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**UNITED STRENGTH POWER HOLDINGS LIMITED**

**眾誠能源控股有限公司**

*(Incorporated in the Cayman Islands with limited liability)*

**(Stock Code: 2337)**

**ANNUAL RESULTS ANNOUNCEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2025**

**FINANCIAL HIGHLIGHTS**

- Revenue decreased by approximately 20% to RMB6,163.6 million (2024: approximately RMB7,724.3 million).
- Loss attributable to equity shareholders of the Company amounted to approximately RMB2.4 million (profit attributable to equity shareholders of the Company for 2024: approximately RMB67.8 million).
- Basic loss per share amounted to approximately RMB0.01 (basic earnings per share for 2024: approximately RMB0.18).
- The directors of the Company did not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: HK\$0.04 per ordinary share).

## THE FINANCIAL STATEMENTS

The board (the “**Board**”) of directors (the “**Directors**”) of United Strength Power Holdings Limited (the “**Company**”), together with its subsidiaries (collectively, the “**Group**”), hereby announces the audited consolidated results of the Group for the year ended 31 December 2025, together with the comparative figures for 2024 as follows:

### Consolidated statement of profit or loss

For the year ended 31 December 2025

(Expressed in Renminbi (“**RMB**”))

	Note	2025 RMB'000	2024 RMB'000
<b>Revenue</b>	3	<b>6,163,633</b>	7,724,326
Cost of sales		<u>(5,824,649)</u>	<u>(7,284,476)</u>
<b>Gross profit</b>	3(b)	<b>338,984</b>	439,850
Other income	4	<b>8,388</b>	5,353
Staff costs	5(b)	<b>(148,106)</b>	(159,090)
Depreciation expenses	5(c)	<b>(61,092)</b>	(62,798)
Impairment reversal/(loss) on trade receivables		<b>1,815</b>	(1,835)
Other operating expenses		<u>(84,677)</u>	<u>(98,630)</u>
<b>Profit from operations</b>		<b>55,312</b>	122,850
Share of results of an associate		<b>1,167</b>	1,201
Finance costs	5(a)	<u>(24,603)</u>	<u>(29,738)</u>
<b>Profit before taxation</b>	5	<b>31,876</b>	94,313
Income tax	6	<u>(32,752)</u>	<u>(23,657)</u>
<b>(Loss)/profit for the year</b>		<u><b>(876)</b></u>	<u>70,656</u>
<b>Attributable to:</b>			
Equity shareholders of the Company		<b>(2,374)</b>	67,791
Non-controlling interests		<u><b>1,498</b></u>	<u>2,865</u>
<b>(Loss)/profit for the year</b>		<u><b>(876)</b></u>	<u>70,656</u>
<b>(Loss)/earnings per share</b>			
– Basic and diluted (RMB)	7	<u><b>(0.01)</b></u>	<u>0.18</u>

**Consolidated statement of profit or loss and other comprehensive income***For the year ended 31 December 2025**(Expressed in RMB)*

	<b>2025</b>	2024
	<b>RMB'000</b>	RMB'000
<b>(Loss)/profit for the year</b>	<b>(876)</b>	70,656
<b>Other comprehensive income for the year</b>		
<b>(after tax):</b>		
Items that may be reclassified subsequently to profit or loss:		
– Exchange differences on translation of financial statements denominated in foreign currencies into presentation currency of the Group	<u>(1,302)</u>	<u>651</u>
<b>Total comprehensive income for the year</b>	<b><u>(2,178)</u></b>	<b><u>71,307</u></b>
<b>Attributable to:</b>		
Equity shareholders of the Company	<b>(3,757)</b>	68,513
Non-controlling interests	<b><u>1,579</u></b>	<u>2,794</u>
<b>Total comprehensive income for the year</b>	<b><u>(2,178)</u></b>	<b><u>71,307</u></b>

## Consolidated statement of financial position

At 31 December 2025

(Expressed in RMB)

		At 31 December 2025 RMB'000	At 31 December 2024 RMB'000
<b>Non-current assets</b>			
Property, plant and equipment		385,180	427,782
Investment properties		1,459	1,581
Interest in an associate		54,352	54,545
Deferred tax assets		63,029	59,651
		<u>504,020</u>	<u>543,559</u>
<b>Current assets</b>			
Inventories		145,296	140,362
Trade and bills receivables	8	35,047	95,630
Prepayments, deposits and other receivables	9	898,418	933,224
Income tax recoverable		6,278	5,880
Cash at bank and on hand		365,631	158,628
		<u>1,450,670</u>	<u>1,333,724</u>
<b>Current liabilities</b>			
Bank and other loans		701,414	445,175
Trade and bills payables	10	7,325	2,748
Accrued expenses, other payables and contract liabilities	11	457,117	549,717
Lease liabilities	12	87,393	87,357
Income tax payable		13,004	16,026
		<u>1,266,253</u>	<u>1,101,023</u>
<b>Net current assets</b>		<u>184,417</u>	<u>232,701</u>
<b>Total assets less current liabilities</b>		<u>688,437</u>	<u>776,260</u>

**Consolidated statement of financial position (continued)**  
*At 31 December 2025*  
*(Expressed in RMB)*

	<i>Note</i>	<b>At 31 December 2025 RMB'000</b>	<b>At 31 December 2024 RMB'000</b>
<b>Non-current liabilities</b>			
Bank and other loans		<b>11,200</b>	47,840
Lease liabilities	<i>12</i>	<b>143,167</b>	177,538
Deferred tax liabilities		<b>2,523</b>	2,927
		<u><b>156,890</b></u>	<u>228,305</u>
<b>NET ASSETS</b>		<u><b>531,547</b></u>	<u>547,955</u>
<b>CAPITAL AND RESERVES</b>			
Share capital		<b>32,293</b>	32,293
Reserves		<b>460,749</b>	478,378
<b>Total equity attributable to equity shareholders of the Company</b>		<b>493,042</b>	510,671
<b>Non-controlling interests</b>		<b>38,505</b>	37,284
<b>TOTAL EQUITY</b>		<u><b>531,547</b></u>	<u>547,955</u>

## Notes

*(Expressed in RMB unless otherwise indicated)*

### 1 CORPORATE INFORMATION

United Strength Power Holdings Limited (the “**Company**”) was incorporated in the Cayman Islands on 19 December 2016 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 as amended, supplemented or otherwise modified from time to time. The shares of the Company were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 16 October 2017.

The Company and its subsidiaries (collectively referred to as the “**Group**”) are principally engaged in the retail sale of refined oil and natural gas by operating refuelling stations and storage facilities, wholesale of refined oil and the provision of transportation of petroleum and natural gas services.

### 2 MATERIAL ACCOUNTING POLICIES

#### (a) Statement of compliance

These financial statements have been prepared in accordance with all applicable IFRS Accounting Standards as issued by the International Accounting Standards Board (the “**IASB**”) and the disclosure requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange (the “**Listing Rules**”). Material accounting policies adopted by the Group are disclosed below.

The IASB has issued certain amendments to IFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of the Group. Note 2(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

#### (b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2025 comprise the Group and the Group’s interest in an associate.

The measurement basis used in the preparation of the financial statements is the historical cost basis.

The preparation of financial statements in conformity with IFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

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

(c) **Changes in accounting policies**

The Group has applied the amendments to IAS 21, The effects of changes in foreign exchange rates – Lack of exchangeability issued by the IASB to these financial statements for the current accounting period. The amendments do not have a material impact on these financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

**3. REVENUE AND SEGMENT REPORTING**

(a) **Revenue**

The principal activities of the Group are the retail sale of refined oil and natural gas by operating refuelling stations and storage facilities, wholesale of refined oil and the provision of transportation of petroleum and natural gas services.

Further details regarding the Group’s principal activities are disclosed in Note 3(b).

Disaggregation of revenue from contracts with customers by major products or service lines is as follows:

	<b>2025</b>	2024
	<b><i>RMB’000</i></b>	<i>RMB’000</i>
Sales of refined oil and natural gas	<b>6,108,800</b>	7,635,274
Revenue from the provision of transportation services	<b>54,824</b>	75,212
Revenue from the provision of franchising services	–	11,159
Revenue from the trading of compressed natural gas (“CNG”) and liquefied petroleum gas (“LPG”)	<b>9</b>	2,681
	<b><u>6,163,633</u></b>	<u>7,724,326</u>

Disaggregation of revenue from contracts with customers by the timing of revenue recognition is disclosed in Note 3(b).

The Group’s customer base is diversified and there is no customer with whom transactions have exceeded 10% of the Group’s revenue in 2025 (2024: Nil).

The Group has applied the practical expedient in paragraph 121 of IFRS 15 to its contracts for the provision of transportation of petroleum and natural gas services such that the above information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts for the provision of transportation of petroleum and natural gas services that had an original expected duration of one year or less.

**(b) Segment reporting**

The Group manages its businesses by business lines. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following three reportable segments. No operating segments have been aggregated to form the following reportable segments.

- Sale of refined oil: this segment carries out sales of refined oil to vehicular end-users by operating petroleum refuelling stations, and sales of refined oil to other petroleum refuelling stations, construction sites and other industrial users by operating petroleum storage facilities;
- Sale of natural gas: this segment sells CNG, LPG and liquefied natural gas (“LNG”) to vehicular end-users by operating refuelling stations, and trading of LPG and CNG; and
- Provision of transportation services: this segment provides petroleum and natural gas transportation services by managing dangerous goods transportation vehicles.

*(i) Segment results*

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results, attributable to each reportable segment on the following bases:

Revenue and expenses are allocated to the reportable segments with reference to sales and revenue generated by those segments and the expenses incurred by those segments. However, other than reporting inter-segment sales, assistance provided by one segment to another, including sharing of assets and technical know-how, is not measured.

The measure used for reporting segment is gross profit. The Group's other income, staff costs, depreciation expenses, impairment gain/(loss) on trade receivables, other operating expenses and share of results of an associate, and assets and liabilities are not measured under individual segments. Accordingly, neither information on segment assets and liabilities nor information concerning capital expenditure, interest income and interest expenses is presented.

Disaggregation of revenue from contracts with customers recognised at a point in time, as well as information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance is set out below.

	2025			
	Sale of refined oil RMB'000	Sale of natural gas RMB'000	Provision of transportation services RMB'000	Total RMB'000
Revenue from external customers	5,962,992	145,817	54,824	6,163,633
Inter-segment revenue	18,348	–	34,211	52,559
Reportable segment revenue	<u>5,981,340</u>	<u>145,817</u>	<u>89,035</u>	<u>6,216,192</u>
Reportable segment gross profit	<u>254,618</u>	<u>43,141</u>	<u>41,225</u>	<u>338,984</u>

	2024			Total RMB'000
	Sale of refined oil RMB'000	Sale of natural gas RMB'000	Provision of transportation services RMB'000	
Revenue from external customers	7,395,690	253,424	75,212	7,724,326
Inter-segment revenue	29,514	–	47,426	76,940
Reportable segment revenue	<u>7,425,204</u>	<u>253,424</u>	<u>122,638</u>	<u>7,801,266</u>
Reportable segment gross profit	<u>300,359</u>	<u>77,167</u>	<u>62,324</u>	<u>439,850</u>

(ii) *Reconciliation of reportable segment revenue and profit or loss*

	2025 RMB'000	2024 RMB'000
<b>Revenue</b>		
Reportable segment revenue	<b>6,216,192</b>	7,801,266
Elimination of inter-segment revenue	<b>(52,559)</b>	(76,940)
Consolidated revenue ( <i>Note 3(a)</i> )	<u><b>6,163,633</b></u>	<u>7,724,326</u>
<b>Profit</b>		
Reportable segment gross profit	<b>338,984</b>	439,850
Other income	<b>8,388</b>	5,353
Staff costs	<b>(148,106)</b>	(159,090)
Depreciation expenses	<b>(61,092)</b>	(62,798)
Impairment reversal/(loss) on trade receivables	<b>1,815</b>	(1,835)
Other operating expenses	<b>(84,677)</b>	(98,630)
Share of results of an associate	<b>1,167</b>	1,201
Finance costs	<b>(24,603)</b>	(29,738)
Consolidated profit before taxation	<u><b>31,876</b></u>	<u>94,313</u>

(iii) *Geographic information*

All of the Group's customers patronised at the Group's operations carried out in the People's Republic of China (the "PRC"). The Group's non-current assets, including property, plant and equipment and investment properties, are located and the location of operations of the Group's associate is in the PRC.

#### 4. OTHER INCOME

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Government grants	446	472
Rental income from operating leases	2,368	3,580
Interest income	2,519	1,020
Net gain on disposal of subsidiaries	696	–
Net gain/(loss) on disposal of property, plant and equipment	207	(774)
Others	2,152	1,055
	<u>8,388</u>	<u>5,353</u>

#### 5. PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging:

(a) **Finance costs:**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Interest expenses on:		
– bank and other loans	7,861	10,576
– lease liabilities	16,742	19,162
	<u>24,603</u>	<u>29,738</u>

No borrowing costs have been capitalised during the year ended 31 December 2025 (2024: RMBNil).

(b) **Staff costs:**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Salaries, wages and other benefits	130,414	141,131
Contributions to defined contribution retirement plans	17,692	17,959
	<u>148,106</u>	<u>159,090</u>

The employees of the subsidiaries of the Group established in the PRC (excluding Hong Kong) participate in defined contribution retirement benefit schemes managed by the local government authorities, whereby these subsidiaries are required to contribute to the schemes at 16% of the employees' basic salaries. Employees of these subsidiaries are entitled to retirement benefits, calculated based on a percentage of the average salaries level in the PRC (excluding Hong Kong), from the above mentioned retirement schemes at their normal retirement age.

The Group also operates a Mandatory Provident Fund Scheme (the “MPF Scheme”) under the Hong Kong Mandatory Provident Fund Scheme Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance. The MPF Scheme is a defined contribution retirement plan administered by an independent trustee. Under the MPF Scheme, the employer and its employees are each required to make contributions to the plan at 5% of the employees' relevant income, subject to a cap of monthly relevant income of Hong Kong Dollars (“HK\$”) 30,000. Contributions to the MPF Scheme vest immediately.

The Group has no further obligation for payment of other retirement benefits beyond the above contributions.

(c) **Other items:**

	<b>2025</b>	2024
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
Depreciation expenses:		
– owned property, plant and equipment	<b>21,151</b>	22,552
– right-of-use assets	<b>39,819</b>	40,116
– investment properties	<b>122</b>	130
	<b>61,092</b>	62,798
Operating lease charges relating to short-term leases and leases of low-value-assets	<b>3,778</b>	4,433
Auditors' remuneration – audit services	<b>5,800</b>	5,800
Cost of inventories	<b>5,811,051</b>	7,271,588

**6. INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS**

	<b>2025</b>	2024
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
<b>Current taxation</b>		
Provision for the year	<b>34,414</b>	44,611
Under provision in prior years	<b>2,120</b>	–
<b>Deferred taxation</b>		
Origination and reversal of temporary differences	<b>(3,782)</b>	(20,954)
	<b>32,752</b>	23,657

**7. EARNINGS PER SHARE**

(a) **Basic earnings per share**

The calculation of basic earnings per share for the year ended 31 December 2025 is based on the loss attributable to ordinary equity shareholders of the Company of RMB2,374,000 (2024: profit RMB67,791,000) and the weighted average of 374,502,000 ordinary shares (2024: 374,502,000 ordinary shares) in issue during the year.

(b) **Diluted earnings per share**

There were no potential dilutive ordinary shares during the years ended 31 December 2025 and 2024.

## 8. TRADE AND BILLS RECEIVABLES

	At 31 December 2025 <i>RMB'000</i>	At 31 December 2024 <i>RMB'000</i>
Trade receivables, net of loss allowance, due from:		
– related parties	10,999	67
– third parties	24,048	29,563
	<u>35,047</u>	<u>29,630</u>
Bills receivable	–	66,000
	<u>35,047</u>	<u>95,630</u>

All of the trade receivables, net of loss allowance, are expected to be recovered within one year.

### (a) Ageing analysis

As of the end of the reporting period, the ageing analysis of trade receivables, based on the invoice date and net of loss allowance, is as follows:

	At 31 December 2025 <i>RMB'000</i>	At 31 December 2024 <i>RMB'000</i>
Within 1 month	24,417	25,115
1 to 3 months	606	3,006
3 to 6 months	1,424	1,509
6 to 12 months	8,600	–
	<u>35,047</u>	<u>29,630</u>

## 9. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	At 31 December 2025 <i>RMB'000</i>	At 31 December 2024 <i>RMB'000</i>
Prepayments for purchase of inventories from:		
– related parties	544,032	630,468
– third parties	331,830	255,985
	<u>875,862</u>	<u>886,453</u>
Deposits to suppliers	3,457	3,817
Advances to staff	1,284	717
VAT recoverable	12,848	8,730
Amounts due from non-controlling equity holders of subsidiaries	–	24,054
Others	4,967	9,453
	<u>22,556</u>	<u>46,771</u>
Financial assets measured at amortised cost	<u>898,418</u>	<u>933,224</u>

All of the prepayments, deposits and other receivables are expected to be recovered or recognised as expenses within one year.

## 10. TRADE AND BILLS PAYABLES

	At 31 December 2025 <i>RMB'000</i>	At 31 December 2024 <i>RMB'000</i>
Trade payables due to:		
– third parties	2,325	2,748
	<u>2,325</u>	<u>2,748</u>
Bills payable	5,000	–
	<u>7,325</u>	<u>2,748</u>

All of the trade and bills payables are expected to be settled within one year or are repayable on demand.

As of the end of the reporting period, the ageing analysis of the Group's trade and bills payables, based on the invoice date, is as follows:

	At 31 December 2025 RMB'000	At 31 December 2024 RMB'000
Within 1 month	7,315	2,738
Over 3 months	<u>10</u>	<u>10</u>
	<u><b>7,325</b></u>	<u><b>2,748</b></u>

#### 11. ACCRUED EXPENSES, OTHER PAYABLES AND CONTRACT LIABILITIES

	At 31 December 2025 RMB'000	At 31 December 2024 RMB'000
Payables for staff related costs	5,349	6,345
Deposits from customers	1,833	2,143
Payables for acquisitions of property, plant and equipment	10,007	2,977
Other taxes payables	9,470	6,642
Amounts due to a related party	152,826	125,965
Payables to co-operative refuelling stations ( <i>Note (i)</i> )	14,634	28,691
Dividends payable ( <i>Note (ii)</i> )	–	8,100
Others	<u>12,300</u>	<u>19,716</u>
Financial liabilities measured at amortised cost	<u><b>206,419</b></u>	<u><b>200,579</b></u>
Contract liabilities – receipts in advance in connection with wholesale of refined oil and LPG due to:		
– related parties	9,668	102,085
– third parties	<u>157,423</u>	<u>138,068</u>
	<b>167,091</b>	240,153
Contract liabilities – vehicular end-users' prepaid cards for consumption at refuelling stations	<u>83,607</u>	<u>108,985</u>
	<u><b>250,698</b></u>	<u><b>349,138</b></u>
	<u><b>457,117</b></u>	<u><b>549,717</b></u>

All of the accrued expenses, other payables and contract liabilities are expected to be settled or recognised as revenue within one year or are repayable on demand.

*Notes:*

- (i) The Group’s vehicular end-users can purchase prepaid cards issued by the Group at the Group’s refuelling stations. Under co-operation arrangements entered into between the Group and other small-size refuelling stations in surrounding areas where the Group operates (“**Co-operative Refuelling Stations**”), the Group’s vehicular end-users can use these prepaid cards at these Co-operative Refuelling Stations for the consumption of refined oil and natural gas. The Group will make periodic settlements with these Co-operative Refuelling Stations.
- (ii) The amounts represented dividends payable to non-controlling equity holders of a subsidiary which were settled subsequently.

## 12. LEASE LIABILITIES

At 31 December 2025, the Group’s lease liabilities are repayable as follows:

	At 31 December 2025 RMB’000	At 31 December 2024 RMB’000
Within 1 year	87,393	87,357
After 1 year but within 2 years	36,459	34,201
After 2 years but within 5 years	106,708	114,238
After 5 years	–	29,099
	<u>143,167</u>	<u>177,538</u>
	<u>230,560</u>	<u>264,895</u>
Lease liabilities due to:		
– related parties	217,647	245,640
– third parties	12,913	19,255
	<u>230,560</u>	<u>264,895</u>

On 24 August 2020 (the “**Completion Date**”), the Company acquired the petroleum refuelling business, comprising the operation of petroleum stations and storage facilities and the provision of transportation of petroleum services, through the acquisition of the entire issued share capital of Eternal Global Investment Limited (“**Eternal Global**”) (the “**Acquisition**”). On Completion Date and as part of the Acquisition, entrusted agreements (the “**Entrusted Management Agreement**”) were also entered into between Changchun United Strength Power Company Limited (“**New United Strength**”), a wholly owned subsidiary of Eternal Global, and Changchun Yitonghe, a company controlled by Mr. Zhao Jinmin and not part of the Acquisition, pursuant to which Changchun Yitonghe as the entrusting party entrusted New United Strength as the operating party with an exclusive right to use all the assets, property, land, equipment, licences and designated bank accounts necessary for the operation and management of the petroleum refuelling stations and petroleum storage facilities owned by Changchun Yitonghe. The entrustment fee under the Entrusted Management Agreement is for a period of ten years. The Entrusted Management Agreement and related entrustment fees are accounted for as leases in accordance with the accounting policies. Under the Entrusted Management Agreement, the Group has been granted priority renewal right under the same conditions when the Entrusted Management Agreement matures in August 2030.

### 13. DIVIDENDS

(i) **Dividends payable to equity shareholders of the Company attributable to the year**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Final dividend proposed after the end of the reporting period of Nil per ordinary share (2024: HK\$0.04 per ordinary share)	<u>–</u>	<u>13,872</u>

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

(ii) **Dividends payable to equity shareholders of the Company attributable to the previous financial year, approved during the year**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Final dividend in respect of the previous financial year, approved during the following year, of HK\$0.04 per ordinary share	<u>13,872</u>	<u>–</u>

(iii) **Special dividend to equity shareholders of the Company approved and paid during the year**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Special dividend approved during the year, of HK\$0.08 per ordinary share	<u>–</u>	<u>27,345</u>

## MANAGEMENT DISCUSSION AND ANALYSIS

### 1. INDUSTRY REVIEW

In 2025, international crude oil prices demonstrated the characteristic of ‘stabilizing amid fluctuations’ as geopolitical risk and oil production cut by OPEC+ provided short-term momentum for oil price, while weak global economic growth and a continued supply-demand imbalance had impacts on price trend. Furthermore, uneven global economic recovery made it difficult for demand response in oil and form a strong upward trend, causing oil price to fluctuate mostly within a low range. At the same time, as the transparency of refined oil price in market improved and competition intensified, the overall business environment of the petroleum and CNG refuelling station industry remained weak.

From the perspective of the domestic market, crude oil supply remains stable, while structural changes on the demand side are more remarkable. In the structure of crude oil demand, vehicular fuels still account for the largest proportion. However, against the backdrop of increasing penetration of new energy vehicle and ongoing implementation of energy-saving and emission-reduction policies, the growth of demand in traditional fuels like gasoline was slowing. On the other hand, demand for petrochemical feedstocks remained resilient amid the expansion of integrated oil refining and petrochemical production capacity, while crude oil demand was undergoing a structural shift characterized by ‘decreasing demand in fuel but increasing demand in petrochemical products’. In summary, the prosperity of the retail sector depends more on the macroeconomy and the logistics and freight sector rather than on a single price factor.

In respect of natural gas, due to the increase in imported natural gas supply and a relatively stagnant demand environment, natural gas price was generally under pressure, and the end-market showed characteristics of ‘overall stable but structural differentiation’ in 2025. At the national level, policies related to natural gas-powered trucks and the price differences between oil and gas still provide potential support for partial truck fleet renewal. Since 2025, the Ministry of Transport, together with two other departments, issued the ‘Notice on Implementing the Replacement and Renewal of Old Operating Trucks’, which clarified the subsidy details for trading in medium and heavy-duty trucks during the reporting period and, for the first time, natural gas-powered trucks were included in the subsidy scope. The steady growth of the natural gas-powered truck market has strengthened the resilience of CNG market demand. However, in respect of the company’s core operational areas, although stable growth of the number of natural gas-powered trucks used in cold chain industry, e-commerce, and cross-border transportation has driven logistics market growth, demand for truck transportation remained under pressure due to the stagnant business environment of industries such as coal mining and steel. Throughout 2025, as regional truck transportation business overall weakened, the sale volume of petroleum and CNG refuelling and refuelling frequency were under pressure, and the downturn in the petroleum and CNG refuelling station industry was remarkable.

In addition, the substitution effect brought about by the increased penetration of new energy vehicles, especially hydrogen-powered heavy-duty trucks, carried forward. In the first half of 2025, it was already observed that natural gas-powered vehicle customers are switching to new energy vehicles, putting pressure on the demand for vehicular gas. With no clear sign of reversal in the second half of 2025, the industry-wide pattern of ‘weak demand, intensified competition, and differentiated efficiency across stations’ persisted throughout the year.

## 2. BUSINESS AND FINANCIAL REVIEW

Our Group is a leading operator of petroleum refuelling stations and CNG refuelling stations for vehicles in Northeastern China. We run 77 refuelling stations in Northeastern China as at 31 December 2025. Apart from the gas refuelling business and petroleum refuelling business, we have also diversified into the transportation of liquefied petroleum gas and petroleum by relying on the powerful transportation capability of a wholly owned subsidiary of the Group, Jilin Province Jieli Logistics Company Limited (“**Jieli Logistics**”) and wholesale of refined oil products business.

The table below shows the location of and product offering at our refuelling stations as at 31 December 2025:

<u>City, Province</u>	<u>Gas refuelling stations</u>	<u>Petroleum refuelling stations</u>	<u>Mixed (gas and petroleum) refuelling stations</u>	<u>Total number of stations</u>
Changchun City, Jilin Province	3	22	7	32
Jilin City, Jilin Province	2	4	–	6
Liaoyuan City, Jilin Province	–	1	1	2
Yanji City, Jilin Province	4	–	–	4
Meihekou, Jilin Province	1	1	–	2
Longjing, Jilin Province	–	–	1	1
Hunchun, Jilin Province	–	1	–	1
Baicheng, Jilin Province	1	2	–	3
Songyuan, Jilin Province	1	1	–	2
Siping City, Jilin Province	1	–	–	1
Baishan City, Jilin Province	–	2	–	2
Tonghua City, Jilin Province	–	1	–	1
<b>Total station(s) in Jilin Province</b>	<b>13</b>	<b>35</b>	<b>9</b>	<b>57</b>
Dandong City, Liaoning Province	–	12	1	13
Benxi City, Liaoning Province	–	1	–	1
Anshan City, Liaoning Province	–	5	–	5
Dalian City, Liaoning Province	–	1	–	1
<b>Total station(s) in Liaoning Province</b>	<b>–</b>	<b>19</b>	<b>1</b>	<b>20</b>
<b>Total:</b>	<b>13</b>	<b>54</b>	<b>10</b>	<b>77</b>

## **Sales of Refined Oil Business**

The sales of refined oil mainly consisted of retail sale of refined oil to vehicular end-users by operation of petroleum refuelling stations and to other petroleum refuelling stations, construction sites and other industrial users by operating petroleum storage facilities and wholesale of refined oil. The Group also expanded its refuelling station network through entering co-operation agreements with small-size refuelling stations, the vehicular end-users can use the prepaid cards issued by the Group at these co-operative refuelling stations for the consumption of refined oil and natural gas. For 2025, the Group recorded sales of refined oil income of approximately RMB5,963.0 million, representing a year-on-year decrease of approximately 19% and accounted for approximately 97% of the total revenue of the same year. During the year, the sales volume of refined oil amounted to approximately 888 thousand tonnes (2024: approximately 1,028 thousand tonnes), representing a decrease of approximately 14% as compared with last year. The decrease in sales volume was mainly due to the decrease in the sales volume of petroleum products which was due to the decrease in market demand as a result of more vehicle customers having shifted to use new energy vehicles during 2025.

## **Sales of Natural Gas Business**

The sales of natural gas are mainly conducted by our gas refuelling stations in China. For 2025, the Group recorded the sales of natural gas income of RMB145.8 million, representing a year-on-year decrease of 42% and accounted for 2% of the total revenue of the same year. During the year, the sales volume of CNG amounted to 23.7 million cubic meters (2024: 47.1 million cubic meters), representing a decrease of 50% as compared with last year. The decrease in sales of natural gas business was mainly due to the decrease in market demand for natural gas products as a result of more natural gas vehicle customers having shifted to use new energy vehicles during 2025.

## **Provision of Transportation Services**

The provision of transportation services is conducted by Jieli Logistics. For 2025, the Group recorded the transportation income of RMB54.8 million (2024: RMB75.2 million), representing a year-on-year decrease of 27% and accounted for 1% of the total revenue of the same year.

At present, Jieli Logistics and its subsidiary own and manage a fleet of over 100 dangerous goods transport vehicles, including 53 locomotives, 45 trailers and 29 head-mounted integrated vehicles (for petroleum transport), as well as 20 locomotives, 25 trailers and 1 head-mounted integrated vehicles (for gas transport).

## **Operating Results**

### *Revenue*

The principal activities of the Group are the sale of refined oil and natural gas by (i) operating refuelling stations network and storage facilities; and (ii) the provision of transportation of petroleum and gas services. For 2025, the Group's revenue amounted to RMB6,163.6 million, representing a decrease of RMB1,560.7 million or 20% from RMB7,724.3 million in 2024. The decrease in revenue was mainly attributable to the decrease in the sales volume and average selling price of the Company's wholesale and retail petroleum products during 2025.

### **Cost of Sales and Gross Profit**

The Group's cost of sales primarily represents all costs of purchase of refined oil, CNG, LPG and LNG from our suppliers and other costs incurred in transporting the inventories to their present location and transportation costs. In 2025, the Group's cost of sales decreased by 20% to RMB5,824.6 million from RMB7,284.5 million in 2024 due to the decrease in total purchase of the products as a result of the decrease in the sales volume of the Company's products during 2025.

The gross profit for 2025 was RMB339.0 million (2024: RMB439.9 million), with a gross profit margin of 5% (2024: 6%). The decrease in gross profit margin was mainly driven by lower sales volumes across the main business segments caused by the market shift toward new energy vehicles. The decrease in gross profit was mainly attributable to the decrease in the sales volume and the gross profit margin of the Company's products compared with that of the previous year.

### **Impairment Reversal/(Loss) on Trade Receivables**

Impairment reversal on trade receivables was for recovery of trade receivables for which was impaired in the previous year. For 2025, impairment reversal on trade receivables amounted to approximately RMB1.8 million.

### **Other Income**

Other income mainly comprises rental income, government grants and interest income. For 2025, other income amounted to RMB8.4 million, representing an increase of RMB3.0 million from RMB5.4 million in 2024. The increase in other income was mainly attributable to the increase in interest income during 2025.

### **Staff Costs**

Staff costs mainly consisted of salaries, wages and other benefits and defined contributions retirement plans. For 2025, staff costs amounted to RMB148.1 million, representing a decrease of RMB11.0 million from RMB159.1 million in 2024. The decrease in staff costs was principally attributable to the decrease in average salary payable for staff and the number of staff during 2025.

## **Other Operating Expenses and Finance Costs**

Other operating expenses, including utilities expenses related to gas and oil refuelling stations, repair and maintenance expenses related to refuelling stations, professional fees and other general office expenses, decreased from RMB98.6 million to RMB84.7 million. The decrease was mainly attributable to the decrease in repair and maintenance expenses and advertising and marketing expenses during 2025.

For 2025, the finance costs amounted to approximately RMB24.6 million (2024: approximately RMB29.7 million). The decrease in finance costs was mainly attributable to the decrease in interest expenses on lease liabilities as a result of entering into the Entrusted Management Agreement in August 2020.

## **Share of Results of an Associate**

China Travel Service International Financial Leasing Company Limited (“**CTS Financial Leasing**”), which is held as to 30% indirectly by our Group. The share of profits of CTS Financial Leasing amounted to approximately RMB1.2 million for 2025.

## **Profit before Tax**

As a result of the foregoing factors, the profit before tax for 2025 decreased by RMB62.4 million, constituting a profit before tax of RMB31.9 million (2024: RMB94.3 million).

## **Income Tax Expenses**

In 2025, income tax expenses increased by RMB9.1 million, or 38%, to RMB32.8 million from RMB23.7 million in 2024.

## **(Loss)/Profit for the Year**

For 2025, the net loss of the Group amounted to approximately RMB0.9 million, representing a decrease of approximately RMB71.6 million from the profit of approximately RMB70.7 million in 2024.

## **FINANCIAL RESOURCES AND LIQUIDITY**

The Group maintained a strong financial position for the year ended 31 December 2025. Total assets increased by 4% and amounted to approximately RMB1,954.7 million (31 December 2024: RMB1,877.3 million) while total equity remained stable and amounted to RMB531.5 million (31 December 2024: RMB548.0 million).

### **Bank Balances and Cash**

As at 31 December 2025, the Group’s bank balances and cash amounted to RMB365.6 million (31 December 2024: RMB158.6 million).

## Capital Expenditure

Capital expenditure to owned property, plant and equipment for the year ended 31 December 2025 amounted to RMB18.4 million and our Group's capital commitments as at 31 December 2025 amounted to RMB18.2 million. Both the capital expenditure and capital commitments are mainly related to the purchases of plant and equipment. The Group anticipates that funding for those commitments will come from future operating revenue, bank borrowings and other sources of finance when appropriate.

## Prepayment, Deposits and Other Receivables

Prepayment, deposits and other receivables amounted to approximately RMB898.4 million as at 31 December 2025 (31 December 2024: RMB933.2 million). The Group regularly monitors the level of prepayment, deposits and other receivables with a view to ensuring the healthy liquidity position of the Group for its business operation.

## Borrowings

The Group's borrowings as at 31 December 2025 and 2024 are summarised below:

	As at 31 December			
	2025 RMB'000	%	2024 RMB'000	%
Short-term borrowings	<b>701,414</b>	<b>98</b>	445,175	90
Long-term borrowings	<b>11,200</b>	<b>2</b>	47,840	10
Currency denomination				
– RMB	<b>712,614</b>	<b>100</b>	493,015	100
Borrowings				
– secured	<b>687,900</b>	<b>97</b>	490,015	99
– unsecured	<b>24,714</b>	<b>3</b>	3,000	1
Interest rate structure				
– fixed-rate borrowings	<b>712,614</b>	<b>100</b>	483,015	98
– variable-rate borrowings	–	–	10,000	2
Interest rate				
– fixed-rate borrowings	<b>2.70%-4.20%</b>		3.35%-7.2%	
– variable-rate borrowings	–		3.45%	

As at 31 December 2025, the Group's gearing ratio was 73% (31 December 2024: 71%). The calculation of the gearing ratio was based on total liabilities and total assets as at 31 December 2025 and 2024 respectively.

## Use of Proceeds and Change in Use of Proceeds

The Company has received net proceeds of approximately HK\$115.6 million after deducting the underwriting fee and commissions and relevant expenses in connection with the global offering on 16 October 2017. On 27 November 2018 and 31 January 2019, the Board resolved to change the proposed use of proceeds from that originally set out in the prospectus for the global offering. Details of which are set out in the announcements of the Company dated 27 November 2018 and 31 January 2019 respectively. As disclosed in the announcement of the Company dated 30 March 2022, the Board has resolved to further reallocate the proceeds that originally assigned for the establishment of an industry merger and acquisition fund to the expansion of petroleum and gas refuelling station network. As disclosed in the announcement of the Company dated 27 March 2024, the Board has resolved to further reallocate the proceeds that originally assigned for the expansion of petroleum and gas refuelling station network to the expansion of the logistics vehicles teams.

The unutilised proceeds have been placed with the licensed banks and financial institutions in Hong Kong and the PRC as interest-bearing deposits. Set out below is a summary of the original allocation of the net proceeds, the revised allocation of net proceeds and the utilisation of the net proceeds:

	<b>Original allocation</b> <i>HK\$'000</i>	<b>Revised allocation (as of 27 March 2024)</b> <i>HK\$'000</i>	<b>Utilization as at 31 December 2025</b> <i>HK\$'000</i>	<b>Remaining balance as at date of this announcement</b> <i>HK\$'000</i>
Finance the expansion of the CNG refuelling station network	104,000	19,500	19,500	–
Strengthen the marketing and promotion strategies	5,800	5,800	5,800	–
General working capital	5,800	5,800	5,800	–
Acquisition of Silver Spring and assignment of the shareholder's loan	–	34,500	34,500	–
Expansion of petroleum and gas refuelling station network	–	40,000	40,000	–
Expansion of the logistics vehicles teams	–	10,000	10,000	–
Total	<u>115,600</u>	<u>115,600</u>	<u>115,600</u>	<u>–</u>

## **Pledge of Assets**

As at 31 December 2025, the aggregate carrying amount of the property, plant and equipment and investment properties of the Group of RMB57.7 million were pledged for the Group's bank and other loans and bank acceptance bills facilities. At 31 December 2025, bank loans and bank acceptance bills facilities of the Group amounted to RMB295,200,000, and were utilised to the extent of RMB292,150,000. At 31 December 2025, bank loans of the Group amounted to RMB30,000,000 (2024: RMB30,000,000) are secured by the Group's property, plant and equipment and/or guaranteed by Mr. Zhao Jinmin and his spouse or guaranteed by related parties.

## **Contingent Liabilities**

As at the date of this announcement and as at 31 December 2025, the Board is not aware of any material contingent liabilities (2024: Nil).

## **Human Resources**

As at 31 December 2025, the Group had 1,264 employees. The Group participates in retirement insurance, medicare, unemployment insurance and housing funds scheme according to the applicable laws and regulations of the PRC for its employees in the PRC and made contributions to the Mandatory Provident Fund Scheme of Hong Kong for its employees in Hong Kong. The Group remunerated its employees in accordance with their work performance and experience. The remuneration packages are subject to review on a regular basis.

In addition, the Group also adopted the share option scheme on 21 September 2017 (the “**Share Option Scheme**”), under which eligible directors and employees are entitled to various share options to subscribe for the ordinary shares in the Company in accordance with their past and potential contribution to the growth of the Group. For the year ended 31 December 2025 and as at 31 December 2025, no share options have been granted or agreed to be granted pursuant to the Share Option Scheme.

## **Material Acquisition and Disposal of Subsidiaries and Affiliated Companies**

Save as disclosed in this announcement, the Group had no significant investment, material acquisitions or disposals for the year ended 31 December 2025.

## **Foreign Exchange Risk Management**

The Group's sales and purchases during the reporting period were mostly denominated in RMB.

RMB is not a freely convertible currency. Future exchange rates of RMB could vary significantly from the current or historical exchange rates as a result of controls imposed by the PRC government. The exchange rates may also be affected by economic developments and political changes domestically and internationally as well as the demand and supply of RMB. The appreciation or devaluation of RMB against foreign currencies may have an impact on the operating results of the Group.

The Group currently does not maintain a foreign currency hedging policy. However, the Group's management monitors the foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

## **Principal Risks and Uncertainties**

The Group's financial condition, results of operations, businesses and prospects may be affected by a number of risks and uncertainties. The followings are the key risks and uncertainties identified by the Group. There may be other risks and uncertainties in addition to those known to the Group or which may not be material now but could turn out to be material in the future.

### **Inability to Control Costs**

Refined oil and natural gas is the most important raw materials for our refuelling stations business and constitutes a majority of our cost of sales. Our cost of sales and gross profit margin are directly affected by the fluctuations of the purchase price of refined oil and natural gas.

The purchase price of refined oil and natural gas depends on a range of factors, including among others, the market demand and supply of refined oil and natural gas, the Urban Gate Station Price set by the National Development and Reform Commission, development of shale mining and alternative energy and the price trend of international crude oil. If we are unable to pass on the impact of the increase in purchase prices of refined oil and natural gas to our customers by adjusting our retail selling price in a timely manner due to price competition with other refuelling station operators which manage to procure refined oil and natural gas at lower costs, or if we misjudge the extent of adjustment of retail price at our refuelling stations, the Group's profit will be materially and adversely affected.

### **Supply Risk**

A majority of the vehicle natural gas supply for natural gas refuelling stations operators relies on midstream natural gas processors which generally rely on the upstream supply. Vehicle natural gas refuelling station operators with limited bargaining power have to bargain for the gas price and supply with more sizeable gas suppliers in order to maintain their daily operation. Our suppliers may also occasionally encounter shortage of gas supply and may not be able to provide sufficient gas to us pursuant to the gas supply framework agreements, especially in time of significant fluctuation of fuel price in the market.

The supply of petroleum in the PRC is often in the hands of large state-owned enterprises and foreign petroleum suppliers. To ensure a stable and sufficient supply of fuels, refuelling station operators have to establish procurement channels and maintain good business relationship with midstream oil refineries or wholesale distributors. The Group cannot guarantee that its suppliers will continue to provide sufficient refined oil products to the Group especially in time of unpredicted increase in demands for refined oil products.

## **Operational Risk**

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. Responsibility for managing operational risks basically rests with every function at divisional and departmental levels. Key functions in the Group are guided by their standard operating procedures, limits of authority and reporting framework. The management will identify and assess key operational exposures regularly so that appropriate risk response can be taken.

### **3. BUSINESS PROSPECTS**

Looking ahead to 2026, the global crude oil market has been fundamentally reshaped by escalating Middle East geopolitical tensions, abruptly overturning earlier forecasts of a supply surplus. While the World Bank and the U.S. Energy Information Administration (EIA) initially projected Brent crude to soften toward \$60–\$68 per barrel due to sluggish economic growth, recent systemic disruptions have decimated that outlook.

The effective closure of the Strait of Hormuz – a critical chokepoint – has neutralized approximately 20% of global crude supply. Compounding this crisis, targeted attacks on energy infrastructure across Qatar, Saudi Arabia, and Iraq have further throttled market liquidity. Consequently, Brent crude has surged past the \$100 threshold, far outstripping previous benchmarks. Despite a historic 400-million-barrel release from the International Energy Agency's (IEA) strategic reserves, these interventions remain a temporary palliative for a deep-seated structural deficit.

In addition to increasing turnover efficiency, the Group will also prioritize the supply security, inventory resilience, and the mitigation of acute margin volatility amidst an era of unprecedented geopolitical uncertainty.

Regarding natural gas, the variables in 2026 are more focused on the expansion of LNG supply and the repricing of regional spreads. We note that the International Energy Agency (IEA) expects global LNG supply in 2026 to increase by about 7% year-on-year (approximately 40 bcm), as one of the largest increments since 2019. And, supported by ample supply, global natural gas demand growth is also expected to rebound to around 2%.

In 2026, under external conditions where global oil and gas prices are trending toward rational levels and natural gas supply is more abundant, the Group will continue to promote cost reduction, operational efficiency improvement, and structural optimization based on our existing network of refuelling stations and transportation capabilities, enhancing our resilience to market fluctuations and operations. The Group will also more actively seize opportunities for business recovery when there are improvements in the market. On one hand, in the context of a weak oil price benchmark and intensified competition, the Group will focus more on refined operations at the retail end and disciplined pricing strategies, improving the operational efficiency, turnover efficiency, and service stickiness of our refuelling stations and refined oil wholesale business, while consolidating the synergy effects between wholesale and retail under controllable risk conditions. On the other hand, the natural gas business will still face challenges from the penetration of alternative energy sources, but we have also noted the policy-driven promotion of medium- and heavy-duty truck replacement and the inclusion of natural gas heavy-duty trucks in subsidy programs. Combined with the economic advantages brought by the oil-gas price differentiation, demand for vehicular natural gas may still have potential for recovery in certain scenarios.

Finally, the Group will continue to closely monitor the consolidation of the petroleum and CNG refuelling station industry in Northeast China, as well as the development trends of new energy sources such as hydrogen, and will review the development strategy in a timely manner, supporting the Group's long-term stable development through any form or plan beneficial for future growth.

## **OTHER INFORMATION**

### **Final Dividend**

The directors of the Company did not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: HK\$0.04 per ordinary share).

### **Annual General Meeting and Closure of Register of Members**

The annual general meeting of the Company is scheduled to be held on 23 June 2026. A notice convening the annual general meeting will be published and dispatched to the shareholders of the Company in the manner required by the Listing Rules in due course.

The register of members of the Company will be closed from Wednesday, 17 June 2026 to Tuesday, 23 June 2026, both days inclusive, during which period no transfer of shares of the Company will be effected. The record date for determining the eligibility of the Shareholders to attend and vote at the annual general meeting will be 23 June 2026. In order to determine the identity of members who are entitled to attend and vote at the annual general meeting, all share transfer documents accompanied by the relevant share certificates must be lodged with the Company's Hong Kong Branch Share Registrar, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong not later than 4:30 p.m. on Tuesday, 16 June 2026.

### **Corporate Governance**

The Company has complied with all of the code provisions of the Corporate Governance Code ("CG Code") as set out in Appendix C1 to the Listing Rules during the year ended 31 December 2025, except the following:

Code provision C.1.6 of the CG Code requires that independent non-executive directors and other non-executive directors shall attend general meetings and develop a balanced understanding of the views of shareholders. Certain independent non-executive Directors were unable to attend the annual general meeting and the extraordinary general meeting of the Company that was held in Hong Kong on 19 June 2025 and 30 December 2025 respectively due to their commitments outside Hong Kong.

Code provision C.2.1 of the CG Code stipulates that the roles of the chairman and the chief executive officer should be separate and should not be performed by the same individual. After the change of the chief executive officer with effect from 31 December 2020, Mr. Zhao is both the chairman of the Board and the chief executive officer of the Company.

The Board considers that having the same person to perform the roles of both the chairman and the chief executive officer provides the Company with strong and consistent leadership, and allows effective and efficient planning and implementation of business decisions and strategies. Such structure would not impair the balance of power and authority between the Board and the management of the Company. The balance of power and authority is ensured by the operations of the Board which comprises experienced and high calibre individuals and having meeting regularly to discuss issues affecting the operations of the Group.

### **Audit Committee**

The Company established the Audit Committee on 21 September 2017 with written terms of reference in compliance with the CG Code as set forth in Appendix C1 to the Listing Rules. The primary duties of the Audit Committee include the review of the financial reporting, risk management and internal control system of the Group. Currently, the Audit Committee comprises Mr. Lau Ying Kit (Chairman), Ms. Su Dan and Mr. Zhang Zhifeng, all of whom are independent non-executive Directors.

The Audit Committee has reviewed the accounting principles and practices adopted by the Group and has also reviewed auditing, risk management and internal control and financial reporting matters, including the review of the annual results for the year ended 31 December 2025, together with the management.

### **Model Code of Securities Transactions by Directors**

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix C3 to the Listing Rules as its own code of conduct for dealings in securities of the Company by the Directors. The Company, having made specific enquiry with all Directors, confirms that its Directors had complied with the required standards set out in the Model Code throughout the year ended 31 December 2025.

### **Purchase, Sale or Redemption of Listed Securities**

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries had purchased, sold or redeemed the Company’s listed securities.

### **Sufficiency of Public Float**

Since the date of listing of the Company on the Stock Exchange and up to the date of this announcement, the Company has maintained a sufficient public float.

### **Pre-emptive Rights**

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

## **Scope of Work of the Auditor**

The figures in respect of the Group's consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of profit or loss and other 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 Group's auditor, KPMG, Certified Public Accountants, to the amounts set out in the Group's audited consolidated financial statements for the year. The work performed by KPMG in this respect did not constitute an assurance engagement and consequently no opinion or assurance conclusion has been expressed by KPMG on the preliminary announcement.

## **Publication of Annual Results Announcement and Annual Report**

This annual results announcement is published on the websites of Hong Kong Exchanges and Clearing Limited ([www.hkexnews.hk](http://www.hkexnews.hk)) and the Company ([www.united-strength.com](http://www.united-strength.com)). The annual report for the financial year ended 31 December 2025 of the Company will be dispatched to the Company's shareholders and published on the aforesaid websites in due course.

## **Appreciation**

The Board would like to express its sincere gratitude to the management of the Group and all the staff for their hard work and dedication, as well as its shareholders, business partners, bankers and auditors for their support to the Group throughout the reporting period.

By order of the Board  
**United Strength Power Holdings Limited**  
**Mr. Zhao Jinmin**  
*Chairman and chief executive officer*

Hong Kong, 30 March 2026

*As at the date of this announcement, the Board comprises five executive Directors, being Mr. Zhao Jinmin, Mr. Liu Yingwu, Mr. Ma Haidong, Mr. Wang Zhiwei and Ms. Bian Xiaodan, and three independent non-executive Directors, being Ms. Su Dan, Mr. Lau Ying Kit and Mr. Zhang Zhifeng.*