880
Fair value change	15
As at December 31, 2024	895
Fair value change	120
As at December 31, 2025	1,015

38. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both the cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Borrowings	Lease liabilities	Amounts due to related parties	Long-term payables	Accrued issue costs	Total
	RMB'000 *(Note 29)*	*RMB'000* *(Note 30)*	*RMB'000* *(Note 40)*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	10,000	10,462	22,948	5,584	–	48,994
Financing cash flows	122,436	(12,844)	16,870	(2,875)	–	123,587
Non-cash changes:						
Interest expenses	3,266	2,070	1,393	–	–	6,729
Expire of bills discounted to banks that are not derecognized in their entirety	(74,685)	–	–	–	–	(74,685)
New leases entered	–	39,220	–	–	–	39,220

	Borrowings	Lease liabilities	Amounts due to related parties	Long-term payables	Accrued issue costs	Total
	RMB'000 *(Note 29)*	*RMB'000* *(Note 30)*	*RMB'000* *(Note 40)*	*RMB'000*	*RMB'000*	*RMB'000*
At December 31, 2023	61,017	38,908	41,211	2,709	–	143,845
Financing cash flows	(35,384)	(11,327)	(26,133)	(22,120)	–	(94,964)
Non-cash changes:						
Interest expenses	2,384	1,568	1,177	–	–	5,129
Expire of bills discounted to banks that are not derecognized in their entirety	(8,017)	–	–	–	–	(8,017)
Addition of long-term payables	–	–	–	27,830	–	27,830
Leases termination	–	(1,104)	–	–	–	(1,104)
At December 31, 2024	20,000	28,045	16,255	8,419	–	72,719
Financing cash flows	186,705	(2,941)	485,918	(8,419)	(706)	660,557
Non-cash changes:						
Interest expenses	715	1,080	5,389	–	–	7,184
Expire of bills discounted to banks that are not derecognized in their entirety	(57,420)	–	–	–	–	(57,420)
Issue costs	–	–	–	–	1,457	1,457
New leases entered	–	183	–	–	–	183
Payables in relation to acquisition of Shandong Duanxin	–	–	425,905	–	–	425,905
Leases termination	–	(1,730)	–	–	–	(1,730)
At December 31, 2025	150,000	24,637	933,467	–	751	1,108,855

39. PRE-ACQUISITION FINANCIAL INFORMATION

As mentioned in Note 2, since October 31, 2024, the Company and Shandong Duanxin have been under the common control of the Parent Company. The acquisition has been reflected in the Historical Financial Information using the principle of merger accounting. The consolidated financial information of Shandong Duanxin is included in consolidated financial statements of the Group since the Company was acquired by the Parent Company on October 31, 2024, as mentioned in Note 1.

The pre-acquisition financial information of Shandong Duanxin is for the period from January 1, 2023 to October 30, 2024 (the "Pre-acquisition Period"), and has been prepared in accordance with the accounting policies set out in Note 4 above, which conform with IFRS Accounting Standards issued by the IASB.

Consolidated Statements of Profit or Loss and Other Comprehensive Income

	Year ended December 31, 2023	From January 1, 2024 to October 30, 2024
	RMB'000	*RMB'000*
Revenue	838,937	693,366
Cost of sales and services	(777,409)	(639,061)
Gross profit	61,528	54,305
Other gains and losses	1,414	774
Other income	1,059	1,063
Impairment losses, under ECL model, net of reversal	–	(2,654)
Administrative expenses	(23,918)	(19,087)
Profit before tax	40,083	34,401
Income tax expenses	(11,027)	(8,856)
Profit and total comprehensive income for the year/period	29,056	25,545
Profit and total comprehensive income for the year/period attributable to:		
Parent Company	21,992	22,485
Non-controlling interests of Shandong Duanxin	7,064	3,060
	29,056	25,545

Consolidated Statements of Financial Position

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Non-current assets		
Property, plant and equipment	9,986	8,882
Right-of-use assets	3,567	3,497
Deferred tax assets	2,601	3,736
	16,154	16,115
Current assets		
Trade and other receivables	14,116	20,320
Amounts due from related parties	789,849	638,862
Cash and cash equivalents	1,109	1,269
	805,074	660,451
Current liabilities		
Trade and other payables	494,427	322,453
Amounts due to related parties	295	16,641
Contract liabilities	8,336	3,767
Tax liabilities	3,096	152
	506,154	343,013
Net current assets	298,920	317,438
Total assets less current liabilities/Net assets	315,074	333,553

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Capital and reserves		
Paid-in capital	200,000	200,000
Other reserves	101,567	124,052
Equity attributable to Parent Company	301,567	324,052
Non-controlling interests of Shandong Duanxin	13,507	9,501
Total equity	315,074	333,553

Consolidated Statements of Changes in Equity

	Paid-in capital	Other reserves	Retained profits	Subtotal	Non-controlling interests of Shandong Duanxin	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
At January 1, 2023	200,000	25,226	54,349	279,575	13,500	293,075
Profit and total comprehensive income for the year	–	–	21,992	21,992	7,064	29,056
Dividends paid to non-controlling interests of Shandong Duanxin	–	–	–	–	(7,057)	(7,057)
Appropriations to statutory surplus reserve	–	839	(839)	–	–	–
Provision of safety fund surplus reserve	–	306	(306)	–	–	–
Utilization of safety fund surplus reserve	–	(451)	451	–	–	–
At December 31, 2023	200,000	25,920	75,647	301,567	13,507	315,074
Profit and total comprehensive income for the period	–	–	22,485	22,485	3,060	25,545
Dividends paid to non-controlling interests of Shandong Duanxin	–	–	–	–	(7,066)	(7,066)
Provision of safety fund surplus reserve	–	304	(304)	–	–	–
Utilization of safety fund surplus reserve	–	(321)	321	–	–	–
At October 30, 2024	200,000	25,903	98,149	324,052	9,501	333,553

Consolidated Statements of Cash Flows

	Year ended December 31, 2023	From January 1, 2024 to October 30, 2024
	RMB'000	*RMB'000*
OPERATING ACTIVITIES		
Profit before tax	40,083	34,401
Adjustments for:		
Interest income	(1,029)	(1,588)
Impairment losses recognized, under expected credit loss model, net of reversal	–	2,654
Loss on disposal of property, plant and equipment	99	–
Depreciation of property, plant and equipment	1,522	1,155
Depreciation of right-of-use assets	84	70
Operating cash flows before movements in working capital	40,759	36,692
Increase in trade and other receivables	(1,546)	(6,249)
(Decrease) increase in amounts due from related parties	(44,119)	16,323
Increase (decrease) in trade and other payables	229,380	(171,974)
(Decrease) increase in amounts due to related parties	(660)	16,346
Increase (decrease) in contract liabilities	867	(4,569)
Cash generated from (used in) operations	224,681	(113,431)
Income tax paid	(12,236)	(12,935)
NET CASH FROM (USED IN) OPERATING ACTIVITIES	212,445	(126,366)
INVESTING ACTIVITIES		
Net (advances to) repayment from Parent Company	(226,093)	132,055
Interest received	1,029	1,588
Purchases of property and equipment	(71)	(51)
NET CASH (USED IN) FROM INVESTING ACTIVITIES	(225,135)	133,592
FINANCING ACTIVITIES		
Dividend paid to non-controlling interests of Shandong Duanxin	(7,057)	(7,066)
NET CASH USED IN FINANCING ACTIVITIES	(7,057)	(7,066)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(19,747)	160
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR/PERIOD	20,856	1,109
CASH AND CASH EQUIVALENTS AT END OF YEAR/PERIOD	1,109	1,269

Noted to the Consolidated Financial Information

(a) Revenue information and segment information

(i) Disaggregation of revenue from contracts with customers

	Year ended December 31,	From January 1, 2024 to October 30,
	2023	**2024**
	RMB'000	*RMB'000*
Transportation services	767,861	642,909
Others	71,076	50,457
Total	838,937	693,366
Timing of revenue recognition		
Overtime	767,861	642,909
A point in time	71,076	50,457
Total	838,937	693,366

(ii) Performance obligations for contracts with customers and revenue recognition policies

Transportation services

Shandong Duanxin is mainly engaged in providing road transportation services to customers. Shandong Duaxin arranges the logistics services for delivering goods to the destination via road transportation. Shandong Duanxin recognizes revenue over time using an output method of progress as customers receive the benefits of the Shandong Duanxin's services as the goods are shipped from the origin to the destination.

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

All service revenue streams are for periods of one year or less. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

(iv) Segment information

Shandong Duanxin's business and operations are conducted in Mainland China and currently, Shandong Duanxin's principal market, revenue, operating results and non-current assets are derived from/located in the PRC.

(b) Profit before tax

	Year ended December 31,	From January 1, 2024 to October 30,
Profit before tax for has been arrived at after charging	**2023**	**2024**
	RMB'000	*RMB'000*
Depreciation and amortization on:		
– Property, plant and equipment	1,522	1,155
– Right-of-use assets	84	70
	1,606	1,225

Profit before tax for has been arrived at after charging	Year ended December 31, 2023	From January 1, 2024 to October 30, 2024
	RMB'000	*RMB'000*
Staff cost (including directors' emoluments):		
– Salaries and other benefits	18,631	18,992
– Retirement benefits scheme contributions	3,549	3,617
	22,180	22,609

(c) ***Income tax expenses***

	Year ended December 31, 2023	From January 1, 2024 to October 30, 2024
	RMB'000	*RMB'000*
Current income tax	11,459	9,991
Deferred income tax	(432)	(1,135)
Tax charge for the year/period	11,027	8,856

Under the Law of the PRC on enterprise income tax ("EIT") and Implementation Regulations of the EIT Law, the standard tax rate of Shandong Duanxin entities is 25%. Some small profit-making entities within Shandong Duanxin are entitled to a preferential tax rate of 5% with the expiry date on December 31, 2027.

A reconciliation of the income tax expense applicable to profit before tax at the standard EIT rate is as follows:

	Year ended December 31, 2023	From January 1, 2024 to October 30, 2024
	RMB'000	*RMB'000*
Profit before tax	40,083	34,401
Tax at the PRC income tax rate of 25%	10,021	8,600
Tax effect of expense not deductible for tax purpose	1,344	786
Tax effect of preferential tax rates	(338)	(530)
Income tax expense for the year/period	11,027	8,856

(d) ***Property, plant and equipment***

	Buildings	Equipment and others	Total
	RMB'000	*RMB'000*	*RMB'000*
COST			
As at January 1, 2023	16,208	4,501	20,709
Additions	–	71	71
Disposals	(149)	–	(149)

	Buildings	Equipment and others	Total
	RMB'000	*RMB'000*	*RMB'000*
As at December 31, 2023	16,059	4,572	20,631
Additions	–	51	51
As at October 30, 2024	16,059	4,623	20,682
DEPRECIATION			
As at January 1, 2023	6,935	2,238	9,173
Provided for the year	901	621	1,522
Eliminated on disposals	(50)	–	(50)
As at December 31, 2023	7,786	2,859	10,645
Provided for the period	746	409	1,155
As at October 30, 2024	8,532	3,268	11,800
CARRYING VALUES			
As at December 31, 2023	8,273	1,713	9,986
As at October 30, 2024	7,527	1,355	8,882

The above items of property, plant and equipment, are depreciated on a straight-line basis on the following bases:

Buildings	3.33% to 5.00% per annum
Equipment and others	20.00% to 33.33% per annum

(e) ***Right-of-use assets***

	Leased land
	RMB'000
COST	
At January 1, 2023, December 31, 2023 and October 30, 2024	4,195
DEPRECIATION	
At January 1, 2023	544
Provided for the year	84
At December 31, 2023	628
Provided for the period	70
At October 30, 2024	698
CARRYING VALUES	
At December 31, 2023	3,567
At October 30, 2024	3,497

(f) ***Trade and other receivables***

	As at December 31,	As at October 30,
	2023	2024
	RMB'000	*RMB'000*
Trade receivables	–	4,042
Bills receivables (at FVTOCI) *(note i)*	12,242	9,900

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Other receivables		
Deductible value added tax	811	409
Deposits to suppliers	854	4,925
Staff advances	161	997
Advances and arrears	48	92
Less: allowance for credit losses	–	(45)
	1,874	6,378
Total trade and other receivables	14,116	20,320

Note i: The balance represents bills receivables held by Shandong Duanxin which is measured at FVTOCI since the bills are held within the business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets, and the contractual cash flows are solely payments of principal and interest on the principal amount outstanding. The bills are non-interest bearing and have an average maturity of six months. The credit risk on bills receivables at FVTOCI is limited because the counterparties are banks with high credit-ratings assigned by credit rating agencies.

The following is an aged analysis of trade receivables (net of allowance for credit losses) presented based on the invoice dates:

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Within 6 months	–	3,012
7 to 12 months	–	1,030
	–	4,042

(g) *Trade and other payables*

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Trade payables	414,958	223,122
Other payables:		
Other tax payables	2,636	1,996
Salary and welfare payables	2,144	1,481
Deposits to suppliers	73,363	92,936
Other accrued expenses	1,326	2,918
	79,469	99,331
Total trade and other payables	494,427	322,453

The following is an ageing analysis of trade payables presented based on the invoice date at the year/period end:

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Trade payables:		
0 to 90 days	356,149	200,984
91 to 180 days	39,074	4,460
181 to 365 days	18,262	16,585
Above 365 days	1,473	1,093
	414,958	223,122

(h) Contract liabilities

	As at December 31, 2023	As at October 30, 2024
	RMB'000	*RMB'000*
Within one year	8,336	3,767

(i) As at the date of this report, Shandong Duanxin had direct and indirect interests in its subsidiaries, of which the principal subsidiaries are as follows:

Names*	Place and date of incorporation/ registration and place of operations	Issued Ordinary share/registered share capital	Percentage of equity attributable to the Company 2023		Percentage of equity attributable to the Company 2024.10.31		As of the date of this report	Principal activities	*Note*
		'000	Direct	Indirect	Direct	Indirect			
Dalateqi Duanxin Supply Chain Management Co., Ltd. (達拉特旗端信供應鏈管理有限公司)	The PRC, August 25, 2015	RMB5,000	100.00%	–	100.00%	–	100.00%	Transportation Services Other services	*(a)*
Yijinhuoluoqi Duanxin Supply Chain Management Co., Ltd. (伊金霍洛旗端信供應鏈管理有限公司)	The PRC, December 28, 2015	RMB10,000	100.00%	–	100.00%	–	100.00%	Transportation Services Other services	*(a)*
Wushenqi Duanxin Supply Chain Management Co., Ltd. (烏審旗端信供應鏈管理有限公司)	The PRC, January 9, 2017	RMB10,000	100.00%	–	100.00%	–	100.00%	Transportation Services Other services	*(a)*
Juye Duanxin Supply Chain Management Co., Ltd. (巨野縣端信供應鏈管理有限公司)	The PRC, January 19, 2017	RMB5,000	100.00%	–	100.00%	–	100.00%	Transportation Services Other services	*(a)*
Heze Duanxin Supply Chain Management Co., Ltd. (菏澤端信供應鏈管理有限公司)	The PRC, August 26, 2015	RMB10,000	100.00%	–	100.00%	–	100.00%	Transportation Services Other services	*(a)*
Yulin Duanxin Supply Chain Management Co., Ltd. (榆林端信供應鏈管理有限公司)	The PRC, October 11, 2012	RMB50,000	62.00%	–	62.00%	–	62.00%	Transportation Services Other services	*(a)*

* The English names of all subsidiaries established in the PRC are translated for identification purpose only.

All subsidiaries of Shandong Duanxin are limited liability companies and have adopted December 31 as their financial year end date.

Note:

(a) The statutory financial statements of the entity for the years ended December 31, 2023 and 2024 were prepared in accordance with CASBE issued by the Ministry of Finance of the People's Republic of China to the PRC enterprises and were audited by Xinlianyi Certified Public Accountants LLP, certified public accountants registered in the PRC.

40. RELATED PARTY TRANSACTIONS

Other than as disclosed in Notes 21 and 30 to the Historical Financial Information, the Group and the Company have the following transactions and balances with its related parties during the Track Record Period.

(1) Amounts due from related parties

The Group

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Current Global Ultimate Parent ("GUP") and its subsidiaries *(note i)*			
Shandong Energy Group	–	788,457	828,850
The previous GUP and close members of their families			
RGL Group *(note ii)*	259,537	878,083	340,420
Deep Source *(note iii)*	1,735	68,877	41,268
PSU *(note iv)*	–	–	64,566
Associates held by the Group	1	3,043	–
Subsidiaries' non-controlling interests	4,353	3,550	6,321
Same key management personnel	5,952	25,023	37,044
	271,578	1,767,033	1,318,469
Less: allowance for credit losses	(7)	(3,945)	(2,143)
	271,571	1,763,088	1,316,326

Note i: The Global Ultimate Parent refers to the topmost entity in the ownership structure of a multinational enterprise group that has ultimate control over all entities within the Group and is itself not controlled by any other entity. The current GUP officially took effect on October 31, 2024. The entities under the current GUP consist exclusively of Shandong Energy Group other than the Group, which mainly includes Yankuang Energy Group Company Limited, Shandong Energy Group Finance Co., Ltd., and other affiliated companies.

Note ii: As stated in Note 1, the Company was acquired by its Parent Company on October 31, 2024. RGL Group, controlled by Mr. You Zhenwu, which is the previous GUP of the Company. The previous GUP structure covers RGL Group Co., Ltd. and its affiliated companies, mainly including Shanghai Ruiyelian Industrial Co., Ltd., Diangang Technology Co., Ltd. and other affiliates.

Note iii: Deep Source Holdings Limited (stock code: 990.HK) ("Deep Source") is a limited liability company incorporated in Bermuda and the controlling shareholder of which is Mr. You Zhenhua, the brother of Mr. You Zhenwu.

Note iv: Prosperity Steel United Singapore Pte Limited ("PSU") is a limited liability company incorporated in Singapore and is wholly owned by Mr. You Zhenhua.

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Trade-related			
– Trade receivables	268,373	1,298,054	854,465
– Other receivables	330	2,771	8,641
– Prepayments	2,868	9,205	113,307
Non Trade-related *(note v)*	–	453,058	339,913
	271,571	1,763,088	1,316,326
Analyzed as:			
Current	271,571	1,763,088	1,316,326

Note v: As at December 31, 2024 and 2025, non trade-related due from related parties was cash amounting to RMB453,058,000 and RMB339,913,000, respectively placed in the Parent Company. The Parent Company conducts central cash management during the Track Record Period. The cash from the Group was interest bearing a fix rate of 0.3% and fully refunded to the Group in March 2026.

The following is an aged analysis of the Group's trade receivables from related-parties, net of allowance for credit losses:

	As at December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
0 to 90 days	267,110	1,035,794	695,632
91 to 180 days	524	3,515	123,303
181 to 365 days	594	254,241	19,328
1 to 2 years	90	3,746	12,443
2 to 3 years	55	755	3,394
Over 3 years	–	3	365
	268,373	1,298,054	854,465

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current GUP and its subsidiaries			
Shandong Energy Group	–	25,178	15,062
Associates held by the Group	1	3	–
The previous GUP and close members of their families			
RGL Group	257,563	834,208	109,195
Deep Source	–	57,365	21,862
PSU	–	–	64,566
Same key management personnel	947	2,261	4,142
Subsidiaries of the Company			
Anhui Dongming Wubo Technology Co., Ltd.	95,000	–	–
Anhui Wubo Technology Co., Ltd.	6,101	–	255,150
Hunan Wubo Technology Co., Ltd.	122,025	33,507	17,546
Juxin Wuyun Technology (Ouwo) Co., Ltd.	–	–	65,400
Shanxi Juxin Wuyun Technology Co., Ltd.	192,184	–	–
Wubo (Shanghai) Supply Chain Technology Co., Ltd.	–	657,600	1,775,671
Wubo Technology (Linfen) Co., Ltd.	123,550	–	–
Xianyou Wubo Technology Co., Ltd	288	556,580	953,149
Others	73,767	86,602	52,178
	871,426	2,253,304	3,333,921
Less: allowance for credit losses	–	(461)	(13)
	871,426	2,252,843	3,333,908

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Trade-related due from related parties			
– Trade receivables	258,511	918,523	130,603
– Other receivables	1	31	66
– Prepayments	–	–	84,158
	258,512	918,554	214,827
Analyzed as:			
Trade-related due from subsidiaries			
– Trade receivables	1,315	7,264	367
– Prepayments	289,242	8,120	94,029
Non trade-related due from subsidiaries	322,357	1,318,905	3,024,685
	612,914	1,334,289	3,119,081
	871,426	2,252,843	3,333,908

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Current	871,426	2,252,843	3,333,908

The following is an aged analysis of the Company's trade receivables from related-parties and subsidiaries, net of allowance for credit losses:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
0 to 90 days	259,826	925,688	130,970
91 to 180 days	–	99	–
	259,826	925,787	130,970

Except non-trade related amounts, all the above balances are interest-free, unsecured and repayable on demand.

(2) Amounts due to related parties

The Group

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current GUP and its subsidiaries			
Shandong Energy Group	–	1,088	945,823
The previous GUP and close members of their families			
RGL Group	198,061	195,474	21,645
Deep Source	46,491	23,569	30,321
Associates held by the Group	12,583	16,322	24
Same key management personnel			
Rizhao Port Container Development Co., Ltd.	36,624	31,567	34,437
Others	32,552	3,213	10,144
Subsidiaries' non-controlling interests	19,215	16,255	7,556
	345,526	287,488	1,049,960

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Trade-related			
– Trade payables	54,954	54,052	44,259
– Other payables	1,788	1,422	1,608
– Contract liabilities	247,573	215,759	70,626
Non trade-related *(note i)*	41,211	16,255	933,467
	345,526	287,488	1,049,960

Note i: Non trade-related amounts due to related parties as at December 31, 2025 mainly comprise interest-bearing borrowings of RMB500,000,000 from Shandong Energy Group Finance Co., Ltd. and payables of RMB425,905,000 in respect of the acquisition of Shandong Duanxin due to Yankuang Energy Group Company Limited, which was settled in cash in January 2026. The borrowings of RMB500,000,000 are unsecured, bear a fixed annual interest rate of 2.8%, with interest payable at the end of each month, and are repayable in August 2026.

Both Shandong Energy Group Finance Co., Ltd. and Yankuang Energy Group Company Limited are current GUP's subsidiaries.

The Company borrowed RMB24,000,000 in November 2023 from RGL Group for temporary working capital support and repaid in January 2024. The borrowing is interest free.

A subsidiary of the Group entered into a borrowings agreement of RMB33,466,000 with Zenith Steel Group Co., Ltd., a subsidiary's non-controlling interests in May 2022 and agreed to repay in April 2024. In May 2024, both parties agreed to the extend the repayment of remaining borrowings of RMB17,211,000 to 2027. As at December 31, 2023, 2024 and 2025, non trade-related amounts due to Zenith Steel Group Co., Ltd. amounting to RMB17,211,000, RMB16,255,000 and RMB7,562,000 respectively.

The borrowings of from Zenith Steel Group Co., Ltd. bear a fixed annual interest rate of 6.0%, with interest payable at the end of each quarter, and are expected to be fully repaid in May 2027.

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Current	345,526	271,233	1,042,398
Non-Current	–	16,255	7,562
	345,526	287,488	1,049,960

The following is an aged analysis of the Group's trade payables to related-parties:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
0 to 90 days	54,954	53,102	43,565
91 to 180 days	–	950	158
181 to 365 days	–	–	17
Over 365 days	–	–	519
	54,954	54,052	44,259

As at January 1, 2023, contract liabilities from related parties amounted to RMB216,305,000.

The following table shows how much of the revenue recognized relates to carried-forward contract liabilities from related parties.

	Platform-based transportation services	Port handling service	Total
	RMB'000	*RMB'000*	*RMB'000*
For the year ended December 31, 2023			
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	6,001	210,304	216,305
For the year ended December 31, 2024			
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	4,553	243,020	247,573
For the year ended December 31, 2025			
Revenue recognized that was included in the contract liabilities balance at the beginning of the year	3,322	212,437	215,759

The Company

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current GUP and its subsidiaries			
Shandong Energy Group	–	–	925,905
The previous GUP and close members of their families			
RGL Group	194,313	189,834	14,422
Deep Source	44,867	23,552	29,136
Same key management personnel			
Rizhao Port Container Development Co., Ltd.	36,624	27,117	16,578
Others	24,038	–	–

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Subsidiaries of the Company			
Fujian Wubo Technology Co., Ltd.	77,631	–	89,262
Shanxi Juxin Wuyun Technology Co., Ltd.	–	91,000	112,830
Tianjin Dongming Financial Leasing Co., Ltd.	63,145	43,145	190,545
Wubo (Fujian) Ocean Shipping Agency Co., Ltd.	–	10,920	55,558
Tianjin Wubo Energy Technology Co., Ltd.	49,852	49,420	49,420
Hunan Wubo Technology Co., Ltd.	47,095	7,398	–
Others	78,766	38,218	131,885
	616,331	480,604	1,615,541

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Analyzed as:			
Trade-related due to related parties			
– Trade payables	38,106	40,502	16,577
– Contract liabilities	237,736	200,001	435,558
Non trade-related due to related parties *(note ii)*	24,000	–	925,905
	299,842	240,503	986,040
Analyzed as:			
Trade-related due to subsidiaries			
– Trade payables	37,448	19,812	3,074
– Other payables	279,041	220,289	624,328
– Contract liabilities	–	–	2,099
	316,489	240,101	629,501
	616,331	480,604	1,615,541

Note ii: Non trade-related amounts due to related parties as at December 31, 2025 mainly comprise interest-bearing borrowings of RMB500,000,000 from Shandong Energy Group Finance Co., Ltd. and payables of RMB425,905,000 in respect of the acquisition of Shandong Duanxin due to Yankuang Energy Group Company Limited, which was settled in cash in January 2026. The borrowings of RMB500,000,000 are unsecured, bear a fixed annual interest rate of 2.8%, with interest payable at the end of each month, and are repayable in August 2026.

Both Shandong Energy Group Finance Co., Ltd. and Yankuang Energy Group Company Limited are current GUP's subsidiaries.

The Company borrowed RMB24,000,000 in November 2023 from RGL Group for temporary working capital support and repaid in January 2024. The borrowing is interest free.

The following is an aged analysis of the Company's trade payables to related parties and subsidiaries:

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
0 to 90 days	75,554	30,079	19,651
91 to 180 days	–	30,235	–
	75,554	60,314	19,651

Except non-trade related amounts, all the above balances are interest-free, unsecured and repayable on demand.

(3) Guarantees issued by related parties

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Dongming Industrial Group Co., Ltd., RGL Group Co., Ltd. and Mr. You Zhenwu *(note)*	50,000	–	–
Dongming Industrial Group Co., Ltd. *(note)*	10,000	20,000	–
	60,000	20,000	–

Note: As mentioned in Note 40(1), Mr. You Zhenwu is the GUP of RGL Group Co., Ltd., Dongming Industrial Group Co., Ltd. is a subsidiary of RGL Group Co., Ltd.

(4) Revenue from services

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current GUP and its subsidiaries			
Shandong Energy Group *(note)*	–	403,871	1,698,745
The previous GUP and and close members of their families			
RGL Group	1,593,091	1,855,500	992,318
Deep Source	222,228	256,451	210,940
PSU	7,469	8,614	6,473
Associates held by the Group	–	2,183	5,314
Subsidiaries' non-controlling interests			
Shanxi JINGANG Intelligent Manufacturing Technology Industrial Co., Ltd.	389,187	178,499	10,884
Others	21,996	26,841	16,543

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Same key management personnel			
Shandong Port Luhai International Logistics Group Development Co., Ltd.	110,406	49,952	80,139
Shan Dong Port Land Sea International Logistics Rizhao Co., Ltd.	67,363	82,692	62,032
Shanxi Xunan Information Technology Co., Ltd.	165,110	254,955	122
Others	146,324	160,652	205,313
	2,723,174	3,280,210	3,288,823

Note: Amounts for the year 2024 include transactions arising from November 1, 2024 onwards, subsequent to the acquisition resulting in the current GUP obtaining control of the Group on October 31, 2024.

(5) Purchase of services

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Current GUP and its subsidiaries			
Shandong Energy Group	–	172	9,606
The previous GUP and and close members of their families			
PSU	–	–	270,085
Associates held by the Group			
Bozhou Xinglian Human Resources Service Co.Ltd.	8,413	36,041	10,154
Others	8,809	3,635	4,331
Subsidiaries' non-controlling interests			
Ningbo Far East Global International Shipping Agency Co., Ltd.	28,887	40,930	32,306
Others	81	–	–
Same key management personnel			
Rizhao Port Co., Ltd.	87,405	–	–
Rizhao Port Container Development Co., Ltd.	47,447	192,055	77,647
Others	41,518	11,588	3,261
	222,560	284,421	407,390

(6) Compensation of key management personnel

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Salaries, allowances and other benefits	4,588	5,124	5,379
Share-based payment expenses	–	3,044	4,111
Discretionary performance based bonus	3,312	3,306	5,123
Retirement benefit contributions	606	634	632
	8,506	12,108	15,245

The remuneration of key management personnel (being directors of the Company and other key management of the Group), is determined with reference to the performance of individuals and market trends.

(7) Interest expense on borrowings and lease liabilities

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Shandong Energy Group Finance Co., Ltd.	–	–	4,667
Zenith Steel Group Co., Ltd.	1,393	1,177	722
RGL Group	1,554	1,213	913
	2,947	2,390	6,302

(8) Others

	Year ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Shandong Energy Group Co., Ltd.	–	2,063	10,816

The transaction has been treated as related party transaction since the Parent Company took control over the Group on October 31, 2024. Shandong Duanxin transferred the requisite social security contributions of its employees to Shandong Energy Group Co., Ltd, and after receiving such payment as well as payment from its other subsidiaries, Shandong Energy Group Co., Ltd. would in its own name pay the same to the relevant social security governmental authorities.

41. FINANCIAL INFORMATION OF THE COMPANY

Investments in subsidiaries

	As at December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Cost of investments, unlisted	539,441	743,535	1,514,529

The movements of the Company's reserves as at December 31, 2023, 2024 and 2025 are as follows:

	Share Premium	Capital reserve	Share-based payments reserve	Statutory surplus	Retained profits	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*	*RMB'000*
As at January 1, 2023	–	516,012	–	13,361	166,683	696,056
Profit and total comprehensive income for the year	–	–	–	–	9,657	9,657
Appropriations to statutory surplus reserve	–	–	–	966	(966)	–
At December 31, 2023	–	516,012	–	14,327	175,374	705,713
Profit and total comprehensive income for the year	–	–	–	–	1,754	1,754
Capital injection	–	1,105,778	–	–	–	1,105,778
Share-based payment expenses	–	–	42,330	–	–	42,330
Appropriations to statutory surplus reserve	–	–	–	175	(175)	–
Transfer upon vesting of restricted shares	–	37,835	(37,835)	–	–	–
At December 31, 2024	–	1,659,625	4,495	14,502	176,953	1,855,575
Profit and total comprehensive income for the year	–	–	–	–	19,474	19,474
Share-based payments	–	–	5,994	–	–	5,994
Conversion into a joint stock company *(Note 1)*	1,872,756	(1,659,625)	(8,490)	(14,502)	(190,139)	–
Appropriations to statutory surplus reserve	–	–	–	1,947	(1,947)	–
At December 31, 2025	1,872,756	–	1,999	1,947	4,341	1,881,043

42. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

As at the date of this report, the Company had direct and indirect interests in its subsidiaries, of which the principal subsidiaries are as follows:

Names*	Place and date of incorporation/ registration and place of operations	Issued Ordinary shares /registered share capital	Percentage of equity attributable to the Company		Percentage of equity attributable to the Company		Percentage of equity attributable to the Company		As of the date of this report	Principal activities	*Notes*
		'000	2023		2024		2025				
			Direct	Indirect	Direct	Indirect	Direct	Indirect			
Xianyou Wubo Technology Co., Ltd. (仙遊物泊科技有限公司)	The PRC, August 6, 2020	RMB50,000	100.00%	–	100.00%	–	100.00%	–	[100.00%]	Intelligent logistics platform services transportation services	(a)(c)
Anhui Dongming Wubo Technology Co., Ltd. (安徽東銘物泊科技有限公司)	The PRC, September 7, 2023	RMB10,000	100.00%	–	100.00%	–	100.00%	–	[100.00%]	Intelligent logistics platform services	(a)(c)
Rizhao Wubo Logistics Co., Ltd. (日照物泊物流有限公司)	The PRC, December 14, 2018	RMB50,000	70.00%	–	70.00%	–	70.00%	–	[70.00%]	Port handling services	(a)(c)
Shanghai MySteelsoft Information Technology Engineering Co., Ltd. (上海鋼軟信息技術工程股份有限公司)	The PRC, December 25, 2001	RMB50,000	50.00%	30.00%	51.00%	29.00%	51.00%	29.00%	[80.00%]	Industrial IoT solutions	(a)(c)
Shandong Duanxin Supply Chain Management Co., Ltd. (山東端信供應鏈管理有限公司)	The PRC, July 14, 2015	RMB200,000	0%	–	100.00%	–	100.00%	–	[100.00%]	Intelligent logistics platform services	(b)(c)
Shandong Wubo Technology Co., Ltd. (山東物泊科技有限公司)	The PRC, December 24, 2019	RMB50,000	51.00%	–	51.00%	–	51.00%	–	[51.00%]	Intelligent logistics platform services	(a)(c)
Wubo (Shanghai) Supply Chain Technology Co., Ltd. (物泊(上海)供應鏈科技有限公司)	The PRC, April 10, 2024	RMB100,000	100.00%	–	100.00%	–	100.00%	–	[100.00%]	Integrated supply chain services, and port handling service	(a)(c)
Wubo (Shanghai) Digital Technology Co., Ltd. (物泊(上海)數字科技有限公司)	The PRC, May 11, 2023	RMB10,000	100.00%	–	100.00%	–	100.00%	–	[100.00%]	Technology research and development and technology platform development	(a)(c)

* The English names of all subsidiaries established in the PRC are translated for identification purpose only.

All subsidiaries now comprising the Group are limited liability companies and have adopted December 31 as their financial year end date.

Notes:

(a) The statutory financial statements of the subsidiary for each of the years ended December 31, 2023 and 2024 were prepared in accordance with CASBE issued by the Ministry of Finance of the People's Republic of China to the PRC enterprises and the statutory financial statements of 2023 and 2024 were audited by Zhongshenhua Certified Public Accountants LLP, certified public accountants registered in the PRC.

(b) The statutory financial statements of the subsidiary for each of the years ended December 31, 2023 and 2024 were prepared in accordance with CASBE issued by the Ministry of Finance of the People's Republic of China to the PRC enterprises and the statutory financial statements of 2023 and 2024 were audited by Xinlianyi Certified Public Accountants LLP, certified public accountants registered in the PRC.

(c) The statutory financial statements of the subsidiary for the year ended December 31, 2025 was prepared in accordance with CASBE issued by the Ministry of Finance of the People's Republic of China to the PRC enterprises and the statutory financial statements of 2025 were audited by Baker Tilly China Certified Public Accountants LLP, certified public accountants registered in the PRC.

43. EVENTS AFTER REPORTING PERIOD

[There were no events occurring after the reporting period that required adjustment to or disclosure in this Historical Financial Information.]

44. SUBSEQUENT FINANCIAL INFORMATION

No audited financial statements of the Group, the Company or any of its subsidiaries have been prepared in respect of any period subsequent to December 31, 2025 and up to the date of this report.