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Softcare Limited
樂舒適有限公司

(Incorporated in the Cayman Islands with limited liability)
(Stock Code: 2698)

ANNUAL RESULTS ANNOUNCEMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

FINANCIAL HIGHLIGHTS

	2025	2024	YoY
	<i>US\$'000</i>	<i>US\$'000</i>	%
Revenue	567,385	454,389	24.9
Gross profit	203,503	160,151	27.1
Profit for the year	121,163	95,111	27.4
Adjusted net profit for the year (non-IFRS measure)	122,313	98,355	24.4
Earnings per share (in US cents)			
– Basic	23.0	19.0	21.1
– Diluted	23.0	N/A	N/A
Dividends per share (in US cents)			
– Final (proposed)	8.88	–	N/A

ANNUAL RESULTS

The board of directors (the “**Board**”) of Softcare Limited (the “**Company**”) is pleased to announce the annual results of the Company and its subsidiaries (collectively the “**Group**” or “**we**”, “**our**”, “**us**”) for the year ended December 31, 2025 (the “**Reporting Period**”), prepared in accordance with IFRS Accounting Standards (the “**IFRS**”) together with comparative figures, as follows:

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended December 31, 2025

		Year ended December 31	
		2025	2024
	NOTES	US\$'000	US\$'000
Revenue	4	567,385	454,389
Cost of sales		<u>(363,882)</u>	<u>(294,238)</u>
Gross profit		203,503	160,151
Other income	5	1,975	388
Other gains and losses, net	5	657	351
Selling and distribution expenses		(19,968)	(15,919)
Administrative expenses		(39,130)	(28,220)
Research expenses		(1,176)	(531)
Foreign exchange gains (losses), net		5,404	(120)
Listing expenses		(5,172)	(2,555)
Finance costs	6	<u>(1,424)</u>	<u>(464)</u>
Profit before taxation		144,669	113,081
Taxation	7	<u>(23,506)</u>	<u>(17,970)</u>
Profit for the year	8	<u><u>121,163</u></u>	<u><u>95,111</u></u>

		Year ended December 31	
		2025	2024
	<i>NOTE</i>	<i>US\$'000</i>	<i>US\$'000</i>
Other comprehensive income			
<i>Item that may be reclassified to profit or loss:</i>			
Exchange differences on translation of foreign operations		<u>5,238</u>	<u>880</u>
Other comprehensive income for the year		<u>5,238</u>	<u>880</u>
Total comprehensive income for the year attributable to owners of the Company		<u><u>126,401</u></u>	<u><u>95,991</u></u>
Earnings per share (in US cents)			
– Basic	<i>10</i>	<u><u>23.0</u></u>	<u><u>19.0</u></u>
– Diluted		<u><u>23.0</u></u>	<u><u>N/A</u></u>

Consolidated Statement of Financial Position

As at December 31, 2025

		As at December 31	
		2025	2024
	NOTES	US\$'000	US\$'000
NON-CURRENT ASSETS			
Property, plant and equipment		103,247	54,658
Right-of-use assets		13,853	10,744
Investment properties		4,767	–
Prepayments		211	4,774
Deferred tax assets		11,122	7,491
		<u>133,200</u>	<u>77,667</u>
CURRENT ASSETS			
Inventories		142,902	119,375
Trade receivables	11	9,722	5,367
Other receivables, deposits and prepayments		29,897	17,323
Prepaid income tax		1,569	3,222
Cash and cash equivalents		445,456	31,112
		<u>629,546</u>	<u>176,399</u>
CURRENT LIABILITIES			
Trade payables	12	52,941	43,262
Other payables and accruals		19,152	12,192
Contract liabilities		13,253	9,747
Tax liabilities		7,743	8,688
Lease liabilities		3,229	491
Borrowings	13	14,290	1,001
Dividends payable		–	35,000
		<u>110,608</u>	<u>110,381</u>
NET CURRENT ASSETS		<u>518,938</u>	<u>66,018</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>652,138</u>	<u>143,685</u>

	2025	2024
<i>NOTE</i>	<i>US\$'000</i>	<i>US\$'000</i>
NON-CURRENT LIABILITIES		
Lease liabilities	3,699	936
Deferred tax liabilities	11,149	2,863
	<u>14,848</u>	<u>3,799</u>
NET ASSETS	<u>637,290</u>	<u>139,886</u>
CAPITAL AND RESERVES		
Share capital	62	50
Reserves	637,228	139,836
TOTAL EQUITY	<u>637,290</u>	<u>139,886</u>

Notes:

1. GENERAL

Softcare Limited (formerly known as Sunda International Limited which was changed to its current name on January 16, 2024) was incorporated in the Cayman Islands as an exempted company with limited liability on February 17, 2022. The listing of the shares of the Company on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) (the “**Listing**”) was completed on November 10, 2025 (the “**Listing Date**”). Its parent company is CENTURY INDUSTRIAL LTD (“**Century BVI**”, which was incorporated in the British Virgin Islands (“**BVI**”)) and is wholly-owned by SUNDA ENTERPRISE LIMITED (“**Sunda Enterprise**”, an exempted company incorporated in the Cayman Islands with limited liability). Sunda Enterprise is owned as to 51% by Chaoyuet Holding Limited (“**Chaoyuet Holding**”, which was incorporated in BVI and is wholly-owned by Mr. Shen Yanchang) and 49% by Haoyue Investment Limited (which was incorporated in BVI and is wholly-owned by Ms. Yang Yanjuan (spouse of Mr. Shen Yanchang)).

The Company acts as an investment holding company of the Group and its subsidiaries are principally engaged in manufacturing and sales of baby diapers, baby pants, sanitary pads and wet wipes in certain countries in Africa, Latin America and Central Asia.

The consolidated financial statements are presented in United States Dollar (“**US\$**”) because the management of the Company controls and monitors the performance and financial position of the Group using US\$, which is also the functional currency of the Company.

2. BASIS OF PREPARATION AND PRESENTATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements have been prepared based on the accounting policies which conform with IFRS Accounting Standards as issued by the International Accounting Standards Board (“IASB”) and the principles of merger accounting applicable to group reorganization.

3. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

Amendments to an IFRS Accounting Standards that are mandatorily effective for the current year

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the IASB, including those new and amendments to IFRS Accounting Standards that are mandatorily effective for the Group’s annual period beginning on January 1, 2025, consistently throughout the years ended December 31, 2024 and 2025.

3. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS (Continued)

New and amendments to IFRS Accounting Standards in issue but not yet effective

At the date of approval of these consolidated financial statements, the Group has not early adopted 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	Presentation and Disclosure in Financial Statements ³
Amendments to IAS 21	Translation to a Hyperinflationary Presentation Currency ³

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

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

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

Except as described below, the directors of the Company anticipate that the application of other new and amendments to IFRS Accounting Standards will have no material impact on the Group's financial position and financial performance in the foreseeable future.

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". The new IFRS Accounting Standard, which 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 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" 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 this 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 and consolidated statement of cash flows and disclosures in the future financial statements.

4. REVENUE AND SEGMENT INFORMATION

Information is reported to directors of the Company, who are also the chief operating decision makers (“CODM”) of the Group, for the purposes of resource allocation and performance assessment. The CODM reviews the overall results and financial performance of the Group as a whole. No analysis of the Group’s assets or liabilities and no other discrete financial information is regularly provided to the CODM. Accordingly, only entity-wide disclosures on revenue, major customers and geographical information are presented in accordance with IFRS 8 “Operating Segments”.

(i) Disaggregation of revenue of the Group from contracts with customers

	2025	2024
	<i>US\$'000</i>	<i>US\$'000</i>
Types of products		
Sales of baby diapers and baby pants	446,059	362,447
Sales of sanitary pads	99,059	77,465
Sales of wet wipes	22,267	14,477
	<hr/>	<hr/>
Total revenue from contracts with customers	567,385	454,389
	<hr/>	<hr/>
Timing of revenue recognition		
At point in time	567,385	454,389
	<hr/> <hr/>	<hr/> <hr/>

No individual customer contributes over 10% of the total revenue of the Group during both years.

4. REVENUE AND SEGMENT INFORMATION (Continued)

(ii) Performance obligations for contracts with customers

Revenue from sales of products is recognized at a point in time when the products are picked up by customers from our warehouses or are delivered to the customer's specific locations depending on the relevant contract terms, being at the point that the customer obtains the control of the products and the Group has present right to payment and collection of the consideration is probable. Return of products or refund is generally not allowed. Replacement of products may be provided in the event of a quality issue while evaluated on a case-by-case basis.

Customers are usually required to make full payments before delivery of products, however, credit period up to 90 days may be granted to certain customers on a case-by-case basis after approved by the management of the Group.

Certain customers are entitled to rebates based on the amounts of products they purchased and the pre-established rates upon their assigned quarter or annual purchase targets met. The rebates can only be used on their future purchases and provide a material right to those customers that they would not receive without purchasing the Group's products. The rebate to the customer is therefore a separate performance obligation.

The Group allocates the transaction price to sales of its products and rebates on a relative stand-alone selling price basis.

The rebate amount to a customer is estimated based on the Group's historical experience and a contract liability is recognized at the time of the initial sales transaction. Revenue from the rebates is recognized when the rebates are used by the customer on future purchases.

At the end of each reporting period, contracts with customers with unsatisfied performance obligations have original expected durations of one year or less. As permitted under IFRS 15, the transaction prices allocated to these unsatisfied contracts are not disclosed.

4. REVENUE AND SEGMENT INFORMATION (Continued)

(iii) Geographical information

Information about the Group's revenue based on the location of customers and non-current assets (except for deferred tax assets) based on the geographical location of the assets are presented below:

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Revenue by customers' location		
Cameroon	36,336	30,436
Côte d'Ivoire	46,213	44,269
Ghana	91,807	65,965
Kenya	101,177	90,453
Peru	17,279	9,298
Senegal	44,711	45,283
Tanzania	50,410	41,397
Uganda	51,035	38,615
Zambia	30,904	27,132
Others	97,513	61,541
	<hr/>	<hr/>
Total	567,385	454,389
	<hr/> <hr/>	<hr/> <hr/>
Non-current assets by geographical location		
Cameroon	7,334	7,047
Ghana	12,804	9,483
Kenya	25,792	20,850
Peru	17,903	2,941
Senegal	5,103	3,502
Tanzania	15,117	4,151
Uganda	20,519	9,805
Zambia	12,370	8,451
Others	5,136	3,946
	<hr/>	<hr/>
Total	122,078	70,176
	<hr/> <hr/>	<hr/> <hr/>

5. OTHER INCOME AND OTHER GAINS AND LOSSES, NET

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Other income		
Interest income	1,927	388
Rental income (net of outgoing expenses)	<u>48</u>	<u>–</u>
	<u>1,975</u>	<u>388</u>
Other gains and losses, net		
Impairment losses under expected credit loss model, net of reversal	(63)	(71)
Gain on disposal of plant and equipment, net	96	47
Gain on fair value changes for financial assets at FVTPL	147	665
Others	<u>477</u>	<u>(290)</u>
	<u>657</u>	<u>351</u>

6. FINANCE COST

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Interest on bank borrowings	207	86
Interest on loans from related companies	–	307
Interest on lease liabilities	165	71
Interest on other financial liability	<u>1,052</u>	<u>–</u>
	<u>1,424</u>	<u>464</u>

7. TAXATION

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Current tax	18,494	14,586
Deferred tax		
– corporate income tax	(458)	3,384
– withholding tax	5,470	–
	<u>5,012</u>	<u>3,384</u>
	<u><u>23,506</u></u>	<u><u>17,970</u></u>

No provision for corporate income tax of the Company has been made as it did not have assessable profit which arose in, or was derived from the Cayman Islands. The Group's profit is subject to taxation from the place of its operations where its profit is generated and is calculated at the rates prevailing in the relevant jurisdictions as follows:

Jurisdictions	Applicable tax rates
Cameroon	38.5%
El Salvador, Kenya, Senegal, Tanzania, Uganda, Zambia	30%
Peru	29.5%
Benin, Côte d'Ivoire, PRC	25%
Ghana	25% and 8% on assessable profits attributable to local and export businesses, respectively
The Republic of Kazakhstan ("Kazakhstan")	20%
Hong Kong	16.5%
The United Arab Emirates	9% and 0% on qualifying income for qualified free zone person according to local rules and regulations

7. TAXATION (Continued)

Tax exemption of each country of operation:

- SOFTCARE (U) LTD enjoys tax holidays for 10 years commencing from year ended December 31, 2022.
- SOFTCARE BENIN LIMITED (formerly known as SUNDA BENIN LIMITED) enjoys tax holidays for 8 years commencing from year ended December 31, 2023.
- SOFTCARE CAMEROON LIMITED enjoys preferential tax rates of 9.625% from years ending December 31, 2023 to 2027, and 19.25% from years ending December 31, 2028 to 2032.
- SOFTCARE INDUSTRIAL ZAMBIA LIMITED (formerly known as SUNDA INDUSTRIAL ZAMBIA COMPANY LIMITED) enjoys preferential tax rates of 0% from years ending December 31, 2021 to 2030, 15% from years ending December 31, 2031 to 2033 and 22.5% from years ending December 31, 2034 to 2035, on its assessable profits attributable to export business.

The deferred tax arising on withholding tax is provided on the distributable profits of entities in the PRC and African countries at withholding tax rates ranging from 5% to 15%.

8. PROFIT FOR THE YEAR

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Profit for the year has been arrived at after charging:		
Auditor's remuneration	829	234
Staff costs (including the directors' remuneration)		
– Salaries, allowances and other benefits	25,402	20,347
– Contributions to retirement benefits schemes	2,486	2,975
– Share-based payments	1,218	–
Less: Amount capitalized in inventories	<u>(11,191)</u>	<u>(9,475)</u>
Staff costs recognized as expenses	<u>17,915</u>	<u>13,847</u>
Depreciation of property, plant and equipment	8,940	7,742
Depreciation of right-of-use assets	1,464	526
Depreciation of investment properties	47	–
Less: Amount capitalized in inventories	<u>(9,088)</u>	<u>(7,914)</u>
Depreciation recognized as an expense	<u>1,363</u>	<u>354</u>
Short-term leases in respect of leased properties	3,998	3,980
Cost of inventories recognized as an expense	363,882	294,238
Listing expenses	<u>5,172</u>	<u>2,555</u>

9. DIVIDENDS

	2025	2024
	<i>US\$'000</i>	<i>US\$'000</i>
Dividends declared to Century BVI recognized as distribution:		
Interim dividends declared by SOFTCARE KENYA COMPANY LIMITED on January 12, 2024	–	353
Interim dividends declared by the Company on December 23, 2024	–	35,000
	<u>–</u>	<u>35,000</u>
	<u>–</u>	<u>35,353</u>

Information of rate of dividend declared before effective of subdivision of shares, surrender of shares and shares allotment on January 15, 2025 is not meaningful having regard to the purpose of these consolidated financial statements.

Subsequent to the end of the Reporting Period, a final dividend in respect of the year ended December 31, 2025 of US8.88 cents per ordinary share, in an aggregate amount of approximately US\$55 million, has been proposed by the directors of the Company and is subject to approval by the shareholders in the forthcoming annual general meeting.

10. EARNINGS PER SHARE

The calculation of the earnings per share attributable to owners of the Company is based on the following data:

	2025	2024
Earnings (US\$'000)		
Earnings for the purpose of the basic and diluted (2024 : basic) earnings per share (Profit for the year attributable to owners of the Company)	<u>121,163</u>	<u>95,111</u>
Number of shares ('000)		
Weighted average number of ordinary shares for the purpose of basic earnings per share	526,715	500,000
Effect of dilutive potential ordinary shares:		
Share options granted under the Pre-IPO Share Option Scheme (as defined in Note 14(i))	1,073	N/A
Over-allotment option	<u>145</u>	<u>N/A</u>
Weighted average number of ordinary shares for the purpose of diluted earnings per share	<u>527,933</u>	<u>N/A</u>

10. EARNINGS PER SHARE (Continued)

The weighted average number of ordinary shares was determined assuming the subdivision of shares, surrender of shares and shares allotment had been effective since January 1, 2024.

The computation of diluted earnings per share does not assume the exercise of the put option from other financial liability since their assumed exercise would result in a decrease in earnings per share for 2025.

No diluted earnings per share for 2024 was presented as there was no potential ordinary shares in issue for 2024.

11. TRADE RECEIVABLES

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Trade receivables	10,064	5,646
Less: Allowance for credit losses	<u>(342)</u>	<u>(279)</u>
	<u>9,722</u>	<u>5,367</u>

The Group grants credit terms to customers for up to 90 days from the invoice date for trade receivables. An ageing analysis of the trade receivables, net of allowance for credit losses, presented based on the invoice dates at the end of each reporting period is as follows:

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Within 1 month	7,763	4,751
In 2 – 3 months	1,721	545
In 4 – 6 months	159	18
In 7 – 12 months	<u>79</u>	<u>53</u>
	<u>9,722</u>	<u>5,367</u>

As at December 31, 2025, included in the Group's trade receivables balances are debtors with aggregate carrying amounts of US\$238,000 (2024: US\$71,000), which are past due, of which US\$79,000 (2024: US\$53,000), had been past due more than 90 days while they are not considered as in default because these customers have good business relationships with the Group and satisfactory settlement history. The Group does not hold any collateral over these balances.

12. TRADE PAYABLES

The credit period on trade payables to third parties is up to 90 days. The following is an ageing analysis of trade payables of the Group presented based on the invoice date at the end of each reporting period:

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Within 3 months	50,815	42,088
In 4-6 months	1,689	1,171
Over 6 months	437	3
	<u>52,941</u>	<u>43,262</u>

13. BORROWINGS

	2025 <i>US\$'000</i>	2024 <i>US\$'000</i>
Bank borrowings, unsecured and unguaranteed, repayable within one year (<i>Note (i)</i>)	14,290	–
Loan from Chaoyuet Holding, unsecured and unguaranteed, repayable on demand (<i>Note (ii)</i>)	–	1,001
Total borrowings	14,290	1,001
Less: Amounts due within one year or on demand shown under current liabilities	(14,290)	(1,001)
Amounts shown under non-current liabilities	<u>–</u>	<u>–</u>

Notes:

- (i) As at December 31, 2025, the bank borrowings included unsecured and unguaranteed bank loans of US\$14,290,000, bore interest at fixed-rate of 1.30% – 2.05% per annum and denominated in Renminbi.
- (ii) The loan from Chaoyuet Holding was arising from acquisition of Colline Limited and its subsidiaries in December 2024. As at December 31, 2024, the loan was interest-free and repayable on demand. The loan was fully repaid in January 2025.

14. SHARE OPTION SCHEME

(i) *Pre-IPO Share Option Scheme*

The pre-IPO share option scheme (the “**Pre-IPO Share Option Scheme**”) was adopted on January 15, 2025, and is valid for a period of twelve calendar months from the adoption date (both dates inclusive) but in any event shall be no later than the day before the Listing Date, after which no further options shall be offered but the provisions of the Pre-IPO Share Option Scheme shall in all other respects remain in full force and effect to the extent necessary to give effect to the exercise of any options granted prior thereto or otherwise as may be required in accordance with the provisions of the Pre-IPO Share Option Scheme and options granted prior thereto but not yet exercised shall continue to be valid and exercisable in accordance with the Pre-IPO Share Option Scheme. The scheme aims to incentivize eligible employees and directors for their contributions to the Group. The maximum number of shares that may be granted under the scheme is 0.55% of the total shares in issue immediately upon completion of the Listing. On February 28, 2025, options over an aggregate of 2,218,200 shares were granted to 19 participants at an exercise price of HK\$2.26 per share, with vesting schedules ranging from one to three years based on service duration and annual performance appraisals. An additional grant of 121,500 options was made to an employee on June 17, 2025. During the year ended December 31, 2025, the Group recognized a share-based payment expense of US\$1,218,000 in relation to these options.

(ii) *Post-IPO Share Option Scheme*

The post-IPO share option scheme (the “**Post-IPO Share Option Scheme**”) was adopted on October 27, 2025, and is valid for 10 years from the Listing Date. The scheme is designed to recognize the contributions of directors and employees of the Group. Under the scheme, the Board of the Company may grant options to subscribe for shares up to a maximum of 10% of the total number of shares in issue (excluding treasury shares) immediately following the completion of the Listing, being 60,588,400 Shares (assuming that the over-allotment option is not exercised and without taking into account any shares which may be issued upon the exercise of any options which have been granted under the Pre-IPO Share Option Scheme). Since the date of its adoption and up to December 31, 2025, no share options have been granted, exercised, cancelled, or lapsed under the Post-IPO Share Option Scheme.

15. SUBSEQUENT EVENTS

No significant events have occurred from January 1, 2026 up to the date of this announcement.

MANAGEMENT DISCUSSION AND ANALYSIS

Business Review

Macroeconomic and Industry Environment

The Group pioneered the sales of hygiene products in West Africa in 2009, and has since continuously expanded our business to several African countries, successfully establishing a presence in various African regions. Historically, our sales footprint has covered more than 30 African countries across West Africa, East Africa and Central Africa. Leveraging our operational experience and success in Africa, we expanded our business to Peru in Latin America in 2020, and subsequently to Kazakhstan in Central Asia and El Salvador in Latin America in 2024.

In 2025, driven by declining inflation and a more stable monetary environment, consumption and investment activities in Africa recovered moderately, with the overall economy exhibiting resilient growth. Benefiting from lower market penetration and a considerable demographic dividend, the African hygiene products market continues to outperform the global average. Latin America, while maintaining low growth, remains a major economic engine due to domestic consumption. The region's market combines the characteristics of the African channel with the consumption structure of a mature market, facilitating the Group's replication of successful channel experience. Meanwhile, the Group launched a product portfolio with high cost-effectiveness adapted to the market's consumption structure, enabling rapid market entry and penetration.

Adhering to the "consumer-centric" business philosophy, the Group deepened its presence in emerging markets in Africa, Latin America and Central Asia, continuously strengthening its core operating model of "localized production + global supply chain + deep distribution". We continued to optimize our production capacity layout in key regions such as Africa, Latin America and Central Asia, and promote the upgrading of intelligent production lines and quality control systems, further consolidating the Group's leading position in the hygiene products sector in emerging markets. Leveraging a stable supply chain, efficient manufacturing capabilities, and cost-effective products, we actively seized market opportunities, laying a solid foundation for the Group's sustained growth and achieving steady growth in business scale and profitability.

Note:

“East Africa”, “Central Africa”, “West Africa”, “Latin America” and “Central Asia” refer to the meanings ascribed to them in the United Nations publication “Standard Country or Area Codes for Statistical Use” (originally published as M Series No. 49, now commonly referred to as the M49 standard).

Our Products

Our products include baby diapers focusing on Baby Care, sanitary pads focusing on Feminine Care, and wet wipes focusing on Family Care. In 2024 and 2025, the following table sets forth the revenue breakdown by the above categories for the periods indicated:

	2025			2024		
	<i>Revenue</i>		<i>Gross profit</i>	<i>Revenue</i>		<i>Gross profit</i>
	<i>US\$'000</i>	<i>% of total</i>	<i>margin (%)</i>	<i>US\$'000</i>	<i>% of total</i>	<i>margin (%)</i>
Baby Care	446,059	78.6	35.3	362,447	79.8	33.9
Feminine Care	99,059	17.5	36.7	77,465	17.0	38.4
Family Care	22,267	3.9	43.7	14,477	3.2	52.0
Total sales						
revenue	567,385	100.0	35.9	454,389	100.0	35.2

i) BABY CARE

In terms of Baby Care, we provide baby diapers and baby pants in a full range of sizes, designs and functions, specially designed for infants and children from new-born up to five years old, to keep babies dry and fresh. We proactively implemented a “One Country, One Strategy” approach. Based on market demand, we launched customized products across multiple dimensions including scenarios, user groups, functions and user experience. In 2025, the number of stock keeping unit (“SKU(s)”) of Baby Care products we sold was 437.

During the year ended December 31, 2025, products in this category recorded sales of US\$446.1 million, representing a year-on-year increase of 23.1% and accounting for 78.6% of the total revenue, making it our core revenue driver. The growth was underpinned by the synergistic increase in sales volume and average selling price.

In terms of sales volume, full-year sales volume of products in this category was 5,142.6 million pieces, representing an increase of 17.9% when compared to the sales volume of 4,361.8 million pieces in 2024, which was driven by the African and Latin American markets.

Among them, sales volume in Africa increased by 16.3% year-on-year, benefiting from a birth rate notably higher than other continents and the continuous expansion of the regional market. Sales volume in Latin America increased by more than 100% year-on-year as the Group's channel expansion quickly captured market share with strong performance. To effectively adapt to market demand, the Group added several new production lines for baby diapers and baby pants during the year.

ii) FEMININE CARE

In terms of Feminine Care, we offer sanitary pads of various designs and specifications, including different sizes, shapes, thicknesses, top-sheet materials and absorption capacities, allowing consumers to choose products that suit personal needs and preferences, and helping women to feel comfortable and confident during menstrual periods. In 2025, the total number of SKUs of Feminine Care products we sold was 57.

During the year ended December 31, 2025, products in this category recorded sales of US\$99.1 million, representing a year-on-year increase of 27.9% and accounting for 17.5% of total revenue, with a relatively strong growth rate.

In terms of sales volume, full-year sales volume of products in this category reached 1,950.9 million pieces, representing a year-on-year increase of 19.4% when compared to the sales volume of 1,634.3 million pieces in 2024. Taking Africa as an example, the increasing size of the female population in the target age group within the region, together with increased promotion and awareness of women's health in certain countries and rising urbanization rates, has continuously expanded the underlying demand for sanitary pads and driven sales growth.

During the year ended December 31, 2025, in response to the Ghanaian government's free sanitary pads distribution project, we actively participated and contributed to the smooth implementation of the project through supplying products, while also leveraging this opportunity to promote our product sales. The Ghanaian government expected to invest over 800 million Ghanaian Cedi from 2026 to 2029 to purchase sanitary pads for charitable distribution, primarily targeting female students and other women's groups, which fully demonstrates the local government's high emphasis on women's health. It is conducive to raising the penetration rate of hygiene products in the local market and promoting the healthy and rapid development of the industry. Participating in the above project will effectively enhance the market coverage and brand awareness of the Group's sanitary pads, generating positive sales synergy for other products under the Softcare brand, and also further strengthening the Group's overall competitiveness and brand influence in the Ghanaian market.

iii) FAMILY CARE

In terms of Family Care, we offer wet wipes with mild formulations for daily cleansing and sanitizing, which are suitable for delicate baby skin. In 2025, this product category covered a total of 23 SKUs.

During the year ended December 31, 2025, products in this category recorded sales of US\$22.3 million, representing a year-on-year increase of 53.8% and accounting for 3.9% of total revenue, making it the fastest-growing business.

Amid rising health awareness and the trend towards refined infant care, the demand scenarios for the products have been further expanded. During the year, sales volume of products in this category achieved 2,287.5 million pieces, representing a year-on-year increase of 52.8% when compared to the sales volume of 1,497.5 million pieces in 2024.

In response to the differentiated needs of various consumer groups for daily cleansing and on-the-go portability, we have continued to promote product diversification and focused on core scenarios to strengthen the fundamental business.

Revenue by regions

	2025		2024	
	<i>Revenue US\$'000</i>	<i>% of total</i>	<i>Revenue US\$'000</i>	<i>% of total</i>
East Africa	256,140	45.1	206,733	45.5
West Africa	230,884	40.7	194,990	42.9
Central Africa	58,042	10.2	43,152	9.5
Latin America	22,047	3.9	9,409	2.1
Central Asia	272	0.1	105	0.0
Total revenue	567,385	100.0	454,389	100.0

Revenue by channels

	2025		2024	
	<i>Revenue US\$'000</i>	<i>% of total</i>	<i>Revenue US\$'000</i>	<i>% of total</i>
Wholesalers	346,490	61.1	291,256	64.1
Distributors	198,491	35.0	145,930	32.1
Supermarkets and other retailers	20,343	3.6	15,175	3.3
Others	2,061	0.3	2,028	0.5
Total revenue	567,385	100.0	454,389	100.0

Revenue by brands

	2025		2024	
	<i>Revenue US\$'000</i>	<i>% of total</i>	<i>Revenue US\$'000</i>	<i>% of total</i>
SOFTCARE	447,290	78.8	357,363	78.6
CUETTIE	95,811	16.9	83,856	18.5
VEESPER	17,352	3.1	9,298	2.0
MAYA	6,284	1.1	2,914	0.6
CLINCLEER	648	0.1	958	0.3
Total revenue	<u>567,385</u>	<u>100.0</u>	<u>454,389</u>	<u>100.0</u>

In 2024, the Group started to deploy the Customer Relationship Management System (“**CRM System**”) as a centralized sales management platform to properly manage its channel distributors. The CRM System enables us to monitor channel distributors’ sales activities in a timely manner and provides them with tailored support and data analysis, assisting in the optimization of sales strategies and product portfolio, and responding more swiftly to the market. Through our CRM System, our channel distributors can access updated information on our products, prices, promotions, and available inventory. They can also place orders and manage delivery processes directly within the system, thereby improving the efficiency of the overall sales process.

During the year, the Company further promoted the digital transformation of its sales channels, extending from distributors to terminal stores, and first launched pilot operations in key countries such as Ghana and Kenya to better manage data analysis and sales activity monitoring across the entire channel chain.

In the newly developed Latin American region, such as Peru, the Company actively promotes the diversification and upgrading of its channel structure, focusing on increasing its layout and entry into modern channels such as supermarkets and pharmacies. The scale of channel coverage continues to expand, with sales in the country increased significantly by 85.8% year-on-year from US\$9.3 million in 2024 to US\$17.3 million in 2025.

Financial Review

Revenue

The Group's total revenue increased by 24.9% from US\$454.4 million in 2024 to US\$567.4 million in 2025, mainly attributable to the combined growth in sales volume and average selling price. In terms of sales volume, leveraging the continued population growth in emerging markets, along with increased level of urbanization and health awareness, the penetration rate of hygiene products is experiencing a steady increase. Driven by such development trend, the Group continued to deepen its sales channels through wholesalers and distributors, maintaining its leading position in core markets and achieving steady sales growth. Meanwhile, the Group strategically established factories in multiple African countries and exported its products to adjacent countries and actively expanded into the Latin American market, further boosting sales growth. In terms of average selling price, the average selling price of all product categories increased by 4% to 7%, mainly due to the strengthening of most operating currencies against US dollar in the second half of 2025. In addition, the Group has developed a multi-dimensional and adaptive pricing strategy that combines diversified product portfolio with the consumption capacity and competitive landscape of various countries.

Cost of Sales

The Group's cost of sales increased by 23.7% from US\$294.2 million in 2024 to US\$363.9 million in 2025, which was broadly in line with the growth in revenue.

Gross Profit and Gross Profit Margin

The Group's gross profit increased by 27.1% from US\$160.2 million in 2024 to US\$203.5 million in 2025, primarily driven by revenue growth. The gross profit margin improved from 35.2% in 2024 to 35.9% in 2025, primarily due to: (i) higher average selling prices and unit costs resulting from the strengthening of most operating currencies against US dollar in the second half of 2025, driving the increase in gross profit margin; and (ii) the combined effects of the Group's efforts in strengthening emerging markets penetration, upgrading and iterating existing products and adjusting its product structure.

Other Income

The Group's other income increased from US\$0.4 million in 2024 to US\$2.0 million in 2025, primarily due to bank interest income.

Other Gains and Losses, Net

The Group recorded other gain, net of US\$0.4 million and US\$0.7 million in 2024 and 2025, respectively, mainly from asset disposal and waste treatment.

Selling and Distribution Expenses

The Group's selling and distribution expenses increased by 25.8% from US\$15.9 million in 2024 to US\$20.0 million in 2025, with the expense to revenue ratio remaining stable at 3.5%. The increase was primarily attributable to higher integrated support service fees (including logistics, warehousing and loading and unloading services), salaries for sales-related employees, advertising and marketing expenses and transportation costs, driven by the growth in the Group's sales volume and market coverage.

Administrative Expenses

The Group's administrative expenses increased by 38.7% from US\$28.2 million in 2024 to US\$39.1 million in 2025, with the expense to revenue ratio rising from 6.2% to 6.9%. The increase was primarily attributable to higher professional service fees (including consulting, legal and audit fees) and travel expenses in connection with such work. Meanwhile, the equity incentive plan and the expansion of the overseas management team drove up the administrative staff costs.

Listing Expenses

The Group's listing expenses increased from US\$2.6 million in 2024 to US\$5.2 million in 2025. Such listing expenses primarily comprised non-underwriting-related expenses, including professional service fees payable to the joint sponsors, legal advisors and reporting accountants, as well as other fees and expenses. These expenses are one-off and non-recurring in nature and will not affect the Group's future operating costs.

Foreign Exchange Gains (Losses), Net

The Group recorded a net foreign exchange loss of US\$0.1 million in 2024 and a net foreign exchange gain of US\$5.4 million in 2025. The shift from a net foreign exchange loss to a net foreign exchange gain was mainly attributable to the appreciation of Euro, Central CFA franc, West CFA franc, Zambian Kwacha, Ghanaian Cedi and Peruvian Sol against US dollar during the Reporting Period.

Finance Costs

The Group's finance costs increased from US\$0.5 million in 2024 to US\$1.4 million in 2025. The increase was primarily attributable to higher interest expenses on other financial liabilities, partially offset by the absence of interest on loans from related companies in 2025. The other financial liabilities arose from the put option granted to pre-listing investor of the Group, which was classified as a financial liability and subsequently measured at amortised cost. The related interest was incurred over time and recognized in profit or loss.

Non-IFRS Measure Indicators

We believe that the presentation of non-IFRS measure indicators, namely adjusted net profit (non-IFRS measure indicators) and adjusted net profit margin (non-IFRS measure indicators), facilitates comparisons of operating performance from year-and-year and period-to-period, and provides useful information for investors and others to understand and evaluate the consolidated results of operations of the Group in the same manner as they help the Company's management by eliminating the impact of certain items. However, such non-IFRS financial indicators the Group presented may not be directly comparable to similar indicators presented by other companies. The use of adjusted net profit (non-IFRS measure indicators) and adjusted net profit margin (non-IFRS measure indicators) has limitations as analytical tools, and should not be considered in isolation from, or as a substitute for analysis of, results of operations or financial condition of the Group as prepared under IFRS Accounting Standards.

We define adjusted net profit (non-IFRS measure indicators) for the year after excluding the effects of: (1) listing expenses, (2) foreign exchange (gains) losses, net, (3) share-based payment expense, and (4) income tax effects of non-IFRS adjustments. We define adjusted net profit margin (non-IFRS measure indicators) as adjusted net profit (non-IFRS measure indicators) divided by revenue for the year and multiplied by 100%.

The following table reconciles the Group's adjusted net profit (non-IFRS measure indicators) for the years presented to profit for the years prepared in accordance with IFRS Accounting Standards:

	2025	2024
	<i>US\$'000</i>	<i>US\$'000</i>
Reconciliation of profit for the year to adjusted net profit (non-IFRS measure)		
Profit for the year	121,163	95,111
Add:		
Listing expenses	5,172	2,555
Foreign exchange (gains) losses, net	(5,404)	120
Share-based payment expense	1,218	–
Income tax effects of non-IFRS adjustments	164	569
Adjusted net profit (non-IFRS measure indicators) for the year	122,313	98,355
Adjusted net profit margin (non-IFRS measure indicators)	21.6%	21.6%

Notes:

- (1) Listing expenses are generated from listing-related activities.
- (2) Share-based payment expense is generated from share options granted to employees under the Pre-IPO Share Option Scheme of the Company and is a non-cash item.

Liquidity, Financial Resources and Bank Borrowings

The Group's bank balances and cash increased substantially from US\$31.1 million as at December 31, 2024 to US\$445.5 million as at December 31, 2025, which was the core driver of the growth in current assets. This was primarily due to substantial cash inflows from financing activities, including capital contributions from shareholders of the Company in connection with listing, pre-listing financing proceeds, as well as net cash inflows from operating activities totaled US\$115.4 million (representing an increase from US\$109.5 million in 2024).

As at December 31, 2024 and 2025, the Group had outstanding bank borrowings of US\$1.0 million and US\$14.3 million respectively. The bank borrowings as of December 31, 2025 were derived from supplier finance arrangements under which the Group issued letters of credit to suppliers for inventory purchases, and such borrowings were unsecured and unguaranteed.

Financial ratio

	2025	2024
Inventory turnover days	132	141
Current ratio (current assets/current liabilities)	5.7	1.6
Debt ratio (total liabilities/total assets)	16.4%	44.9%
Equity-debt ratio ((interest-bearing borrowings + lease liabilities)/total equity)	3.3%	1.7%

Foreign Currency Risk Management

The Group has foreign currency sales and purchases, which are transactions denominated in currencies other than the respective functional currencies of the subsidiaries. The major foreign currency denominated monetary assets and liabilities, including trade and other receivables, amounts due from/to intra-group companies, deposits, bank balances and cash, trade and other payables and borrowings, expose the Group to foreign currency risk arising from US dollars, Euros, Central CFA franc, West CFA franc, Renminbi and Ghanaian Cedi.

The Group will continue to closely monitor exchange rate fluctuations, optimize the structure of foreign currency assets and liabilities, and adopt effective risk management measures such as currency exchange and global fund transfers to reduce the impact of exchange rate fluctuations on operating results.

Capital Expenditure

For the year ended December 31, 2025, the Group's capital expenditure amounted to approximately US\$52.4 million, which was primarily used for the purchase and development of property, plant and equipment and investment properties, as well as right-of-use assets. As of December 31, 2025, the Group has 9 factories and 66 production lines in operation, representing an increase of 1 factory and 18 production lines respectively as compared to the end of 2024.

	As of December 31, 2025	As of December 31, 2024	Number of increase
Number of factories	9	8	1
Number of production lines in operation	66	48	18

Pledge On/Charge of Assets

As of December 31, 2025, the Group had no pledged/charged assets.

Contingent Liabilities

As of December 31, 2025, the Group had no material contingent liabilities.

Significant Events after the Reporting Period

No event has taken place subsequent to December 31, 2025 and up to the date of this announcement that may have a material impact on the Group's operating and financial performance that needs to be disclosed.

Significant Investment, Material Acquisition and Disposal

For the year ended December 31, 2025, the Company did not have any significant investments held, or any material acquisition or disposal of any relevant subsidiaries, associates and joint ventures.

Future Plan for Material Investments or Capital Assets

As of the date of this announcement, save for the investment plans disclosed in the section headed "Future Plans and Use of Proceeds" in the Prospectus dated October 31, 2025, the Company did not have any concrete plan for acquiring other material investments or capital assets.

Social Responsibility and Sustainable Development

With the initial mission of LOVE and CARE, Softcare continues to respond to the 2030 Agenda for Sustainable Development proposed by the United Nations, leveraging our industrial capabilities to fulfill corporate social responsibility and commitment to sustainable development.

Regarding our social responsibility, the Group focused on manufacturing health and hygiene products, not only continuously enhancing product quality and expands sales channels to further increase the accessibility and affordability of basic hygiene products in remote areas and among vulnerable populations, but also collaborating with communities to advance our "CARE for Her" charity strategy. Through product donations and hygiene education initiatives across multiple countries and regions, the Company has benefited tens of thousands of women and girls, reducing the risk of infections caused by inadequate sanitary conditions.

Regarding our humanistic and environmental sustainability responsibilities, we remain dedicated to co-creating a green, healthy and harmonious future and being a trusted partner for families worldwide. In 2025, the Company successfully launched a photovoltaic project in Kenya, which is expected to reduce carbon dioxide emissions by approximately 3,547 tonnes annually. Looking ahead, we will focus on the four strategic pillars as “Collaboration, Advancement, Responsibility and Eco-friendliness”, interpreting these principles into more concrete environmental and social sustainability solutions, and striving to achieve synergistic growth between commercial value and social value.

Research and Innovation

We have consistently positioned product leadership as our corporate development strategy, emphasizing the creation of greater value for consumers and society. In 2025, we continued to act on consumer insights and reinforced our commitment to them by completing market research and consumer interviews in different countries. This enabled us to effectively identify consumer profiles across different nations and regions, strengthen our understanding of product demand, and subsequently advance the development and launch of new products and brands. We successfully completed product upgrades and iterations, thereby enhancing product reach across diverse consumer groups.

In product quality control and innovation development, we have always prioritized consumer safety. We work closely with third-party accredited testing laboratories and conduct regular inspections to ensure that our products comply with applicable industry standards. We actively participate in exchanges with national industry associations and discussions on relevant standards. In certain African countries, serving as a key organizing member of industry associations, we collaborate with peer enterprises to continuously raise product standards and quality requirements. We also work closely with upstream partners to develop and innovate new materials and processes, and have successfully introduced fully automated packaging equipment, significantly improving factory efficiency and product quality.

Looking ahead, we will continue to strengthen product innovation with consumer safety as the guiding principle. We will intensify research and development efforts in areas such as product comfort innovation and product absorption, continuously optimizing the consumer wearing experience. At the same time, we will further segment the market, develop differentiated products tailored to diverse consumer needs, and launch market-leading products that meet consumer demands across different scenarios.

Human Resources and Remuneration Policy

As at December 31, 2025, the Group had a total of 2,906 employees. The aggregate expenditure on staff costs (including directors' remuneration) for 2025 amounted to approximately US\$29.1 million. We firmly believe that talent is the cornerstone of enterprise development. The Group's long-term growth depends on the professional expertise, capabilities, and continuous advancement of its employees. We place great emphasis on talent recruitment and development, adopting an inclusive and open mindset to attract global industry elites, continuously introducing senior management talent, professionals with specialized skills, and innovation-driven talent. Through a "Help and Guide" mechanism, we cultivate talent by deeply integrating employee growth with corporate development, striving to build a remarkable employer brand that is fair, inclusive, supportive and competitive.

To ensure the sustainability of internal talent value creation, we have established and continuously refined a performance appraisal and value distribution linkage mechanism. The appraisal system is closely aligned with the Group's overall business objectives, linking employee responsibilities with key operational indicators such as the Group's revenue, profit, and production tasks. This enables a performance-driven, value co-creation, and benefit-sharing distribution model. We are committed to continuously building a competitive remuneration system within the industry, thereby providing the necessary safeguards to attract and retain high-quality talent.

We have adopted a localized employee training strategy and a unified language management approach, and offered on-the-job training opportunities and competitive remuneration packages to our employees in order to enhance their loyalty and retain talent. At the same time, in response to the limited industrial and professional skill development in emerging markets, we provide comprehensive professional training to local employees. This strengthens their understanding of the Group’s culture, business, and industry, while improving their work skills, thereby enabling them to better integrate into the Group’s multinational business network and corporate culture. As of December 31, 2025, approximately 2,647 employees were locally recruited, representing about 91.1% of the total workforce. We actively integrate into local communities and have built strong cohesion with local employees.

To implement and refine the Group’s incentive mechanism of “co-creation, sharing, and joint responsibility”, and to recognize and encourage employees who have made outstanding contributions to the Group’s business, the Board of the Company adopted the Pre-IPO Share Option Scheme on January 15, 2025, and subsequently adopted the Post-IPO Share Option Scheme on October 27, 2025.

We will continue to optimize our human resources management and remuneration system, strengthen labor rights protection, enhance occupational health and safety, and increase investment in employee development. Acting as a responsible employer, we aim to consolidate talent strength and drive the Group’s high-quality and sustainable development.

Recent Awards

Awards

In 2025, we have received the following awards:

1. Consumer Choice Awards Kenya 2025 – Most Preferred Sanitary Pads & Baby Diapers in Kenya granted by Consumer Choice Awards Kenya
2. Most Admired Personal Care Brand – Kenya’s Best Brands Awards granted by Brand Africa
3. Ghana-West Africa Business Excellence Awards 2025 – Consumer Products Company of The Year granted by KN Unique Communications
4. People’s Choice Quality Awards 2025 – Best Sanitary Pads & Best Baby Diapers granted by Muz Plus International Co.
5. National Business Honours – Sanitary Pad Brand Of The Year granted by Global Ovations Ltd
6. Best Brand Awards 2025 – Best Baby Diaper Brand granted by Best Brand Africa
7. Consumer Choice Awards Africa 2025 – Most Trusted Sanitary Pads Brand & Most Quality Baby Diaper Brand in Tanzania granted by Consumer Choice Awards Africa
8. AGI Ghana Industry & Quality Awards 2025 – Overall Best Industrial Company & Best Corporate Social Responsibility granted by Association of Ghana Industries
9. National FMCG Awards 2025 – Personal Hygiene Brand of The Year granted by Global Ovations Ltd

Future outlook

Looking forward to 2026, against the backdrop of continued demographic dividends in emerging global markets, the development potential of the regional markets where the Group has cultivated its presence, the core elements supporting steady performance growth, and the fundamental long-term positive trend remain unchanged. It is expected that our business scale and operational quality will continue to improve steadily.

Meanwhile, the Group also became aware of the disruptions to the global supply chain resulting from escalating geopolitical conflicts in the Middle East Region, including adverse effects such as rising crude oil prices, extended shipping cycles and increased freight costs. Given that the Group's core markets are concentrated in Africa, Latin America, and Central Asia, with a well-established localized production capacity and products possessing inelastic demand, relevant impacts are limited and manageable in the short term. In the medium to long term, international brands and domestic white-label brands rely heavily on sea freight imports, making them more sensitive to shipping costs and delivery times. Conversely, our competitive advantages, built upon "localized production + global supply chain + deep distribution", are expected to further solidify the Group's leading position in the African hygiene products market.

With our globalized production capacity, localized operational advantages and robust management capabilities, we are fully confident in seizing opportunities and overcoming challenges amidst global supply chain volatility and intensified regional market competition.

The Group will further deepen channel value and enhance its extensive and efficient distribution network. It will restructure the consumer service chain in emerging markets, and replicate its successful benchmark channels construction and refined operational model in core African markets to other high-potential regions and strengthen brand penetration and terminal sales. We aim to foster a virtuous development cycle of enhanced channel efficiency, elevated brand value and improved benefits for consumers.

In the future, the Group will steadily advance its global layout, leverage the advantages of the capital market platform, expand into high-growth regions such as Latin America and Central Asia, and enrich its product portfolio covering Baby Care, Feminine Care and Family Care. Products will be rapidly iterated to respond to evolving market trends. This reflects the corporate vision of the Group – to become a sustained leader in emerging markets and bring quality lifestyle to every household.

Meanwhile, we will strive to enhance the Group’s overall financial position through prudent financial, working capital and cash flow management. We will also adopt flexible business strategies and marketing approaches in response to changing market conditions, with a view to creating sustainable value for all shareholders.

Going forward, the Group will remain focused on emerging markets and promote the high-quality development of the hygiene products industry. We will continue to create long-term value for consumers, business partners and employees.

CORPORATE GOVERNANCE AND OTHER INFORMATION

Compliance with the Corporate Governance Code (the “CG Code”) set out in Appendix C1 to the Listing Rules

The Company’s corporate governance practices are based on the principles and code provisions of the CG Code, and the Company has adopted the CG Code as its own corporate governance code.

The Board is of the view that the Company has complied with all applicable code provisions as set out in the CG Code from the Listing Date to December 31, 2025.

The Board will periodically review and enhance its corporate governance practices to ensure that the Company continues to meet the requirements of the CG Code.

Compliance with the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) set out in Appendix C3 to the Listing Rules

The Company has adopted the Model Code as its code for securities transactions to regulate all securities transactions by the Directors and other matters covered by the Model Code.

The Company has made specific inquiries to all of its Directors, and they have confirmed that they have complied with the Model Code from the Listing Date to December 31, 2025.

Purchase, Sale or Redemption of the Listed Securities of the Company

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company’s listed securities (including sale or transfer of treasury shares (as defined under the Listing Rules)) during the period from the Listing Date to the date of this announcement.

As of the date of this announcement, the Company did not hold any treasury shares (as defined under the Listing Rules).

Audit Committee and Review of Annual Financial Results

As of the date of this announcement, the Audit Committee comprises two independent non-executive Directors, namely Mr. Xu Jing and Ms. Lou Aidong and a non-executive Director, namely Mr. Zhou Renwei, and Mr. Xu Jing serves as the chairman of the Audit Committee. The Audit Committee has reviewed the annual results for the Reporting Period and this announcement. The Audit Committee has also reviewed the accounting policies and practices adopted by the Company and discussed matters in relation to, among others, risk management, internal control and financial reporting of the Group with the management.

Scope of Work of Messrs. Deloitte Touche Tohmatsu

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss and other comprehensive income and the related notes thereto for the year ended December 31, 2025 as set out in the preliminary announcement have been agreed by the Group's auditor, Messrs. Deloitte Touche Tohmatsu, to the amounts set out in the audited consolidated financial statements of the Group for the year as approved by the Board of Directors on March 20, 2026. The work performed by Messrs. Deloitte Touche Tohmatsu in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by Messrs. Deloitte Touche Tohmatsu on the preliminary announcement.

Proposed final dividend

The Board recommends the payment of a final dividend of 8.88 US cents per ordinary share (2024: Nil), totaling approximately US\$55 million (the "**Proposed Final Dividend**"), in respect of the year ended December 31, 2025.

Subject to the approval at the Annual General Meeting (the "**AGM**"), the Proposed Final Dividend will be paid on or about Friday, May 29, 2026 to shareholders whose names appear on the register of members of the Company on Friday, May 15, 2026.

CLOSURE OF REGISTER OF MEMBERS

For determining the entitlement to attend and vote at the AGM

The AGM is scheduled to be held on Friday, May 8, 2026. For determining the entitlement to attend and vote at AGM, the register of members of the Company will be closed from Tuesday, May 5, 2026 to Friday, May 8, 2026, both days inclusive, during which period no transfer of shares of the Company will be registered. In order to be eligible to attend and vote at AGM, unregistered holders of shares of the Company should ensure that all the share transfer documents accompanied by the relevant share certificates must be lodged with the branch share registrar of the Company in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration not later than 4:30 p.m. on Monday, May 4, 2026.

For determining the entitlement to the Proposed Final Dividend

The Proposed Final Dividend is subject to the approval of shareholders at the AGM. For determining the entitlement to the Proposed Final Dividend for the year ended December 31, 2025, the register of members of the Company will also be closed from Thursday, May 14, 2026 to Friday, May 15, 2026, both days inclusive, during which period no transfer of shares of the Company will be registered. In order to qualify for entitlement to the Proposed Final Dividend, unregistered holders of shares of the Company should ensure that all share transfer documents accompanied by the relevant share certificates must be lodged with the branch share registrar of the Company in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration not later than 4:30 p.m. on Wednesday, May 13, 2026.

PUBLICATION OF RESULTS ANNOUNCEMENT AND ANNUAL REPORT

This results announcement is published on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.softcarehome.com), respectively. The annual report of the Company will be published on the websites of the Stock Exchange and the Company, respectively.

By order of the Board

Softcare Limited

Shen Yanchang

Chairman of the Board and Non-executive Director

Hong Kong, March 20, 2026

As of the date of this announcement, (i) Mr. Luo Jichao and Mr. Zhao Yongqiang are the executive Directors; (ii) Mr. Shen Yanchang, Ms. Yang Yanjuan and Mr. Zhou Renwei are the non-executive Directors; and (iii) Ms. Lou Aidong, Mr. Gao Jianming and Mr. Xu Jing are the independent non-executive Directors.