EEKA FASHION
贏家時尚

EEKA Fashion Holdings Limited
贏家時尚控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 3709)

ANNUAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 DECEMBER 2025

SUMMARY

- Revenue and gross profit of the Group for the year ended 31 December 2025 amounted to RMB6,285.80 million and RMB4,812.29 million respectively, representing a decrease of 4.59% and 4.43% respectively as compared to the year ended 31 December 2024.

- Profit for the year ended 31 December 2025 was RMB405.02 million as compared to RMB474.09 million for the year ended 31 December 2024, representing a decrease of 14.57% or RMB69.07 million. Net profit margin was 6.44% for the year ended 31 December 2025 (2024: 7.20%).

- Net cash inflow from operating activities was RMB1,555.48 million for the year ended 31 December 2025 (2024: RMB996.24 million).

- Basic earnings per share for the year ended 31 December 2025 was RMB59 cents (2024: RMB68 cents).

- The Board proposed to declare a final dividend of HK35 cents per share for the year ended 31 December 2025 (2024: HK38 cents).

The board (the "Board") of directors (the "Directors") of EEKA Fashion Holdings Limited (the "Company") hereby announces the consolidated financial results of the Company and its subsidiaries (together, the "Group") for the year ended 31 December 2025 with comparative figures for the corresponding period in 2024 as follows:

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2025

	Notes	**2025** ***RMB'000***	2024 *RMB'000*
REVENUE	*4*	**6,285,797**	6,588,536
Cost of sales		**(1,473,503)**	(1,552,984)
Gross profit		**4,812,294**	5,035,552
Other income and gains	*4*	**121,905**	162,960
Selling and distribution expenses		**(3,659,429)**	(3,884,321)
Administrative expenses		**(650,928)**	(678,421)
Impairment losses on financial assets	*5*	**(9,933)**	(998)
Other expenses		**(51,327)**	(16,739)
Finance costs		**(48,987)**	(55,505)
PROFIT BEFORE TAX	*5*	**513,595**	562,528
Income tax expense	*6*	**(108,576)**	(88,440)
PROFIT FOR THE YEAR		**405,019**	474,088
Attributable to:			
Owners of the parent		**397,026**	468,504
Non-controlling interests		**7,993**	5,584
		405,019	474,088
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT	*7*		
Basic			
– For profit for the year		**RMB58.8 cents**	RMB68.3 cents
Diluted			
– For profit for the year		**RMB58.8 cents**	RMB68.3 cents

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

	2025	2024
	RMB'000	*RMB'000*
PROFIT FOR THE YEAR	**405,019**	474,088
OTHER COMPREHENSIVE INCOME		
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of foreign operations	**(696)**	(26,876)
Net other comprehensive loss that may be reclassified to profit or loss in subsequent periods	**(696)**	(26,876)
OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF TAX	**(696)**	(26,876)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	**404,323**	447,212
Attributable to:		
Owners of the parent	**396,330**	441,628
Non-controlling interests	**7,993**	5,584
	404,323	447,212

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
31 December 2025

	Notes	2025 RMB'000	2024 RMB'000
NON-CURRENT ASSETS			
Property, plant and equipment		**637,170**	576,071
Investment properties		**72,428**	79,217
Right-of-use assets		**961,825**	829,764
Goodwill		**1,253,540**	1,253,540
Other intangible assets		**603,203**	610,623
Investments in associates		**8,400**	2,100
Prepayments, other receivables and other assets		**25,944**	33,922
Financial assets at fair value through profit or loss		**101,411**	45,667
Deferred tax assets		**70,285**	56,655
Total non-current assets		**3,734,206**	3,487,559
CURRENT ASSETS			
Inventories		**1,541,086**	1,572,275
Trade and bills receivables	*8*	**686,093**	715,210
Prepayments, other receivables and other assets		**189,912**	191,735
Financial assets at fair value through profit or loss		**549,934**	519,233
Time deposits		**–**	9,340
Cash and cash equivalents		**437,932**	363,926
Total current assets		**3,404,957**	3,371,719
CURRENT LIABILITIES			
Trade and bills payables	*9*	**343,068**	306,398
Other payables and accruals	*10*	**461,869**	388,518
Interest-bearing bank borrowings		**420,000**	524,068
Lease liabilities		**440,107**	457,147
Tax payable		**109,863**	97,725
Total current liabilities		**1,774,907**	1,773,856
NET CURRENT ASSETS		**1,630,050**	1,597,863
TOTAL ASSETS LESS CURRENT LIABILITIES		**5,364,256**	5,085,422

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 December 2025

	2025	2024
	RMB'000	*RMB'000*
NON-CURRENT LIABILITIES		
Lease liabilities	**513,938**	335,511
Deferred government grants	**56,404**	77,025
Deferred tax liabilities	**173,294**	170,833
Other long-term liabilities	**3,000**	3,000
Total non-current liabilities	**746,636**	586,369
Net assets	**4,617,620**	4,499,053
EQUITY		
Equity attributable to owners of the parent		
Share capital	**5,808**	5,766
Shares held for share award schemes	**(314,924)**	(235,685)
Reserves	**4,928,646**	4,738,875
	4,619,530	4,508,956
Non-controlling interests	**(1,910)**	(9,903)
Total equity	**4,617,620**	4,499,053

1. CORPORATE AND GROUP INFORMATION

EEKA FASHION HOLDINGS LIMITED (the "Company") was incorporated in the Cayman Islands on 23 March 2012 as an exempted company with limited liability under the Companies Law, Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. The Company and its subsidiaries hereinafter are collectively referred to as the "Group". The Company's shares were listed on the Main Board of the Stock Exchange of Hong Kong Limited on 27 June 2014.

2. ACCOUNTING POLICIES

2.1 Basis of Preparation

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards ("IAS") and Interpretations) as issued by the International Accounting Standards Board (the "IASB") and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for financial assets at fair value through profit or loss which have been measured at fair value. These financial statements are presented in Renminbi ("RMB") and all values are rounded to the nearest thousand except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the "Group") for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights in control. When the Company has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(a) the contractual arrangement with the other vote holders of the investee;

(b) rights arising from other contractual arrangements; and

(c) the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same year as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, any non-controlling interest and the exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.2 Changes in Accounting Policies and Disclosures

Amendments to IAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries, for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

2.3 Issued but not yet Effective IFRS Accounting Standards

The Group has not applied the following new and amended IFRS Accounting Standards, that have been issued but are not yet effective, in these financial statements. The Group intends to apply these new and amended IFRS Accounting Standards, if applicable, when they become effective.

IFRS 18	*Presentation and Disclosure in Financial Statements*[2]
IFRS 19	*Subsidiaries without Public Accountability: Disclosures*[2]
Amendments to IFRS 9 and IFRS 7	*Amendments to the Classification and Measurement of Financial Instruments*[1]
Amendments to IFRS 9 and IFRS 7	*Contracts Referencing Nature-dependent Electricity*[1]
Amendments to IFRS 10 and IAS 28	*Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*[3]
Amendments to IAS 21	*Translation to a Hyperinflationary Presentation Currency*[2]
Annual Improvements to IFRS Accounting Standards – Volume 11	*Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7*[1]

1 Effective for annual periods beginning on or after 1 January 2026
2 Effective for annual/reporting periods beginning on or after 1 January 2027
3 No mandatory effective date yet determined but available for adoption

Further information about those IFRS Accounting Standards that are expected to be applicable to the Group is described below.

IFRS 18 replaces IAS 1 *Presentation of Financial Statements*. While a number of sections have been brought forward from IAS 1 with limited changes, IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in IAS 1 are moved to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, which is renamed as IAS 8 *Basis of Preparation of Financial Statements*. As a consequence of the issuance of IFRS 18, limited, but widely applicable, amendments are made to IAS 7 *Statement of Cash Flows*, IAS 33 *Earnings per Share* and IAS 34 *Interim Financial Reporting*. In addition, there are minor consequential amendments to other IFRS Accounting Standards. IFRS 18 and the consequential amendments to other IFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of IFRS 18 on the presentation and disclosure of the Group's financial statements.

IFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10 *Consolidated Financial Statements*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with IFRS Accounting Standards. IFRS 19 was amended in April 2025 to include IFRS Accounting Standards in the eligibility criteria for applying the standard. The standard was further amended in October 2025 to (i) remove disclosure objectives from IFRS 19; (ii) reduce the disclosure requirements relating to supplier finance arrangements and a specific class of financial liabilities; and (iii) replace disclosure requirements relating to management-defined performance measures with a cross-reference to IFRS 18 for entities that use these measures. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply IFRS 19 and its amendments. Some of the Company's subsidiaries are considering the application of IFRS 19 and its amendments in their specified financial statements.

Amendments to IFRS 9 and IFRS 7 *Amendments to the Classification and Measurement of Financial Instruments* clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IFRS 9 and IFRS 7 *Contracts Referencing Nature-dependent Electricity* clarify the application of the "own-use" requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of financial statements to understand the effects these contracts have on an entity's financial performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of the initial application. Earlier application is permitted. The amendments to IFRS 9 and IFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IFRS 10 and IAS 28 address an inconsistency between the requirements in IFRS 10 and in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor's profit or loss only to the extent of the unrelated investor's interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to IFRS 10 and IAS 28 was removed by the IASB. However, the amendments are available for adoption now.

Amendments to IAS 21 *Translation to a Hyperinflationary Presentation Currency* require the translation from a non-hyperinflationary functional currency into a hyperinflationary presentation currency at the closing rate. The amendments also require an entity whose functional currency and presentation currency are the currency of a hyperinflationary economy to restate the comparative amounts of a foreign operation whose functional currency is that of a non-hyperinflationary economy, by applying the general price index, in accordance with paragraph 34 of IAS 29 *Financial Reporting in Hyperinflationary Economies*, to the foreign operation's comparative figures. The amendments introduce certain additional disclosures. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Annual Improvements to IFRS Accounting Standards – Volume 11 set out amendments to IFRS 1, IFRS 7 (and the accompanying *Guidance on implementing IFRS 7*), IFRS 9, IFRS 10 and IAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- IFRS 7 *Financial Instruments: Disclosures*: The amendments have updated certain wording in paragraph B38 of IFRS 7 and paragraphs IG1, IG14 and IG20B of the *Guidance on implementing IFRS 7* for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the *Guidance on implementing IFRS 7* does not necessarily illustrate all the requirements in the referenced paragraphs of IFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

- IFRS 9 *Financial Instruments*: The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to apply paragraph 3.3.3 of IFRS 9 and recognise any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in IFRS 16 and an extinguishment of a lease liability in accordance with IFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of IFRS 9 and Appendix A of IFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

- IFRS 10 *Consolidated Financial Statements*: The amendments clarify that the relationship described in paragraph B74 of IFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of IFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

- IAS 7 *Statement of Cash Flows*: The amendments replace the term "cost method" with "at cost" in paragraph 37 of IAS 7 following the prior deletion of the definition of "cost method". Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

3. OPERATING SEGMENT INFORMATION

Operating segments and the amounts of each segment item reported in the financial statements are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of the Group's various lines of business and geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

The Group operates in a single business, which is the retailing and wholesale of ladies-wear in the People's Republic of China. Accordingly, no segmental analysis is presented.

Information about major customers

The Group's customer base is diversified and there was no single external customer from which the revenue amounted to 10% or more of the Group's total revenue during the years ended 31 December 2025 and 2024.

4. REVENUE, OTHER INCOME AND GAINS

An analysis of revenue is as follows:

	2025 *RMB'000*	2024 *RMB'000*
Revenue from contracts with customers	**6,285,797**	6,588,536

(i) Disaggregated revenue information

For the year ended 31 December 2025

	Total *RMB'000*
Type of goods	
Sale of apparel and accessories	**6,285,797**
Geographical market	
Chinese mainland	**6,285,797**
Timing of revenue recognition	
Goods transferred at a point in time	**6,285,797**

For the year ended 31 December 2024

	Total *RMB'000*
Type of goods	
Sale of apparel and accessories	6,588,536
Geographical market	
Chinese mainland	6,588,536
Timing of revenue recognition	
Goods transferred at a point in time	6,588,536

The following table shows the amounts of revenue recognised in the current reporting period that was included in the contract liabilities at the beginning of the reporting period:

	2025	2024
	RMB'000	*RMB'000*
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:		
Sales of apparel and accessories	**58,764**	77,028

(ii) Performance obligations

Information about the Group's performance obligation is summarised below:

Sale of apparel and accessories

The performance obligation is satisfied upon delivery of the apparel and accessories and payment is generally due within 60 days from delivery, except for third-party retailers, where payment in advance is normally required.

The Group has elected the practical expedient as described in IFRS 15.121(a) for not disclosing the remaining performance obligations for these types of contracts.

	2025	2024
	RMB'000	*RMB'000*
Other income and gains		
Bank interest income	**629**	4,200
Subsidy income*	**74,656**	65,753
Other interest income from financial assets at fair value through profit or loss	**15,469**	33,140
Rental income	**12,599**	12,543
Exchange gain, net	**–**	25,419
Others	**18,552**	21,905
Total	**121,905**	162,960

* Subsidy income represents various government grants received from the relevant government authorities to support the development of the Group in Chinese mainland. In the opinion of management, there are no unfulfilled conditions or contingencies relating to these grants.

5. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

	2025	2024
	RMB'000	*RMB'000*
Cost of inventories sold	**1,473,503**	1,552,984
Depreciation of property, plant and equipment	**101,624**	161,351
Depreciation of investment property	**6,789**	1,697
Depreciation of right-of-use assets	**865,582**	880,366
Amortisation of other intangible assets	**8,387**	8,420
Advertising and promotion expenses	**301,203**	262,589
Research and development costs^:		
Current year expenditure	**159,020**	181,581
Lease payments not included in the measurement of lease liabilities	**554,364**	689,658
Auditor's remuneration	**1,800**	1,800
Employee benefit expense (including directors' remuneration and outsourced labor costs):		
Wages and salaries	**1,359,203**	1,310,775
Pension scheme contributions (defined contribution scheme)**	**106,068**	95,771
Equity-settled share award expense	**–**	99,481
	1,465,271	1,506,027
Exchange loss/(gain), net#	**6,770**	(25,419)
Impairment of trade receivables	**9,933**	998
Write-down of inventories to net realisable value*	**59,865**	5,799
Fair values loss, net#:		
Financial assets at fair value through profit or loss	**29,690**	15,483

^ Research and development costs are included in "Administrative expenses" in the consolidated statement of profit or loss.

* Write-down of inventories to net realisable value is included in "Cost of sales" in the consolidated statement of profit or loss.

Exchange gains is included in "Other income and gains" in the consolidated statement of profit or loss. Exchange losses and fair value losses are included in "Other expenses" in the consolidated statement of profit or loss.

** There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

6. INCOME TAX

The Group is subject to income tax on an entity basis on profits arising in or derived from the jurisdictions in which members of the Group are domiciled and operate.

The Company incorporated in the Cayman Islands is exempted from taxation.

Hong Kong profits tax has been provided at the rate of 16.5% (2024:16.5%) on the estimated assessable profits arising in Hong Kong during the year. And no provision for Hong Kong profits tax has been made as the Group had non-taxable profits derived from or earned in Hong Kong during the year of 2025 (2024: Nil).

In accordance with the relevant PRC income tax rules and regulations, the Group's subsidiaries registered in the PRC are subject to Corporate Income Tax ("CIT") at a statutory rate on their respective taxable income for the year ended 31 December 2025.

	2025	2024
	RMB'000	*RMB'000*
Current – Chinese mainland	**119,745**	92,941
Deferred	**(11,169)**	(4,501)
Total tax charge for the year	**108,576**	88,440

Pillar Two income taxes

The Group is within the scope of the Pillar Two model rules. The Group has applied the temporary mandatory exception to recognising and disclosing information about deferred tax assets and liabilities arising from Pillar Two income taxes. From 1 January 2025, the Group is liable to Pillar Two income taxes under the Hong Kong Inland Revenue (Amendment) (Minimum Tax for Multinational Enterprise Groups) Ordinance 2025 for its earnings in Hong Kong. The Group will account for the Pillar Two income taxes as current tax when incurred. Pillar Two legislation has been enacted or substantively enacted but not yet in effect as at 31 December 2025 in certain jurisdictions in which the Group operates.

The Group has assessed its potential exposure based on the information available regarding the financial performance of the Group in the current year. As such, it may not be entirely representative of future circumstances. Based on the assessment, the Group's effective tax rates in all jurisdictions in which it operates are above 15% and the directors of the Company are not currently aware of any circumstances under which they might change. Therefore, the Group does not expect potential exposure to Pillar Two "top-up" taxes.

A reconciliation of the income tax expense applicable to profit before tax at the statutory tax rates for the jurisdiction in which the Company and the majority of its subsidiaries are domiciled and operate to the tax expense at the effective tax rates are as follows:

	2025		2024	
	RMB'000	*%*	*RMB'000*	*%*
Profit before tax	**513,595**		562,528	
Tax at the statutory tax rate	**135,584**	**26.4**	142,232	25.3
Entities subject to a lower statutory tax rate*	**(33,288)**	**(6.5)**	(40,695)	(7.1)
Super-deduction of research and development costs	**(20,974)**	**(4.1)**	(33,565)	(6.0)
Tax losses utilised from previous periods	**(9,514)**	**(1.9)**	(8,481)	(1.6)
Income not subject to tax	**(1,224)**	**(0.2)**	(3,110)	(0.6)
Effect of withholding tax on the distributable profits of the Group's PRC subsidiaries	**20,000**	**3.9**	20,000	3.6
Tax losses and temporary difference not recognised	**7,635**	**1.5**	9,824	1.7
Expensed not deductible for tax	**10,513**	**2.0**	522	0.1
Effect on deferred tax balances at 1 January resulting from a change in tax rate*	**–**	**–**	2,381	0.4
Adjustments in respect of current tax of previous periods	**(156)**	**–**	(668)	(0.1)
Tax charge at the effective rate	**108,576**	**21.1**	88,440	15.7

* Dongfang Susu Creativity and Design (Shenzhen) Co., Ltd. ("Dongfang Susu") and Jianmo Idea Design Consulting (Shenzhen) Co., Ltd. ("Jianmo") were entitled to a reduced CIT rate of 15% under the preferential tax policy of Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone.

Shenzhen Koradior Fashion Co., Ltd. ("Shenzhen Koradior") obtained an approval from Industry and Information Technology Bureau of Shenzhen Municipality(Note), Shenzhen Finance Bureau, Shenzhen Tax Service State Administration of Taxation in 2017 to be taxed as a High and New-Technology Enterprise, and the approval was renewed in 2025. Pursuant to the approval, Shenzhen Koradior was entitled to a preferential PRC CIT rate of 15% for a period of three years from December 2025 to December 2028.

Shenzhen Naersi Fashion Co., Ltd. ("Naersi") obtained an approval from Industry and Information Technology Bureau of Shenzhen Municipality(Note), Shenzhen Finance Bureau and Shenzhen Tax Service State Administration of Taxation in 2020 to be taxed as a High and New-Technology Enterprise, and the approval was renewed in 2023. Pursuant to the approval, Naersi is entitled to a preferential PRC CIT rate of 15% for a period of three years from October 2023 to October 2026.

Shenzhen Mondial Industrial Co., Ltd. ("Mondial") obtained an approval from Industry and Information Technology Bureau of Shenzhen Municipality(Note), Shenzhen Finance Bureau and Shenzhen Tax Service State Administration of Taxation in 2024 to be taxed as a High and New Technology Enterprise. Pursuant to the approval, Mondial is entitled to a preferential PRC CIT rate of 15% for a period of three years from December 2024 to December 2027.

Note: The authority for the accreditation and certification of High and New-Technology Enterprises in Shenzhen has been officially changed from the Shenzhen Science and Technology Innovation Committee to the Industry and Information Technology Bureau of Shenzhen Municipality from 2024.

7. EARNINGS PER SHARE

The calculation of the basic earnings per share amount for the year ended 31 December 2025 is based on the profit for the year attributable to ordinary equity holders of the parent of RMB397,026,000 (2024: RMB468,504,000), and the weighted average number of ordinary shares outstanding less shares held for the Share Award Scheme of 674,935,842 shares (2024: 685,852,612 shares) outstanding during the year.

The Group had no potentially dilutive ordinary shares in issue during the years ended 31 December 2025 and 2024.

	2025	2024
	RMB'000	*RMB'000*
Earnings		
Profit attributable to ordinary equity holders of the parent, used in the basic and diluted earnings per share calculations	**397,026**	468,504

	Number of shares	
	2025	2024
Shares		
Weighted average number of ordinary shares in issue less shares held for the share award scheme during the year used in the basic and diluted earnings per share calculation	**674,935,842**	685,852,612

8. TRADE AND BILLS RECEIVABLES

	2025	2024
	RMB'000	*RMB'000*
Trade and bills receivables	**716,170**	736,280
Impairment	**(30,077)**	(21,070)
Total	**686,093**	715,210

Majority of the trade receivables are related to sales made through the Group's self-operated stores. The Group leased a number of retail stores within department stores and shopping malls in Chinese mainland. Proceeds from the Group's sales made in these leased retail stores are mainly collected by the department stores and the shopping malls on the Group's behalf. Following the completion of the reconciliation of the sales in the past months with the department stores and shopping malls, the Group then issues invoices, which generally fall within 30 days from the date of revenue recognition. Settlement in respect of these concession sales is made net of the lease rental payable to the department stores and the shopping malls and is generally expected within 60 days from the date of revenue recognition.

An ageing analysis of the trade receivables as at the end of the year, based on the revenue recognition date and net of loss allowance, is as follows:

	2025	2024
	RMB'000	*RMB'000*
Trade receivables:		
Within 1 month	**440,569**	452,002
1 to 2 months	**182,196**	173,540
2 to 3 months	**34,537**	53,063
Over 3 months	**28,791**	36,605
Total	**686,093**	715,210

The movement in the loss allowance for impairment of trade receivables is as follows:

	2025	2024
	RMB'000	*RMB'000*
At beginning of year	**21,070**	22,007
Impairment losses, net	**9,933**	998
Amount written off as uncollectible	**(926)**	(1,935)
At end of year	**30,077**	21,070

As at 31 December 2025, the allowance for credit losses is related to individually impaired receivables amounting to RMB30,077,000 (2024: RMB21,070,000). Management considers that such receivables are not recoverable since the customers are in severe financial liabilities. As a consequence, allowance for expected credit losses of RMB30,077,000 (2024: RMB21,070,000) has been recognised in respect of such receivables.

As at 31 December 2025, trade receivables that were not individually impaired related to a large number of independent customers including owners of department stores and shopping malls in Chinese mainland with no recent history of material defaults, and the probability of default, and the loss given default was estimated to be minimal.

9. TRADE AND BILLS PAYABLES

An ageing analysis of the trade and bills payables as at the end of the year, based on the invoice date, is as follows:

	2025	2024
	RMB'000	*RMB'000*
Trade payables:		
Within 1 month	**153,817**	148,869
1 to 2 months	**22,371**	29,455
Over 2 months	**76,880**	74
	253,068	178,398
Bills payables	**90,000**	128,000
	343,068	306,398

The trade payables are non-interest-bearing and are normally settled on terms of one month.

All bills payable have maturity dates within a year. As at 31 December 2025, bills payable amounting to RMB26,000,000 (2024: RMB118,000,000) were discounted by the bill holders.

10. OTHER PAYABLES AND ACCRUALS

		2025	2024
	Notes	***RMB'000***	*RMB'000*
Contract liabilities	*(a)*	**68,430**	58,764
Refund liabilities		**9,123**	7,598
Tax payables other than current income tax liabilities		**100,048**	110,479
Salaries and welfare payables		**34,459**	50,663
Other payables	*(b)*	**249,345**	160,538
Dividend payables		**464**	476
		461,869	388,518

Notes:

(a) Details of contract liabilities are as follows:

	2025	2024
	RMB'000	*RMB'000*
Short-term advances received from customers		
Sale of goods	**68,430**	58,764

(b) Other payables are non-interest-bearing and have an average term within a year.

11. DIVIDENDS

	2025	2024
	RMB'000	*RMB'000*
Final dividend	**233,825**	442,711
Proposed final – HK35 cents (2024: HK38 cents) per ordinary share	**212,178**	238,316
	446,003	681,027

The proposed final dividend is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

MANAGEMENT DISCUSSION AND ANALYSIS

INDUSTRY REVIEW

In 2025, China's consumer market demonstrated a generally moderate expansion. According to the National Bureau of Statistics, the total retail sales of consumer goods reached RMB50.1 trillion, marking a year-on-year increase of 3.7%. Retail sales of goods grew by 3.8%, while catering revenues increased by 3.2%. Driven by the "trade-in for new consumer goods（消費品以舊換新）" policy, sales of household appliances and communication equipment surpassed the RMB one trillion mark, setting record highs. However, the apparel category continued to struggle, with retail sales growth for apparel, footwear, textiles, and knitwear from enterprises above the designated size lagging behind the overall growth of total retail sales, experiencing negative year-on-year growth for several months.

At the same time, the mid-to-high-end consumption sector displayed structural differentiation. Data from Bain & Company indicated that the personal luxury goods market in Mainland China contracted by 3% to 5% in 2025, though this represented a moderation compared to the significant decline in 2024, with the market beginning to show initial signs of recovery in the third quarter. The beauty and personal care category performed best, growing by 4% to 7%, while the apparel category declined by 5% to 8%, and leather goods and luggage saw declines of 8% to 11%. Service consumption became a highlight of growth, with national service retail sales increasing by 5.5% year-on-year. Categories such as culture, sports, leisure, transportation, and travel achieved double-digit growth, as "experiential consumption（體驗型消費）" gained traction among consumers, who favoured emotional and sensory experiences over mere material goods.

In 2025, China's GDP grew by 5%, successfully reaching the anticipated target. Residents' incomes showed moderate growth, with the national per capita disposable income for the year standing at RMB43,377, reflecting 5% nominal and real growth, consistent with the GDP growth rate. Of this, per capita wage income reached RMB24,555, a year-on-year increase of 5.3%, while per capita net transfer income rose by 5.7%, highlighting the balanced effects of redistributive measures. Nevertheless, household consumption expenditure growth lagged notably behind income growth, registering a nominal and real increase of 4.4% compared to the previous year – a deceleration of 0.9 and 0.7 percentage points, respectively, from 2024. A survey by the Lixin Research Institute indicated that the consumer willingness index has been hovering around the bottom for the past five quarters. Consumers are not entirely devoid of spending power but lack the willingness to spend. This phenomenon is rooted in concerns about future employment stability, income security, and glaring gaps in public goods coverage, such as education, healthcare, and eldercare. Consequently, residents are opting for precautionary savings, constraining their consumption preferences.

The Chinese government intensified its pro-consumption policies in 2025. In terms of monetary policy, the Central Bank established a RMB500 billion re-lending facility for service consumption and eldercare, encouraging financial institutions to increase credit in key areas such as accommodation, catering, culture, sports, entertainment, and tourism. On the fiscal side, the "trade-in for new consumer goods" policy yielded significant results. In 2025, over 129 million units of 12 categories of household appliances were traded in, while more than 91 million new smartphones and other digital products were purchased. The trade-in program boosted related category sales by RMB2.61 trillion, benefitting 366 million individuals. Additionally, the Ministry of Commerce launched a three-year action plan for cultural and tourism consumption called "100 Cities and 100 Districts（百城百區）", selecting around 50 pilot cities nationwide for new consumption formats, models, and scenarios. The efforts to internationalise the consumption environment accelerated, with approximately 15 cities selected for pilot programs promoting the mutual recognition of "buy now, claim tax refunds now（即買即退）" across regions, enhancing the consumption experience for inbound visitors. In 2025, the contribution of final consumption expenditure to China's economic growth reached 52%, an increase of 5 percentage points from the previous year, reaffirming its role as the primary driver of economic growth.

Challenges and Opportunities in 2026

Looking ahead to 2026, the main challenges confronting China's economy include insufficient effective demand and inadequate recovery of consumer confidence. Bain anticipates moderate growth in the personal luxury goods market in Mainland China in 2026, while still maintaining its pivotal role in the global luxury goods market's growth. With the continual expansion of the middle-income group, improvements in consumer confidence, and favorable policy introductions, it is projected that more luxury consumption will return to the Mainland market. For the mid-to-high-end women's fashion industry, structural opportunities remain available, particularly for leading enterprises that have established clear brand identities, robust membership systems, and differentiated product strengths, positioning them to gain greater consumer recognition.

FINANCIAL REVIEWS

Revenue

The principal activities of the Group are design, retail and wholesale of womenswear in the PRC. The Group's revenue is generated primarily from (a) retail sales to end customers in its self-operated retail stores; (b) sales on third party e-commerce platforms; (c) wholesales to its distributors, who in turn sell the products to end consumers through the retail stores operated by them; and (d) other sales which were mainly derived from staff sales or direct sales through promotional activities outside the Group's retail stores. Revenue represents the sales value of goods sold, excluding VAT and other sales taxes, less sales returns and trading discounts. Total revenue decreased from RMB6,588.54 million for the year ended 31 December 2024 to RMB6,285.80 million for the year ended 31 December 2025, representing a decrease of 4.59% or RMB302.74 million. Sales generated by the Group's self-operated retail stores accounted for about 76.68% and 78.50% of the Group's total revenue in 2025 and 2024 respectively.

Revenue of e-commerce analysis

The Group makes use of third-party e-commerce platforms and own e-commerce platform as one of its sales channels. E-commerce revenues for the year ended 31 December 2025 amounted to RMB1,265.01 million, representing an increase of 12.01% or RMB135.69 million as compared to the year ended 31 December 2024, in which: (i) The total e-commerce revenue from Tmall increased by 8.75% from RMB247.54 million for the year ended 31 December 2024 to RMB269.19 million (representing 21.28% of the total e-commerce revenue) for the year ended 31 December 2025; (ii) The total e-commerce revenue from VIP.com decreased by 0.13% from RMB491.31 million for the year ended 31 December 2024 to RMB490.68 million (representing 38.79% of the total e-commerce revenue) for the year ended 31 December 2025; (iii) The total e-commence revenue from EEKA Fashion Mall decreased by 34.69% from RMB97.85 million for the year ended 31 December 2024 to RMB63.90 million (representing 5.05% of the total e-commerce revenue) for the year ended 31 December 2025; (iv) The total e-commerce revenue from Douyin increased by 31.52% from RMB204.00 million for the year ended 31 December 2024 to RMB268.31 million (representing 21.21% of the total e-commerce revenue) for the year ended 31 December 2025; (v) The total e-commerce revenue from WeChat Video Channel increased by 117.23% from RMB61.96 million for the year ended 31 December 2024 to RMB134.59 million (representing 10.64% of the total e-commerce revenue) for the year ended 31 December 2025; and (vi) The other e-commerce revenue increased by 43.80% from RMB26.66 million for the year ended 31 December 2024 to RMB38.34 million (representing 3.03% of the total e-commerce revenue) for the year ended 31 December 2025.

The increase in e-commerce revenue is primarily due to an increase in sales of the Group's products through online retail stores, which was driven by an increase in expenditure on advertising and promotion through e-commerce platforms and search engines in the PRC as well as the Group's effort in focusing on the transformation of consumer's online consumption and shopping habits and expanding the e-commerce team. With specific focus placed on the Douyin live streaming sales model, the sales achieved via the Douyin channel have grown rapidly.

Cost of sales

Cost of sales decreased from RMB1,552.98 million during the year ended 31 December 2024 to RMB1,473.50 million for the year ended 31 December 2025, representing a decrease of 5.12% or RMB79.48 million, mainly due to decrease in the Group's revenue.

Gross profit and gross margin

Gross profit decreased from RMB5,035.55 million for the year ended 31 December 2024 to RMB4,812.29 million for the year ended 31 December 2025, representing a decrease of 4.43% or RMB223.26 million. The Group's overall gross profit margin slightly increased from 76.43% for 2024 to 76.56% for 2025.

Other income and gains

Other income and gains, comprising mainly government grants, rental income, investment gain, exchange gain and interest income, decreased by 25.19% from RMB162.96 million for the year ended 31 December 2024 to RMB121.91 million for the year ended 31 December 2025. The decrease was mainly attributed to recognition of foreign exchange gains for the year ended 31 December 2024 while no such gains were recognised for the year ended 31 December 2025, and a reduction in other interest income from other financial assets at fair value through profit or loss.

Selling and distribution expenses

Selling and distribution expenses decreased by 5.79% from RMB3,884.32 million for the year ended 31 December 2024 to RMB3,659.43 million for the year ended 31 December 2025, primarily due to the decrease in the Group's revenue resulting in a reduction in shop leasing and related expenses.

Administrative expenses

Administrative expenses decreased by 4.05% from RMB678.42 million for the year ended 31 December 2024 to RMB650.93 million for the year ended 31 December 2025 primarily due to the decrease in share award expense.

Other expenses

Other expenses increased by 206.63% from RMB16.74 million for the year ended 31 December 2024 to RMB51.33 million for the year ended 31 December 2025. The increase is mainly attributed to increase in fair values loss on financial assets at fair value through profit or loss.

Finance costs

Finance costs decreased by 11.74% from RMB55.51 million for the year ended 31 December 2024 to RMB48.99 million for the year ended 31 December 2025. It was mainly attributed to the decrease in net borrowings.

Income tax expenses

Income tax expenses increased by 22.77% from RMB88.44 million for the year ended 31 December 2024 to RMB108.58 million for the year ended 31 December 2025. It was mainly attributed to the decrease in government tax incentives available to the Group.

Net profit and net profit margin

As a result of the foregoing factors, the net profit attributable to owners of the parent was RMB397.03 million for the year ended 31 December 2025 as compared to RMB468.50 million for the year ended 31 December 2024, representing a decrease of 15.26% or RMB71.47 million. Net profit margins were 6.44% and 7.20% for the years ended 31 December 2025 and 2024 respectively.

Capital structure

The Group requires working capital to support its design and development, retail and other business operations. As at 31 December 2025, the Group's total current assets were RMB3,404.96 million (31 December 2024: RMB3,371.72 million) and total current liabilities were RMB1,774.91 million (31 December 2024: RMB1,773.86 million). The current ratio as at 31 December 2025 was 1.92 (31 December 2024: 1.90).

As at 31 December 2025, the total sum of the Group's interest-bearing bank borrowings amounted to RMB420,000,000 (31 December 2024: RMB524,068,000). The Group's borrowings were denominated in RMB.

Financial position, liquidity and gearing ratio

As at 31 December 2025, the Group's cash and cash equivalents were RMB437.93 million (31 December 2024: RMB363.93 million), denominated as to 82.83% in RMB, 16.58% in Hong Kong dollar, 0.42% in Euro, 0.14% in JPY and 0.03% in GBP. The net cash inflow from operating activities generated was RMB1,555.48 million for the year ended 31 December 2025, up 56.13% from RMB996.24 million for the year ended 31 December 2024.

As at 31 December 2025, the gearing ratio (i.e. outstanding bank loans divided by total equity) was 9.10% (31 December 2024: 11.65%).

Exposures to fluctuation in foreign exchange

The Group is exposed to currency risk attributable to receivables, payables and cash balances that are denominated in foreign currencies, i.e. currencies other than the functional currency of relevant subsidiaries. The management actively monitors foreign exchange rate fluctuations to ensure that its net exposure is kept at an acceptable level. The Group mainly operates its business in the PRC with most of the transactions settled by RMB. Hence, the Board considers that the risk exposure to foreign exchange rate fluctuation is not significant and no financial instrument of hedging was employed to hedge against the currency risks.

Contingent liabilities

As at 31 December 2025, the Group had no significant contingent liabilities (31 December 2024: Nil).

Charges on assets

As at 31 December 2025, there were no charges on the assets and undertakings of the Group (31 December 2024: Nil).

Treasury policies

The Group adopts a prudent approach with respect to treasury and funding policies, with a focus on risk management and transactions that are directly related to the underlying business of the Group.

Material acquisition and disposal

The Group had no material acquisition or disposal of any subsidiaries, associates or joint ventures during the year ended 31 December 2025.

Significant investment

As at 31 December 2025, the Group had no significant investment with a value of 5% or more of the Group's total assets.

Equity fund raising

On 12 September 2025, the Company and DL Holdings Group Limited ("**DLH**") entered into the strategic cooperation and investment agreement in relation to, among other matters, the proposed issue of 4,600,000 ordinary shares of the Company (each a "**Subscription Share**") with an aggregate nominal value of HK$46,000 to DLH at the subscription price of HK$6.50 per Subscription Share. The closing price of the shares of the Company as quoted on the Stock Exchange on 12 September 2025 was HK$8.00 per share, and the net price per Subscription Share is approximately HK$6.43. Completion of the subscription has taken place on 15 October 2025.

The Board consider that the subscription represents a good opportunity to introduce a strategic investor, and the subscription proceeds provide immediate cash to settle the Group's loan liability without compromising the Company's working capital needs for ongoing business activities. Further details of the subscription have been disclosed in the joint announcements of the Company and DLH dated 12 September 2025 and 15 October 2025, and the announcement of the Company dated 10 October 2025.

The gross proceeds of the subscription amount to approximately HK$29.9 million, and the net proceeds amount to approximately HK$29.6 million which has been fully utilised for the repayment of a loan facility of the Company due in December 2025 during the year ended 31 December 2025 according to the intentions disclosed in the aforesaid announcements of the Company.

Save as disclosed above, there was no equity fund raising activity by the Company for the year ended 31 December 2025, nor was there any unutilised proceeds brought forward from any issue of equity securities made in previous financial years.

BUSINESS REVIEWS

The Group owns and manages seven brands to meet various dressing needs of its customers including: Our own brands – (i) Koradior, (ii) La Koradior, (iii) ELSEWHERE and (iv) FUUNNY FEELLN, and acquired brands – (i) CADIDL, (ii) NAERSI and (iii) NEXY.CO.

The Group's dual main brands Koradior and NAERSI, with sales revenue of RMB3.79 billion for the year ended 31 December 2025 are among the top 10 brands in the industry in China. Sales revenue from ELSEWHERE, La Koradior, NEXY.CO and CADIDL are generally between RMB367–986 million, and the Company launched FUUNNY FEELLN in 2019, which aims at a wider population and meets more diverse needs. To further enhance brand competitiveness and operational efficiency, the Group announced the strategic integration of "NAERSI" and "NAERSILING" in October 2025. The latter has been incorporated as a premium line under a unified "NAERSI" brand architecture. This initiative aims to optimise resource allocation, eliminate internal competition, enhance brand premium, and focus on long-term growth. Rather than a simple brand contraction, this achieves strategic brand focus and value elevation. By leveraging a leaner organisation, clearer positioning, and stronger resource synergy, the Group is poised to capture new opportunities from the next wave of consumption upgrading. As a brand cluster enterprise, the Company's group operation is outstanding, and it has built an endogenous and diversified affordable luxury brand matrix.

The Group has always adopted a direct sales strategy which has the largest number of self-operated retail stores in the industry, and the broad retail network enables the Group to have stronger bargaining power and significant scale effects. In a competitive market at a time of deepening uncertainty, self-operated channels will play a pivotal role in the steady and sustained growth of the Group's performance. At the same time, the self-operated retail stores layout also allows brands to fully contact customers, understand the market, meet the demand, and deal with uncertain risks.

1. EEKA Brands

Revenue analysis by brands

Brand	**2025**		2024		**Increase/(decrease)**	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Koradior	**2,108,528**	**33.54%**	2,156,066	32.73%	(47,538)	(2.20%)
La Koradior	**559,780**	**8.91%**	508,909	7.72%	50,871	10.00%
ELSEWHERE	**388,093**	**6.17%**	477,982	7.25%	(89,889)	(18.81%)
CADIDL *(note 1)*	**367,267**	**5.84%**	397,552	6.03%	(30,285)	(7.62%)
FUUNNY FEELLN	**197,775**	**3.15%**	165,849	2.52%	31,926	19.25%
NAERSI *(note 2)*	**1,678,375**	**26.70%**	1,870,367	28.39%	(191,992)	(10.26%)
NEXY.CO *(note 2)*	**985,979**	**15.69%**	1,011,811	15.36%	(25,832)	(2.55%)
Total	**6,285,797**	**100%**	6,588,536	100%	(302,739)	(4.59%)

Note 1: The Group acquired 65% and 35% of the equity interest of Mondial on 13 July 2016 and 10 November 2021 respectively which has a self owned brand "CADIDL". Mondial is an insignificant subsidiary of the Company within the meaning of the Rules (the "Listing Rules") Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited.

Note 2: The Group acquired 100% of the equity interest of Keen Reach which has self-owned brands "NAERSI" and "NEXY.CO" on 3 July 2019.

Gross Profit and Gross Profit Margin analysis by brands

Brand	**2025**		2024		**Increase/ (decrease) in**
	Gross Profit *(RMB'000)*	**Gross Profit Margin *(%)***	Gross Profit *(RMB'000)*	Gross Profit Margin *(%)*	**Gross Profit Margin *(% point)***
Koradior	**1,610,313**	**76.37%**	1,658,375	76.92%	(0.55)
La Koradior	**459,283**	**82.05%**	414,564	81.46%	0.59
ELSEWHERE	**282,023**	**72.67%**	343,918	71.95%	0.72
CADIDL *(note 1)*	**279,921**	**76.22%**	294,979	74.20%	2.02
FUUNNY FEELLN	**126,469**	**63.95%**	107,856	65.03%	(1.08)
NAERSI *(note 2)*	**1,295,291**	**77.18%**	1,437,419	76.85%	0.33
NEXY.CO *(note 2)*	**758,994**	**76.98%**	778,441	76.94%	0.04
Total	**4,812,294**	**76.56%**	5,035,552	76.43%	0.13

Revenue analysis by sales channels

Sales channel	**2025**		2024		**Increase/(decrease)**	
	RMB'000	***%***	*RMB'000*	*%*	*RMB'000*	*%*
Self-operated retail stores	**4,819,573**	**76.68%**	5,171,947	78.50%	(352,374)	(6.81%)
Wholesales to distributors	**201,215**	**3.20%**	287,266	4.36%	(86,051)	(29.96%)
E-commerce	**1,265,009**	**20.12%**	1,129,323	17.14%	135,686	12.01%
Total	**6,285,797**	**100%**	6,588,536	100%	(302,739)	(4.59%)

Gross Profit and Gross Profit Margin analysis by sales channels

Sales channel	**2025**		2024		**Increase/ (decrease) in**
	Gross Profit *(RMB'000)*	**Gross Profit Margin *(%)***	Gross Profit *(RMB'000)*	Gross Profit Margin *(%)*	**Gross Profit Margin *(% point)***
Self-operated retail stores	**3,863,573**	**80.16%**	4,149,340	80.23%	(0.07)
Wholesales to distributors	**141,703**	**70.42%**	204,203	71.08%	(0.66)
E-commerce	**807,018**	**63.80%**	682,009	60.39%	3.41
Total	**4,812,294**	**76.56%**	5,035,552	76.43%	0.13

Revenue of retail stores analysis

The Group has always placed a strong focus on establishing self-operated retail stores. For the year ended 31 December 2025, 1,356 self-operated retail stores (Koradior: 479, La Koradior: 43, ELSEWHERE: 105, CADIDL: 116, FUUNNY FEELLN: 26, NAERSI: 409 and NEXY.CO: 178) generated revenue of RMB4,819.57 million in aggregate, representing a decrease of 6.81% as compared to the year ended 31 December 2024. The decrease in self-operated revenue is mainly attributed to the drop in stores sales.

As at 31 December 2025, there were 383 retail stores operated by distributors under seven brands (Koradior: 181, La Koradior: 1, ELSEWHERE: 24, CADIDL: 19, FUUNNY FEELLN: 27, NAERSI: 90 and NEXY.CO: 41) and the revenue of retail stores operated by distributors amounted to RMB201.22 million, representing a decrease of 29.96% as compared to the year ended 31 December 2024 due to low market confidence and insufficient consumer demand.

Revenue of retail stores analysis by geographical regions (Excluding e-commerce)

The following table sets out the breakdown of the Group's revenue generated from its self-operated retail stores and wholesales to distributors by geographical regions for the years ended 31 December 2025 and 2024, respectively:

	Year ended 31 December			
Region	**2025**		2024	
	RMB million	*%*	*RMB million*	*%*
Central PRC[1]	**520.46**	**10.37%**	538.20	9.86%
Eastern PRC[2]	**1,578.73**	**31.44%**	1,772.12	32.46%
North Eastern PRC[3]	**340.97**	**6.79%**	361.05	6.61%
North Western PRC[4]	**366.86**	**7.31%**	422.41	7.74%
Northern PRC[5]	**662.58**	**13.20%**	694.64	12.72%
South Western PRC[6]	**859.24**	**17.11%**	958.05	17.55%
Southern PRC[7]	**691.95**	**13.78%**	712.74	13.06%
Total	**5,020.79**	**100%**	5,459.21	100%

Notes:

1 Central PRC includes Henan, Hubei and Hunan.

2 Eastern PRC includes Shandong, Jiangsu, Zhejiang, Anhui, Shanghai, Jiangxi and Fujian.

3 North Eastern PRC includes Jilin, Heilongjiang and Liaoning.

4 North Western PRC includes Shaanxi, Ningxia, Qinghai, Gansu and Xinjiang.

5 Northern PRC includes Tianjin, Beijing, Inner Mongolia, Hebei and Shanxi.

6 South Western PRC includes Guizhou, Chongqing, Yunnan, Tibet and Sichuan.

7 Southern PRC includes Guangxi, Hainan and Guangdong.

During the year ended 31 December 2025, the revenue of retail stores generated from Eastern PRC and South Western PRC contributed to nearly half of the total revenue of self-operated retail stores and wholesales to distributors.

Breakdown of retail stores by geographical regions

During the year ended 31 December 2025, the Group opened 170 new retail stores (of which 89 are self-operated) and closed 270 retail stores (of which 177 are self-operated), representing a net decrease of 100 retail stores. The following table sets out the number of retail stores in the Group's sales network by geographical regions in the PRC as at 31 December 2025, including both self-operated retail stores and retail stores operated by distributors:

	Number of retail stores			
Region	**As at 1 January 2025**	**Opened during the year**	**Closed during the year**	**As at 31 December 2025**
Central PRC[1]	186	18	(31)	173
Eastern PRC[2]	568	39	(86)	521
North Eastern PRC[3]	143	13	(21)	135
North Western PRC[4]	194	18	(40)	172
Northern PRC[5]	229	36	(29)	236
South Western PRC[6]	309	20	(38)	291
Southern PRC[7]	210	26	(25)	211
Total	1,839	170	(270)	1,739

Notes:

1 Central PRC includes Henan, Hubei and Hunan.

2 Eastern PRC includes Shandong, Jiangsu, Zhejiang, Anhui, Shanghai, Jiangxi and Fujian.

3 North Eastern PRC includes Jilin, Heilongjiang and Liaoning.

4 North Western PRC includes Shaanxi, Ningxia, Qinghai, Gansu and Xinjiang.

5 Northern PRC includes Tianjin, Beijing, Inner Mongolia, Hebei and Shanxi.

6 South Western PRC includes Guizhou, Chongqing, Yunnan, Tibet and Sichuan.

7 Southern PRC includes Guangxi, Hainan and Guangdong.

As at 31 December 2025, there were 1,739 retail stores, covering 31 cities of provinces, autonomous regions, and municipalities of which 1,356 were operated by the Group, and 383 were operated by the Group's distributors. Out of the 1,356 self-operated retail stores, there were 819 retail stores in department stores, 204 retail stores in shopping malls, 278 retail stores in outlets, 40 retail stores on street levels and 15 retail stores in the airports.

2. Design, research and development

The Group understands the needs and preferences of the customers through the establishment of the bottom consumer database with comprehensive analysis and modeling to guide the development of evaluation and return orders. Big data and omni-channel provide comprehensive support on the design end. In the early stage of design, information of each brand and member is shared through omni-channels, design research and development directions are compiled based on data after accurate figures; after entering the market, the direction is adjusted based on omni-channel feedback. With a focus on the analysis of products with a small but high production and sales in the early stage, scientific return, as a subordinate potential product, cultivates it into a future best-selling product.

The total number of SKC[(note)] amounted to 5,338 in 2025, representing a decrease of 9.43% from a total of 5,894 SKC in 2024 mainly due to the upgrade of the Company's excellent product system, increased investment in research and development in the creation of main sales models, and the product development of the main line and sub-line brands has been merged. As such, customers can obtain a better product experience. The Group's research and design team members slightly decreased to 567 as at 31 December 2025 from 569 as at 31 December 2024.

The Group engages well-known designers from both overseas and locally in China as the brand creative directors for "Koradior", "La Koradior", "ELSEWHERE", "FUUNNY FEELLN", "NAERSI", "NEXY.CO", and "CADIDL". Research and development expenses were RMB159.02 million, representing 2.53% of the Group's total revenue for the year ended 31 December 2025, as compared to RMB181.58 million, representing 2.76% of the Group's total revenue for the year ended 31 December 2024. The research and development of products not only earned customers' satisfaction but were also highly recognised by government departments. During the year, the Group released over 300 series of creative design including Koradior "The 7th Rose（第7朵玫瑰）", La Koradior "The Garden Symphony（交響花園）", ELSEWHERE "Live with the warm, empty the heart（棲絨牧境）", FUUNNY FEELLN "Attitude Cat Travel（態度貓旅）", NAERSI "Crowning with LYS（百合加冕）", NEXY.CO "Mulan Flowing（木蘭之韌）", and CADIDL "Women of the World（智雅隨行）" series.

Note: Stock keeping color (SKC) refers to when a batch of products in addition to the size of the same style, then different colors will be attributed to different stock keeping color (SKC).

3. Marketing and promotion

The Group continues to improve its brands influence, including through airport advertising which is one of the most effective ways to promote brands. The Group has placed advertisements at Shenzhen Bao'an International Airport and Shanghai Hongqiao International Airport presently. The Group also placed advertisements in selected top nationwide circulated fashion/lifestyle magazines and publications, such as "Madame Figaro", "ELLE", "VOGUE", "Harper's BAZAAR", "T Magazine China", "WONDERLAND", "OK!Magazine", "L'OFFICIEL", "Architectural Digest", etc. The influence of the Company's brands has continuously improved. The Group engages spokespersons for brands including Lily Collins and Xin Zhilei for Koradior, Li Bingbing for NAERSI, Yolanda, Yuan Quan for NEXY.CO and Gina, Jin Chen for FUUNNY FEELLN. To promote the diversification of online marketing channels, the Group uses short videos, WeChat mini programs, WeChat circle of friends advertising, WeChat service account article promotion, e-commerce live broadcast and other online marketing methods to reach customers and promote marketing. In addition, the Group has continued to make marketing investments on the Douyin platform in 2025. For the year ended 31 December 2025, the brand and marketing promotion expenses (excluding sales promotion expenses) were RMB301.20 million which accounted for 4.79% of the Group's total revenue, representing an increase of RMB38.61 million or 14.70% as compared to RMB262.59 million for the year ended 31 December 2024 primarily due to the increase in promotion expenses for new spokesperson and existing brands.

4. Human resources

As at 31 December 2025, the Group had a total of 9,936 employees in Mainland China and Hong Kong. The following table sets forth a breakdown of the Group's employees' allocation by departments as at 31 December 2025 and 31 December 2024 respectively:

	2025	2024
	Number of employees	*Number of employees*
Management, administration and finance	**246**	258
Product design and research and development	**567**	569
Sales and marketing (including outsourced labour employee in 2025: 7,519)	**8,762**	9,115
Procurement, logistics and quality control	**361**	371
Total	**9,936**	10,313

The Group has implemented various programs for staff training and development, focusing on the training of sales and marketing skills. The Group provides competitive salary and welfare package for its staff. For the year ended 31 December 2025, the total salary and welfare expenses were RMB1,465.27 million, representing 23.31% of the Group's total revenue and an increase of RMB58.72 million or 4.17% as compared to RMB1,406.55 million, representing 21.35% of the Group's total revenue for the year ended 31 December 2024.

The Company has a share award scheme, adopted in April 2024, in place for selected participants as an incentive and reward for their contribution to the Group. A mandatory provident fund scheme and local retirement benefit schemes are also in effect. The Group encourages employees to seek training to strengthen their work skills and for personal development. The Group also provides workshops for staffs at different levels to enhance their knowledge of work safety and to build team spirit. Staffs are rewarded based on the performance of the Group as well as on individual performance and contribution.

5. Prospects and Outlook

In the external environment, the Chinese economy grew by 5.0% in 2025, with GDP exceeding RMB140 trillion for the first time. Final consumption expenditure's contribution to economic growth to reach 52%, re-establishing itself as the primary driver of growth. Looking ahead to 2026, with the initiation of the China's "15th Five-Year Plan", the consumer market is expected to continue a phase of simultaneous qualitative and quantitative improvement. From a demand perspective, the in-depth implementation of urban and rural resident income increase plans and enhancements to the social safety net are expected to restore consumer spending capacity and willingness steadily. From a supply perspective, expanding the supply of high-quality consumer goods and services is a policy priority. Emerging models like instant retail and live-streaming e-commerce are experiencing rapid growth, while the innovation of consumption scenarios and the deepening integration of online and offline channels will persist.

Regarding internal operations, in 2026, the Group will continue to be guided by its vision of "To become a renowned affordable luxury brands group", driven by its mission to "Combining the fashion aesthetics, savoring the exquisite life". We will implement the development strategy of "multi-brand, omnichannel, platform-based, and upstream-downstream synergy", comprehensively deepen various reforms, and promote the strategic transition from a "scale-oriented" to a "quality-oriented" stage.

(1) Brand Promotion: Revitalising Aesthetic Language to Enhance Brand Competitiveness

We are implementing a deep restructuring of seven brands with a brand-new visual identity. By utilising more precise aesthetic language and profound cultural expression, we are building a future-oriented brand system (for instance, the NAERSILING brand has been integrated into the NAERSI premium collection to embark on a new chapter).

In terms of brand promotion:

i. Defining Scenarios and Establishing Styles:

We will build a diverse matrix of female personas – including celebrities, bloggers, and notable figures – to craft compelling product stories. This will strengthen brand style labels, focus on key categories, and deepen consumer association with specific lifestyle scenarios.

ii. Topic Creation:

Leveraging iconic commercial districts and high-profile e-commerce events to drive dual growth in "brand and marketing power". We aim to intensify community resonance and transform users into participants of brand events. High-quality activities, such as PR exhibitions, private VIC salons, runway shows, celebrity gala dinners, and celebrity livestreaming, will be utilised to support brand building.

iii. Content Operations and Maintenance:

Through visual content upgrades, we will revitalise and expand our user base. By translating brand DNA into products and spaces, we foster resonance with target female groups. We are progressively refining the "Content Factory" to industrialise our content system and empower product competitiveness.

iv. AI Empowerment:

AI will be applied to visual production (photography/videography) to enhance efficiency and output while reducing costs, empowering all-channel sales scenarios. We will continuously optimise GEO (Generative Engine Optimisation) and global AI large model searches to increase brand discoverability and credibility. AI will be utilised to manage and update brand image and consumer perception, synergistically enhancing brand competitiveness.

(2) Merchandise Operations: Refining Efficiency Across the Product Lifecycle

By optimising operational mechanisms, we will establish full-lifecycle product processes and advance the standardisation of merchandise management. This includes delivering and applying the data structure framework and the "EEKA Dictionary（赢家字典）", and completing Phase I of the merchandise system to break down data silos among production, supply, and sales. We aim to achieve cross-departmental data synergy and visualisation of core processes while ensuring team members meet the threshold for merchandise operation competency profiles.

Building on this foundation, we will leverage digital intelligence to drive the integration of multiple data sources and introduce AI tools to achieve digitalisation, intelligence, and visualisation of key business scenarios. Through planning, coordination, support, and control, we will facilitate high-efficiency collaboration across the entire chain – from product development to production and sales. This will ensure precise merchandise management, rapid market response, and closed-loop lifecycle management. Our ultimate objective is to achieve the core goals of reducing inventory turnover days and increasing the sell-through-to-production ratio. Simultaneously, we aim to enhance overall business capabilities, striving to become "data-savvy merchandise experts（懂商品的數字專家）" or "merchandise-focused digital stewards（懂數字的商品管家）" with a keen sense of aesthetics.

(3) Channel Construction: Optimising Self-operated Channels, Increasing E-commerce Efficiency, and Upgrading Franchises

For Self-operated Channels – Optimising Stores and Invigorating Membership:

(i) We will expand flagship stores and eliminate the "long tail" by scaling up large stores and optimising smaller ones, while continuously enhancing store image and strengthening quality and functionality. (ii) We will strictly control promotions and pricing to achieve differentiated operations between online and offline channels, simplify store grading and progressively increase the discount rates for regular-priced items and outlets. (iii) We will refine the membership system, adjust point schemes, and implement meticulous operations to enhance the quality of offline activities and consumer experience, thereby boosting member activity.

For Online E-commerce – Omnichannel Operations, Reducing Expense Ratios, and Increasing Per-Capita Efficiency:

(i) We will improve expense efficiency by optimising the investment structure, de-institutionalising operations, cultivating in-house influencers, and establishing an internal expense evaluation and analysis system. (ii) We will implement omnichannel operations based on "one team, one inventory, and unified pricing" across all channels. We will increase the proportion of new products, manage members across the entire domain, empower the brand through omnichannel promotion, and achieve inventory sharing. (iii) We will comprehensively upgrade Tmall, rapidly scale up JD.com, stabilise market share on VIP shop, and expand self-developed livestreaming to improve the quality of operations across all platforms.

For Franchise Channels – Attracting Premium Franchisees and Piloting New Models:

(i) We will design omnichannel franchise solutions, pilot new franchise models, and refine operational support processes. (ii) We will review and streamline our existing franchisee base, reducing the total number and establishing a tiered management mechanism. (iii) We will introduce provincial-level franchisees and establish preliminary partnerships. (iv) We will integrate the franchise business into our omnichannel operations and provide a unified digital store system, including POS, CRM, and inventory management. (v) We will progressively apply the Group's brand standard manuals – covering store image, service processes, visual merchandising, and marketing activities – to franchise channels to establish standardised management and workflows.

(4) Supply Chain Management: Focusing on Leading Partners and Prioritising Quality

The SCM (Supply Chain Management) system will be fully launched to achieve end-to-end visual management. A scientific supplier evaluation system will be established to classify suppliers, aiming to concentrate 80% of finished goods procurement on 20% of suppliers, and 70% of raw material procurement on 30% of suppliers. Furthermore, 3-to-5-year long-term framework agreements will be signed with selected strategic and core suppliers. Meanwhile, cost management will be fully digitalised and visualised, and quarterly cost review meetings will be initiated. We will also introduce experts with experience in digitalisation and lean management to build an elite team for high-efficiency management.

(5) Organisational Development: Renewal for Efficiency and Cost Optimisation

We will comprehensively advance the Group's Elite Project, establishing the core organisational structure and collaborative relationships. Through a dual-track mechanism of internal talent cultivation and external recruitment, we will complete the formation of core teams – including heads of first- and second-level departments – to foster highly efficient collaboration. Simultaneously, we will further optimise key modules such as performance, compensation, recruitment, and benefits to provide systematic support for efficient organisational operations.

We aim to achieve a closed-loop online system for comprehensive budgeting and the construction of core operational dashboards, deepening the digitalisation and intelligence of financial management and financial indicator analysis. Furthermore, based on rolling forecasts, we will progressively build financial prediction models – such as the profit and loss rolling forecast model, channel profitability model, product profitability model, cash flow model, and inventory optimisation model – to empower operational control and achieve "cost reduction and efficiency enhancement（降本增效）".

RISK MANAGEMENT

The Group is devoted to establishing risk management systems that it considers appropriate to manage risks in its business operations, and the Group is dedicated to monitoring these systems for effectiveness and modifying them as necessary as business grows to maintain effectiveness.

ENVIRONMENTAL AND SAFETY MEASURES

The Group is subject to the PRC environmental laws and regulations, which include the environmental protection law of the PRC, law of the PRC on the prevention and control of water pollution, law of the PRC on the prevention and control of atmospheric pollution, law of the PRC on the prevention and control of pollution from environmental noise and law of the PRC on the prevention and control of environmental pollution by solid waste. These laws and regulations govern a broad range of environmental matters, including air pollution, noise emissions and water and waste discharge.

The Group does not own or operate any manufacturing facilities. The Group believes (i) its internal guidelines and policies are adequate to comply with all applicable PRC environmental laws and regulations and (ii) its annual cost of compliance with applicable rules and regulations during the period under review and the cost of compliance going forward is expected to be immaterial. The Group's business operation only discharges domestic wastewater and generates garbage as it outsources all of its production to its OEM contractors.

DIVIDENDS

The Board proposed to declare a final dividend of HK35 cents per share for the year ended 31 December 2025 out of the share premium account of the Company (2024: final dividend HK38 cents) to those shareholders whose names appeared on the register of members of the Company as at the close of business on 12 June 2026. Subject to the approval of shareholders of the Company at the forthcoming annual general meeting ("AGM"), the final dividend will be paid in cash on or before 30 June 2026. The Board is satisfied that the Company will be able to pay its debts as they fall due in the ordinary course of business immediately after the date on which the final dividend is paid.

CLOSURE OF THE REGISTER OF MEMBERS

To determine the eligibility of the shareholders of the Company to attend the AGM, the register of members will be closed from Tuesday, 2 June 2026 to Friday, 5 June 2026, both days inclusive, during which period no transfer of shares will be effected. In order to be entitled to attend and vote at the AGM, all transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office 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, 1 June 2026.

To determine the eligibility of the shareholders of the Company to receive the proposed final dividend, the register of members will be closed from Thursday, 11 June 2026 to Friday, 12 June 2026, both days inclusive, during which period no transfer of shares will be effected. In order to be entitled to receive the proposed final dividend, all transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar and transfer office 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, 10 June 2026.

CORPORATE GOVERNANCE PRACTICES

The Company is committed to maintaining a high standard of corporate governance practices and the implementation of effective corporate governance commitments. The Company has adopted and met the relevant code provisions set out in the Corporate Governance Code (the "CG Code") based on the principles set out in Part 2 of Appendix C1 to the Listing Rules during the year ended 31 December 2025 except for code provision C.2.1 of the CG Code which requires that the responsibilities between the chairman and the chief executive officer should be segregated and should not be performed by the same individual. Mr. Jin Ming currently performs these two roles in the Company. The Board believes that vesting the roles of both chairman and chief executive officer in the same person has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board considers that the balance of power and authority for the present arrangement will not be impaired considering the background and experience of the Directors and the number of independent non-executive Directors on the Board and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of the Company as and when appropriate and suitable by taking into account the circumstances of the Group as a whole.

COMPLIANCE WITH THE MODEL CODE

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as its code of conduct regarding securities transactions by the Directors. Having made specific enquiry with all Directors, the Company has confirmed with all Directors that they have complied with the required standard set out in the Model Code and its code of conduct regarding any Director's securities transactions during the year ended 31 December 2025.

PURCHASE, REDEMPTION OR SALE OF LISTED SECURITIES OF THE COMPANY

Pursuant to the rules of the 2024 Share Award Scheme, the Company instructed the trustee to purchase from the market a total of about 10.67 million shares for awards to the relevant grantees during the year ended 31 December 2025. The total costs (excluding related transaction costs) involved was about HK$86.66 million. Save as disclosed above, neither the Company nor any of its subsidiaries purchased, redeemed or sold any of the Company's listed securities (including the sale of treasury shares) during the year ended 31 December 2025. As at 31 December 2025, there were no treasury shares held by the Company.

AUDIT COMMITTEE

The Company set up an audit committee (the "Audit Committee") on 6 June 2014 for the purpose of reviewing and providing supervision on the financial reporting process, internal control system and risk management of the Group.

The Audit Committee comprises the three independent non-executive Directors with Mr. Zhang Guodong acting as chairman.

The Audit Committee has reviewed the annual results of the Group for the year ended 31 December 2025. The Audit Committee has also discussed matters with respect to the accounting policies and practices adopted by the Group with external auditor.

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss, the consolidated statement of comprehensive income, and the related notes thereto for the year ended 31 December 2025 as set out in the preliminary announcement have been agreed by the Company's auditors to the amounts set out in the Group's draft consolidated financial statements for the year. The work performed by the Company's auditors in this respect did not constitute an assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by the Company's auditors on the preliminary announcement.

By order of the Board
EEKA Fashion Holdings Limited
JIN MING
Chairman and CEO

Hong Kong, 27 March 2026

As at the date of this announcement, the Board comprises Mr. Jin Ming, Ms. He Hongmei and Mr. Jin Rui as executive Directors; and Mr. Zhong Ming, Mr. Zhou Xiaoyu and Mr. Zhang Guodong as independent non-executive Directors.