

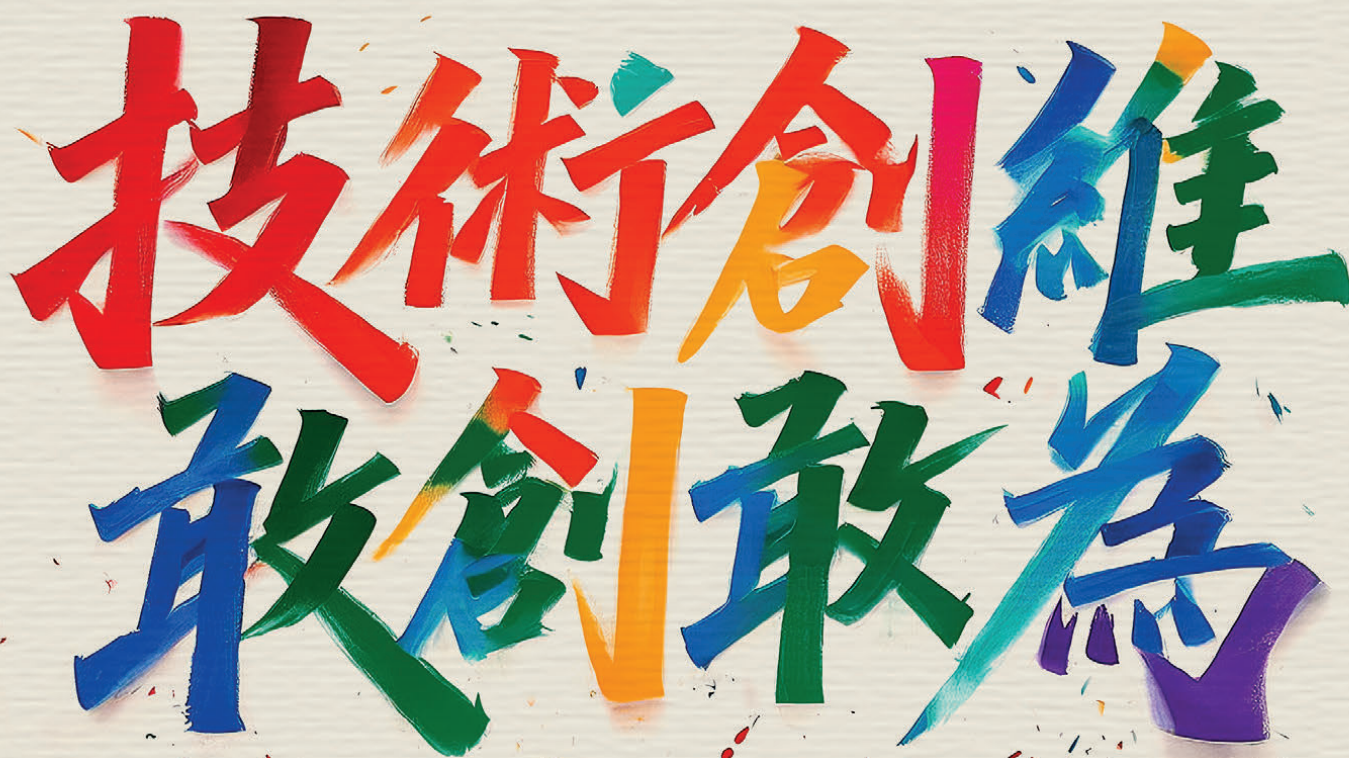
SKYWORTH 創維

創維集團有限公司
SKYWORTH GROUP LIMITED

(Incorporated in Bermuda with limited liability)

(於百慕達註冊成立之有限公司)

Stock Code 股份代號 : 00751.HK



Sky-High Ambitions, Boldness in Action

Annual Report

年報

2025



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Financial Highlights

財務摘要

Amounts expressed in RMB millions (except for Share data and items specifically stated)
以人民幣百萬元列示 (每股股份資料及另有列明項目除外)

		For the year ended 31 December 2025 截至 2025 年 12 月 31 日 止年度	For the year ended 31 December 2024 截至 2024 年 12 月 31 日 止年度	Change 變動
OPERATING RESULTS				
Revenue	營業額	70,324	65,013	+8.2%
EBIT	經營溢利 (未扣除利息及稅項)	1,828	2,218	-17.6%
EBITDA	未扣除利息、稅項、折舊及攤銷之溢利	2,590	2,852	-9.2%
Profit for the year	本年度溢利	837	1,160	-27.8%
Profit attributable to owners of the Company	本公司股權持有人應佔溢利	356	568	-37.3%
FINANCIAL POSITION				
Net cash from (used in) operating activities	經營業務所得 (所用) 現金淨額	2,258	(506)	-546.2%
Cash position*	現金狀況*	12,270	11,785	+4.1%
Borrowings	借款	19,511	16,383	+19.1%
Equity attributable to owners of the Company	本公司股權持有人應佔權益	17,479	18,238	-4.2%
Working capital	營運資金	8,775	12,388	-29.2%
Bills receivables	應收票據	2,014	2,343	-14.0%
Trade receivables	應收貿易款項	9,809	10,991	-10.8%
Inventories	存貨	15,644	10,829	+44.5%
KEY RATIOS				
Gross profit margin (%)	毛利率 (百分比)	12.8	13.5	-0.7pp
EBIT margin (%)	經營溢利率 (未扣除利息及稅項) (百分比)	2.6	3.4	-0.8pp
EBITDA margin (%)	未扣除利息、稅項、折舊及攤銷之溢利率 (百分比)	3.7	4.4	-0.7pp
Profit margin (%)	純利率 (百分比)	1.2	1.8	-0.6pp
ROE (%)	本公司股權持有人回報率 (百分比)	2.0	3.1	-1.1pp
Debt to equity (%)**	負債與股權比率 (百分比)**	84.6	70.8	+13.8pp
Current ratio (times)	流動比率 (倍)	1.2	1.3	-7.7%
Trade receivables turnover period (days)***	應收貿易款項周轉期 (日數)***	65	70	-7.1%
Inventories turnover period (days)***	存貨周轉期 (日數)***	80	69	+15.9%
DATA PER SHARE				
Earnings per share – Basic (RMB cents)	每股盈利 – 基本 (人民幣仙)	17.79	24.59	-27.7%
Earnings per share – Diluted (RMB cents)	每股盈利 – 攤薄 (人民幣仙)	17.79	24.59	-27.7%
Dividend per share (HK cents)	每股股息 (港仙)	-	-	-
Book value per share (RMB cents)	每股賬面值 (人民幣仙)	1,218.81	1,034.47	+17.8%
SHARE INFORMATION AT FINANCIAL YEAR END				
Skyworth Group Limited (Shares are listed in Hong Kong, stock code: 00751)	創維集團有限公司 (股份於香港上市, 股份代號: 00751)			
Number of Shares in issue (million)	已發行股數 (百萬)	1,892	2,237	-15.4%
Market capitalisation (HK\$ million)	市值 (港幣百萬元)	8,874	7,090	+25.2%
Skyworth Digital Co., Ltd. (Shares are listed in Shenzhen, stock code: 000810)	創維數字股份有限公司 (股份於深圳上市, 股份代號: 000810)			
Number of shares in issue (million)	已發行股數 (百萬)	1,142	1,150	-
Market capitalisation (RMB million)	市值 (人民幣百萬元)	13,448	18,311	-26.0%

* Cash position refers to pledged and restricted bank deposits, cash and cash equivalents
 ** (Bank borrowings and other interest-bearing borrowings)/total equity
 *** Calculation based on average inventory; average sum of bills receivables and trade receivables

* 現金狀況指已抵押及受限銀行存款、現金及現金等值
 ** (銀行借款及其他有息借款)/權益總額
 *** 根據平均存貨、平均應收票據及應收貿易款項之加總金額計算

CHAIRMAN'S STATEMENT

主席報告



Chairman's Statement

主席報告

Dear shareholders,
partners, and investors
of Skyworth Group,

尊敬的創維集團股東、
夥伴和投資者：



In 2025, the spillover effects of geopolitical conflicts and confrontations became increasingly prominent, leading to heightened volatility in the international economic, trade, and financial order. Trade protectionism and unilateral tariff measures significantly disrupted the stability and restructuring of global industrial and supply chains. Amid this complex external environment, China's economy demonstrated robust resilience, supported by the accelerated large-scale application of new technologies such as artificial intelligence, which laid a solid foundation for high-quality economic development.

Against this backdrop, Skyworth Group steadfastly adhered to its development strategy of "comprehensively empowering industrial upgrades with AI technology, expanding development horizons through global outreach, and activating growth momentum via full-category synergy". Each business segment has persevered through challenges and achieved breakthroughs through innovation. The Group's total annual revenue recorded steady growth, surpassing the RMB70 billion mark for the first time. On this occasion, on behalf of the Board of Directors and the executive team of Skyworth Group, I would like to extend our sincerest gratitude and highest respect to our shareholders, customers, and partners for their continued trust and support, as well as to all our dedicated employees for their unwavering commitment.

Looking back on 2025, each of Skyworth Group's business segments overcame challenges and achieved breakthroughs through innovation. The advantages of our core businesses continued to strengthen, while the growth momentum of our emerging businesses was steadily unleashed.

2025年，地緣政治衝突與博弈外溢效應凸顯，國際經貿金融秩序波動加劇，貿易保護主義、單邊關稅措施對全球產業鏈供應穩定與重構形成顯著衝擊。在複雜外部環境之下，中國經濟展現出強勁韌性，人工智能等新技術加速規模化應用，為經濟高質量發展奠定了堅實基礎。

在此背景之下，創維集團始終堅持以「AI技術全面賦能產業升級，以全球化佈局拓寬發展邊界，以全品類協同激活增長動能」的發展思路，各業務板塊在挑戰中攻堅、在創新中突破。本集團全年整體營收實現穩步增長，首次突破人民幣700億元大關。藉此，我謹代表創維集團董事會和執行團隊，向長期以來給我們信任與支持的股東、客戶、合作夥伴以及拚搏奮進的全體員工，致以最誠摯的感謝與崇高的敬意！

回望2025年，創維集團各業務板塊攻堅克難、創新突破。主要核心業務優勢持續鞏固，新興業務增長勢能持續釋放。

Chairman's Statement 主席報告



I. SMART HOUSEHOLD APPLIANCES SECTOR: DEEPENING FULL-CATEGORY SYNERGY, ACHIEVING KEY BREAKTHROUGHS IN GLOBALISATION

Since 2025, the Group has prioritised full-category marketing as a core focus, strengthening the coordination and execution of sales across various product categories within the smart household appliances sector on e-commerce platforms. It successively launched "Skyworth Group Full-Category Official Flagship Stores" on major e-commerce platforms such as Tmall, Pinduoduo, JD.com, and Douyin. The Group continues to develop a merchant ecosystem model characterised by "Centralised group operations + Independent management by category". This approach not only facilitates the sharing of e-commerce platform resources and traffic generation but also ensures flexibility and professionalism in product selection, pricing and inventory management for each category, thereby continuously unleashing the full-category synergy effect. Throughout the year, total sales volume through e-commerce platforms increased by 96% year-on-year, while sales volume grew by 264%.

一、智能家電板塊：縱深推動全品類協同，全球化進程取得關鍵突破

2025年以來，本集團將全品類營銷列為核心工作，強化智能家電板塊各品類產品在電商平台銷售的統籌與落地。先後在天貓、拼多多、京東、抖音等主流電商平台開設「創維集團全品類官方旗艦店」。持續打造「集團統一運營+各品類獨立操盤」的商家生態模型，既實現電商平台與資源的共享、引流，又保障各品類在選品、定價、庫存管理上的靈活性與專業性，全品類協同效應持續釋放。全年通過電商平台出貨銷售額同比增長96%，銷售量增長264%。

Chairman's Statement

主席報告

In terms of global strategic positioning, this sector continued to accelerate and achieved key breakthroughs. The TV business obtained brand authorisation for the Philips television category in the North American market. By leveraging existing market share and channel resources, and utilising mainstream retail networks such as Walmart and Best Buy, the Group has realised localised sales operation, further increasing the overseas revenue contribution of Skyworth's TV business. Additionally, the Group have reached a deep partnership with Panasonic and is set to officially obtain the rights to manufacture, sell, and expand channels for Panasonic-branded TVs in the European and North American markets in 2026. This partnership will further strengthen Skyworth's smart household appliances presence in the high-end markets of Europe and the Americas, while deepening our localised footprint.

In addition to the TV business, the white appliances business also achieved notable success in its overseas expansion across multiple fronts. The digital products line established three intelligent production lines in Jakarta, Indonesia. By leveraging preferential tariff policies within ASEAN, this initiative significantly improved supply chain efficiency in the Southeast Asian market, creating a substantial cost advantage. In 2025, the overseas business of the smart appliances business recorded revenue of over RMB3.4 billion, representing a year-on-year increase of 24%. The overseas markets has thus become a key pillar supporting the growth of the Group's smart household appliances sector.

在全球化戰略佈局上，該板塊也持續提速，並取得關鍵性突破。彩電業務獲得飛利浦電視品類在北美市場的品牌授權，通過承接其既有的市場份額與渠道資源，藉助沃爾瑪、百思買 (Best Buy) 等主流零售網絡實現本地化銷售，進一步提升創維彩電的海外營收佔比。此外，還與松下 (Panasonic) 達成深度合作，於2026年正式取得該品牌電視在歐洲、北美市場的生產、銷售及渠道拓展權。這也將進一步夯實創維智能家電業務在歐美高端市場的佈局，深化本土化深耕。

除彩電業務外，白電業務方面在海外的佈局同樣多點開花。數碼產品線在印尼雅加達建成三條智能化生產線，依託東盟內部關稅優惠政策，大幅提升東南亞市場供貨效率，形成顯著成本優勢。智能電器業務2025年海外業務錄得營收逾34億元，按年增長24%。海外市場已成為本集團智能家電板塊增長的重要支撐。



Chairman's Statement 主席報告



II. NEW ENERGY SECTOR: STEADY GROWTH IN OPERATIONAL SCALE, CONTINUED CONSOLIDATION OF INDUSTRY LEADERSHIP

The year 2025 marked a pivotal moment for the leapfrog development of Skyworth's new energy business. Against the backdrop of China's photovoltaic industry entering a new phase of market-oriented operations, Skyworth Photovoltaic timely adjusted its four major business scopes, successfully achieving breakthroughs and unlocking new growth opportunities, delivering increases in both revenue and net profit. The overall operational scale reached a new high, with the cumulative installed capacity of grid-connected photovoltaic power stations in operation exceeding 29.3GW, providing strong support for the Group's overall performance.

Overseas expansion also achieved breakthrough progress. Skyworth Photovoltaic actively leveraged the policy advantages of the Hainan Free Trade Port in area such as taxation, trade, and cross-border finance to coordinate new energy project investments, equipment manufacturing, cross-border trade, and overseas business development. In December 2025, the 3MW rooftop photovoltaic project in Chonburi Province, Thailand, commenced construction as scheduled, marking the company's first overseas commercial and industrial photovoltaic project following the customs closure operations of the Hainan Free Trade Port.

In addition, Skyworth Photovoltaic partnered with Aiko Solar to initiate the large-scale application of ABC module technology and established a photovoltaic equipment manufacturing base in Baise, Guangxi, building a full-chain system encompassing "Research and development collaboration – Intelligent manufacturing – Market penetration". In August, the Company also launched the "SKYLINK" (義寰) intelligent energy ecosystem platform, marking the completion of its strategic transformation into a comprehensive smart energy ecosystem builder.

二、新能源板塊：經營規模穩健增長，行業領先地位持續鞏固

2025年是創維新能源業務跨越式發展的關鍵一年。在國內光伏產業邁入市場化運營新階段的背景之下，創維光伏公司適時調整了四大業務範疇，成功取得突破，打開增長新空間，實現營收與淨利潤雙增長。整體經營規模再創新高，累計建成並網運營的光伏電站裝機容量突破29.3吉瓦。為本集團整體業績提供了強勁支撐。

海外佈局也取得突破性進展，創維光伏公司積極依託海南自貿港在稅收、貿易、跨境金融等方面的政策紅利，統籌開展新能源項目投資、裝備製造、跨境貿易及海外業務拓展。其中，2025年12月泰國春武裡府3兆瓦屋頂光伏項目如期開工，成為該公司落地海南自貿港封關後首單海外工商業光伏業務。

此外，創維光伏與愛旭股份攜手啟動ABC組件技術規模化應用，並在廣西百色落地光伏裝備製造基地，構建「研發協同－智能製造－市場滲透」全鏈條體系。8月，本公司還發佈「義寰」智慧能源生態平台，完成了向綜合智慧能源生態構建者的戰略轉型。

Chairman's Statement

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III. SMART SYSTEMS TECHNOLOGY SECTOR: FIRMLY ADVANCING STRATEGIC ADJUSTMENTS, CULTIVATING NEW MOMENTUM AMID INDUSTRY CYCLES

In 2025, Skyworth Digital focused on achieving breakthroughs in its core businesses, making significant progress in key areas such as AI smart terminals and automotive displays. This laid a solid industrial foundation for navigating industry cycles and cultivating new momentum for long-term growth. Leveraging its outstanding global market performance and technological leadership in ultra-high-definition digital TV receivers, the Company successfully passed the re-evaluation as a National-level Manufacturing Single Champion Demonstration Enterprise. Additionally, it took the lead in launching the world's first plug-in micro set-top box based on GPMP, becoming a key participant in the National Radio and Television Administration's strategy for the "deployment of plug-in micro set-top boxes on a tens-of-millions scale."

In the domestic market, Skyworth Digital continued to take a leading position in several major procurement projects of China Mobile, China Telecom, and others. The market sales of cloud computers and AI smart middle-screen speakers exceeded expectations. It also successively securing bids for the "Guangdong Provincial Broadcasting and Television Network Co., Ltd. Smart TV Butler (Digital Human) System Project" and the Shanghai Mobile Smart Hub Procurement Project, further strengthening its market competitiveness.

三、智能系統技術板塊：堅定推動戰略調整，穿越週期培育新動能

2025年，創維數字聚焦核心業務攻堅突破，在AI智能終端、車載顯示等關鍵領域取得重要進展，為穿越行業週期、培育長期增長新動能築牢了產業根基。其憑藉超高清數字電視接收機全球市場的卓越表現和技術領先優勢，再次順利通過國家級製造業單項冠軍示範企業複審。同時，率先發佈全球首款基於GPMP的微型插入式機頂盒，成為國家廣播電視總局「插入式微型機頂盒千萬級規模部署」戰略的核心參與方。

國內市場方面，創維數字在中國移動、中國電信等多項重大集採項目中持續領跑，雲電腦、AI中屏音箱市場銷售超預期，也先後成功中標廣東廣電智能電視管家（數字人）系統項目和上海移動智慧小盒等採購項目，市場競爭力持續鞏固。

Chairman's Statement 主席報告

In overseas markets, while maintaining growth in markets such as the United States, South Asia, and Latin America, Skyworth Digital launched an AI set-top box in Thailand that integrates fitness, entertainment, and smart household control functions. The European retail business of the Strong brand achieved substantial growth. In December, Skyworth Digital officially became a global strategic partner for Google Smart Home. Furthermore, its automotive display systems business successfully entered the core supply chain of European automakers, providing strong support for the ecological development and large-scale expansion of overseas markets.

IV. MODERN SERVICES SECTOR: DEEPENING INDUSTRIAL SYNERGY AND FORWARD-LOOKING LAYOUT, EMPOWERING THE GROUP'S LONG-TERM DEVELOPMENT

In 2025, the business units within the Group's modern services sector steadily advanced their operations, continuously deepened industrial synergies, and made strategic investments to proactively position themselves in high-growth sectors, injecting new momentum into the Group's high-quality development.

海外市場方面，創維數字於美國、南亞、拉美等市場保持增長的同時，在泰國首發集成健身、娛樂、智能家居控制等功能於一體的人工智能機頂盒；歐洲Strong品牌零售業務大幅增長。12月，創維數字正式成為Google全球Smart Home戰略合作夥伴。車載顯示系統業務更成功切入歐洲車企核心供應鏈體系，從而為海外市場生態化、規模化發展提供有力支撐。

四、現代服務業板塊：深化產業協同及前瞻佈局，賦能本集團長期發展

2025年，本集團現代服務業板塊各業務單元穩步推進各項經營工作，持續深化產業協同，以戰略投資前瞻佈局高成長賽道，為本集團高質量發展注入新動能。



Chairman's Statement

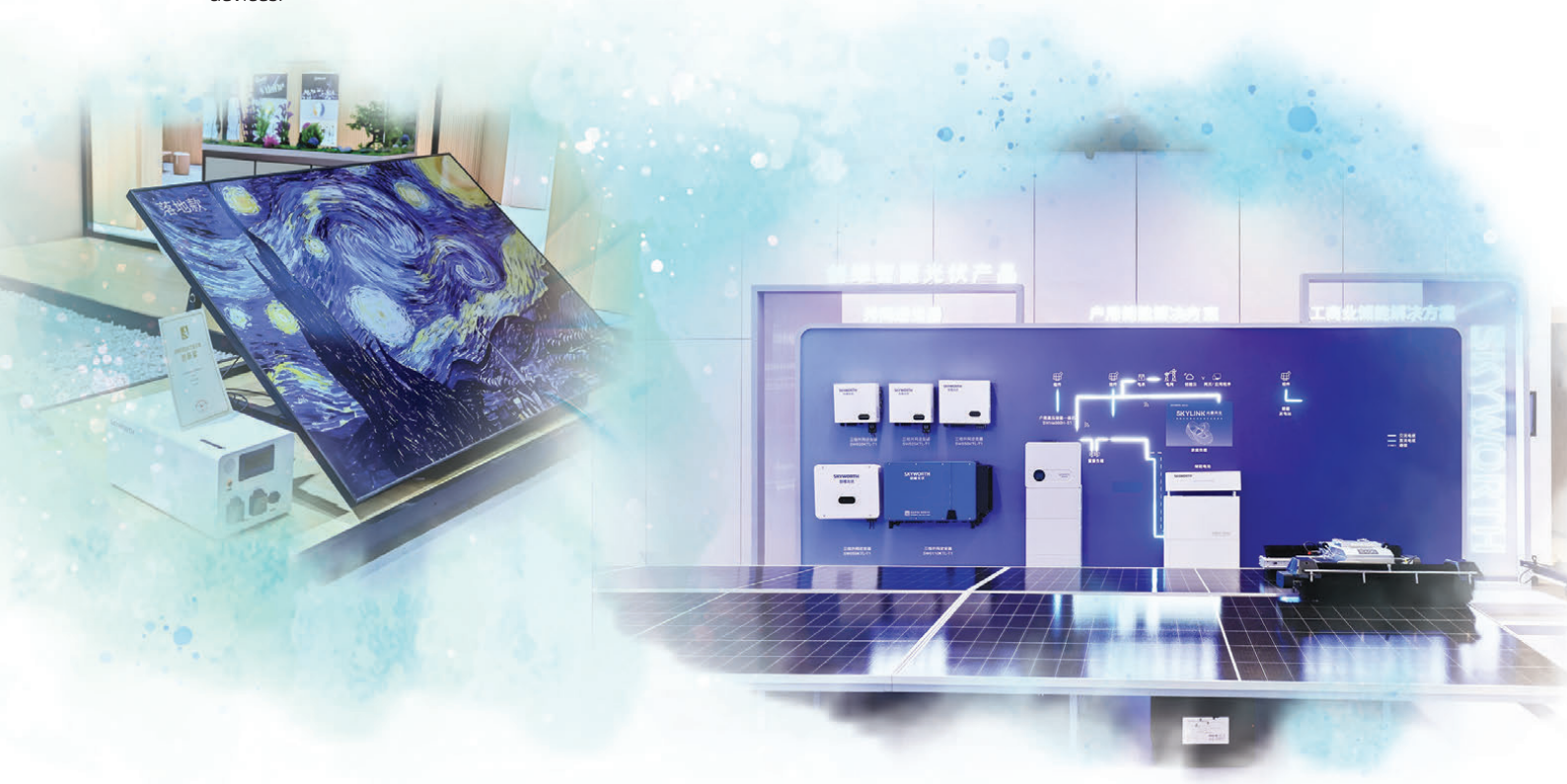
主席報告

In terms of internal asset optimisation and integration, the Group further clarified the strategic positioning of Anyserves as the unified after-sales service platform for the entire Group. Through a capital increase, the Group successfully transferred 100% of Anyserves equity to Fengchi Electronics, a subsidiary of Skyworth Digital, achieving deep integration and synergy between the Group's service resources and its smart device business.

In the areas of strategic investment and industrial ecosystem development, the Group's venture capital platform made forward-looking investments targeting high-quality technology sectors aligned with the industrial chain. The investment portfolio focused on cutting-edge fields such as intelligent computing power, memory chips, advanced displays, and innovative display entertainment devices. Key investments include AI intelligent computing servers (xFusion (超聚變)), new AI inference GPGPU chips (Xingyun Technology (行雲科技)), and high-capacity FPGA chips (PANGO (紫光同創)) in intelligent computing power; high-performance 2D NAND and derivative memory (Nuoya Changtian (諾亞長天)) in memory chips; large-sized colour electronic displays (Yutu Technology (煜圖科技)) and key die-bonding equipment for glass-based Mini LED processes (Haiju Technology (海炬科技)) in advanced displays; and AI smart sports glasses (Zhijing Weizhi (致敬未知)) as well as large-screen motion-sensing interactive gaming devices (Chuangxiang Yuedong (創想悅動)) in innovative display entertainment devices.

在內部資產優化整合方面，本集團進一步明確安時達作為全集團統一售後服務平台的戰略定位，並通過增資方式，順利將安時達100%股權劃轉至創維數字下屬子公司蜂馳電子，實現本集團服務資源與智能終端業務的深度融合與協同。

在戰略投資與產業生態構建領域，本集團旗下創投平台錨定產業鏈相關優質科創賽道，進行了前瞻性佈局。投資組合緊密圍繞智能算力、存儲芯片、先進顯示與創新顯示娛樂設備等相關前沿方向展開。涵蓋智能算力領域的AI智算服務器(超聚變)、新型AI推理GPGPU芯片(行雲科技)和大容量FPGA芯片(紫光同創)；存儲芯片領域的高性能2D NAND及衍生存儲器(諾亞長天)；先進顯示領域的大尺寸彩色電子顯示器(煜圖科技)和玻璃基Mini LED製程關鍵固晶裝備(海炬科技)；以及創新顯示娛樂設備領域的AI智能運動眼鏡(致敬未知)和大屏體感互動遊戲設備(創想悅動)。



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Through this series of strategic investments, the Group further consolidated and expanded its core industrial ecosystem, enhancing collaboration and competitiveness across key segments of the industrial chain.

In 2025, Skyworth Group faced industry changes head-on, overcoming challenges and achieving breakthroughs, with annual revenue reaching a record high. The Group made solid progress in industrial synergy and global expansion. These achievements would not have been possible without the dedication, unity, and hard work of all Skyworth employees, nor without the continued trust and steadfast support of our shareholders, global customers, and partners.

In 2026, global AI technology will enter the deep-water stage of large-scale application. With intensified competition in existing markets and rising operational pressures, all business sectors will face the dual challenges of cost and market dynamics. Nevertheless, we remain steadfast in our belief that challenges and opportunities coexist. We will remain focused on "increasing net profit and improving operational quality" as our core priorities, making concerted efforts across products, technology, markets, and ecosystems to propel the Group's development to the next level.

First, comprehensively deepen AI empowerment to build a full-scenario smart ecosystem. On the product front, we will focus on promoting the application of AI technology in product design across various business units and accelerating the realisation of interoperability among full-category smart household appliances. We will create new smart home scenarios, making continuous efforts in four key areas: edge computing power, cloud-edge integrated large-model algorithms, scene sensors, and the deployment of backend data acquisition systems. On the management front, the Group will take the lead in establishing a dedicated promotion team to drive the application of AI tools in scenarios such as programming, industrial design, and cost optimisation, while developing specialised office intelligence agents and strengthening the management and utilisation of the Group's vast operational data. We will further enhance the "HappyLife" and "HappyWork" AIOS system ecosystems of Coocaa Company, solidifying the Group's leading position in the field of AI application technology.

通過這一系列戰略投資，本集團進一步夯實並延展了核心產業生態體系，強化了產業鏈關鍵環節的協同與競爭力。

2025年，創維集團直面行業變局、攻堅突破，全年營收創歷史新高，在產業協同、全球化佈局上邁出堅實步伐。這些成果的取得，離不開全體創維人的凝心聚力、拚搏奮鬥，更離不開各位股東、全球客戶及合作夥伴的始終信任、鼎力支持。

2026年，全球AI技術邁入規模化應用深水區，行業存量競爭加劇，經營壓力持續攀升，各業務板塊都將面對成本、市場的雙重考驗。但我們始終堅信，挑戰與機遇並存，我們亦將錨定「提升淨利潤、改善經營質量」為工作重心，從產品、技術、市場、生態多維度發力，推動本集團發展再上新台階。

一是全面深化AI賦能，打造全場景智能生態。在產品端，我們將重點推動AI技術在各產業公司產品設計中的應用、推動全品類智能家電產品互聯互通的落地。打造智慧家庭新場景，在「端測算力、端雲結合大模型算法、場景傳感器、後台數據採集系統佈局」等四個方向持續發力。在管理端，我們將由本集團牽頭成立推進小組，推動AI工具在編程、工業設計、成本優化等場景落地應用，開發專屬辦公智能體，強化本集團海量經營數據的管理與運用。完善酷開公司「HappyLife」和「HappyWork」AIOS系統生態，夯實本集團在AI應用技術領域的領先地位。

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Second, unwaveringly advance the implementation of full-category marketing synergy to build a new marketing system that enables resource sharing, traffic interoperability, and maximised customer value. We will continue to refine the full-channel collaboration mechanism of "Group-driven traffic generation + Category-specific operations". Our efforts will be precisely focused on five key dimensions: e-commerce platform operations, O2O offline channel expansion, the development of a B-end full-category platform, the creation of a Group-wide unified user service app, and the deepening advancement of overseas full-category marketing. Through these initiatives, we aim to connect internal and external resource channels, enhancing full-channel operational efficiency and profitability.

Third, deeply advance the globalisation strategy and build localised operational systems. We will seize development opportunities in emerging overseas markets to promote the coordinated global expansion of full-category businesses, including smart household appliances, and photovoltaics + energy storage. We will accelerate the refinement of overseas localised production, research and development, operations, and supply chain systems. By leveraging production bases in Indonesia, Thailand, and other locations to achieve localised manufacturing capacity. By capitalising on the brand advantages gained through Philips brand authorisation and in-depth cooperation with Panasonic, we will further realise localised sales and continuously build a multi-brand and co-developed product matrix.

Fourth, strengthen the core capabilities of the Board of Directors and effectively fulfil the three core functions: strategic participation, operational oversight, and resource empowerment. We will continue to deepen the transformation of our business orientation from "scale growth" to "high-quality, sustainable long-term profitability", guiding each business sector to focus on the contribution of revenue to profit as well as the value conversion rate of investments into long-term earnings. Through scientific decision-making, efficient execution and close collaboration, we will ensure that all strategic initiatives are effectively implemented.

二是堅定不移推進全品類營銷協同落地，構建資源共享、流量互通、客戶價值最大化的營銷新體系。我們將持續完善「集團引流+品類運營」全渠道協同機制。重點從「電商平台運營、O2O線下渠道佈局、B端全品類平台打造、集團統一用戶服務APP開發、海外全品類營銷縱深推進」等五個維度精準發力，打通內外部資源鏈路，提升全渠道運營效率與盈利能力。

三是縱深推進全球化戰略，構建本土化運營體系。我們將搶抓海外新興市場發展機遇，推動智能家電、光伏+儲能等全品類業務協同出海；加快完善海外本土化生產、研發、運營與供應鏈體系，依託印尼、泰國等生產基地，實現產能本地化；藉助托飛利浦品牌授權、松下深度合作的品牌優勢，進一步實現銷售本地化，持續打造多品牌共生發展的產品矩陣。

四是強化董事會核心能力建設，切實履行戰略參與、運營監督、資源賦能三大核心職能。我們將持續深化從「規模增長」到「高質量、可持續的長期利潤」的經營導向轉變，引導各業務板塊聚焦營收對利潤的貢獻度和投入對長期盈利的價值轉化率，以科學決策、高效執行、緊密協同，將各項戰略部署落到實處。

Chairman's Statement 主席報告



The road ahead is long and fraught with challenges, yet perseverance ensures arrival; with steadfast progress, a bright future awaits.

On behalf of the Board of Directors and the executive team of Skyworth Group, I would like to once again express our sincere gratitude to all shareholders, investors, global customers, and partners for your longstanding trust and unwavering support. We also extend our heartfelt thanks to all Skyworth colleagues for your dedication and outstanding contributions throughout 2025.

Thank you all!

Lin Jin
Chairman of the Board
27 March 2026

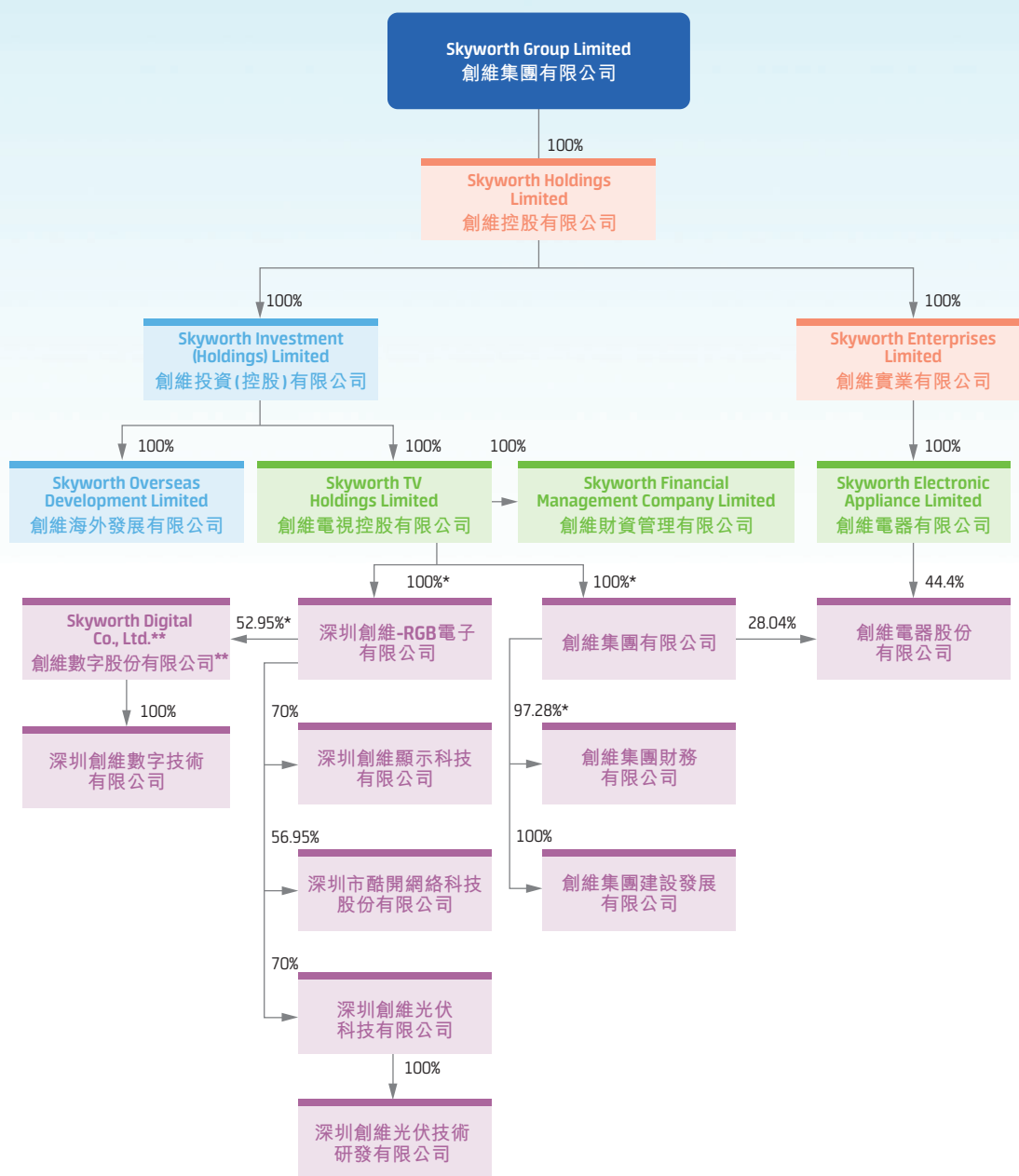
道阻且長，行則將至；行而不輟，未來可期。

再次代表創維集團董事局和執行團隊，感謝全體股東、投資者、全球客戶及合作夥伴長期以來的信任與鼎力支持；感謝全體創維同仁在2025年的全心投入與卓越貢獻！

謝謝大家。

林勁
董事會主席
2026年3月27日

Simplified Corporate Structure 簡明集團架構



* Effective Interest of Skyworth Group Limited (the "Company")
創維集團有限公司(「本公司」)的實際權益

** Shares are listed on Shenzhen Stock Exchange, stock code: 000810.
深圳證券交易所上市，股份代號：000810。

The effective interest held by the Company included 0.01% equity interest held under treasury shares of a subsidiary of the Company
本公司持有之實際權益包括於本公司一家附屬公司庫存股份持有之 0.01% 權益

- Incorporated in Bermuda
於百慕達註冊
- Incorporated in Samoa
於薩摩亞註冊
- Incorporated in British Virgin Islands
於英屬處女島註冊
- Incorporated in Hong Kong
於香港註冊
- Established in the PRC
於中國成立

As at 31 December 2025
於2025年12月31日

MANAGEMENT DISCUSSION AND ANALYSIS

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BUSINESS PERFORMANCE REVIEW

Revenue

For the year ended 31 December 2025 (the "Reporting Year"), the Group's overall revenue amounted to RMB70,324 million, compared with an overall revenue of RMB65,013 million for the year ended 31 December 2024 (the "Previous Year").

During the year, the global economic environment remained volatile, marked by escalating geopolitical conflicts and heightened tensions. International trade frictions intensified, particularly with the implementation of various tariff measures throughout the Reporting Year. Against the backdrop of a looming global tariff war, shifts in global supply chains and price transmission have affected manufacturing enterprises as well as the Group's various business segments to varying degrees. The ongoing real estate downturn has further dampened overall market sentiment and consumer confidence. Amid this uncertain macro-economic landscape, the Group remained committed to its operational strategy of promoting industrial transformation and innovation-driven development. While closely monitoring the latest market trends, it seized opportunities arising from the digitalisation, intelligent transformation, and low-carbon transition across industries. Building on our solid technological foundation, we strengthened in-house research and development efforts and accelerated the commercialisation of innovations, continuing to inject fresh

業務表現回顧

營業額

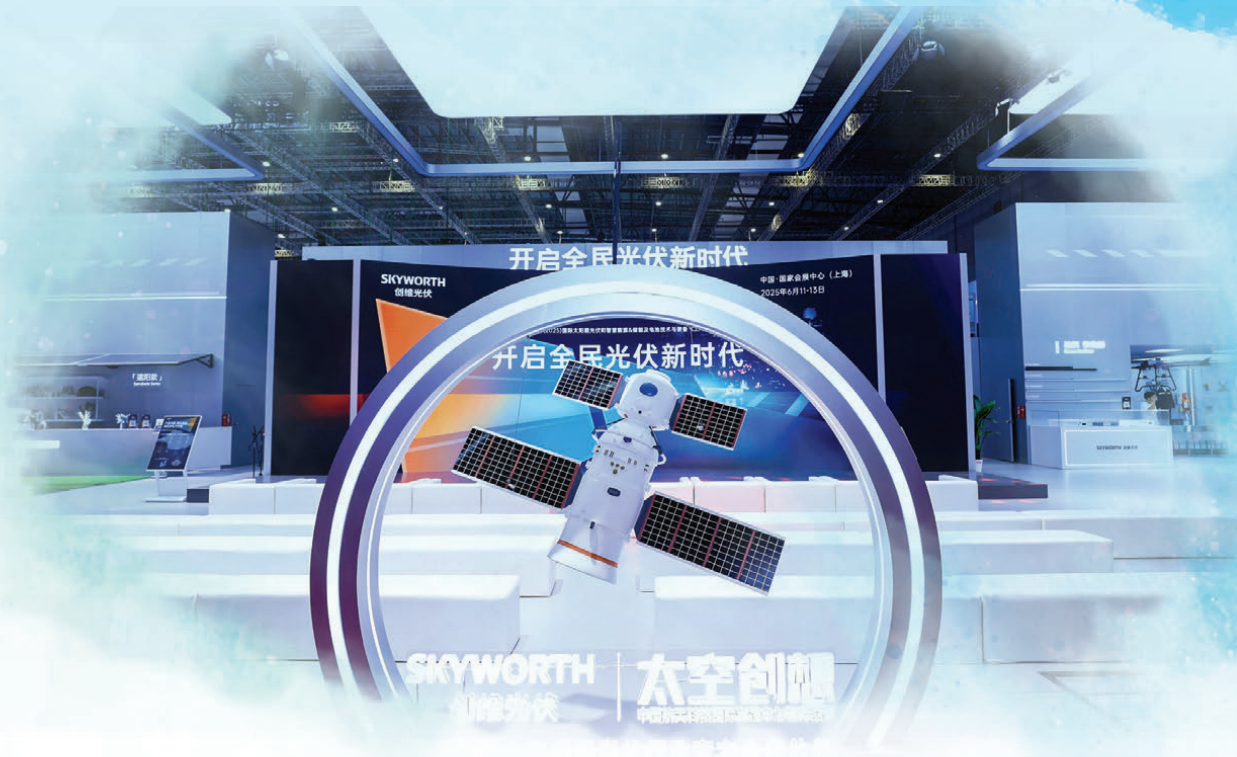
截至2025年12月31日止年度（「報告年度」），本集團的整體營業額為人民幣70,324百萬元，截至2024年12月31日止年度（「上年度」）的整體營業額則為人民幣65,013百萬元。

本年內，全球經濟環境持續波動，地緣政治衝突與緊張局勢加劇，特別是於本報告年度實施的各地關稅措施導致國際貿易摩擦升級。在全球關稅戰陰霾底下，環球供應鏈轉移及價格傳導對製造型企業乃至本集團各業務板塊產生不同程度的影響；持續的房地產危機也進一步打擊整體市場氣氛和消費信心。在宏觀經濟環境尚未明朗的情況下，本集團堅持推動產業轉型和創新發展經營方針，同時緊貼市場最新發展動向，善用數字化、智能化及低碳化轉型給產業帶來的各種契機，以堅實的技術基礎強化自研技術研發和成果轉化，繼續為各產業的高質量發展注入新動能。本集團精準研判前瞻趨勢，並且積極響應實現碳達峰與碳中和（「雙碳」）目



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momentum into the high-quality development of our diverse businesses. Accurately discerning forward-looking trends and actively responding to the national goals of achieving carbon peak and carbon neutrality (the “Double Carbon”) targets, the Group expanded from its traditional TV business into smart household appliances and smart devices, while successfully venturing into the new energy sector, forging a distinctive development path: “From Smart Appliances to Double Carbon Ecology”.

標，已經從傳統電視領域擴展到智能家電、智能終端，再成功跨界進入新能源領域，走出了一條「從智能家電到雙碳生態」的特色之路。

During the Reporting Year, the domestic household appliances market remained highly competitive, while the prolonged downturn in the real estate sector continued to weigh on the business environment. Although supported by the national “trade-in” policy, the Group actively pursued an overseas expansion strategy to mitigate single-market risks. Benefiting from successful market expansion abroad, the smart household appliances business recorded year-on-year revenue growth. Net profit for the year was RMB837 million, representing a decrease of RMB323 million or 27.8%, from RMB1,160 million in the Previous Year. Meanwhile, the construction development business within the Group’s modern services business sector was adversely affected by the prolonged downturn in China’s real estate market, leading to impairment provision and resulted in weak business performance of this business sector. Despite the increasingly complex and volatile business environment testing the Group’s resilience, the Group adopted prudent and flexible operational strategies, including optimising resource allocation and accelerating inventory structure adjustments, to cope with intense competition. By leveraging high-quality products to strengthen brand competitiveness, the Group maintained stable operating conditions and financial performance, with all key initiatives progressing in an orderly manner.

在本報告年度，國內家電市場處於紅海競爭，疊加房地產市場萎縮的長尾效應，使業務環境面臨挑戰。雖有國家「以舊換新」政策的支撐，本集團仍採取積極進取的海外擴張戰略，藉此分散單一市場風險。受益於海外市場的成功開拓，智能家電業務營收較去年仍錄得增長。本年度淨利潤為人民幣837百萬元，較上年度的人民幣1,160百萬元減少人民幣323百萬元或27.8%。同時，本集團現代服務業業務板塊中建設發展業務受中國房地產市場持續低迷影響而計提減值及導致該業務業績表現欠佳。儘管仍然複雜多變的營商環境正考驗著本集團的韌性，本集團採取穩健及靈活的營運策略，包括優化資源配置及加快調整庫存結構去應對激烈競爭環境，並以優質的產品質量打造強而有力的品牌競爭力，經營狀況及財務表現保持穩定，各項工作有序推進。

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For the below analysis, other business tax for the Reporting Year was RMB159 million (the Previous Year: RMB162 million) was not deducted from the revenue by geographical segment and revenue by business sectors.

(a) Business Review by Geographical Segment

The Group's operations have been expanded worldwide, including the mainland China and other regions in Asia, Europe and Americas, and Africa, with the mainland China market being the primary market.

Mainland China Market

For the year ended 31 December 2025, revenue from the mainland China market amounted to RMB52,148 million, representing an increase of RMB2,735 million or 5.5% compared with RMB49,413 million for the Previous Year.

During the Reporting Year, the Group's smart household appliances business, smart systems technology business and new energy business, each accounted for 40.7% (the Previous Year: 43.7%), 9.5% (the Previous Year: 10.0%) and 45.2% (the Previous Year: 41.1%) of its revenue from the mainland China market, while the modern services business and others attributed the remaining 4.6% (the Previous Year: 5.2%).

Overseas Markets

For the year ended 31 December 2025, revenue from overseas markets amounted to RMB18,335 million, equivalent to 26.0% of the Group's overall revenue, representing an increase of RMB2,573 million or 16.3% compared with RMB15,762 million recorded in the Previous Year.

在下列分析中，按地區及按業務板塊劃分之營業額皆未扣除其他營業稅，本報告年度其他營業稅為人民幣159百萬元（上年度：人民幣162百萬元）。

(a) 業務分析 – 按地區劃分

本集團的業務遍佈世界各地區，包括中國大陸及其他亞洲地區、歐美、非洲等。當中以中國大陸市場為主要業務市場。

中國大陸市場

截至2025年12月31日止年度，中國大陸市場的營業額為人民幣52,148百萬元，較上年度人民幣49,413百萬元增加人民幣2,735百萬元或5.5%。

於本報告年度，在本集團的中國大陸市場營業額中，智能家電業務佔中國大陸市場營業額的40.7%（上年度：43.7%）、智能系統技術業務佔中國大陸市場營業額的9.5%（上年度：10.0%）、新能源業務佔中國大陸市場營業額的45.2%（上年度：41.1%）及現代服務業務及其他佔餘下的4.6%（上年度：5.2%）。

海外市場

截至2025年12月31日止年度，來自海外市場的營業額為人民幣18,335百萬元，佔本集團總營業額的26.0%，較上年度的人民幣15,762百萬元增加人民幣2,573百萬元或16.3%。

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Geographical Distribution of Revenue in Overseas Markets

The Group's main overseas markets are Asia, Americas, Europe and Africa. The geographical distribution of the revenue in proportion for overseas markets is illustrated as follows:

海外市場營業額的地區分佈

本集團的主要海外市場為亞洲、美洲、歐洲及非洲。海外市場營業額的地區分佈比率說明如下：

		Year ended 31 December 截至12月31日止年度	
		2025 2025年 (%)	2024 2024年 (%)
Asia	亞洲	45	51
Americas	美洲	24	15
Europe	歐洲	21	21
Africa	非洲	9	11
Oceania	大洋洲	1	2
		100	100

For revenue analysis by business sectors concerning the mainland China market and overseas markets, please refer to the section headed "Business Review by Business Sectors".

關於中國大陸市場及海外市場營業額按業務板塊作出分析，請參考「業務分析－按業務板塊劃分」部分。



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(b) Business Review by Business Sectors

In response to the needs of corporate development and the enhancement of management efficiency, the Group announced its four major business sectors following integration and optimisation including: 1. Smart Household Appliances Business, 2. Smart Systems Technology Business, 3. New Energy Business and 4. Modern Services Business, enabling various business units to integrate resources and exert synergies.

1. Smart Household Appliances Business

The Group's smart household appliances business primarily covers, among others, smart TV, smart white appliances, other smart appliances and provision of internet connection services of Coocaa System.

For the year ended 31 December 2025, the Group's smart household appliances business recorded revenue of RMB35,656 million, representing an increase of RMB2,187 million or 6.5% as compared to RMB33,469 million recorded in the Previous Year.

(b) 業務分析 – 按業務板塊劃分

因應企業發展要求及提升管理效率，本集團公佈了整合優化後的四大業務板塊包括：

1. 智能家電業務、2. 智能系統技術業務、3. 新能源業務及4. 現代服務業業務，讓各產業公司間能整合資源，發揮協同效應。

1. 智能家電業務

本集團智能家電業務主要包括智能電視、智能白家電產品、其他智能電器及酷開系統的互聯網連接服務等。

截至2025年12月31日止年度，本集團智能家電業務的營業額錄得人民幣35,656百萬元；較上年度的人民幣33,469百萬元增加人民幣2,187百萬元或6.5%。



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1.1 Smart TV Products (Mainland China Market)

For the year ended 31 December 2025, the Group's smart TV products recorded revenue of RMB11,781 million in the mainland China market, representing a decrease of RMB948 million or 7.4% as compared to RMB12,729 million recorded in the Previous Year.

In the midst of frequent price wars and fierce industry competition, only a steadfast commitment to innovation and a user-centric approach can ensure sustained progress. In 2025, guided by the core philosophy of "Specialisation and Excellence, Breakthrough and Reach the Summit, the Group adhered to the three key value pillars of "health care, home entertainment and ultimate aesthetics", and maintained a sharp focus on users' real perceptual experiences and evolving market demands. It continued to deepen its expertise in core technological domains such as artificial intelligence (AI) visual display algorithms, picture quality, sound quality, modules, ultra-thin design, aesthetics, software, and sensors. Through these focused efforts, the Group achieved breakthrough progress in innovative applications.

After years of dedicated technological development, Skyworth Wallpaper TVs have broken traditional boundaries with their ultra-thin design, aesthetic appeal and exceptional audio-visual performance, establishing themselves as a mainstream choice for high-end homes. Complemented by consistent product quality and a well-established channel presence, Skyworth Art TVs have delivered outstanding performance across all channels, continuing to lead the industry. The Group has also leveraged differentiated screen advantages as a strategic entry point. By promoting the core selling points of displays that are "ultra-black, anti-reflection and colour-shift-free from any angle", it has sparked a widespread adoption revolution for ultra-black wide-angle paper-like screens. With the launch of new products equipped with

1.1 智能電視產品（中國大陸市場）

截至2025年12月31日止年度，本集團的智能電視產品在中國大陸市場的營業額錄得人民幣11,781百萬元；較上年度的人民幣12,729百萬元減少人民幣948百萬元或7.4%。

面對頻繁的價格戰和激烈的行業競爭環境，唯有堅持創新與用戶導向，才能在激烈的市場競爭中穩步前行。於2025年，本集團基於「專精緻極，破繭登峰」的核心理念，貫徹「健康關懷、家庭娛樂、極致美學」三大價值主線，持續聚焦用戶真實感知體驗與市場需求，在人工智能(AI)視覺顯示演算法、畫質、音質、模組、超薄、美學、軟件及傳感等核心技術領域深入攻關，並在創新應用中取得突破性進展。

歷經多年技術深耕，創維壁紙電視憑藉其超薄形態、美學與音畫雙絕的硬核實力，打破傳統邊界，成為高端家居主流選擇。加上穩定的產品質量與完善的渠道佈局，創維藝術電視在全渠道表現亮眼，持續領跑行業。本集團亦以屏幕差異化優勢為切入點，通過凸顯屏幕「極黑不反光，側看不偏色」的核心賣點，掀起了極黑廣角類紙屏普及風暴。隨著G7F Pro等搭載極黑廣角類紙屏的新產品上市，高畫質差異化產品之推廣初步取得成效。同時，本集

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ultra-black wide-angle paper-like screens, such as the G7F Pro, the Group's efforts to promote high-picture-quality differentiated products have begun to show early success. At the same time, the Group introduced the Chameleon Display Technology Platform, which emphasises true-to-colour picture reproduction rather than over-processed visuals. Through technologies such as ultra-micro OD-Mini LED, the Chameleon AI Picture Quality Chip S8, and monitor-grade calibration methods, the Group is bringing professional, cinematic-grade display standards down to the TV manufacturing level, achieving ultimate fidelity in colour, contrast, and detail layering.

During the year, the Group actively advanced the research, development, and application of cutting-edge AI algorithms in the industry. Key technological innovations including the AI smart light engine, AI omni-dimensional perception system, AI visual display algorithm, and AI panoramic preference system, have infused intelligence into TV products and reshaped their value. To strengthen product competitiveness, the Group precisely addressed diverse consumer demands by launching a range of differentiated flagship series. The AI Wallpaper A7F Pro Series integrates picture quality with home aesthetics, featuring an Ultra-Black Wide-Angle Paper-like Screen Pro with a peak brightness of 5,000 nits. Leveraging self-developed ultra-

團推出變色龍顯示技術平台，強調真實還原畫質而非過度渲染。通過超微距OD-Mini LED、變色龍AI畫質芯片S8，以及監視器校準法等技術，將專業影視級顯示標準下沉至電視領域製作上，實現色彩、對比度與細節層次的極致還原。

本年度，本集團積極研發並應用行業前沿的AI演算法，包括重點開發應用AI智控光引擎、AI全維感知系統、AI視覺顯示演算法和AI全域偏好系統等新技術，為電視產品注入智慧，重塑電視產品的價值。在旗艦產品方面，本集團精準把握消費市場需求推出不同系列，以強化產品競爭力。集畫質與家居美學於一身的AI壁紙A7F Pro系列採用極黑廣角類紙屏Pro，峰值亮度達5000nits，以及運用

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thin speaker technology, advanced heat dissipation, and an ultra-thin power architecture, the overall unit thickness is reduced to only 39.9mm. The Smart Mini LED TV G7F Pro utilises a self-developed AI visual display algorithm to effectively minimise the halo effect, and features a 2.1.2 Harman acoustic system to enhance overall audio experience. The Mini LED TV A6F Ultra Series supports 3,000-zone backlight control, achieving exceptional brightness and a wide colour gamut. Paired with a built-in 4.2.2-channel soundbar, it offers both high cost-performance and strong market appeal. The Black Knight A5F Mini Series focuses on healthy viewing, featuring an ultra-black wide-angle screen and supporting a full-channel 144Hz refresh rate, making it an ideal choice for families who value eye protection and a smooth, fluid viewing experience.

In the gaming monitor sector, the Group launched several Mini LED and QLED display products. These included the high-refresh-rate Mini LED Gaming Monitor F27G56Q Pro Max, which enhances contrast and dynamic clarity, catering to the needs of advanced gamers; the ultra-slim, high-brightness, wide-colour-gamut Mini LED Gaming Monitor F32G70U Pro, featuring a “zero” OD backlight and ultra-thin design; the Ambilight QLED AL23 Series, which utilises KSF high-colour-gamut LEDs combined with quantum dot backlighting; the cost-conscious QLED E5AQ Series, offering a compelling entry-level option for users seeking QLED quality at an accessible price point. These new products expand the e-sports and cost-performance product lines of the Group, addressing diverse user requirements in refresh rate, picture quality, and pricing.

Overall, in 2025, the Group’s domestic TV business further solidified its leadership in the Art TV and high-end large-screen market through a sustained commitment to AI-driven innovation and application, differentiated product positioning, breakthroughs in ultra-high audio and video standards, and ultra-thin high-end design. At the same time, it achieved a significant breakthrough in sales scale in the popularisation of high-picture-quality products, laying a strong foundation for the long-term value growth of its smart TV product business.

自研的超薄音箱技術、散熱技術及超薄電源架構，使整體厚度僅為39.9mm。Smart Mini LED電視G7F Pro透過自研AI視覺顯示算法，有效改善光暈問題，並搭載2.1.2哈曼聲學系統，提升整體音效表現。Mini LED電視A6F Ultra系列支持3000分區背光控制，實現高亮度與高色域顯示，加上搭配內置4.2.2聲道回音壁，兼具高性價比與強大的市場競爭力。黑騎士A5F Mini系列則以健康顯示為重點，配備極黑廣角屏並支援全通道144Hz刷新率，適合注重護眼與流暢觀影體驗的家庭使用。

在電競顯示屏方面，本集團推出多款Mini LED及QLED顯示產品，包括高刷Mini LED電競顯示器F27G56Q Pro Max，提升對比與動態清晰度，適合進階電競玩家的需求；採用「零」OD背光超薄設計的超薄高亮高色域Mini LED電競顯示器F32G70U Pro；使用KSF高色域LED加量子點背光的流光溢彩QLEDAL23系列，以及注重成本控制的QLED E5AQ系列，提供具競爭力的QLED顯示器入門選擇。這些新品擴充了電競與性價比產品線，滿足不同用戶對刷新率、畫質與價格的實際需求。

整體而言，本集團2025年國內電視業務通過AI驅動的持續創新應用策略、差異化的產品定位、超高畫音標準以及超薄高端設計等技術突破，鞏固了在藝術電視與高端大屏市場的領導地位，同時在高畫質普及上實現銷量規模突破，為智能電視產品業務的長期價值成長奠定堅實基礎。

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1.2 Smart TV Products (Overseas Markets)

For the year ended 31 December 2025, the Group's smart TV products recorded revenue of RMB9,885 million in overseas markets, representing a significant increase of RMB1,770 million or 21.8% as compared to RMB8,115 million recorded in the Previous Year.

In overseas markets, the Group steadily advanced its global expansion strategy, with a primary focus on the core e-commerce markets of Southeast Asia and Europe, while accelerating its presence in other regions. Through product differentiation, precision marketing and channel synergies, its overseas business has evolved from regional breakthroughs toward comprehensive global integrated operations. This resulted in a continuous increase in sales scale and market share, contributing significant growth momentum to the overall performance.

By obtaining the exclusive trademark license for the Philips brand in North America and leveraging the market influence of this internationally renowned brand, the smart TV product business rapidly overcame market entry barriers in North America and successfully established deep cooperation with major retail channels such as Walmart and Sam's Club. During the Reporting Year, the North American business achieved leapfrog growth, marking an important milestone in the Group's globalisation strategy. In the Southeast Asian market, the Group adopted a dual-track strategy combining traditional shelf-based e-commerce with interest-based e-commerce, advancing the integrated upgrade of product, marketing, and channel capabilities. In 2025, it launched a multi-country coordinated Super Brand Day event, activating platform resources through brand investment to achieve regional sales breakthroughs. As a result, the Group ranked among the top performers on key e-commerce platforms in its three core markets: Indonesia, the Philippines and Vietnam, forming a mature and stable growth trajectory. In the European market, the Group maintained a high-end and differentiated positioning. By gaining insights into users' real needs and focusing on standout products such as 2K QLED models as its core offering, and leveraging strategic resource allocation both on and off-platform, it quickly gained traction in the mid-to-high price segment through superior price and quality advantages, establishing itself as a market benchmark. An omnichannel approach accelerated user acquisition and market penetration, leading to stable sales growth and enhanced brand

1.2 智能電視產品（海外市場）

截至2025年12月31日止年度，本集團智能電視產品於海外市場的營業額為人民幣9,885百萬元，較上年度的人民幣8,115百萬元大幅增加人民幣1,770百萬元或21.8%。

在海外市場，本集團穩步推進全球化佈局，聚焦東南亞與歐洲兩大核心電商市場，同時加速其他區域的拓展。透過產品差異化、精準營銷與渠道協同，海外業務實現從區域突破到全球聯動的轉型，銷售規模與市場份額持續提升，為整體業績貢獻重要增長動力。

通過獲取北美飛利浦品牌獨家授權，依託國際知名品牌的市場影響力，智能電視產品業務快速突破北美市場准入壁壘，成功與沃爾瑪、山姆會員店等北美主流零售渠道建立深度合作。於本報告年度，北美區域業務實現跨越式增長，成為本集團全球化戰略的重要里程碑。東南亞市場採用貨架電商與興趣電商雙軌佈局，推進產品、營銷與渠道協同能力升級。2025年推出多國聯動超級品牌日活動，通過品牌投入激活平台資源，實現區域銷量突破。印尼、菲律賓、越南三大核心市場位居電商排名前列，形成成熟穩固的增長態勢。歐洲市場堅持高端與差異化定位，洞察用戶真實需求，以2K QLED差異化爆品為核心，結合站內外資源投放，在中高端價位段憑藉價格與品質優勢快速站穩腳跟，成為市場標杆。全渠道佈局加速用戶積累與市場滲透，實現銷量穩定增長與品牌認知提升。基於東南亞與歐洲兩大電商中心的經驗，本集團發力構築全球協同增長鏈，同步在日本、澳洲、南非、北

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recognition. Building on the success of the two major e-commerce hubs in Southeast Asia and Europe, the Group is actively developing a globally integrated growth chain. It is simultaneously expanding its e-commerce presence in Japan, Australia, South Africa, North America, India, and other regions, continuously driving growth in both sales and market share.

The Group has introduced targeted products to address the specific needs of users across different regions. The Metz Classic Primus, a high-end flagship tailored for German-speaking markets in Europe, featuring a UHD Meta-OLED display and support for mainstream HDR standards. It is equipped with a built-in 1TB hard drive, dual CI and dual recording functions, a 120W high-fidelity audio system, and a metal rotating stand, delivering a premium audio-visual experience. The P8E Series, a large-sized, all-in-one wallpaper TV designed for high-end global users. It features a black crystal glass wallpaper screen and an ultra-slim 35mm design, with a built-in artistic oil painting mode that seamlessly blends aesthetics with modern technology. The G7EU Series, targeting markets including Australia and Singapore, featuring a 4.1.2 audio system and supporting AI-powered picture and sound optimisation technologies. It also includes a customised AI karaoke function, enriching the home entertainment experience.

1.3 Smart Appliances Business

Smart appliances business is principally engaged in the research and development, production and sales of smart air conditioners, smart refrigerators, smart washing machines, smart kitchen appliances, personal care appliances and tablet computers.

For the year ended 31 December 2025, the Group recorded a revenue of RMB10,385 million from the smart appliances business, representing an increase of RMB1,499 million or 16.9% as compared to RMB8,886 million recorded in the Previous Year. Among which, revenue recorded in the mainland China market amounted to RMB6,978 million, representing an increase of RMB840 million or 13.7% as compared to RMB6,138 million recorded in the Previous Year. Driven by the Group's diversified strategy and continued expansion into overseas markets, revenue in overseas markets amounted to RMB3,407 million, representing an increase of RMB659 million or 24.0% as compared to RMB2,748 million recorded in the Previous Year.

美、印度等地拓展電商業務，持續推動銷售與份額增長。

本集團針對不同區域用戶需求，推出針對性產品。Metz Classic Primus為歐洲德語區定製的高端旗艦，採用UHD Meta-OLED顯示屏，支持主流HDR標準，內置1TB硬盤與雙CI雙刻錄功能，配備120W高保真音響系統及金屬旋轉底座，提供頂級畫音體驗。P8E系列為全球高端用戶設計的大尺寸一體壁紙電視，採用黑晶玻璃壁紙屏與35mm超薄設計，內置藝術油畫模式，將藝術與現代科技完美融合。G7EU系列針對澳洲、新加坡等市場，配備4.1.2音響系統，支持AI畫質與音質優化處理技術，並設有定製AI K歌功能，增強家庭娛樂體驗。

1.3 智能電器業務

智能電器業務主要從事智能空調、智能冰箱、智能洗衣機、智能廚電、個護家電及平板電腦等研發、生產及銷售。

截至2025年12月31日止年度，本集團智能電器業務的營業額錄得人民幣10,385百萬元；較上年度的人民幣8,886百萬元增加人民幣1,499百萬元或16.9%。其中，於中國大陸市場的營業額錄得人民幣6,978百萬元，較上年度的人民幣6,138百萬元增加人民幣840萬元或13.7%。本集團多元化策略持續佈局海外市場，海外市場的營業額為人民幣3,407百萬元，較上年度的人民幣2,748百萬元增加人民幣659百萬元或24.0%。

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During the Reporting Year, the Group advanced a full-category, multi-channel strategy underpinned by its research and development and innovation strengths. With a focus on ultra-thin and flat design, AI intelligence, and health-focused sterilisation as its three core pillars, it remained committed to building a full-scenario white appliances ecosystem encompassing refrigerators, washing machines, air conditioners, and kitchen appliances. Benefiting from sustained demand expansion, sales of core products such as drum washing machines and air conditioners remained robust, driving revenue growth for the smart appliances business across both domestic and international markets. In addition, the Group strategically expanded into the smart personal care segment, capturing the needs of younger consumers through a focus on premiumisation, youth-oriented design and smart innovation. Represented by Skyworth shavers, this category reflects a product philosophy of "External aesthetic design + Internal high efficiency performance". Backed by strong product capabilities and a compelling price-to-quality ratio, these offerings have successfully attracted a broad base of young users. This has not only strengthened consumer trust and recognition of the Skyworth brand but also further enriched the Group's full-category industrial ecosystem.

In addition to offering customers high-performance, high-quality and cost-effective, and eco-friendly products, the Group is dedicated to broadening its home appliance portfolio while actively expanding its online e-commerce presence. These initiatives have laid a strong foundation for the continued growth of the smart appliances business, enabling users to enjoy a healthier, more comfortable and higher-quality home life.

於本報告年度，本集團圍繞全品類、多渠道策略，發揮研發創新優勢，聚焦超薄平、AI智能、健康除菌三大核心，致力打造覆蓋冰、洗、空、廚的全場景白電矩陣。受益於需求的持續擴張，滾筒洗衣機及空調等主力產品銷量維持強勢，帶動智能電器業務國內外市場之營業額同步增長。此外，本集團以精品化、年輕化、智能化為核心，在新拓展的智能個護領域上精準捕捉年輕用戶需求。創維剃鬚刀作為精品個護品類的代表，堅持「外在美學設計+內在高效性能」的產品邏輯，憑藉其卓越的產品力和質價比，成功俘獲海量年輕用戶青睞，提升了更多消費者對創維品牌的信任與認同，進一步完善本集團的全品類產業架構。

除了為客戶帶來更多高性能、高質價比、綠色環保的優勢產品外，本集團致力拓寬家電產品陣容，同時積極拓展線上電商業務，為智能電器業務的持續增長打下堅實基礎，並為用戶解鎖健康舒適的品質居家生活。

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1.4 Internet Connection Services of Coocaa System

Shenzhen Coocaa Network Technology Company Limited* (深圳市酷開網絡科技股份有限公司) ("Coocaa Technology", an indirect non wholly-owned subsidiary of the Company) has steadily developed in the internet value-added services market by leveraging the reliable and secure connectivity services, and mature and stable technology of the Coocaa system. Coocaa Technology has been dedicated to deepening the research and development and application of AI technologies. During the year, it launched China's first intelligent system, "Coocaa Super AI Agents", which was evaluated by the China Telecommunication Technology Laboratory of the China Academy of Information and Communications Technology to reach the "excellent" level in full-chain technical capabilities. The system covers six major scenarios, including audio and video, education, health, creation, lifestyle and devices, providing consumers with a fast, accurate and direct intelligent user experience. The Group's industrial deployment strategy of "hardware + content internet services" has garnered favour from internet-based enterprises: Beijing iQIYI Science & Technology Co., Ltd.* (北京愛奇藝科技有限公司), an affiliate of Tencent Holdings Limited and an affiliate of Baidu Holdings Limited* (百度控股有限公司) have all successively invested in Coocaa Technology.

1.4 酷開系統的互聯網連接服務

深圳市酷開網絡科技股份有限公司(「酷開科技」, 本公司的間接非全資附屬公司)憑藉酷開系統可靠安全的連接服務及成熟穩定的技術於互聯網增值服務市場穩步發展。酷開科技致力於深耕實踐AI技術的研發與應用, 於本年度推出了國內首個獲中國信息通信研究院泰爾實驗室評估在全鏈路技術能力上達到「卓越級」水平的智能體系統「酷開超級智能體」, 覆蓋影音、教育、健康、創作、生活、設備六大場景, 為消費者帶來快速、精準、直達的智能化用戶體驗。本集團「硬件+內容互聯網服務」的產業佈局得到互聯網企業的青睞, 酷開科技先後獲得了北京愛奇藝科技有限公司、騰訊控股有限公司的關聯公司及百度控股有限公司的關聯公司投資。



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2. Smart Systems Technology Business

Smart systems technology business covers, among others, smart set-top boxes and solutions, broadband network communication connection equipment, XR (VR/MR/AR)/AI glasses, integration systems for automotive display, industrial control display module and Internet of Things businesses, and other operational services.

For the year ended 31 December 2025, revenue recorded for the smart systems technology business amounted to RMB8,523 million, representing a slight increase of RMB12 million or 0.1% from RMB8,511 million recorded in the Previous Year. In particular, revenue recorded in the mainland China market amounted to RMB4,934 million, representing an increase of RMB16 million or 0.3% from RMB4,918 million recorded in the Previous Year. Revenue recorded in overseas markets amounted to RMB3,589 million, representing a slight decrease of RMB4 million or 0.1% from RMB3,593 million recorded in the Previous Year.

In 2025, amid a challenging domestic and international landscape, the Group proactively explored markets while confronting headwinds and challenges. While expanding market share, it consistently increased research and development investment, focusing on core technology breakthroughs and product iterative innovation, while steadily enhancing its end-to-end integrated supply service capabilities. Targeting both operator and consumer markets, the Group provides "Cloud-network-edge-device" integrated intelligent solutions and full-scenario smart device products, comprehensively addressing

2. 智能系統技術業務

智能系統技術業務包括數字智能機頂盒及解決方案、寬帶網絡通信連接設備、XR (VR/MR/AR)/AI眼鏡、汽車車載顯示總成系統、工控顯示模組與物聯網IoT業務及其他運營服務等。

截至2025年12月31日止年度，智能系統技術業務的營業額錄得人民幣8,523百萬元；較上年度的人民幣8,511百萬元稍微增加人民幣12百萬元或0.1%。其中，在中國大陸市場的營業額錄得人民幣4,934百萬元，較上年度的人民幣4,918百萬元增加人民幣16百萬元或0.3%。海外市場的營業額為人民幣3,589百萬元，較上年度的人民幣3,593百萬元輕微減少人民幣4百萬元或0.1%。

2025年，在嚴峻的國內外形勢下，本集團面對阻力和挑戰，積極開拓市場。在提升市場佔有率的同時，持續加大研發投入，聚焦核心技術攻關與產品迭代創新，不斷加強端到端的綜合供應服務能力。面向運營商及消費者市場，本集團提供覆蓋「雲－網－邊－端」一體化的智能解決方案與全場景智能終端產品，全面滿足多元、複雜的業務需求，

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diverse and complex business requirements, thereby steadily consolidating and elevating its industry leadership position. In the mainland China market, the Group deepened engagement with telecommunications operators, digital TV operators, and retail customers through consumer channels. In overseas markets, the smart systems technology business spans regions including Europe, Africa, the Middle East, India, Southeast Asia, Latin America and other regions, serving global telecommunications and integrated operators, and striving to establishing a global business footprint and competitiveness.

With the large-scale commercial deployment of 5G-A and the forward-looking layout of 6G, the accelerated integration of next-generation information and communication technologies such as cloud computing, big data, and AI large models are undergoing rapid iteration and scenario-based implementation, laying a solid foundation for digital smart living, industrial transformation and technological innovation. During the year, the smart systems technology business showcased numerous new product highlights in the domestic operator market. Breakthroughs were achieved in new products including smart middle-screen speakers, all-in-one speaker-camera devices, cloud PADs, thin clients, smart hubs, smart enterprise gateways, multi-port enterprise gateways, FTTR, Wi-Fi7, and pluggable micro smart set-top boxes. The Group secured multiple bids in centralised procurement projects of the three major telecommunications operators, underscoring its sustained technological innovation leadership and ability to drive deep market penetration through innovative product solutions. The Group continued to expand its strategic overseas customers across markets including Europe, Southeast Asia, Northeast Asia, India, the Middle East, Africa, Latin America, and Oceania, while actively establishing ToC retail channels in Europe and North America. The Group is actively advancing its "Smart Native" strategy, with the goal of achieving significant breakthroughs in AI technology across integration depth, scenario breadth, and interaction naturalness. During the year, the Nex Playground motion-sensing gaming box delivered substantial revenue growth. A new operational model for set-top boxes featuring intelligent algorithm and cameras was successfully commercialised in Thailand. In April 2025, the Group's first full-scenario Smart Glasses were officially launched, exploring a cross-terminal ecosystem of "Glasses as the gateway". In July 2025, the Group won the bid for the "Guangdong Provincial Broadcasting and Television Network Co., Ltd. Smart TV Butler (Digital Human) System Project", leveraging AI capabilities to reshape the smart home living experience. Skyworth's smart hub ranked first in the bidding for Shanghai Mobile Smart Hub Procurement Project. The Group has also deployed a range of smart device products, including the Tencent Aurora Box 6Pro

持續鞏固並提升行業領先地位。於中國大陸市場，本集團深耕通信運營商、數字電視運營商及消費渠道零售客戶；海外市場方面，智能系統技術業務覆蓋歐洲、非洲、中東、印度、東南亞、拉丁美洲等區域，服務全球電信及綜合運營商，致力於構建全球化業務佈局與競爭力。

隨著 5G-A 規模商用與 6G 前瞻佈局，雲計算、大數據、AI 大模型等新一代信息通信技術加速融合應用，推動新型智能終端加速迭代與場景化落地，為數字智能生活、產業轉型及科技創新構築堅實底座。本年內，智能系統技術業務於國內運營商市場新產品亮點頻現，智能中屏音箱、音箱攝像頭一體機、雲 PAD、瘦終端、智慧小盒、智能企業網關、多口企業網關、FTTR、Wi-Fi 7、插入式微型智能機頂盒等新產品實現突破，斬獲三大通信運營商多個集採項目的標包，彰顯本集團持續強化技術引領優勢，以創新性產品方案驅動通信運營商集採市場的深度突破。本集團持續拓展海外重點戰略客戶及歐洲、東南亞、東北亞、印度、中東、非洲、拉丁美洲、大洋洲等市場，並且積極佈局歐洲與北美 ToC 消費渠道零售。本集團積極推進「智能原生」戰略，以實現 AI 技術在融合深度、場景廣度與交互自然度上的顯著突破。本年內，Nex Playground 體感遊戲盒子營業收入實現大幅度的增長；帶智能算法及攝像頭的全新機頂盒運營模式在泰國成功商用。2025 年 4 月，本集團首款全場景智能眼鏡正式亮相，探索「眼鏡即入口」的跨終端生態；2025 年 7 月，本集團成功中標「廣東省廣播電視網絡股份有限公司智能電視管家（數字人）系統項目」，以 AI 的能力重構家庭智慧生活體驗；創維智慧小盒以第一名的成績中標上海移動小盒採購項目。此外，本集團還佈局了 3BT 算力騰訊極光盒子 6Pro、智能帶屏機頂盒、智能中屏算力主機、移動智能智慧屏、

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with 3.8T computing power, smart set-top boxes with screens, smart middle-screen computing hosts, mobile smart screens, and ultra-black full-colour smart cameras, forming a comprehensive smart product matrix covering entertainment, fitness, home living, security, health management and other scenarios, thereby redefining the boundaries of digital smart devices. On another front, the automotive in-vehicle professional display business achieved remarkable growth in production and sales in 2025, securing significant market expansion breakthroughs with sustained expansion in key designated projects.

3. New Energy Business

For the year ended 31 December 2025, the Group recorded a revenue of RMB23,685 million from the new energy business, representing an increase of RMB3,351 million or 16.5% as compared with RMB20,334 million recorded in the Previous Year, the cumulative installed capacity of photovoltaic power stations that have been built and under grid-connected operation exceeded 29.3GW.

The Group's new energy business has pioneered an innovative "Photovoltaics + Inclusive development + Digital technology" business model within the industry. This model provides comprehensive solutions for a series of processes, including power station development, design, construction, operation, management and consulting services, establishing a service system that ensures both high efficiency and quality control. This approach has propelled the residential distributed photovoltaic

極黑光智能全彩攝像頭等多款智能終端產品，構建起覆蓋娛樂、健身、居家、安防、健康管理等場景的智能產品矩陣，重塑數字智能終端的邊界。另一方面，汽車車載專業顯示業務在2025年產銷量實現跨越式發展，市場拓展方面取得重大突破，核心定點項目持續增長。

3. 新能源業務

截至2025年12月31日止年度，本集團新能源業務收入錄得人民幣23,685百萬元，較上年度的人民幣20,334百萬元增加人民幣3,351百萬元或16.5%，累計建成並網運營的光伏電站裝機容量超過29.3吉瓦。

本集團新能源業務以「光伏+普惠+數字科技」的創新商業模式開創行業先河，為電站開發、設計、建設、運營、管理、諮詢服務等一系列環節提供完整解決方案，實現高效服務與質量把控的服務體系，同時推動戶用分佈式光伏業務躍居行業前列，實現新能源業務快速成長。本公司



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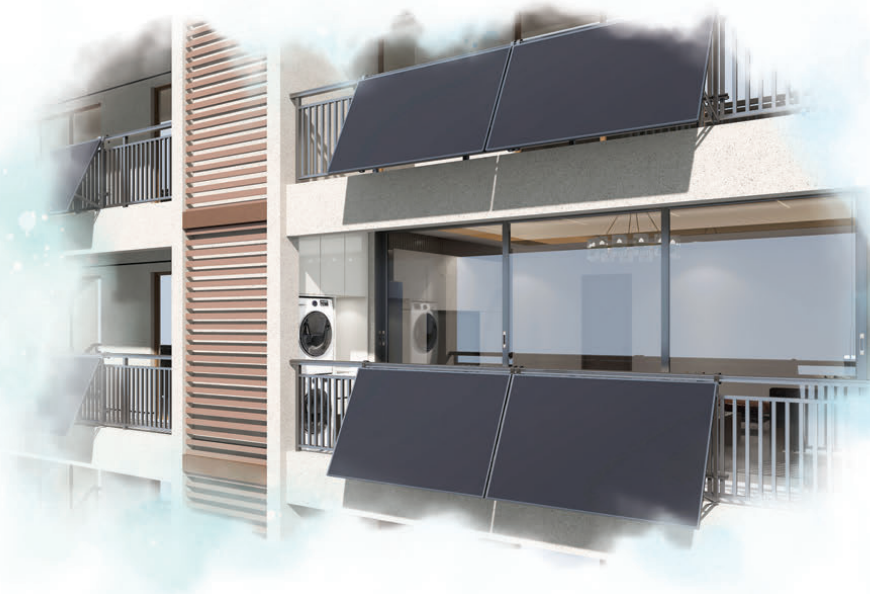
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business to the forefront of the industry, enabling rapid growth in the new energy business segment. Shenzhen Skyworth Photovoltaic Technology Co., Ltd.* (深圳創維光伏科技有限公司) ("Skyworth Photovoltaic"), an indirect non wholly-owned subsidiary of the Company, is committed to becoming a leading global provider of distributed energy products and services, with its main business activities comprising photovoltaic power plant system integration, research and development and design, intelligent manufacturing, intelligent operation and maintenance, overseas and investment holding, and other new energy businesses. The Skyworth Photovoltaic Group possesses an integrated capability portfolio covering system integration solutions, intelligent photovoltaic manufacturing, energy storage, operations and maintenance ("O&M"), logistics, overseas operations, and smart energy management.

The Group continuously optimises its residential, commercial and industrial distributed photovoltaic product offerings, guided by a user-needs-oriented, bottom-up development approach that drives innovation and growth across the entire industrial chain. Within this framework, Skyworth Photovoltaic leverages market insights and user feedback to persistently refines its Building Integrated Photovoltaic (BIPV) products for residential use, aiming to meet higher green building standards and adapt to diverse application scenarios. During the year, in a strategic move to harness technological innovation in support of rural revitalisation, Skyworth Photovoltaic addressed key pain points in the rural market by launching an innovative residential PV solution: "Yang Lao Jin" (陽老金). This solution transforms users' rooftops or courtyards into micro power stations, with Skyworth Photovoltaic

之間接非全資附屬公司，深圳創維光伏科技有限公司（「創維光伏」），致力於成為全球領先的分佈式能源產品及服務提供商，其主要業務活動包括光伏電站系統集成、研發設計、智能製造、智能運維、海外及投資等新能源業務。創維光伏集團擁有覆蓋系統集成解決方案、智能光伏製造、儲能、營運及維護、物流、海外營運及智慧能源管理的綜合能力體系。

本集團持續優化戶用和工商業分佈式光伏產品之結構，以用戶需求為導向，自下而上開拓，竭力打造全產業鏈的創新和發展。其中，創維光伏透過市場的經驗分享和用戶信息反饋，不斷改良其戶用光伏建築一體化(BIPV)產品，以探索更優質的綠色建築標準，適配多元化應用場景。本年度，創維光伏探索科技創新助力鄉村振興的廣闊前景，瞄準農村市場痛點，推出創新型戶用光伏解決方案—「陽老金」，將用戶的屋頂或院子改造成微型發電站。創維光伏提供全套設備和技術支援，



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providing the full equipment package and technical support. Upon completion, users can either consume the solar power generated to reduce electricity bills or feed all generated power into the grid, enabling ordinary households to participate in green energy development and enjoy long-term, stable environmental benefits with ease.

The Group has built a strong industry reputation through reliable product quality and high-quality service, while significantly enhancing the transparency of its energy management. By leveraging its self-developed smart O&M system and real-time digital management, the Group can systematically implement smart, real-time monitoring of power stations. This substantially improves both the efficiency and stability of both power generation and O&M, consistently delivering greater power generation income for users, while providing end-users with a practical pathway towards low-carbon, intelligent green transformation.

During the year, the Group actively expanded its presence across the upstream and downstream photovoltaic industry chain to strengthen industrial synergies. In the first half of 2025, the Group entered into investment agreements with Zhejiang Aixu Solar Energy Technology Co., Ltd.* (浙江愛旭太陽能科技有限公司)

電站建成後，用戶可以選擇光伏自發自用節省電費，或選擇光伏發電全額上網，助力普通家庭也能參與綠色能源發展，輕鬆享受長期穩定的綠色紅利。

本集團不僅憑藉其可靠產品質量與優質服務在行業樹立良好口碑，也全面提升了能源管理的透明度。透過自主研发的智能運維系統和實時數字化管理，可系統化地執行電站之智能化實時監測，顯著提高了發電以及運維的效率及穩定性，持續為用戶創造更多發電收益，並為各終端用戶邁向低碳化、智能化的綠色轉型提供了切實可行的路徑。

本年度，本集團積極佈局光伏上下游產業鏈，強化產業鏈協同。2025年上半年，本集團與浙江愛旭太陽能科技有限公司及百色市人民政府訂立投資協議以推行光伏項目。透過



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and the People's Government of Baise* (百色市人民政府) for the implement of photovoltaic projects. Through investing in the photovoltaic project, the Group will be able to quickly deploy high-efficiency solar cell and module production and manufacturing capabilities, enhance product technical barriers and product premium capabilities in the market, and create differentiated products for the high-end market. In the second half of 2025, Skyworth Photovoltaic launched the "SKYLINK" (義寰) ecological platform, an open and intelligent energy ecosystem integration platform. Its core function is to aggregate distributed energy nodes and enable optimal dispatch and precise matching of clean power through AI algorithms, breaking down traditional energy system barriers. By leveraging a cloud-based control systems, the "SKYLINK" platform optimise resource allocation and unlocks the synergistic value and market potential of distributed energy resources. The launch of the "SKYLINK" platform underscores Skyworth Photovoltaic's commitment to applying digital and intelligent technologies in driving the restructuring and upgrading of the energy industry.

Amid the global wave of low-carbon and green development, Skyworth Photovoltaic has capitalised on this momentum by fully launching its "Go Global" strategy for the new energy business, aiming to bring the successful experience and strengths cultivated in the domestic market to the international stage. In recent years, the Group has actively participated in high-profile international energy exhibitions, including globally renowned events such as Intersolar Europe in Munich and IFA Berlin. These appearances have not only deepened the Group's engagement with overseas customers but also fostered stable business connections. At the same time, leveraging the Group's global industrial presence and manufacturing capabilities, Skyworth Photovoltaic is advancing its international expansion through a dual-brand ("Solavita" and "Skyworth") strategy, alongside multi-models and multi-business approaches. To date, the Group's new energy business has entered markets including Germany, Italy, and Thailand. Moving forward, it will build on the Group's global brand recognition to further deepen Skyworth Photovoltaic's overseas footprint. This includes establishing a comprehensive sales network for photovoltaic products and promoting the implementation of engineering, procurement and construction services in target markets, with the aim of shaping a global development model driven by the dual engines of "Products + Services".

投資光伏項目，本集團將能夠快速佈局高效太陽能電池及組件生產製造能力，提升產品技術壁壘及產品在市場端溢價能力，打造高端市場差異化產品。2025年下半年，創維光伏推出「義寰」生態平台。此平台是一個開放、智能的能源生態系統整合平台，其核心功能在於聚合分散式能源節點，並通過AI智能算法實現清潔能源最優調度與精準匹配，打破傳統能源系統壁壘。「義寰」平台利用雲端控制系統優化資源配置，釋放分散式能源資源的協同價值與市場潛力，標誌著創維光伏正積極運用數字化與智能化技術，推動能源產業的重構與升級。

在全球低碳綠色發展的浪潮下，創維光伏乘勢而上，全面啟動新能源業務出海戰略，致力將國內積累的成功經驗與優勢推廣至全球市場。本集團近年頻頻亮相多個海外高級別能源展會，包括德國慕尼黑太陽能光伏展覽會、柏林IFA等具有國際影響力的大型展會，不但可加深與海外客戶的交流互動，也有助構建穩固的業務聯繫。與此同時，依託本集團在全球的產業基礎與製造優勢，創維光伏正以「Solavita」及「創維」雙品牌、多模式、多業務的戰略推進全球化佈局。目前，本集團新能源業務已進入德國、意大利、泰國等國家，未來將借助本集團全球品牌知名度，深化創維光伏的海外戰略佈局，包括建立完整的光伏產品銷售網絡、在目標市場推動施工總承包服務落地，以致力構築「產品+服務」雙輪驅動的全球化發展模式。

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Behind this technology-driven, people-centric green experience lies the comprehensive empowerment of the Skyworth AI Intelligent Management System. Through strategic partnerships, the Group has established a multi-party collaborative network involving "Industry, Academia, Research and Finance", ensuring long-term capital support and a full-spectrum material supply chain, while its distribution network covers major global markets. Looking ahead, the Group will actively embrace industrial transformation and green technology advancements, leveraging innovative technological resources to strengthen the development of its new energy business. By delivering high-quality products, executing high-standard power station construction, and operating an efficient intelligent management system, Skyworth Photovoltaic is well-positioned to comprehensively consolidate its market-leading position.

4. Modern Services Business and Others

Modern services business covers, among others, maintenance and repair for home appliances, macro-logistics services, international trades, construction development, financial lease and property operation for industrial parks.

科技創新驅動的惠民綠色體驗背後，是創維AI智能管理系統的全流程賦能。本集團透過戰略合作夥伴關係，創建了一個「產、學、研、金」多方協作網絡，確保長效資本支持與全物料供應，同時渠道網絡覆蓋全球主要市場。未來，本集團將擁抱產業和綠色科技變革，運用創新科技資源賦能新能源業務佈局，主動以高質量產品供貨、高標準電站建設，配合高效的智能管理系統，全面鞏固創維光伏的市場領先地位。

4. 現代服務業業務及其他

現代服務業業務包括家電保養維修、大物流服務業、對外貿易、建設發展、融資租賃、園區物業經營等業務。



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For the year ended 31 December 2025, the Group recorded a revenue of RMB2,619 million from the modern services business and others, representing a decrease of RMB242 million or 8.5% as compared to RMB2,861 million recorded in the Previous Year. Among which, revenue recorded in the mainland China market amounted to RMB2,409 million, representing a decrease of RMB144 million or 5.6% as compared to RMB2,553 million recorded in the Previous Year. Revenue from overseas markets during the year amounted to RMB210 million, representing a decrease of RMB98 million or 31.8% from RMB308 million recorded in the Previous Year. Impacted by the prolonged downturn and weak sales in Mainland China's property market, the construction development business continued to face significant challenges, notwithstanding a series of policy measures introduced by the central government in 2025 to stimulate housing demand. The Group closely monitored the pace of market development and recovery in the domestic property sector and adjusted its sales strategy accordingly, launching selected regional projects in a timely manner to reduce inventory levels. In accordance with accounting standards, the Group increased impairment provision for the related property inventories during the year, which primarily reflected the Group's response to the prevailing economic environment, while demonstrating its determination to remain agile and resilient in navigating market fluctuations.

截至2025年12月31日止年度，本集團的現代服務業業務及其他的營業額錄得人民幣2,619百萬元；較上年度的人民幣2,861百萬元減少人民幣242百萬元或8.5%。其中，於中國大陸市場的營業額錄得人民幣2,409百萬元，較上年度的人民幣2,553百萬元減少人民幣144百萬元或5.6%，本年度海外市場的營業額錄得人民幣210百萬元，較上年度的人民幣308百萬元減少人民幣98百萬元或31.8%。受中國大陸房地產市場持續下行、銷售低迷的影響，縱使中央政府於2025年推出不同政策以刺激內地房地產需求，建設發展業務仍充滿挑戰。本集團緊隨內房市場發展及復甦步伐，調整銷售策略，適時推售部分區域物業項目以減低物業存貨水平。本集團於本年度根據會計準則的要求增加了相關房地產存貨減值準備，主要反映本集團在當前經濟環境下的應對策略，同時顯示出本集團靈活應對市場變化的決心。

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During the year, the modern services business continued to focus on supply chain management and promote strategic cooperation with major suppliers to provide diversified services to customers. Under this philosophy, the professional teams of various business units under modern services business, including financial services, macro-logistics services, supply chain operation, foreign trades, park-based property management, park construction and development, have made significant contributions to the Group's external business and the supply chain and operation ecology among various business units within the Group. In terms of capital operation, the Group continued to focus on the financial business platform with the finance company as the main body, supplemented by venture capital funds and small loans, and expanded the financing channels of the Group by leveraging on the advantages of the "integrated foreign and domestic currency capital pools for multinational companies" (跨國公司本外幣一體化資金池) approved by the State Administration of Foreign Exchange. The venture capital business managed the investment portfolio held by the Group and continued to seek high-quality investment opportunities in projects from upstream and downstream such as semiconductors, new materials, new equipment, supply chain transactions and service platforms, as well as emerging industries such as AI and innovative content.

The Group actively implements organisational optimisation and leverages the organisational strength of the enterprise to enhance mutual empowerment among business units, promote the accelerated integration and expansion of new businesses and new development models, create a sound foundation for the future reform and development of Skyworth Group, and provide supports and empower synergies for the Group's scientific research, investment, production, procurement and construction.

Gross profit margin

For the year ended 31 December 2025, the overall gross profit margin of the Group was 12.8%, representing a decrease of 0.7 percentage points in comparison to 13.5% recorded in the Previous Year.

During the Reporting Year, the narrowing of gross profit margins in the modern services business dragged down the Group's overall gross profit. Raw material costs in the household appliances industry also increased due to global supply chain tensions and United States' tariff policies; cost increases for certain raw materials, such as steel and electronic components further pressured the Group's overall gross profit. On the other hand, the new energy business continued to introduce more financing partners and optimise cooperation models during the year to improve its gross profit margin. However, given its lower margin compared to traditional household appliances business, while serving as a key driver of the Group's sustained revenue growth, it diluted the

於本年度，現代服務業業務繼續專注於供應鏈管理，推進與主要供應商的戰略合作以提供多元化服務予客戶。在這個理念下，各項現代服務業產業，包括金融服務業、大物流服務業、供應鏈業務、對外貿易、園區物業經營、園區建設開發等專業化隊伍為本集團的對外業務及本集團內各產業之間的供應鏈及營運生態帶來舉足輕重的貢獻。在資本運作上，本集團繼續以財務公司為主體，以創投基金、小額貸款為輔助的金融業務平台，並運用受國家外匯管理局批准的「跨國公司本外幣一體化資金池」優勢去拓寬本集團融資渠道。創投產業負責管理本集團持有之投資組合，以及繼續尋求優質投資機會如半導體、新材料、新裝備及供應鏈交易和服務平台等上下游以及人工智能、創新內容等新興產業項目。

本集團積極實行組織架構優化及發揮企業的組織力量，加強產業之間的相互賦能，促進加快整合拓展新業務及新發展模式，為創維集團的未來改革發展創造良好的發展基礎，並且為本集團的科研、投資、生產、採購、建設等工作提供保障及發揮更大的協同作用。

毛利率

截至2025年12月31日止年度，本集團之整體毛利率為12.8%，較上年度的13.5%下降0.7個百分點。

於本報告年度，因現代服務業業務毛利空間收窄，拖低本集團之整體毛利。家電行業原材料成本亦受到全球供應鏈緊張及美國關稅政策的影響而有所增加；部份原材料如鋼材及電子零部件等成本上調亦對本集團之整體毛利帶來壓力。另一方面，雖然新能源業務於本年度引入更多的融資合作夥伴及優化合作模式去改善毛利率，因其毛利率低於傳統家電業務，作為本集團營收持續增長主力的同時，仍導致本集團整體毛利率受到稀釋。本集團會持續推進對經

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Group's overall gross profit margin. The Group will continue to advance refined management practices of operations and adopt various comprehensive measures such as appropriately adjusting the business portfolio, focusing on sales of its own brand products and the high-end product market, to enhance product gross margins, reduce operating costs and ensure the healthy operation of the enterprise.

Expenses

For the year ended 31 December 2025, the Group's selling and distribution expenses amounted to RMB4,112 million, representing an increase of RMB363 million or 9.7% as compared to RMB3,749 million for the Previous Year. The selling and distribution expenses to revenue ratio for the year ended 31 December 2025 was 5.8%, which unchanged from 5.8% recorded in the Previous Year.

For the year ended 31 December 2025, the Group's general and administrative expenses amounted to RMB1,985 million, representing an increase of RMB178 million or 9.9% compared with RMB1,807 million for the Previous Year. The general and administrative expenses to revenue ratio for the year ended 31 December 2025 was 2.8%, unchanged from 2.8% in the Previous Year.

During the year, the Group continued to allocate appropriate funds to research and develop various high-intelligence, high-quality products to enhance corporate competitiveness. For the year ended 31 December 2025, the Group's research and development expenses amounted to RMB2,071 million, representing a slight decrease of RMB15 million or 0.7% as compared to RMB2,086 million for the Previous Year. The research and development expenses to revenue ratio for the year ended 31 December 2025 was 2.9%, a decrease of 0.3 percentage points from 3.2% in the Previous Year.

LIQUIDITY, FINANCIAL RESOURCES AND CASH FLOW MANAGEMENT

The Group adopts a prudent financial policy to maintain stable financial conditions. As at 31 December 2025, net current assets amounted to RMB8,775 million, representing a decrease of RMB3,613 million or 29.2% as compared to RMB12,388 million as at 31 December 2024. As at 31 December 2025, bank balances and cash amounted to RMB9,294 million, representing an increase of RMB946 million or 11.3% as compared to RMB8,348 million as at 31 December 2024. As at 31 December 2025, pledged and restricted bank deposits amounted to RMB2,976 million, representing a decrease of RMB461 million or 13.4% as compared to RMB3,437 million as at 31 December 2024.

營的精細化管理，採取多種綜合手段如適量調整業務比重、專注在自有品牌銷售及高端產品市場等去提升產品的毛利率，減低企業經營成本，保障企業健康運作。

費用

截至2025年12月31日止年度，本集團之銷售及分銷費用為人民幣4,112百萬元，較上年度的人民幣3,749百萬元增加人民幣363百萬元或9.7%。截至2025年12月31日止年度之銷售及分銷費用與營業額比率為5.8%，較上年度的5.8%維持不變。

截至2025年12月31日止年度，本集團之一般及行政費用為人民幣1,985百萬元，較上年度的人民幣1,807百萬元增加人民幣178百萬元或9.9%。截至2025年12月31日止年度之一般及行政費用與營業額比率為2.8%，較上年度的2.8%維持不變。

本集團於本年度繼續投入適當資金研發不同的高智能優質產品，以提高企業競爭力。截至2025年12月31日止年度，本集團之研發費用為人民幣2,071百萬元，較上年度的人民幣2,086百萬元輕微減少人民幣15百萬元或0.7%。截至2025年12月31日止年度之研發費用與營業額比率為2.9%，較上年度的3.2%減少0.3個百分點。

流動資金、財務資源及現金流量管理

本集團一向秉承審慎的財務政策以維持穩健的財務狀況，於2025年12月31日的淨流動資產為人民幣8,775百萬元，較2024年12月31日的人民幣12,388百萬元減少人民幣3,613百萬元或29.2%；於2025年12月31日的銀行結餘及現金為人民幣9,294百萬元，較2024年12月31日的人民幣8,348百萬元增加人民幣946百萬元或11.3%；於2025年12月31日的已抵押及受限銀行存款合共為人民幣2,976百萬元，較2024年12月31日的人民幣3,437百萬元減少人民幣461百萬元或13.4%。

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The Group secured certain assets against its certain trade facilities and loans granted from various banks. As at 31 December 2025, such secured and restricted assets included bank deposits of RMB2,976 million (as at 31 December 2024: RMB3,437 million), trade receivables and bills receivables of RMB7 million (as at 31 December 2024: RMB149 million), investment properties of RMB1,240 million (as at 31 December 2024: RMB1,291 million), stock of properties of RMB215 million (as at 31 December 2024: RMB1,342 million), as well as certain prepaid lease payments on land use rights, lands and properties and construction in progress in mainland China and Hong Kong, with an aggregate net book value of RMB3,376 million (as at 31 December 2024: RMB3,883 million).

As at 31 December 2025, total bank borrowings and other interest-bearing financial liabilities of the Group amounted to RMB19,511 million (as at 31 December 2024: RMB16,383 million). The equity attributable to owners of the Company amounted to RMB17,479 million (as at 31 December 2024: RMB18,238 million). The debt to equity ratio revealed as 84.6% (as at 31 December 2024: 70.8%).

TREASURY POLICY

The Group's major investments and revenue streams are derived from mainland China. The Group's assets and liabilities are mainly denominated in RMB, others are denominated in Hong Kong dollars, US dollars and Euros. The Group uses general trade financing to fulfil the needs in operating cash flow. In order to reduce finance costs, the Group exploits the currency-based and income-based financial management tools introduced by banks to offset such costs.

Since the second half of 2025, the U.S. Federal Reserve has implemented multiple interest rate cuts, prompting the market to adopt a more cautious outlook on the scope for further rate cuts. In response to foreign exchange rate fluctuations and evolving domestic and overseas interest rate environments, the Group's management maintained a high level of vigilance throughout the year and took proactive measures to strengthen its foreign exchange risk monitoring and assessment mechanisms. The Group flexibly utilised hedging instruments such as forward foreign exchange contracts and swaps, and promptly adjusted its foreign currency asset and liability structure to effectively lock in certain exchange rate risks. Concurrently, the Group continued to optimise cross-border fund management, improving the efficiency of foreign exchange settlement and fund utilisation, thereby safeguarding overall financial stability and operational sustainability.

For the year ended 31 December 2025, the Group recorded a net exchange gain generated from general operations of RMB4 million (for the year ended 31 December 2024: RMB14 million).

本集團以若干資產擔保由不同銀行提供的貿易融資額及貸款。於2025年12月31日，這些已抵押及受限的資產包括銀行存款人民幣2,976百萬元（於2024年12月31日：人民幣3,437百萬元）、應收貿易款項及應收票據人民幣7百萬元（於2024年12月31日：人民幣149百萬元）、投資物業人民幣1,240百萬元（於2024年12月31日：人民幣1,291百萬元）、物業存貨人民幣215百萬元（於2024年12月31日：人民幣1,342百萬元）、以及本集團於中國大陸和香港境內的若干土地使用權之預付租賃款項、土地及物業及在建工程，賬面淨值合共人民幣3,376百萬元（於2024年12月31日：人民幣3,883百萬元）。

於2025年12月31日，本集團的銀行貸款及其他有息金融負債總額為人民幣19,511百萬元（於2024年12月31日：人民幣16,383百萬元）。本公司股權持有人應佔之權益為人民幣17,479百萬元（於2024年12月31日：人民幣18,238百萬元）。負債與股權比率為84.6%（於2024年12月31日：70.8%）。

財資政策

本集團大部分投資及收入來源於中國大陸，主要資產及負債以人民幣結算，其餘部分則以港元、美元及歐元等外幣結算。本集團主要透過一般貿易融資方式滿足營運現金需求，並積極運用銀行提供的貨幣理財產品及收益型理財工具，有效平衡融資成本。

自2025年下半年以來，美聯儲已累計實施多次降息，市場對進一步降息預期趨於謹慎。面對外幣匯率波動及境內外利率環境變化，本集團管理層於本年度一直高度重視並提前佈局，已加強外匯風險監測與評估機制，靈活運用遠期結售匯、掉期等對沖工具，及時調整外幣資產負債配置，有效鎖定部分匯兌風險。同時，持續優化跨境資金管理，提升結匯效率及資金使用效益，保障整體財務穩健與經營可持續性。

截至2025年12月31日止年度一般運營兌換所產生的淨匯兌收益為人民幣4百萬元（截至2024年12月31日止年度：人民幣14百萬元）。

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In addition, the Group still held the following investments during the Reporting Year:

除此之外，本集團於本報告年度內仍持有以下的各項投資：

(a) Unlisted equity securities

As at 31 December 2025, the Group held investments in 89 unlisted companies. The total value (at fair value) of these investments (reflecting the changes in fair value and costs) was RMB3,072 million.

(a) 非上市股權證券

截至2025年12月31日，本集團持有89家未上市公司之投資。該投資的總價值（按公允價值計算）為人民幣3,072百萬元（已反映公允價值與成本變動額）。

(b) Listed equity securities

As of 31 December 2025, the Group held investments in eight (as at 31 December 2024: nine) listed equity securities, details of which are as follows:

(b) 上市股權證券

截至2025年12月31日，本集團持有八項（於2024年12月31日：九項）上市股權證券投資，詳情如下：

Listed company	Shareholding percentage as of 31 December 2025 截至2025年12月31日的股權比例	Value of investment as of 31 December 2025 截至2025年12月31日之投資價值 (RMB million) (人民幣百萬元)	Value of investment as of 31 December 2024 截至2024年12月31日之投資價值 (RMB million) (人民幣百萬元)	Exchange on which the securities are listed	Principal business of the listed company
上市公司				證券上市之交易所	上市公司主營業務
Bank of Gansu Co., Ltd. 甘肅銀行股份有限公司	0.66%	22.0	23.1	The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司	Financial services 金融服務
Amlogic (Shanghai) Co., Ltd.	Nil	-	22.9	Shanghai Stock Exchange	Research, design, development and manufacture of chips 研究、設計、開發和製作晶片
晶晨半導體(上海)股份有限公司				上海證券交易所	
Linklogis Inc. 聯易融科技集團	0.39%	16.9	13.2	The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司	Provide supply chain fintech solutions services 提供供應鏈金融科技解決方案服務
Anhui Coreach Technology Co., Ltd.	0.55%	28.2	43.8	Shenzhen Stock Exchange	Research and development, design, production and sales of optoelectronic systems and technical services 研發、設計、生產、銷售光電系統及技術服務
安徽芯瑞達科技股份有限公司				深圳證券交易所	
Guizhou Zhenhua E-chem Inc.	0.28%	19.9	15.8	Shanghai Stock Exchange	Research and development, design, production and sales of lithium-ion battery cathode materials 研發、設計、生產、銷售鋰離子電池正極材料
貴州振華新材料股份有限公司				上海證券交易所	
Shanghai Anlogic Infotech Co., Ltd.	1.78%	194.0	220.3	Shanghai Stock Exchange	Research, design, development and manufacture of chips 研究、設計、開發和製作晶片
上海安路信息科技有限公司				上海證券交易所	
United Nova Technology Co., Ltd.	0.73%	353.5	40.2	Shanghai Stock Exchange	Research, design, development and manufacture of chips 研究、設計、開發和製作晶片
芯聯集成電路製造股份有限公司				上海證券交易所	
Grand Kangxi Communication Technologies (Shanghai) Co., Ltd.	0.42%	21.9	22.9	Shanghai Stock Exchange	Research, design, development and manufacture of wireless network equipment related chips 研究、設計、開發和製作無線網絡設備相關之晶片
格蘭康希通信科技(上海)股份有限公司				上海證券交易所	
Huitongda Network Co., Ltd.	1.61%	80.6	159.3	The Stock Exchange of Hong Kong Limited	Provide a one-stop supply chain trading and service platform 提供一站式供應鏈交易和服務平台
匯通達網絡股份有限公司				香港聯合交易所有限公司	

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To utilise advantages of products from the smart systems technology products and innovative content services, Skyworth Group opted to invest in business partners in relation to building a smart household platform, aiming to create a new ecosystem for its smart human habitat business.

In addition to the listed equity securities mentioned above, the Group maintains a stable portfolio of listed equity investments. These investments are primarily positioned as medium to long-term strategic allocations, focusing on emerging high-tech sectors such as semiconductors, new materials and advanced equipment, which are either closely aligned with the Group's core business or positioned along the upstream and downstream of the industry chain. Leveraging its deep understanding of these industries, the Group is able to make reasonably sound judgments and conduct effective benchmarking analyses regarding the operating performance of its investee companies.

The aforementioned sectors are all strategic emerging industries prioritised by the PRC government for support and encouragement, offering relatively strong policy backing and substantial long-term growth potential. However, the actual returns on these investments remain subject to uncertainties such as macroeconomic fluctuations, intensifying market competition, and industry cyclical changes. The management will continue to uphold the principle of prudence, regularly review the performance of the investment portfolio, and adaptively implement risk management measures in response to changes in the market environment and the Company's overall strategic needs to safeguard investment value and maximise the Group's overall interests.

SIGNIFICANT INVESTMENTS AND ACQUISITIONS

During the Reporting Year, in order to cope with the increased production scale and improved output ratio of smart products, the Group invested a total of RMB785 million in construction projects, including the expansion of its production plants in Shenzhen, Guangzhou, Huizhou and Qianhai, and RMB870 million for acquisition of other property, plant and equipment. The Group plans to further invest in building properties, plants, office premises and purchasing new equipment, with a view to further increasing productivity, improving operation efficiency for its products, as well as catering for future business needs in the development of smart, diversified and internationalised strategy.

CONTINGENT LIABILITIES

There are individual legal disputes which arise in the ordinary course of business of the Group. The Group is in the course of processing these matters. The directors are of the view that these legal disputes will not have a material adverse impact on the consolidated financial statements of the Group.

為了充分發揮本集團智能系統技術產品與創新內容服務的優勢，創維集團積極布局投資智能家居生態鏈相關的優質合作夥伴，共同構建智能家居產業新生態。

除上述的上市股權投資外，本集團保持穩定之上市股權投資組合。這些投資主要屬於中長期戰略配置，集中於半導體、新材料、新裝備等與本集團業務高度相關或處於產業上下游的新興高科技領域。本集團憑藉對相關行業的深入理解，能夠對被投資公司的經營表現作出較為合理的判斷與對標分析。

上述領域均屬中國政府重點扶持與鼓勵發展的戰略性新興產業，具有較好的政策支持與長期成長潛力。然而，該等投資的實際回報仍可能受到宏觀經濟波動、市場競爭加劇及行業周期性變化等不確定因素影響。管理層將持續秉持謹慎原則，定期審視投資組合表現，並根據市場環境變化及本公司整體戰略需要，靈活採取相應風險管理措施，以保障投資價值與本集團整體利益的最大化。

重大投資及收購

於本報告年度，為了配合生產規模擴大及提高智能產品的產出比例，本集團於深圳、廣州、惠州及前海擴建廠房等工程項目合共耗資人民幣785百萬元，並投資人民幣870百萬元添置其他物業、廠房及設備。而為了進一步提升產能及產品運轉效率和配合智能化、多元化及國際化戰略的部署，本集團計劃繼續投放資金用作物業、廠房及辦公室建設及添置新設備。

或然負債

因本集團經營運作中出現一些個別法務糾紛，本集團正在處理這些事宜。董事認為這些法務糾紛不會對本集團之綜合財務報表構成重大不利影響。

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HUMAN RESOURCES CAPITAL

As at 31 December 2025, the Group had around 29,300 employees (as at 31 December 2024: 30,800) in the PRC (Hong Kong and Macau inclusive) and overseas, among which more than 90% of Skyworth employees are located in business and production locations in various provinces and cities in China, and the rest are stationed in the Hong Kong head office or overseas branches, including Southeast Asian countries, such as the Philippines, Indonesia, Thailand, Vietnam, Malaysia, as well as European and American markets such as Germany, the Netherlands, France, Italy, the United Kingdom and the United States. The Group places high emphasis on fundamental employee benefits, appraisal systems, long-term and short-term incentive schemes, in an effort to motivate and recognise staff with outstanding contributions and performance. The Group allocates substantial resources for staff development, focusing on pre-employment and on-the-job trainings, providing periodical updates on the latest industrial trends, policies and guidelines to improve the quality of human capital. Meanwhile, the Group continues to strengthen the infrastructure of human resources, provides guidance on position titles, salary norms, and gradually establishes a long-term centralised mechanism for the selection, training and development of industry leaders. It also sets up a specified department to enhance the professionalism of general staff and the leadership skills of its senior management.

The Group's remuneration policy is determined with reference to individual performance, functions and conditions of human resources market.

OUTLOOK

Looking back at 2025, the global political and economic landscape remained highly complex and volatile. Multiple uncertainties including heightened geopolitical risks, ongoing tariff disputes, and persistent trade conflicts posed extremely formidable challenges to the Group. In the face of rapidly evolving macroeconomic headwinds, the Group maintained a cautiously optimistic outlook on the market prospects of its industries, while adhering to a prudent management strategy to navigate operational uncertainties and industry competition, thereby extending its resilience. Beyond geopolitical shifts and monetary policy adjustments, advances in AI and the low-carbon green transition have emerged as key drivers reshaping the global market landscape. Driven by China's significant demand for intelligent manufacturing, the digital economy and green and environmentally friendly industries, as well as strong government support policies, the Group leveraging its strengths in manufacturing and technology, upholds the brand philosophy and practice of "Sky-high Ambitions, Boldness in Action". With an open mindset and strong innovation capabilities, and guided by user-oriented demand, the Group follows the technological development concept of "5G + AI + Device" in product development, thereby driving technological innovation across its full product range.

人力資源

於2025年12月31日，本集團於中國（包括香港及澳門）及海外的員工約29,300名（於2024年12月31日：30,800名），其中超過90%的創維員工遍佈在中國各省市的營商及生產地點，餘下的則駐守於香港總辦事處或海外分公司，包括菲律賓、印尼、泰國、越南、馬來西亞等東南亞國家，以及德國、荷蘭、法國、意大利、英國及美國等歐美市場。本集團關注基本僱員福利，並實行考核制度、訂立各項長期及短期的獎勵計劃，以表揚優秀和激勵具業務貢獻的員工。另外，本集團致力投放大量資源於僱員培訓，著重員工職前及在職培訓，並定期向全體員工及時傳達最新行業動向、政策和指引，以提升團隊質素。同時，持續加強本集團人力資源的基礎性建設，指導各產業公司職稱、薪酬規範，及逐步建立集中選拔、培養、培訓產業領袖的長效機制及設立專業部門以提升員工的專業水平及中高層人才領導力。

本集團的薪酬政策是參照個人表現、職能及人力資源市場情況而釐訂。

前瞻

回顧2025年，全球政經環境依然複雜多變，地緣政治風險加劇、持續的關稅爭端及貿易衝突等多個不明朗因素為本集團帶來極其嚴峻的考驗。面對宏觀環境迅速演變的重重挑戰，本集團對所在行業的市場前景依然保持審慎樂觀的態度，同時貫徹謹慎管理策略以應對經營的不確定性及行業競爭，延展堅韌實力。除了政治局勢變遷與貨幣政策調整，AI人工智能技術及低破綠色轉型發展已成為重塑全球市場格局的關鍵驅動力。在中國經濟社會發展對智能製造、數字經濟及綠色環保行業的巨大需求和中國政府扶持政策的大力推動下，本集團憑藉於製造業及科技業的實力底蘊，以「技術創維，敢創敢為」的品牌理念與實踐，以開放的心態和創新力，以用戶需求為導向，遵從「5G+AI+終端」的技術發展思路開發產品，激發全品類產品的科技創新。

Management Discussion and Analysis

管理層討論與分析

Looking ahead to the coming year, the Group will fully leverage its inherent strengths to continuously strengthen research and development and industrial synergy, further enhancing its technological capabilities and core brand competitiveness. AI, as a strategic technology driving a new wave of transformation, serves as a critical engine for advancing high-quality corporate development. The Group began its strategic initiatives in the AI field several years ago, progressing from the accumulation of equipment data to the development of a native AIOS, from building intelligent audio-visual systems to upgrading its full range of products with smart capabilities. The overarching goal is to seamlessly integrate AI into daily life, delivering a more attentive and convenient user experience. The year 2026 marks not only a pivotal moment for AI to reshape industries, but also a significant milestone for Skyworth to redefine user experience through technology and connect globally through its ecosystem. The Group's AI strategy is rooted in positioning technological innovation as the core logic of its operations, leveraging AI to achieve precise product planning and user insights, enabling Skyworth's products to more effectively meet the diverse needs of consumers.

As a photovoltaic company committed to advancing the Double Carbon goals, the Group leverages its brand advantages cultivated over 30 years in the household appliances business to capture key opportunities presented by the green technology transformation. Amid a highly competitive landscape, the Group has demonstrated strong operational resilience and robust expansion momentum. With the rapid growth of domestic photovoltaic power generation, the industry is now poised to explore a broader range of application scenarios. The Group will not only actively extend its new energy industry chain and related businesses, but also proactively invest in green industries, thereby unlocking new value in the transition towards a green economy.

In addition to actively extending the industrial chain across its various business segments, the Group will advance three major transformations: technological advancement, scenario-based evolution, and ecosystem development, while promoting the "Global expansion" of its operations. In 2026, Skyworth and Panasonic officially established a deep strategic cooperation. The two parties will focus on deep collaboration in core areas such as high-end OLED, Mini LED, intelligent system integration and picture quality algorithms, while strengthening the presence in Europe and North America. Upholding rigorous quality standards and a comprehensive service system, the partnership will deliver more innovative and high-quality audio-visual experiences to consumers worldwide. As a pioneer among Chinese enterprises in international expansion, Skyworth's global strategy has evolved from product exports to a dual-drive model of "Technology expansion + Localised ecosystem development". The "Going Global" strategy also represents a key growth direction for Skyworth Photovoltaic. Leveraging the Group's established global brand presence, Skyworth Photovoltaic will enter overseas markets through a model of "Mature business driving emerging business". By tailoring its approach to meet local demands abroad, Skyworth Photovoltaic will develop photovoltaic products and services suited to regional conditions, thereby strengthening its overseas strategic layout and advancing a globally integrated development model, contributing to the worldwide energy transition and the achievement of Double Carbon goals.

展望來年，本集團將充分發揮自身優勢，持續強化研發與產業協同，提升技術水平及品牌核心競爭力。人工智能作為引領新一輪科技變革的戰略性技術，是推動企業高質量發展的重要引擎。本集團早在數年前便開始佈局AI領域，從設備數據的積累到原生AIOS的研發、從影音智能體的打造到全品類產品的智能升級，旨在讓AI真正融入生活，為消費者打造更貼心、更便捷的用戶體驗。2026年，既是AI重塑產業的一年，也是創維以技術重構體驗、以生態連接全球的重要節點。本集團的AI戰略目標是讓科技革新成為經營的底層邏輯，運用AI技術進行精準的產品規劃與用戶洞察，讓創維的產品更有效滿足多元消費者的需求。

與此同時，作為積極響應雙碳目標的光伏企業，本集團憑藉深耕家電業務30多年的品牌優勢，緊握綠色科技變革機遇的關鍵，於競爭激烈的大環境下展現出了較強的經營韌性和拓展勢頭。隨著國內光伏發電量快速增長，光伏行業接下來需要深度挖掘更多應用機會。本集團不僅積極延伸新能源產業鏈及相關業務，還將積極投入綠色產業，解鎖綠色經濟轉型新價值。

本集團除了積極延伸各業務產業鏈，還將推動技術躍遷、場景躍遷和生態躍遷的三大變革，同時推進各業務「出海」。創維與松下於2026年正式達成深度战略合作關係。雙方將聚焦高端OLED、Mini LED、智能系統集成、畫質算法等核心領域深度協同，深耕歐洲、北美市場，堅守嚴苛質量標準與完善服務體系，持續為全球消費者帶來更具創新力與質量的視聽體驗。作為中國企業出海的先行者之一，創維全球化戰略已從產品出口升級為「技術出海+生態本地化」雙軌驅動。「出海」亦是創維光伏未來另一重要拓展方向。創維光伏也將借助本集團全球品牌知名度，以「成熟業務帶動新興業務」的模式走進海外市場。針對海外本地化需求，創維光伏也將因地制宜開發光伏產品與服務，致力完善其海外戰略佈局及推動全球化發展模式，為全球能源轉型和雙碳目標貢獻力量。

Management Discussion and Analysis

管理層討論與分析

Rooted in China while maintaining a global vision, the Group continuously creates value for users and markets across different regions through ongoing technological and product innovation, achieving a diversified product portfolio and sales channel layout while enhancing brand premium capabilities. Looking ahead, the Group will further accelerate its global expansion by optimising the allocation of international resources, deepening cross-border cooperation, and establishing localised teams in key countries and regions to support local business development. Despite rising economic uncertainties, the Group will navigate market challenges with a steady approach and respond to market dynamics with proactive strategies. With a strong emphasis on proprietary technology innovation and high-quality industrial development, the Group will continue to focus on cultivating the high-end market, refining channel layouts, and leveraging forward-looking strategic planning to accelerate globalisation and industrial upgrading through diversified, multi-channel business models. At the same time, the Group will uphold pragmatic and prudent strategies with an open mindset, actively positioning itself in the emerging blue oceans of smart technologies and green industries. It aims not only to lead industry development but also to drive an efficient, intelligent, and green low-carbon transformation, translating these efforts into long-term competitiveness and sustainable growth momentum for the Skyworth Group.

EVENTS AFTER THE REPORTING PERIOD

On 20 January 2026, the Company published an announcement (the “Rule 3.5 Announcement”) in relation to, among other things, the proposal for the delisting of the Company by way of a share buy-back scheme of arrangement under section 99 of the Companies Act 1981 of Bermuda (as amended) (the “Share Buy-back Scheme”) and the distribution of the H shares of Shenzhen Skyworth Photovoltaic Technology Co., Ltd.* (深圳創維光伏科技有限公司) held by the Company (the “Distribution”, collectively with the Share Buy-back Scheme, the “Proposal”). Upon completion of the Proposal, the listing of the shares of the Company on the Main Board of the Stock Exchange will be withdrawn.

The making of the Proposal, and the implementation of the Share Buy-back Scheme and the Distribution, are subject to the satisfaction or waiver (as applicable) of certain pre-conditions, scheme conditions and distribution conditions as set out in the Rule 3.5 Announcement.

For more information on the Proposal, please refer to the Rule 3.5 Announcement and the announcements of the Company dated 20 February 2026 and 20 March 2026.

Save for the above, up to the date of this report, the Group did not have any material events.

本集團立足中國，面向全球，以持續的科技與產品革新為各地區用戶與市場創造價值，實現了產品結構及銷售渠道的多元化佈局和品牌溢價能力的提升。未來，本集團將通過優化全球資源配置、深化國際合作，以及針對不同國家和地區建立本地化團隊以滿足當地業務發展需求，務求不斷加快業務的「出海」步伐。儘管經濟的不明朗因素持續增加，本集團將以沉穩姿態應對市場風浪，以積極策略應對市場變化。本集團高度重視自研技術的創新和產業的高質量發展，未來將繼續耕耘高端市場、優化渠道佈局，並透過前瞻性策略佈局，引領業務以多元化、多渠道模式加速全球化進程與產業升級。同時，我們將一如既往地採取穩健務實的策略與開放的心態，積極佈局智能化及綠色產業新藍海；不僅引領行業發展，更致力於推動高效、智能化、綠色低碳轉型，並將相關成果轉化為創維集團的長期競爭力與可持續發展動能。

報告期後事項

於2026年1月20日，本公司發出公告（「規則3.5公告」），內容有關（其中包括）根據百慕達1981年公司法（經修訂）第99條提出的通過股份回購安排計劃將本公司退市的提議（「股份回購計劃」）以及分配本公司持有的深圳創維光伏科技有限公司的H股（「分派」，與股份回購計劃統稱為「該建議」）。該建議完成後，本公司股份將在聯交所主板退市。

該建議之作出，以及股份回購計劃及分派之實施，須待規則3.5公告中所載之若干先決條件、計劃條件及分派條件達成或（如適用）獲豁免後，方告作實。

有關該建議的更多資料，請參閱規則3.5公告以及本公司日期為2026年2月20日及2026年3月20日的公告。

除上文所述者外，截至本報告日期，本集團並無發生任何重大事項。

DIRECTORS AND SENIOR MANAGEMENT PROFILES

董事及高級管理人員簡介



Directors and Senior Management Profiles

董事及高級管理人員簡介

EXECUTIVE DIRECTORS



Mr. Lin Jin, aged 41, is an Executive Director of the Company and was appointed as the Chairman of the Board on 7 July 2022. Mr. Lin graduated from the University of Toronto with a bachelor degree in applied science. He is currently a director in a number of subsidiaries of the Company, including Shenzhen Coocaa Network Technology Co., Ltd.* (深圳市酷開網絡科技股份有限公司) and Skyworth Digital Co. Ltd., a subsidiary

of the Company and listed on the Shenzhen Stock Exchange (Stock code: 000810.SZ) ("Skyworth Digital"). He is also currently a director (non-executive) of Skywell New Energy Automobile Co., Ltd.* (開沃新能源汽車有限公司) and Skysource (China) Investment Co., Ltd.* (創源天地(中國)投資有限公司) and a number of their respective subsidiaries. Prior to joining the Group in 2011, Mr. Lin worked in MediaTek Inc. as a sales manager from November 2009 to October 2011 and Realtek Semiconductor Corp. as a system development engineer from September 2007 to September 2009. He has more than 10 years of work experience in companies primarily engaged in the business of designing and manufacturing electronics and electronic components. Mr. Lin was awarded the Young Industrialist Awards of Hong Kong by the Federation of Hong Kong Industries in 2021.

Mr. Lin is the son of Mr. Wong Wang Sang, Stephen, the former Non-executive Director and a controlling shareholder of the Company, and Ms. Lin Wei Ping, a current Executive Director. Save and except for the relationship with the Group mentioned above, Mr. Lin does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Lin has interests in the shares of the Company within the meaning of Part XV of the SFO. Please refer to the details of his interests on pages 64 to 77 of this annual report.

執行董事

林勁先生，41歲，為本公司的執行董事，於2022年7月7日獲委任為董事會主席。林先生畢業於多倫多大學獲授予應用科學學士學位。彼現為本公司多間附屬公司之董事，包括深圳市酷開網絡科技股份有限公司及於深圳證券交易所上市之創維數字股份有限公司（「創維數字」，股份代號：000810.SZ）。彼現時亦為開沃新能源汽車有限公司及創源天地（中國）投資有限公司及其若干子公司之董事（非執行）。林先生於2011年加入本集團前，曾於2009年11月至2011年10月期間於聯發科技有限公司擔任銷售經理，並於2007年9月至2009年9月期間於瑞昱半導體有限公司擔任系統研發工程師。林先生於主要從事電子、電子元件設計及製造業務的公司擁有超過10年的工作經驗。林先生於2021年獲香港工業總會頒發香港青年工業家獎。

林先生為本公司前非執行董事及控股股東黃宏生先生及現任執行董事林衛平女士的兒子。除以上所載與本集團之關係外，林先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，林先生擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。其相關權益詳列於本年報第64頁至第77頁內。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Shi Chi, aged 55, is an Executive Director of the Company and was appointed as the Chief Executive Officer of the Company on 30 April 2022. He joined the Group in 2000 and is the chairman of Skyworth Digital, in which Mr. Shi holds 2.41% shareholding. He is also a director of certain subsidiaries of the Company. Mr. Shi is primarily responsible for the Company's daily operation management, promoting the business development and

implementation of strategic plans of the Group.

Mr. Shi graduated from Huazhong University of Science & Technology with a Doctorate degree in Communication and Electronic System and is a senior engineer. Mr. Shi has been participating in numerous national and provincial projects on technological researches, in charge of designing several high-end digital television products and publishing over 20 articles in various professional and science journals. He is the vice president of Shenzhen Software Industry Association. He has served as the vice president of China Radio and TV Equipment Industry Association and the president of Shenzhen Young Science and Technology Talents Association.

Save and except for the relationship with the Group mentioned above, Mr. Shi does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Shi has interests in the shares of the Company within the meaning of Part XV of the SFO. Please refer to the details of his interests on pages 64 to 77 of this annual report.

施馳先生，55歲，為本公司的執行董事，於2022年4月30日獲委任為本公司行政總裁。於2000年加盟本集團，現為創維數字董事長，施先生擁有其中2.41%的股權。彼亦兼任本公司若干附屬公司的董事。施先生主要負責公司日常經營管理、推動本集團的業務發展及策略規劃的落實。

施先生畢業於華科技大學，獲通信與信息系統專業工學博士學位，為正高級工程師。施先生曾參與多項國家及省部科研項目、主持設計多種數字電視高端產品，並在專業及科技刊物上發表論文二十餘篇。施先生現任深圳市軟件行業協會副會長，彼曾任中國廣播電視設備工業協會副會長及深圳市青年科技人才協會會長。

除以上所載與本集團之關係外，施先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，施先生擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。其相關權益詳列於本年報第64頁至第77頁內。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Ms. Lin Wei Ping, aged 68, is an Executive Director, a member of each of the Remuneration Committee and Nomination Committee and a director of certain subsidiaries of the Company. Ms. Lin was appointed as the Executive Chairperson of the Company on 1 April 2013 and resigned on 8 July 2016.

林衛平女士，68歲，執行董事、薪酬委員會成員、提名委員會成員及本公司若干附屬公司董事。林女士於2013年4月1日獲委任為本公司之執行主席，並於2016年7月8日辭任。

Ms. Lin joined the Group in 1993. Ms. Lin was the deputy manager of purchasing department and administration manager in Hong Kong and subsequently, the head of human resources department of the Group, primarily responsible for material purchasing from overseas market and administration and human capital management for certain companies within the Group.

林女士於1993年加盟本集團，林女士曾為香港採購部副經理和行政管理部經理及後來為本集團人力資源部總監，主要負責海外物料採購及本集團內若干公司之行政及人力資源管理工作。

Ms. Lin graduated from South China University of Technology in the PRC with a bachelor degree in electronic engineering. Before joining the Group, Ms. Lin had worked in the Ministry of Information Industry in the PRC as a research engineer.

林女士畢業於中國廣州華南理工大學，獲電子工程學士學位。於加盟本集團之前，林女士曾任中國信息產業部研究所工程師。

Ms. Lin is the spouse of Mr. Wong Wang Sang, Stephen, the former Non-executive Director and a controlling shareholder of the Company and mother of Mr. Lin Jin, the current Chairman of the Board and Executive Director. Save and except for the relationship mentioned above, Ms. Lin does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

林女士為本公司前非執行董事及控股股東黃宏生先生的配偶及現任董事會主席及執行董事林勁先生的母親。除以上所載的關係外，林女士與本公司的其他董事、高級管理人員、主要股東或控股股東並無任何其他關連。

As at 31 December 2025, Ms. Lin has interests in the shares of the Company within the meaning of Part XV of the SFO. Please refer to the details of her interests on pages 64 to 77 of this annual report.

截至2025年12月31日止，林女士擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。其相關權益詳列於本年報第64頁至第77頁內。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Wu Qinan, aged 51, joined the Group since 2010. He was appointed as an executive Director of the Company on 1 February 2025. Mr. Wu is the vice president of Skyworth Group Co., Ltd.* (創維集團有限公司) ("Skyworth Group"), a company established in the People's Republic of China and an indirect wholly-owned subsidiary of the Company, and the general manager and a director of Skyworth Electric Co., Ltd.*

(創維電器股份有限公司), a subsidiary of the Company. Apart from that, Mr. Wu is also a director of certain other subsidiaries of the Company. Mr. Wu graduated from University of Electronic Science and Technology of China with a bachelor degree in physics and electronic science and technology in 1995 and graduated from China Europe International Business School with a master degree in business administration in 2010. Mr. Wu works in the field of consumer electronics for over 20 years, and has extensive working experience in manufacturing management, product planning, marketing and business operations.

Save and except for the relationship with the Group mentioned above, Mr. Wu does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Wu has interests in the shares of the Company within the meaning of Part XV of the SFO. Please refer to the details of his interests on pages 64 to 77 of this annual report.

吳后楠先生，51歲，於2010年加盟本集團。彼於2025年2月1日獲委任為本公司執行董事。吳先生為本公司一間於中華人民共和國成立的間接全資附屬公司創維集團有限公司（「創維集團」）的副總裁及本公司之附屬公司創維電器股份有限公司的總經理及董事。此外，吳先生亦擔任本公司若干其他附屬公司之董事。吳先生於1995年畢業於電子科技大學，獲物理電子技術學士學位，並於2010年畢業於中歐國際工商學院，獲工商管理碩士學位。吳先生於消費類電子領域從業超過20年，在製造管理、產品規劃、市場行銷及企業運營方面擁有豐富經驗。

除以上所載與本集團之關係外，吳先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，吳先生擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。其相關權益詳列於本年報第64頁至第77頁內。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Lam Shing Choi, Eric, aged 54, is the Company Secretary of the Company and he was appointed as an Executive Director on 28 February 2020.

Mr. Lam is mainly responsible for overseeing the finance functions, corporate governance matters and investor relationship of the Group. Mr. Lam joined the Group in March 1998 as the finance manager, and was

responsible for preparing the monthly financial statements. In January 2001, he was transferred to Skyworth Multimedia International Limited (a wholly-owned subsidiary of the Company) as the financial controller, and was in charge of the finance department. From 2006 to 2007, he worked as the financial controller of Skyworth Overseas Development Limited (a wholly-owned subsidiary of the Company) and oversaw the finance department, internal control, financial statements and banking facilities. Mr. Lam then served as the financial controller of Skyworth TV Holdings Limited (a wholly-owned subsidiary of the Company) from 2007 to 2011 and was responsible for the banking facility arrangement and financial reporting of the Group. He has been the financial controller of the TV business unit of the Group since December 2011 and the LCD business unit of the Group since December 2012. He is also a director and/or company secretary of certain subsidiaries of the Company. Mr. Lam graduated from Monash University in Australia with a bachelor's degree of business in accounting and a bachelor's degree of computing in information systems. Mr. Lam is a fellow member of the Hong Kong Institute of Certified Public Accountants and the Certified Practising Accountants Australia. Mr. Lam has over 20 years of working experience in corporate finance, banking and accounting.

Save and except for the relationship with the Group mentioned above, Mr. Lam does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Lam has interests in the shares of the Company within the meaning of Part XV of the SFO. Please refer to the details of his interests on pages 64 to 77 of this annual report.

林成財先生，54歲，為本公司公司秘書及於2020年2月28日獲委任為執行董事。

林先生主要負責監督本集團的財務職能，企業管治事務和投資者關係。林先生於1998年3月加入本集團出任財務經理，負責編製月度財務報表。於2001年1月，他調往本公司之全資附屬公司創維多媒體國際有限公司出任財務總監，負責財務部。於2006年至2007年間，他任職本公司之全資附屬公司創維海外發展有限公司的財務總監，負責監督財務部、內部監控、財務報表及銀行融資事宜。林先生於2007年至2011年間出任本公司的全資附屬公司，創維電視控股有限公司的財務總監，並負責本集團的銀行融資安排及財務報告。他自2011年12月出任本集團彩電事業部及自2012年12月出任液晶事業部財務總監。他亦兼任本公司若干附屬公司董事及／或公司秘書。林先生畢業於澳洲莫納什大學會計商學士學位及電腦訊息系統學士學位。林先生為香港會計師公會以及澳洲會計師公會資深會員。林先生於企業融資、銀行及會計方面累積逾20年的工作經驗。

除以上所載與本集團之關係外，林先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，林先生擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。其相關權益詳列於本年報第64頁至第77頁內。

Directors and Senior Management Profiles

董事及高級管理人員簡介

INDEPENDENT NON-EXECUTIVE DIRECTORS



Mr. Cheong Ying Chew, Henry, aged 78, is an Independent Non-executive Director, the chairperson of Audit Committee, a member of each of the Remuneration Committee and Nomination Committee. He was first appointed as an Independent Non-executive Director on 1 January 2015.

Mr. Cheong holds a Bachelor of Science (Mathematics) degree from Chelsea College, University of London and a Master of Science (Operational Research and Management) degree from Imperial College, University of London. Mr. Cheong has over 40 years of experience in the securities industry.

He is an independent non-executive director of CK Asset Holdings Limited (formerly known as Cheung Kong Property Holdings Limited), CK Infrastructure Holdings Limited (formerly known as Cheung Kong Infrastructure Holdings Limited) and New World Department Store China Limited, all being companies listed in Hong Kong. He is also an independent director of BTS Group Holdings Public Company Limited, a company listed in Thailand, and an executive director and the deputy chairman of Worldsec Limited, a company listed in London.

Save and except for the relationship with the Group mentioned above, Mr. Cheong does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Cheong does not have interests in the shares of the Company within the meaning of Part XV of the SFO.

獨立非執行董事

張英潮先生，78歲，為獨立非執行董事、審核委員會主席、薪酬委員會及提名委員會之成員。彼於2015年1月1日獲委任為獨立非執行董事。

張先生持有倫敦大學Chelsea College的理學(數學)學士學位及倫敦大學Imperial College的理學(營運研究及管理學)碩士學位。張先生於金融證券行業有超過40年之經驗。

張先生出任其他香港上市公司包括長江實業集團有限公司(前稱長江實業地產有限公司)、長江基建集團有限公司及新世界百貨中國有限公司之獨立非執行董事。彼亦為泰國上市公司BTS Group Holdings Public Company Limited之獨立董事，以及倫敦上市公司Worldsec Limited之執行董事兼副主席。

除以上所載與本集團之關係外，張先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，張先生沒擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Hung Ka Hai, Clement, aged 70, is an Independent Non-executive Director, the chairperson of Nomination Committee, a member of each of the Audit Committee and Remuneration Committee. He was appointed as an Independent Non-executive Director on 18 March 2020.

Mr. Hung obtained a bachelor of arts degree from the University of Lincoln (formerly known as University of Huddersfield), United Kingdom in 1980. Mr. Hung had served Deloitte China for 31 years where he had assumed various leadership roles, including the managing partner of Deloitte Shenzhen office and Guangzhou office, before he took up the chairman role of Deloitte China from 2014 to 2016. He was also a member of the China management team of Deloitte China. Mr. Hung had also assumed the role of the southern audit leader and the deputy managing partner of the southern region of China (including Hong Kong, Macau, Shenzhen, Guangzhou, Xiamen and Changsha). He was also a board member of Deloitte Global. In June 2016, he retired from Deloitte China.

Mr. Hung served as the Guangzhou Institute of Certified Public Accountants consultant from 2004 to 2014. During the period between 2006 and 2011, he also served as a member of the Political Consultative Committee of Luohu District, Shenzhen. After his retirement as the chairman of Deloitte China, he was appointed as an expert consultant of the Ministry of Finance in the People's Republic of China. Mr. Hung is a life member of The Institute of Chartered Accountants in England and Wales.

Mr. Hung is serving as a director of each of the following listed companies whose issued shares are listed on the Stock Exchange:

- an independent non-executive director of Starjoy Wellness and Travel Company Limited (formerly known as Aoyuan Healthy Life Group Company Limited) (stock code: 3662) since 22 February 2019;
- an independent non-executive director of China East Education Holdings Limited (stock code: 667) since 25 November 2018;
- an independent non-executive director of XinKong International Capital Holdings Limited (formerly known as Huarong International Financial Holdings Limited) (stock code: 993) since 13 December 2019;

洪嘉禧先生，70歲，為獨立非執行董事、提名委員會主席、審核委員會及薪酬委員會之成員。彼於2020年3月18日獲委任為獨立非執行董事。

洪先生於1980年在英國林肯大學（前稱赫德斯菲爾德大學）取得文學學士學位。洪先生曾經服務德勤中國31年，彼於2014年至2016年擔任德勤中國主席一職前曾擔任不同的領導職位，包括德勤深圳辦公室及廣州辦公室之辦公室主管合夥人。彼亦曾經為德勤中國之中國管理團隊成員。洪先生亦曾出任華南區審計主管兼華南區副主管合夥人（地區包括：香港、澳門、深圳、廣州、廈門及長沙）。彼亦曾任德勤國際的董事會成員。彼於2016年6月於德勤中國退任。

洪先生於2004年至2014年擔任廣州註冊會計師協會顧問。於2006年至2011年期間，彼亦曾出任深圳市羅湖區政治協商委員會委員。於彼退任德勤中國之主席職務後，獲中國財政部委任為諮詢專家。洪先生為英格蘭及威爾斯特許會計師公會之終身會員。

洪先生目前擔任下列上市公司（其股份均於聯交所上市）的董事：

- 自2019年2月22日起擔任星悅康旅股份有限公司（前稱奧園健康生活集團有限公司，股份代號：3662）的獨立非執行董事；
- 自2018年11月25日起擔任中國東方教育控股有限公司（股份代號：667）的獨立非執行董事；
- 自2019年12月13日起擔任信控國際資本有限公司（前稱華融國際金融控股有限公司，股份代號：993）的獨立非執行董事；

Directors and Senior Management Profiles

董事及高級管理人員簡介

- an independent non-executive director of Capital Estate Limited (stock code: 193) since 12 April 2024; and
- an independent non-executive director of Finsoft Financial Investment Holdings Limited (stock code: 8018) since 1 April 2025.

With effect from 18 July 2022, Mr. Hung has been appointed as an independent supervisor of the supervisory committee of Ping An Insurance (Group) Company of China, Ltd. whose shares are both listed on the Stock Exchange (stock code: 2318) and Shanghai Stock Exchange (stock code: 601318).

Mr. Hung was an independent non-executive director of SY Holdings Group Limited (stock code: 6069, the listing of the shares of which has been transferred to the Main Board from the GEM of the Stock Exchange (stock code: 8469) from 24 October 2019) from 19 June 2017 to 15 July 2022. He was an independent non-executive director of Tong Tong AI Social Group Limited (formerly known as Gome Finance Technology Co., Ltd.) (stock code: 628) from 31 October 2016 to 12 December 2023. He was an independent non-executive director of JX Energy Ltd. (formerly known as Persta Resources Inc.) (stock code: 3395) from 1 August 2023 to 24 December 2024. He was a non-executive director of High Fashion International Limited (stock code: 608) from 1 December 2017 to 1 January 2025. He was an independent non-executive director of China Strategic Technology Group Limited (formerly known as USPACE Technology Group Limited) (stock code: 1725) from 16 July 2021 to 30 June 2025.

Save and except for the relationship with the Group mentioned above, Mr. Hung does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Hung does not have interests in the shares of the Company within the meaning of Part XV of the SFO.

- 自2024年4月12日起擔任冠中地產有限公司(股份代號：193)的獨立非執行董事；及
- 自2025年4月1日起擔任匯財金融投資控股有限公司*(股份代號：8018)的獨立非執行董事。

自2022年7月18日起，洪先生獲委任為中國平安保險(集團)股份有限公司的監事會外部監事，該公司的股份均在聯交所上市(股份代號：2318)及上海證券交易所上市(股票代碼：601318)。

洪先生於2017年6月19日至2022年7月15日擔任盛業控股集團有限公司(股份代號：6069，該公司股份於2019年10月24日由聯交所GEM上市(股份代號：8469)轉為主板上市)的獨立非執行董事。彼於2016年10月31日至2023年12月12日擔任通通AI社交集團有限公司(前稱國美金融科技有限公司，股份代號：628)的獨立非執行董事。彼於2023年8月1日至2024年12月24日擔任吉星新能源有限責任公司*(前稱Persta Resources Inc.，股份代號：3395)的獨立非執行董事。彼於2017年12月1日至2025年1月1日擔任達利國際集團有限公司(股份代號：608)的非執行董事。彼於2021年7月16日至2025年6月30日擔任中國技術集團有限公司(前稱洲際航天科技集團有限公司，股份代號：1725)的獨立非執行董事。

除以上所載與本集團之關係外，洪先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，洪先生沒擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Sun Wei Yung, Kevin, aged 53, is an Independent Non-executive Director, the chairperson of Remuneration Committee, a member of each of the Audit Committee and Nomination Committee. He was appointed as an Independent Non-executive Director on 28 September 2025.

Mr. Sun, a great-great-grandnephew of Dr. Sun Yat-sen, is a member of the fifth generation of Dr. Sun Yat-sen's family. As informed by Mr. Sun, Mr. Sun received his Bachelor of Science degree from Cornell University School of Hotel Administration in 1994 and has over 30 years of experience in the travel and hospitality industry. From 1999 to 2008, Mr. Sun served as assistant vice president of customer service, director of project development and vice president of consulting services in the business units of Associated International Hotels Limited (stock code: 0105), CK Asset Holdings Limited (stock code: 1113), and The Wharf (Holdings) Limited (stock code: 0004), which are companies listed on the Main Board of the Stock Exchange. Mr. Sun founded and established Prolink Hotel Development Limited and Prolink Development Company Limited in 2009 and 2021, respectively, which is principally engaged in the preliminary planning of the tourism and hotel projects, asset management, financial analysis, research and evaluation. Mr. Sun has been appointed as an independent non-executive director of SY Holdings Group Limited (stock code: 6069) since 15 October 2024. He has been appointed as an independent non-executive director of Standard Robots (Wuxi) Co., Ltd. since 14 May 2025.

Mr. Sun has been active in public service for many years. Currently Mr. Sun is serving as the Hong Kong Deputy to the 14th National People's Congress of the People's Republic of China, the executive vice president of Hong Kong Association for Promotion of Peaceful Reunification of China Limited, the director of China Overseas Friendship Association, the vice president of Hong Kong China Friendship Association, the councilor of China Soong Ching Ling Foundation, the vice president of Hong Kong Rosamond Foundation Company Limited, the honorary president of Federation of Hong Kong Zhong Shan Community Organisations Limited, the honorary president of Hong Kong Ningxia Federation of Association.

Save and except for the relationship with the Group mentioned above, Mr. Sun does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

As at 31 December 2025, Mr. Sun does not have interests in the shares of the Company within the meaning of Part XV of the SFO.

孫偉勇先生，53歲，為獨立非執行董事、薪酬委員會主席、審核委員會及提名委員會之成員。彼於2025年9月28日獲委任為獨立非執行董事。

孫先生為孫中山先生玄侄孫，是孫中山先生家族第五代成員。根據孫先生所告知，孫先生於1994年取得美國康奈爾大學酒店行政管理學院理學士學位，擁有超過30年的旅遊、酒店行業管理經驗。1999-2008年，孫先生在聯交所主板上市的凱聯國際酒店有限公司（股份代號：0105）、長江實業集團有限公司（股份代號：1113）、九龍倉集團有限公司（股份代號：0004）旗下的業務板塊擔任顧客服務副總監、項目拓展總監以及顧問諮詢業務副總裁等職務。孫先生分別於2009年及2021年創辦和成立普霖酒店發展有限公司和普聯發展有限公司，主要從事旅遊及酒店項目的前期籌建規劃、資產管理、財務分析研究與評估等工作。孫先生自2024年10月15日起擔任盛業控股集團有限公司（股份代號：6069）的獨立非執行董事。彼於2025年5月14日起擔任斯坦德機器人（無錫）股份有限公司的獨立非執行董事。

孫先生多年積極參與社會公職服務。目前擔任第十四屆港區全國人民代表大會代表、中國和平統一促進會香港總會常務副會長、中華海外聯誼會常務理事、香港中華聯誼會副會長、中國宋慶齡基金會理事、香港宋慶齡基金副會長、香港中山社團總會榮譽會長，香港寧夏社團聯會榮譽會長等職務。

除以上所載與本集團之關係外，孫先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

截至2025年12月31日止，孫先生沒擁有符合《證券及期貨條例》第XV部份定義的本公司相關股份的權益。

Directors and Senior Management Profiles

董事及高級管理人員簡介

SENIOR MANAGEMENT



Mr. Wu Wei, aged 59, joined the Group in May 1997. Mr. Wu is a professor-level engineer who graduated from ShanghaiTech University with a bachelor degree in radio electronics. From May 1997 to January 2005, Mr. Wu served as deputy chief engineer and chief engineer of Shenzhen Chuangwei-RGB Electronics Co., Ltd.; from January 2005 to February 2009, he worked as vice president of Skyworth Multimedia (Overseas) Company

Limited and general manager of its Research Centre; Mr. Wu was appointed as chief engineer of the TV business unit since February 2009, and he has been serving as chief engineer of Skyworth Group since 2017. Mr. Wu is the director of Skyworth Group since 2021.

Mr. Wu personally owns 13 authorised patents for invention and has published 8 theses on national publications. He presided and participated in the implementation of a number of China's key national programmes, including the project of core electronic components, high-end general use chips and basic software products, the 863 Programme, the Key Technologies R&D Programme, as well as electronics funds under the Ministry of Industry and Information Technology. In total, Mr. Wu has contributed 1 State Scientific & Technological Progress Award (First Class), 6 Guangdong Province Science & Technology Awards, and 8 Shenzhen Municipality Scientific & Technological Progress Awards for the Group.

Mr. Wu is a member of the National Standardisation Technical Committee for Audio, Video & Multimedia System and Equipment, the deputy director of Zhongguancun Audio-Visual Industry Technology Innovation Alliance, and a member of China's Expert Committee of Supplier Alliance for Smart Manufacturing Solutions. He is also head of the Guangdong Provincial Research Centre of Engineering Technology for Ultra-HD Display, a member of the Guangdong Provincial "Expert Panel for the Promotion of 4K Application & Sector Development", director of the Guangdong Provincial Standardisation Technical Committee for Green Manufacturing of Electrical & Electronic Products, and secretary general of the Shenzhen Municipality Alliance for Industry Standards of Smart TV.

Save and except for the relationship with the Company as mentioned above, Mr. Wu does not have any relationship with any director, senior management, substantial shareholder or controlling shareholders of the Company.

高級管理人員

吳偉先生，59歲，於1997年5月加入本集團。吳先生於上海科學技術大學無線電專業本科畢業，並為教授級高級工程師。於1997年5月至2005年1月期間任職深圳創維—RGB電子有限公司副總工程師及總工程師；於2005年1月至2009年2月任職創維多媒體（海外）有限公司副總裁兼研發中心總經理；於2009年2月起任職彩電事業本部總工程師，及於2017年起任職創維集團總工程師。吳先生於2021年在創維集團擔任董事職務。

吳先生個人擁有13項授權發明專利，發表了8篇國家級刊物論文，曾主持及參與國家核高基、863計劃、科技支撐計劃、工信部電子基金等多項國家重大專案的實施。並為本集團取得1項國家科技進步一等獎、6項廣東省科學技術獎勵，及8項深圳市科技進步獎勵。

吳先生是全國音視頻標準化技術委員會委員、中關村視聽產業創新聯盟副理事長、中國智能製造系統解決方案供應商聯盟專家委員會委員、廣東省超高清晰度顯示工程技術研究中心主任、廣東省「推動4K應用與產業發展專家組」成員之一、廣東省電器電子產品綠色製造標準化技術委員會理事長、深圳市智能電視產業標準聯盟秘書長。

除以上所載與本公司之關係外，吳先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

Directors and Senior Management Profiles

董事及高級管理人員簡介



Mr. Ying Yiming, aged 50, is the financial controller of the Company.

Mr. Ying graduated from Hubei Normal University in the People's Republic of China majoring in Computer Accounting. He is a PRC accountant and a non-executive member of The Chinese Institute of Certified Public Accountants, and has over 25 years of experience in accounting and financial

management. Mr. Ying joined the Group in 2000 and has been the director and financial controller of Skyworth Mobile Communication Technology (Shenzhen) Co., Ltd.* (創維移動通信技術(深圳)有限公司), and head of the Accounting Department (PRC Division) and director of the Finance and Operations Management Department of Skyworth Group. Mr. Ying is currently the head of the Information Technology Department of Skyworth Group, and director of certain subsidiaries of the Company including Skyworth Digital, Skyworth Group, Skyworth Group Finance Co., Ltd.* (創維集團財務有限公司) and Shenzhen Skyworth Photovoltaic Technology Co., Ltd.* (深圳創維光伏科技有限公司).

Save and except for the relationship with the Company as mentioned above, Mr. Ying does not have any relationship with any Director, senior management, substantial shareholder or controlling shareholder of the Company.

應一鳴先生，50歲，為本公司財務總監。

應先生於中華人民共和國湖北師範學院計算機會計專業大學畢業。彼為中國會計師及中國註冊會計師協會非執業會員，於會計及財務管理領域擁有逾25年的經驗。應先生於2000年加入本集團，歷任創維移動通信技術(深圳)有限公司董事兼財務總監，以及創維集團(中國區域)會計部主管及財務與經營管理部總監。應先生現兼任創維集團信息中心主任，並在本公司若干附屬公司(包括創維數字、創維集團、創維集團財務有限公司及深圳創維光伏科技有限公司)擔任董事職務。

除以上所載與本公司之關係外，應先生與本公司的其他董事、高級管理人員、主要股東或控股股東概無任何關係。

DIRECTORS' REPORT

董事會報告



Directors' Report

董事會報告

The directors of the Company (the "Directors") are pleased to present the annual report and the audited consolidated financial statements of the Group for the financial year ended 31 December 2025 (hereinbelow also referred to as the Reporting Year).

PRINCIPAL ACTIVITIES

The Company is an investment holdings company. The Group, comprising the Company and its subsidiaries, is principally engaged in manufacture and sales of smart TV, home access systems, photovoltaic products, smart white appliances, intelligent manufacturing, internet value-added services, property development, property holding, modern services and trading of other products. Details of the principal activities of the principal subsidiaries, associates and joint ventures of the Group are set out in notes 45 and 21 of the consolidated financial statements, respectively.

BUSINESS REVIEW

A review of the business of the Group for the Reporting Year, including the discussion on the principal risks and uncertainties facing the Group, important events affecting the Group that have occurred since the end of the Reporting Year and an indication of the likely future developments, is set out in the "Chairman's Statement" on pages 3 to 13 and "Management Discussion and Analysis" on pages 15 to 43 of this report. The above discussions form part of this Directors' Report. Details about the Group's financial risk management are set out in note 43 to the consolidated financial statements. An analysis of the Group's performance for the Reporting Year using financial key performance indicators is set out in the "Financial Highlights" on page 2 and "Management Discussion and Analysis" on pages 15 to 43 of this report.

RESULTS AND APPROPRIATIONS

The results of the Group for the Reporting Year are set out in the consolidated statement of profit or loss and other comprehensive income on pages 124 to 125 of this report.

The board of Directors (the "Board") has determined not to declare any final dividend for the Reporting Year with a view to preserving cash for the Group's development and corporate planning (2024: Nil). The Company constantly monitors and reviews the Group's operations. It may therefore utilise cash for development and expansion of its operations and businesses. Subject to the then prevailing market conditions, the Company may utilise cash to conduct corporate exercise including share buy-back which the Directors will only conduct in accordance with the applicable laws and regulations and if it is in the interest of the Company and its shareholders as a whole.

本公司董事（「董事」）欣然提呈本集團截至2025年12月31日止年度（以下亦稱為本報告年度）之年報及經審核之綜合財務報表。

主要業務

本公司乃一間投資控股公司。本集團（包括本公司及其附屬公司）主要從事生產及銷售智能電視、家庭接入系統、光伏產品、智能白家電產品、智能製造、互聯網增值服務、物業發展、持有物業、現代服務及買賣其他產品。本集團各主要附屬公司、聯營公司及合資企業之主要業務詳情分別刊載於綜合財務報表附註45及21。

業務回顧

有關本集團於本報告年度的業務回顧，包括有關本集團所面臨的主要風險和不確定因素的討論，自本報告年度結束後發生並影響本集團業務之重大事項，以及可能發生的未來發展揭示，詳情可參閱本報告第3至13頁的「主席報告」及第15至43頁的「管理層討論與分析」部份。上述部份構成本董事會報告的一部份。本集團的財務風險管理詳情刊載於綜合財務報表附註43。於本報告年度內使用財務關鍵表現指標對本集團業務進行的分析已載於本報告第2頁的「財務摘要」及第15至43頁的「管理層討論與分析」部份。

業績及分配

本集團於本報告年度之業績刊載於本報告第124至125頁之綜合損益及其他全面收入表內。

董事會（「董事會」）不建議就本報告年度派發末期股息，以保留現金以用於本集團的發展和企業規劃（2024年：無）。本公司不斷監控和審查本集團的運營。因此，可能會動用現金來發展和擴展其經營和業務。在合適的市場條件下，本公司可能動用現金進行企業活動（包括股票回購），董事會僅根據適用的法律和法規進行企業活動，並確保企業活動符合本公司及股東的利益。

Directors' Report

董事會報告

DIVIDEND POLICY

The Company has adopted a dividend policy, pursuant to which the Company may from time to time in general meeting declare dividends in any currency to be paid to the shareholders of the Company, but no dividend shall be declared in excess of the amount recommended by the Board. The Board may from time to time pay to the shareholders of the Company such interim dividends as appear to the Board to be justified by the profits of the Company.

The proposed dividend payout as determined by the Board at the time of declaration of dividend would depend on, among other matters, the distributable profits, cash flow, liquidity and financial position, current and future operations, capital requirements and surplus of the Company, as well as dividends received from Company's subsidiaries and associates. The payment of dividend is also subject to any restrictions under Bermuda laws and the Company's bye-laws.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to promoting long term environmental sustainability and creating sustainable value for stakeholders by providing safe, reliable and high-quality products and services that satisfy our customers. We strive to encourage higher awareness of environmental conservation at our workplace. The Group established a Corporate Social Responsibility Policy which defines our long-term approach to specific issues in four key aspects: Workplace, Environment, Operating Practices and Community, which is instrumental in enabling our business to operate in a sustainable manner.

The Group strives to achieve the foregoing environmental objectives by minimising the environmental impact concerning its daily business operations and promoting environmental protection in the supply chain and workplace. We aspire to reduce pollutions, emissions and wastes, increase recycling and minimise energy consumption by continually improving our environmental management policies and practices and educating our employees to adopt environmentally responsible behaviour.

The Group always cherishes natural resources and believes that business expansion and minimisation of the consumption of natural resources can co-exist. In relation to the efficient use of resources, the Group has introduced various energy efficiency strategies and measures including implementation of energy-saving machines, installation of eco-friendly lighting system, and reduction of water and paper consumption.

To ensure that our actions and initiatives are effective and relevant, the Board regularly reviews our environmental, social and governance strategy and monitor our progress in achieving such objectives.

股息政策

本公司已採納股息政策，據此，本公司在股東大會可不時宣佈以任何貨幣向本公司股東派發股息，惟股息額不得超過董事會建議宣派的數額。董事會可不時向股東派付其鑑於本公司溢利認為充份的中期股息。

建議的股息由董事會在宣派股息時決定，股息乃取決於（其中包括）本公司的可分派利潤、現金流、流動資金及財務狀況、現時及未來營運，資本要求及本公司的盈餘。同時，亦取決於從本公司的子公司和聯營公司收到的股息。惟支付股息亦需受到百慕達法律和本公司的公司細則限制。

環境政策及表現

本集團致力於促進長遠環境可持續性，並提供安全、可靠和高質量的產品及服務，以滿足我們的客戶及為持份者創造持續性的價值。我們致力提高工作環境的環保意識。本集團已建立「企業社會責任政策」，該政策規劃了本集團於四大主要範疇（工作環境、環境、營運慣例及社會）的長期策略，此等策略有助我們的業務以可持續的方式運作。

本集團務求完成上述環境目標，盡力減低因我們日常業務運作對環境造成的影響，並在供應鏈及工作環境方面倡導環保意識。我們通過不斷改進集團環保管理政策及慣例，並教育僱員採取對環保負責任的行為，致力減少污染、排放及廢物，以及增加循環再用及減低能源消耗。

本集團一直珍惜天然資源，並認為擴充業務及減少消耗天然資源是可以並存。為了促進資源有效地利用，本集團積極推行多項能源使用效益策略及措施，包括使用節能機器、安裝環保照明系統及減少用水和紙張消耗。

為確保有關行動及舉措行之有效且合乎實際，董事會定期檢討本集團的環境、社會及管治策略，同時監察在完成有關目標方面取得的進展。

Directors' Report

董事會報告

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

During the Reporting Year, the Group has complied with the relevant laws and regulations that have significant impact on the operations of the Group.

On the corporate level, the Company and all of its subsidiaries have complied with the relevant laws of their respective place of incorporation and the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") and the Securities and Futures Ordinance (the "SFO") where they are applicable. The Group has adopted its own code of conduct regarding securities transactions by Directors (the "Code of Conduct") on terms no less exacting than the required standard set out in the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules (the "Model Code").

In relation to human resources, the Group is committed to complying with the requirements of the Personal Data (Privacy) Ordinance, the Employment Ordinance, the Minimum Wage Ordinance and ordinances relating to disability, gender, family status and race discrimination, as well as occupational safety of employees of the Group, so as to safeguard the interests and well-being of its employees.

RELATIONSHIP WITH KEY STAKEHOLDERS

(a) Employees

The Group believes that employees are the primary force in driving its business growth and considers them to be the most valuable assets of a company and strives to help its employees achieve their full potential both personally and professionally. We promote team spirit and offer various training programmes to help improve the competency, work skills, expertise and performance of employees. The training programmes also help employees raise awareness on environmental issues and workplace discrimination to improve their understanding of the strategies and policies of the Group.

(b) Customers

The Group strives to achieve corporate sustainability in providing quality products and services to its customers. We have established strict quality control to ensure continuous improvement of product quality by conducting regular market surveys to gain market insights and feedback.

(c) Suppliers

The Group has established a well-governed supplier selection and evaluation system. We adhere to open, fair and transparent criteria in selecting suppliers and carry out long-term monitoring of suppliers' quality and conduct regular reviews of all suppliers to ensure they can meet the requirements, values and expectations of the Group.

遵守法例及法規

於本報告年度內，本集團一直遵守對本集團營運構成重大影響的相關法律及法規。

在企業層面方面，本公司及所有附屬公司均已遵守各自註冊成立所在地的相關法律及香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）及證券及期貨條例（「證券及期貨條例」）（如適用）。本集團已採納有關董事證券交易的操守準則（「操守準則」），操守準則的條款不比上市規則附錄C3所載之上市發行人董事進行證券交易的標準守則（「標準守則」）所訂的標準寬鬆。

在人力資源方面，本集團一直遵守個人資料（私隱）條例、僱傭條例、最低工資條例，以及有關殘疾、性別、家庭狀況、種族歧視及本集團僱員職業安全的條例，以保障僱員的利益及福利。

與主要持份者的關係

(a) 僱員

本集團相信僱員是推動業務增長的主要動力，將其視為公司最寶貴的資產，並竭力協助僱員充分發揮個人與專業潛能。我們促進團隊精神，提供各種培訓計劃幫助員工改善有關能力、工作技巧、專業知識及表現。培訓計劃亦有助提高僱員對環境問題及職場歧視的意識，藉此提高他們對本集團策略及政策的認識。

(b) 客戶

本集團致力透過為客戶提供優質產品及服務以實現企業可持續發展。為確保持續提升產品質素，我們已建立嚴格的質量控制，透過定期市場調查加深對市場行情的了解及取得反饋。

(c) 供應商

本集團已就選擇供應商設立了良好的規管及評估機制。我們堅持以公開、公平和透明的標準選擇供應商，並長期監控供應商的質素及對所有供應商進行定期審查，以確保他們符合本集團的要求、價值和期望。

Directors' Report

董事會報告

(c) Shareholders and Investors

The Group has in place an effective corporate communication system which provides transparent, regular and timely public disclosures to its shareholders and investors. We believe that the accurate and timely information disclosure can facilitate constructive feedback and ideas that are beneficial for investor relations and future corporate development.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the past 5 financial years is set out on page 250 of this report.

PROPERTY, PLANT AND EQUIPMENT

During the Reporting Year, the Group incurred approximately RMB785 million in production plants construction at various locations within the People's Republic of China (the "PRC").

The Group acquired additional plant and machinery at a cost of approximately RMB478 million for the expansion of existing production facilities and setting up of new production facilities. Details of these and other movements in the property, plant and equipment of the Group during the Reporting Year are set out in note 16 to the consolidated financial statements.

EQUITY-LINKED AGREEMENTS

Save for the share award schemes of the Company disclosed in the section headed "Directors' Interests and Short Positions in Shares and Awarded Shares" below and note 34 to the consolidated financial statements, no equity-linked agreement was entered into by the Company during the Reporting Year or subsisted at the end of the Reporting Year.

SHARE CAPITAL

Details of the movements in the share capital of the Company during the Reporting Year are set out in note 32 to the consolidated financial statements.

SHARE PREMIUM AND RESERVES

Details of movements in the share premium and reserves of the Group during the Reporting Year are set out in the "Consolidated Statement of Changes in Equity" on pages 128 to 129 of this report.

DISTRIBUTABLE RESERVES OF THE COMPANY

The Company's reserves available for distribution to shareholders of the Company as at 31 December 2025 amounted to approximately RMB3,996 million (2024: RMB2,832 million).

Details of the distributable reserves of the Company during the Reporting Year are set out in note 47 to the consolidated financial statements.

(d) 股東及投資者

本集團設有有效的企業傳訊制度，提供具透明度、定期和及時的公開披露予股東及投資者。我們相信準確和及時的信息披露可促進建設性的反饋及意見，對投資者關係有所裨益，並有助未來企業發展。

五年財務概要

本集團於過去5個財政年度之業績、資產及負債概要刊載於本報告第250頁。

物業、廠房及設備

於本報告年度內，本集團斥資約人民幣785百萬元發展位於中華人民共和國（「中國」）不同地區之生產廠房。

本集團為擴充現有生產設施及建立新生產設施，斥資約人民幣478百萬元添置新設備及機器。上述事項及本集團物業、廠房及設備於本報告年度內之變動詳情刊載於綜合財務報表附註16。

股票掛鈎協議

除於下文「董事於股份及獎勵股份之權益及淡倉」中及於綜合財務報表附註34中所披露之本公司股份獎勵計劃外，本公司概無於本報告年度內訂立或於本報告年度結束時仍然有效之任何股票掛鈎協議。

股本

於本報告年度內，本公司股本之變動詳情刊載於綜合財務報表附註32。

股份溢價及儲備

於本報告年度內，本集團股份溢價及儲備之變動詳情刊載於本報告第128至129頁之綜合權益變動表。

本公司之可供分派儲備

於2025年12月31日，本公司之可供分派予本公司股東的儲備約人民幣3,996百萬元（2024年：人民幣2,832百萬元）。

於本報告年度內，本公司之可供分派儲備詳情刊載於綜合財務報表附註47。

Directors' Report

董事會報告

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's bye-laws, or the laws of Bermuda, which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders of the Company.

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

During the Reporting Year, the Board considered that repurchases of Shares would lead to an enhancement of the earnings per Share and overall shareholders return, thus the Company has purchased a total of 342,206,688 Shares of the Company on the Stock Exchange at an aggregate consideration of approximately HK\$1,064.25 million (excluding expenses). 944,000 Shares were cancelled as of 13 January 2025 and 341,262,688 Shares were cancelled as of 17 June 2025. As at 31 December 2025, the total number of Shares in issue was 1,892,004,732.

Details of the repurchase are summarised as follows:

Month of repurchase 購回月份		Total number of Shares repurchased 購回股份總數	Consideration per Share 每股代價		Aggregate consideration paid 支付代價總額
			Highest price 最高價 (HK\$) (港幣)	Lowest price 最低價 (HK\$) (港幣)	(HK\$) (港幣)
January 2025	2025年1月	944,000	3.10	3.10	2,926,400.00
June 2025 (Note a)	2025年6月(附註a)	341,262,688	3.11	3.11	1,061,326,959.68
Total	總計	342,206,688	-	-	1,064,253,359.68

Note:

(a) Please refer to the section below headed "Conditional Cash Offer to Buy-back up to 350,000,000 Shares at HK\$3.11 Per Share" for details.

Save as disclosed above, neither the Company, nor any of its subsidiaries purchased, redeemed or sold any of the Company's listed securities (including treasury shares, if any) during the Reporting Year. During the Reporting Year, the Company did not hold any treasury shares (has the meaning ascribed to it under the Listing Rules).

優先認購股份之權利

本公司之公司細則或百慕達之法例並無賦予任何本公司現有股東優先認購股份之權利(即准許本公司向現有股東按比例發售新股份)。

購入、出售或贖回本公司之上市證券

於本報告年度內，董事會認為購回股份可提高每股股份之盈利價值及整體股東回報，因此本公司於聯交所購入合共342,206,688股股份，總代價約為港幣1,064.25百萬元(不包括開支)。944,000股股份已於2025年1月13日被註銷及341,262,688股股份已於2025年6月17日被註銷。於2025年12月31日，已發行股份總數為1,892,004,732股。

有關購回詳情概述如下：

附註：

(a) 詳情請參閱下文「有條件現金要約按每股股份港幣3.11元回購最多達350,000,000股股份」部分。

除上文披露外，本公司及其附屬公司於本報告年度內概無購買、贖回或出售任何本公司之上市證券(包括庫存股份，如有)。於本報告年度內，本公司沒有持有任何庫存股份(具有上市規則所賦予之涵義)。

Directors' Report

董事會報告

MAJOR CUSTOMERS AND SUPPLIERS

During the Reporting Year, the aggregate revenue attributable to the Group's 5 largest customers accounted for 29.0% of the Group's total revenue. The aggregate purchase attributable to the Group's 5 largest suppliers accounted for 11.2% of the Group's total purchase and the purchase attributable to the Group's largest supplier was 3.6% of the total purchases.

None of the Directors, their associates or any shareholders of the Company (who to the knowledge of the Directors owns 5% or more of the issued shares excluding treasury shares, if any, of the Company) has any interest in any of the Group's abovementioned 5 largest customers or suppliers.

DONATIONS

During the Reporting Year, the Group made charitable donations of approximately RMB5.0 million (2024: RMB4.0 million).

DIRECTORS

The Directors who held office during the Reporting Year and up to the date of this report are as follows:

Executive Directors:

Mr. Lin Jin (*Chairman*)
Mr. Shi Chi (*Chief Executive Officer*)
Ms. Lin Wei Ping
Mr. Wu Qinan (*Appointed with effect from 1 February 2025*)
Mr. Lam Shing Choi, Eric

Independent Non-executive Directors:

Mr. Li Weibin (*Resigned with effect from 28 September 2025*)
Mr. Cheong Ying Chew, Henry
Mr. Hung Ka Hai, Clement
Mr. Sun Wei Yung, Kevin (*Appointed with effect from 28 September 2025*)

Biographical details of the Directors are set out on pages 44 to 55 of this report and on the website of the Company. A list setting out the names of the Directors and their roles and functions is posted on the websites of the Company and Hong Kong Exchanges and Clearing Limited ("HKEx") (www.hkexnews.hk).

In accordance with bye-laws 83 and 84 of the Company's bye-laws, Mr. Lin Jin, Mr. Shi Chi, Mr. Cheong Ying Chew, Henry and Mr. Sun Wei Yung, Kevin will retire and, being eligible, offer themselves for re-election at the forthcoming annual general meeting of the Company.

主要客戶及供應商

於本報告年度內，本集團5大客戶之銷售佔本集團總營業額29.0%，而本集團5大供應商之採購佔本集團總採購額11.2%。本集團最大供應商之採購佔總採購額3.6%。

概無任何董事、其關聯人士或董事已知悉其持有本公司5%或以上已發行股份（不包括庫存股份，如有）之本公司股東，擁有本集團上述5大客戶或供應商之任何權益。

捐款

於本報告年度內，本集團作出合共約人民幣5.0百萬元之慈善捐款（2024年：人民幣4.0百萬元）。

董事

於本報告年度內及截至本年報日期之在任董事名列如下：

執行董事：

林勁先生（主席）
施馳先生（行政總裁）
林衛平女士
吳后楠先生（於2025年2月1日獲委任）
林成財先生

獨立非執行董事：

李偉斌先生（辭任自2025年9月28日起生效）
張英潮先生
洪嘉禧先生
孫偉勇先生（於2025年9月28日獲委任）

董事之個人資料載於本報告第44至55頁及本公司網站內。列明董事姓名、角色與職能之董事名單已於本公司及香港交易及結算所有限公司（「香港交易所」）之網站（www.hkexnews.hk）刊載。

按照本公司之公司細則第83條和第84條，林勁先生、施馳先生、張英潮先生及孫偉勇先生將在本公司應屆股東周年大會上退任，且符合資格並願意膺選連任。

Directors' Report

董事會報告

CONFIRMATION OF INDEPENDENCE

The Company has received from each of the Independent Non-executive Directors an annual confirmation of independence pursuant to Rule 3.13 of the Listing Rules and considers all of them to be independent. The Nomination Committee also reviewed Directors' independence on a meeting held on 27 March 2026.

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the existing Directors and senior management of the Company are set out on pages 44 to 55 of this report.

DIRECTORS' SERVICE CONTRACTS

No Director proposed for re-election at the forthcoming annual general meeting has a service contract with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment of compensation, other than normal statutory compensation. All Independent Non-executive Directors have entered into letters of appointment with the Company for a term of three years which may be terminated by either party by giving to the other not less than one month's notice in writing.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save for the Directors' interests in the Company's 2020 Share Award Scheme and 2024 Share Award Scheme (as respectively defined below), and as disclosed in the section headed "Connected Transactions/Contracts of Significance with Controlling Shareholder" in this report in relation to transactions with entities, which are associates of (1) Mr. Wong Wang Sang, Stephen, who is the controlling shareholder of the Company and the spouse of Ms. Lin Wei Ping, an Executive Director, and entities controlled by (2) Mr. Shi Chi, an Executive Director, respectively, no transaction, arrangement or contract of significance, to which the Company, its subsidiaries or fellow subsidiaries, was a party and in which a Director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the Reporting Year or at any time during the Reporting Year.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Other than the interests in share award schemes of the Company as disclosed in this Directors' Report, and in the 2020 Share Award Scheme and the 2024 Share Award Scheme disclosed in note 34 to the consolidated financial statements respectively, at no time during the Reporting Year was the Company, any of its subsidiaries, the Company's holding company or any of the holding company's subsidiaries a party to any arrangement to enable the Directors to acquire benefits by means of the acquisition of shares in or debenture of the Company or any other body corporate.

獨立性之確認

本公司已收到各獨立非執行董事根據上市規則第3.13條就其獨立性出具之年度確認函，並認為該等董事均具獨立性。提名委員已於2026年3月27日舉行的會議中亦審閱了各董事的獨立性。

董事及高級管理人員履歷

本公司在任董事及高級管理人員履歷詳情載於本報告第44至55頁。

董事服務合同

於應屆股東周年大會上膺選連任之董事，概無與本公司或其任何附屬公司簽訂一份若不作出補償（一般法定賠償除外）則本集團在一年內不能提前終止之服務合約。各獨立非執行董事已與本公司簽立為期三年的委任書，並可由任何一方向另一方發出不少於一個月之書面通知予以終止。

董事於重大交易、安排或合約之權益

除董事在本公司2020年股份獎勵計劃及2024年股份獎勵計劃（各定義見下文）中的權益以及本報告「關連交易／與控股股東的重大合同」中披露有關分別與(1)本公司控股股東，及執行董事林衛平女士的配偶黃宏生先生的聯繫人士，及(2)執行董事施馳先生控制的實體的交易外，於本報告年度末或於本報告年度內任何時間，並無存續任何由本公司、其附屬公司或同系附屬公司訂立而本公司董事（直接或間接）於當中擁有重大權益之重大交易、安排或合約。

董事購買股份或債券之權利

除本董事會報告披露本公司股份獎勵計劃之權益以及分別於綜合財務報表附註34披露之2020股份獎勵計劃及2024股份獎勵計劃外，本公司、其任何附屬公司、本公司的控股公司或任何控股公司的附屬公司並無於本報告年度內參與任何安排，以致董事得以藉著購入本公司或任何其他機構之股份或債券而獲益。

Directors' Report

董事會報告

MANAGEMENT CONTRACTS

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

PERMITTED INDEMNITY PROVISIONS

The Company's bye-laws provides that the Directors, secretary and other officers of the Company shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty in their offices, provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to any Directors, secretary and other officers of the Company.

In addition, an appropriate insurance cover had been arranged by the Company in respect of legal action arising from the business of the Group against the Directors.

DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES AND AWARDED SHARES

As at 31 December 2025, the interests and short positions that the Directors and the chief executive of the Company had or were deemed to have in the shares, underlying shares and debentures of the Company and its associated corporations (within the meaning of the SFO), which were required (i) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) to be recorded in the register maintained by the Company pursuant to Section 352 of the SFO; or (iii) to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

管理合約

於本報告年度內，概無訂立或存在有關本公司整體或任何重要部份業務的管理及行政有關之合約。

獲准許之彌償條文

本公司之公司細則訂明，董事、本公司之秘書及其他高級人員就本公司任何事務行事均可從本公司的資產及溢利獲得彌償。該等人士可就各自的職務在執行其職責時因所作出、發生的作為或不作為而招致或蒙受的所有訴訟、費用、收費、損失、損害及開支，獲保證免受任何損害。惟本彌償不延伸至任何與董事、本公司之秘書及其他高級人員欺詐或不忠誠有關的任何事宜。

此外，本公司已為董事購買合適之責任保險，就彼等因本集團業務承擔法律訴訟時為其提供保障。

董事於股份及獎勵股份之權益及淡倉

於2025年12月31日，本公司董事及主要行政人員於或被視為於本公司及其相聯法團（定義見《證券及期貨條例》）之股份、相關股份及債券中擁有(i)根據《證券及期貨條例》第XV部第7及第8分部條文須知會本公司及聯交所的權益及淡倉（包括彼等根據《證券及期貨條例》之該等條文擁有或被視為擁有之權益及淡倉）；或(ii)本公司將遵照《證券及期貨條例》第352條存置之登記冊所載的權益及淡倉；或(iii)根據標準守則須知會本公司及聯交所的權益及淡倉如下：

Directors' Report

董事會報告

(a) Long Positions in shares of the Company and Associated Corporations

The Company

(a) 於本公司及相聯法團股份之好倉本公司

本公司

Name of Director	Capacity	Number of Shares held	Approximate percentage of the total number of issued Shares 佔已發行 股份總數之 概約百分比 (Note d) (附註 d)
董事姓名	身份	持有股份之數目	
Lin Jin 林勁	Beneficial owner 實益擁有人	8,698,719	0.46%
	Beneficiary of a trust (Note e) 信託受益人 (附註 e)	7,200,000	0.38%
	Spousal interest 配偶權益	150,000	0.01%
		16,048,719	0.85%
Shi Chi 施馳	Beneficial owner 實益擁有人	34,000,000	1.80%
	Beneficiary of a trust (Note e) 信託受益人 (附註 e)	12,000,000	0.63%
	Spousal interest 配偶權益	20,336,000	1.07%
		66,336,000	3.51%
Lin Wei Ping 林衛平	Beneficial owner 實益擁有人	10,360,382	0.55%
	Beneficiary of a trust (Note e) 信託受益人 (附註 e)	1,800,000	0.10%
	Spousal interest (Notes a and b) 配偶權益 (附註 a 及 b)	1,238,258,799	65.45%
	(Notes a and c) (附註 a 及 c)	1,250,419,181	66.09%
Wu Qinan (Note f) 吳启楠 (附註 f)	Beneficial owner 實益擁有人	4,200,000	0.22%
	Beneficiary of a trust (Note e) 信託受益人 (附註 e)	1,800,000	0.10%
		6,000,000	0.32%
Lam Shing Choi, Eric 林成財	Beneficial owner 實益擁有人	4,700,000	0.25%
	Beneficiary of a trust (Note e) 信託受益人 (附註 e)	1,800,000	0.10%
		6,500,000	0.34%

Directors' Report

董事會報告

Notes:

- (a) 37,300,000 Shares are held by Mr. Wong Wang Sang, Stephen and 1,200,958,799 Shares are held by Target Success Group (PTC) Limited ("Target Success") in its capacity as trustee of the Skysource Unit Trust in which all of the units and issued shares of Target Success are held by Mr. Wong Wang Sang, Stephen. As such, Mr. Wong Wang Sang, Stephen is interested and deemed to be interested in 1,238,258,799 Shares.
- (b) Ms. Lin Wei Ping is interested in 1,250,419,181 Shares, which comprise 10,360,382 Shares held by herself and the share awards in relation to 1,800,000 Shares granted to her, and the deemed interests in 1,238,258,799 Shares held by her spouse Mr. Wong Wang Sang, Stephen.
- (c) Mr. Wong Wang Sang, Stephen is interested in 1,250,419,181 Shares, which comprise 37,300,000 Shares held by himself, the deemed interests in 1,200,958,799 Shares held by Target Success and the deemed interests in 12,160,382 Shares held by his spouse Ms. Lin Wei Ping.
- (d) The calculation is based on the total number of issued Shares of the Company (i.e. 1,892,004,732 Shares) as at 31 December 2025.
- (e) Please refer to the section below headed "(b) Awarded Shares of the Company" for details on the Director's interest in the underlying shares of the Company.
- (f) Mr. Wu Qinan was appointed as an Executive Director with effect from 1 February 2025.

附註：

- (a) 37,300,000 股股份由黃宏生先生持有，及該 1,200,958,799 股股份由 Target Success Group (PTC) Limited (「Target Success」) 以信託形式代表 Skysource Unit Trust 持有，而全部單位和 Target Success 全部已發行股份是由黃宏生先生持有。因此，黃宏生先生持有及被視為持有 1,238,258,799 股股份之權益。
- (b) 林衛平女士持有 1,250,419,181 股股份之權益，其中包括由其本人持有 10,360,382 股股份及授予給她的 1,800,000 股獎勵股份，以及被視為持有由其配偶黃宏生先生持有 1,238,258,799 股股份之權益。
- (c) 黃宏生先生持有 1,250,419,181 股股份之權益，其中包括其本人持有的 37,300,000 股股份、被視為持有由 Target Success 所持有的 1,200,958,799 股股份之權益及被視為持有由其配偶林衛平女士所持有的 12,160,382 股股份之權益。
- (d) 計算乃基於本公司於 2025 年 12 月 31 日已發行之股份總數 (即 1,892,004,732 股)。
- (e) 有關董事在本公司相關股份中的權益詳情，請參閱下文「(b) 本公司之獎勵股份」部分。
- (f) 吳后楠先生獲委任為本公司執行董事，自 2025 年 2 月 1 日起生效。

Associated Corporation – Skyworth Digital Co., Ltd.

相聯法團 – 創維數字股份有限公司

Name of Director	Capacity	Number of shares held	Approximate percentage of the total number of issued shares 佔已發行股份總數之概約百分比 (Note a) (附註 a)
董事姓名	身份	持有股份之數目	
Shi Chi 施馳	Beneficial owner 實益擁有人	27,770,524	2.43%

Note:

- (a) The calculation is based on the total number of issued shares of Skyworth Digital Co., Ltd. (i.e. 1,141,595,579 shares) as at 31 December 2025.

附註：

- (a) 計算乃基於創維數字股份有限公司於 2025 年 12 月 31 日已發行之股份總數 (即 1,141,595,579 股)。

Directors' Report

董事會報告

(b) Awarded Shares of the Company 2020 Share Award Scheme

The Board adopted a share award scheme on 21 October 2020 (the "2020 Share Award Scheme"). A summary of the principal terms of the 2020 Share Award Scheme is set out below:

1. Purpose

The purpose of the 2020 Share Award Scheme is to recognise the contributions by selected participants to the Group and to incentivise them in order to retain them for the continual operation and development of the Group, and to attract suitable personnel for further development of the Group.

2. Participants

The Board may, from time to time, at their absolute discretion select any eligible participants for participation in the 2020 Share Award Scheme.

The basis of eligibility of any of the eligible participants to the grant of awarded shares shall be determined by the Board from time to time on the basis of his/her contribution or potential contribution to the development and growth of the Group.

3. Total Number of Shares Available for Grant under the 2020 Share Award Scheme and Percentage of Issued Share Capital as at the Date of this Report

0 Share (0%).

The awards underlying the 2020 Share Award Scheme are fulfilled by existing Shares purchased from the secondary market by a trustee appointed for this purpose and does not involve new issuances of Shares.

4. Maximum Entitlement of Each Participant

The maximum number of Shares to be awarded under the 2020 Share Award Scheme throughout its duration shall not exceed (i) 80,000,000 Shares or (ii) 2% of the issued share capital of the Company from time to time (whichever is the lower). The maximum number of Shares which may be awarded to a selected participant (including vested and non-vested) under the 2020 Share Award Scheme shall not exceed 1% of the issued share capital of the Company from time to time.

(b) 本公司之獎勵股份 2020 年股份獎勵計劃

董事會於2020年10月21日採納股份獎勵計劃（「2020年股份獎勵計劃」）。2020年股份獎勵計劃主要條款之概要載列如下：

1. 目的

2020年股份獎勵計劃之目的為肯定本集團若干人士之貢獻，並激勵他們繼續支持本集團持續營運及發展，並為本集團進一步發展吸納合適人才。

2. 參與者

董事會可不時按其絕對酌情權選擇任何合資格參與2020年股份獎勵計劃的參與者。

任何合資格人士獲授獎勵股份之資格基準將由董事會不時按其對本集團業務發展及成長所作貢獻或潛在貢獻予以釐定。

3. 根據2020年股份獎勵計劃可供授予之股份總數及於本報告日期佔已發行股本之百分比

0股(0%)。

2020年股份獎勵計劃項下的獎勵由為此目的而委任的信託人從二級市場購買的現行股票，不涉及發行新股份。

4. 每位參與者之承授上限

根據2020年股份獎勵計劃可獎勵或持有之本公司股份數目上限不得超過(i) 80,000,000股股份或(ii)本公司不時已發行股本之2%（以較低者為準）。根據2020年股份獎勵計劃可以向某入選參與者授出之股份數目（包括已歸屬及未歸屬）上限不得超過本公司不時已發行股本之1%。

Directors' Report

董事會報告

5. *Time of Vesting*

The awarded shares are vested in a selected participant in accordance with the conditions and timetable as set out in the relevant grant notice issued to the selected participant. Vesting of the awarded shares will be conditional on the selected participant remaining an employee of the Group Company until and on each of the relevant vesting dates and his/her execution of the relevant documents to effect the transfer from the trustee within the period stipulated. A selected participant is not entitled to any distribution (whether in the form of cash or scrip) declared in respect of Share(s) held on trust. In the event that the vesting conditions specified in the grant notice are not fully satisfied prior to or on the relevant vesting date, the award of the awarded shares in respect of the relevant vesting date shall lapse, and such awarded shares shall not vest on the relevant vesting date and shall become returned shares for the purposes of the scheme.

6. *Acceptance of Grant*

Upon receipt of the grant notice, the selected participant shall confirm acceptance of the awarded shares being granted to him/her by signing and returning to the Board the acceptance form attached to the grant notice within 5 business days after the date of the grant notice. No amount is payable on acceptance of the grant of the awarded shares.

7. *The Basis of Determining the Purchase Price of Awarded Shares*

The purchase price of the awarded shares (if any) shall be such price determined by the Board or the Committee, based on considerations such as the prevailing closing price of the Shares, the purpose of the award and the characteristics and profile of the selected participant. Such room for discretion provides the Board and the Committee with flexibility to stipulate, if necessary, a purchase price for awarded shares, while balancing the purpose of the award and the interests of Shareholders.

8. *The Remaining Life of the 2020 Share Award Scheme*

The 2020 Share Award Scheme had a life of 10 years commencing on the date on which the 2020 Share Award Scheme is adopted by the Board and shall expire at the close of business on the day immediately preceding the tenth anniversary thereof (i.e. 20 October 2030) unless terminated earlier by the Board. The 2020 Share Award Scheme was terminated by the Board with effect from 30 January 2026 pursuant to the rules of the 2020 Share Award Scheme.

5. *歸屬期*

獎勵股份歸屬予入選參與者，須按照給該入選參與者的相關授予通知所載列的條件和時間。獎勵股份歸屬條件為入選參與者須於各有關歸屬日期以及他／她簽訂有關由受託人執行轉讓之文件的規定期限為止留任為本集團公司的僱員。就信託所持股份之任何宣派分配（不論以現金或以股代息形式），入選參與者均無權收取。倘若授予通知上所載列的歸屬條件未能於相關歸屬日當日／之前完全達成，該有關歸屬日之獎勵股份將失效，且該獎勵股份不得於有關歸屬日期歸屬並將成為該計劃之歸還股份。

6. *接納授予*

收到授予通知後，入選參與者應在授予通知日期後的5個工作日內簽署並向董事會交回授予通知所附的接受表格，確認接受授予他／她的獎勵股份。接納授予獎勵股份時毋須繳付任何款項。

7. *釐定獎勵股份購買價的基準*

獎勵股份的購買價（如有）應為董事會或委員會根據股份的現行收市價、獎勵目的以及選定參與者的特徵及概況等因素確定的價格。有關情況可酌情處理，讓董事會及委員會可靈活地在必要時規定獎勵股份的購買價，同時平衡獎勵目的及股東利益。

8. *2020年股份獎勵計劃尚餘年期*

2020年股份獎勵計劃的年期為10年，將於2020年股份獎勵計劃獲董事會採納之日起計，除非董事會提早終止，否則2020年股份獎勵計劃將於該日起至緊接十周年之日之前一日（即2030年10月20日）之營業時間結束時屆滿。董事會已根據2020年股份獎勵計劃規則終止2020年股份獎勵計劃，自2026年1月30日起生效。

Directors' Report

董事會報告

During the Reporting Year, the Company did not purchase any shares of the Company on the Stock Exchange through an independent trustee. As at 31 December 2025, no shares of the Company were held by the independent trustee, for the purpose of the 2020 Share Award Scheme.

Details of the 2020 Share Award Scheme are set out in the announcement of the Company dated 21 October 2020. Particulars of the 2020 Share Award Scheme are set out in note 34 to the consolidated financial statements.

During the Reporting Year, no cash dividend had been received in respect of the shares of the Company held upon the trust for the 2020 Share Award Scheme and shall form part of the trust fund of such trust.

The following tables show the movements in the Company's awarded shares granted to the Director under the 2020 Share Award Scheme during the Reporting Year:

Director

		Number of awarded shares 獎勵股份之數目					
Date of grant	Vesting date	Purchase price HK\$	Outstanding as at 1 January 2025	Granted during the Reporting Year	Vested during the Reporting Year	Cancelled/ Lapsed during the Reporting Year	Outstanding as at 31 December 2025
			於 2025 年 1 月 1 日		(Note b) 本報告 年度內歸屬	(Note c) 本報告年度內 註銷/失效	於 2025 年 12 月 31 日
授予日期	歸屬日期	購買價 港幣	尚未歸屬	本報告 年度內授予	(附註 b)	(附註 c)	尚未歸屬
Lam Shing Choi, Eric 林成財							
29 August 2023 2023 年 8 月 29 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	500,000	-	(500,000)	-	-
Grand Total (Director) 合共(董事)			500,000	-	(500,000)	-	-

於本報告年度內，本公司並無通過獨立信託人於聯交所購買本公司任何股份。截至 2025 年 12 月 31 日止，獨立信託人就 2020 年股份獎勵計劃沒有持有本公司股份。

2020 年股份獎勵計劃的詳情載列於本公司日期為 2020 年 10 月 21 日的公告。2020 年股份獎勵計劃之詳情刊載於綜合財務報表附註 34。

於本報告年度內，信託人根據 2020 年股份獎勵計劃持有之本公司股份並無收取現金股息或將構成該信託之信託基金之一部份。

於本報告年度內，根據 2020 年股份獎勵計劃所授予董事的獎勵股份變動情況如下表所示：

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Notes:

- (a) The closing price of the Shares immediately before 29 August 2023 (i.e. the date on which the respective share award referred to above was granted) was HK\$2.88.
- (b) The weighted average closing price of the Shares immediately before 20 December 2025 (i.e. the date of vesting) was HK\$3.96.

The fair value of awarded shares granted on 29 August 2023 is HK\$2.88 per share.
- (c) No awarded shares were lapsed and no share awards were cancelled during the Reporting Year.
- (d) The number of awarded share available for grant under the 2020 Share Award Scheme at the beginning and the end of the Reporting Year is 2,919,988 Shares and 0 Share, respectively.
- (e) The vesting of share awards is subject to the fulfilment of the relevant vesting conditions and performance targets.
- (f) Details of the fair value of the share awards at the date of grant and the accounting standard and policy adopted are set out in note 2 of the Company's 2025 audited consolidated financial statements.

附註：

- (a) 緊接於2023年8月29日(即指前述授出的獎勵股份日期)前，股份之收市價為港幣2.88元。
- (b) 緊接於2025年12月20日(即歸屬日期)前，股份之加權平均收市價為港幣3.96元。

於2023年8月29日授予的獎勵股份的每股股份公允價值港幣2.88元。
- (c) 於本報告年度內，沒有獎勵股份被失效及並無註銷獎勵股份。
- (d) 根據2020年股份獎勵計劃於本報告年度開始及結束時可供授予的獎勵股份數目分別為2,919,988股及0股。
- (e) 獎勵股份的歸屬取決於能否達成相關的歸屬條件和業績目標。
- (f) 獎勵股份於授出日期的公允價值以及所採用的會計準則及政策詳情載於本公司2025年經審核合併財務報表附註2。

2024 Share Award Scheme

Since the adoption date of the 2020 Share Award Scheme and up to the date of this report, a total of 42,870,000 Shares were granted to eligible participants under the 2020 Share Award Scheme. Considering that the remaining balance of the 2020 Share Award Scheme may not be sufficient for future incentive arrangement, the Board adopted a new share award scheme on 30 January 2024 (the "2024 Share Award Scheme"). Pursuant to the scheme rules of the 2024 Share Award Scheme, the Shares will be acquired by Bank of Communications Trustee Limited and any additional or replacement trustees, being the trustee or trustees for the time being of the trusts declared in the relevant trust deed (the "Trustee") at the cost of the Company and be held on trust for the selected participants until the end of each vesting period.

2024 年股份獎勵計劃

自2020年股份獎勵計劃採納日期起至本報告日期，已根據2020年股份獎勵計劃向合資格人士授予合共42,870,000股股份。考慮到2020年股份獎勵計劃剩餘的餘額可能不足以用於未來的激勵安排，董事會於2024年1月30日採納新股份獎勵計劃(「2024年股份獎勵計劃」)。根據2024年股份獎勵計劃之計劃規則，股份將由交通銀行信託有限公司及任何附加或更替信託人，擔當信託人或其時為信託人在信託契約所列明信託的信託人(「信託人」)(涉及款項由本公司支付)購入，並以信託形式代入選參與者持有股份直至各歸屬期完結為止。

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For purpose of administering the Scheme, the Board shall form a special committee comprising of three Independent Non-executive Directors, the company secretary and two Executive Directors of the Company (the "Special Committee") but shall not comprise of the controlling Shareholder and/or any party acting in concert with it. If a Selected Participant is a Director or senior management of the Company, the proposed award must first be considered and recommended by the Special Committee and then the Remuneration Committee of the Company and finally approved by the Board. In the case of other types of selected participant, the proposed award can be determined and approved by the Special Committee alone. A Director must abstain from participating or voting in the decision-making process in respect of determination of an award proposed to be made to him or her.

Where any grant of awarded shares is proposed to be made to any person who is a connected person of the Company within the meaning of the Listing Rules, the Company shall comply with such provisions of the Listing Rules as may be applicable, including any reporting, announcement and/or shareholders' approval requirements, unless otherwise exempted under the Listing Rules.

The Trustee shall not exercise the voting rights in respect of any Shares held under the Trust (including but not limited to the awarded shares, the returned shares, any bonus shares and scrip shares). The Board is of the view that not exercising the voting rights by the Trustee might help avoid potential misperception of the Company's influence over the Trustee's decision in casting the votes in respect of the Shares held under the Trust at general meetings.

During the Reporting Year, the Company purchased 18,192,000 shares of the Company on the Stock Exchange through an independent trustee at a total consideration of HK\$69,861,040 (excluding expenses). As at 31 December 2025, 3,808,000 shares of the Company were held by the independent trustee for the purpose of the 2024 Share Award Scheme. Particulars of the 2024 Share Award Scheme are set out in note 34 to the consolidated financial statements. During the Reporting Year, no cash dividend had been received in respect of the shares of the Company held upon the trust for the 2024 Share Award Scheme and shall form part of the trust fund of such trust.

為著管理該計劃，董事會將組成一個特別委員會，成員包括本公司之三名獨立非執行董事、公司秘書及兩名執行董事（「特別委員會」），但不得包括控股股東及／或任何與其一致行動之人士。如果入選參與者是本公司董事或高級管理人員，擬建議之獎勵必須首先經由特別委員會考慮並推薦，及後再交由本公司薪酬委員會審議，最後呈予董事會審批。就其他類型的入選參與者而言，擬建議之獎勵可由特別委員會獨立作決定並審批。若擬建議之獎勵授予董事，有關董事必須在決策過程中放棄參與或投票權。

倘建議向任何身為本公司關連人士（定義見上市規則）的人士授出任何獎勵股份，本公司應遵守上市規則可能適用的有關條文（包括任何申報、公告及／或股東批准規定），惟根據上市規則獲豁免則另作別論。

信託人不得就信託之下持有的任何股份（包括但不限於獎勵股份、歸還股份、紅股及代息股份）行使投票權。董事會認為，信託人不行使投票權或助避免有關本公司對信託人就信託項下股份於股東大會投票決定之影響的潛在誤解。

於本報告年度內，本公司通過獨立信託人於聯交所總代價港幣69,861,040元（不包括開支）購買18,192,000股股份。截至2025年12月31日止，獨立信託人就2024年股份獎勵計劃持有3,808,000股本公司股份。2024年股份獎勵計劃之詳情刊載於綜合財務報表附註34。於本報告年度內，根據2024股份獎勵計劃信託人持有之本公司股份並無收取現金股息或將其構成該信託之信託基金之一部份。

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A summary of the principal terms of the 2024 Share Award Scheme is set out below:

1. Purpose

The purpose of the 2024 Share Award Scheme is to recognise the contributions by selected participants to the Group and to incentivise them in order to retain them for the continual operation and development of the Group, and to attract suitable personnel for further development of the Group.

2. Participants

The Board may, from time to time, at their absolute discretion select any eligible participants for participation in the 2024 Share Award Scheme. The eligible participant refers to any employee (whether full time or part time), executive or officer, director (including without limitation any executive, non-executive and independent non-executive director) of the Group who, in the sole discretion of the Board, has contributed or may contribute to the growth and development of the Group.

The basis of eligibility of any of the eligible participants to the grant of awarded shares shall be determined by the Board from time to time on the basis of his/her contribution or potential contribution to the development and growth of the Group.

3. Total Number of Shares Available for Grant under the 2024 Share Award Scheme and Percentage of Issued Share Capital as at the Date of this Report

40,510,237 Shares (2.14%).

The awards underlying the 2024 Share Award Scheme are fulfilled by existing Shares purchased from the secondary market by the Trustee and does not involve new issuances of Shares.

4. Maximum Entitlement of Each Participant

The maximum number of Shares to be awarded under the 2024 Share Award Scheme throughout its duration shall not exceed 5% of the issued share capital of the Company from time to time. The maximum number of Shares which may be awarded to a selected participant (including vested and non-vested) under the 2024 Share Award Scheme shall not exceed 1% of the issued share capital of the Company (excluding any treasury shares) from time to time.

2024年股份獎勵計劃主要條款之概要載列如下：

1. 目的

2024年股份獎勵計劃之目的為肯定本集團若干人士之貢獻，並激勵他們繼續支持本集團持續營運及發展，並為本集團進一步發展吸納合適人才。

2. 參與者

董事會可不時按其絕對酌情權選擇任何合資格參與2024年股份獎勵計劃的參與者。合資格參與者指由董事會全權酌情確定對本集團增長及發展作出貢獻或將可能作出貢獻之任何本集團僱員（不論是全職或兼職）、行政人員或高級人員、董事（包括但不限於任何執行董事、非執行董事及獨立非執行董事）。

任何合資格人士獲授獎勵股份之資格基準將由董事會不時按其對本集團業務發展及成長所作貢獻或潛在貢獻予以釐定。

3. 根據2024年股份獎勵計劃可供授予之股份總數及於本報告日期佔已發行股本之百分比

40,510,237股 (2.14%)。

2024年股份獎勵計劃項下的獎勵由信託人從二級市場購買的現行股票，不涉及發行新股份。

4. 每位參與者之承授上限

根據2024年股份獎勵計劃可獎勵或持有之本公司股份數目上限不得超過本公司不時已發行股本之5%。根據2024年股份獎勵計劃可以向某入選參與者授出之股份數目（包括已歸屬及未歸屬）上限不得超過本公司不時已發行股本（不包含庫存股份）之1%。

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5. Time of Vesting

The awarded shares are vested in a selected participant in accordance with the conditions and timetable as set out in the relevant grant notice issued to the selected participant. Vesting of the awarded shares will be conditional on the selected participant remaining an employee of the Group Company until and on each of the relevant vesting dates and his/her execution of the relevant documents to effect the transfer from the Trustee within the period stipulated. A selected participant is not entitled to any distribution (whether in the form of cash or scrip) declared in respect of Share(s) held on trust. In the event that the vesting conditions specified in the grant notice are not fully satisfied prior to or on the relevant vesting date, the award of the awarded shares in respect of the relevant vesting date shall lapse, and such awarded shares shall not vest on the relevant vesting date and shall become returned shares for the purposes of the scheme.

6. Acceptance of Grant

Upon receipt of the grant notice, the selected participant shall confirm acceptance of the awarded shares being granted to him/her by signing and returning to the Board the acceptance form attached to the grant notice within 5 business days after the date of the grant notice. No amount is payable on acceptance of the grant of the awarded shares.

7. The Basis of Determining the Purchase Price of Awarded Shares

The purchase price of the awarded shares (if any) shall be such price determined by the Board or the Committee, based on considerations such as the prevailing closing price of the Shares, the purpose of the award and the characteristics and profile of the selected participant. Such room for discretion provides the Board and the Committee with flexibility to stipulate, if necessary, a purchase price for awarded shares, while balancing the purpose of the award and the interests of Shareholders.

8. The Remaining Life of the 2024 Share Award Scheme

The 2024 Share Award Scheme will remain in force for a period of 10 years commencing on the date on which the 2024 Share Award Scheme is adopted by the Board and shall expire at the close of business on the day immediately preceding the tenth anniversary thereof (i.e. 29 January 2034) unless terminated earlier by the Board.

The following tables show the movements in the Company's awarded shares granted to the Directors and employees under the 2024 Share Award Scheme during the Reporting Year:

5. 歸屬期

獎勵股份歸屬予入選參與者，須按照給該入選參與者的相關授予通知所載列的條件和時間。獎勵股份歸屬條件為入選參與者須於各有關歸屬日期以及他／她簽訂有關由受託人執行轉讓之文件的規定期限為止留任為本集團公司的僱員。就信託所持股份之任何宣派分配（不論以現金或以股代息形式），入選參與者均無權收取。倘若授予通知上所載列的歸屬條件未能於相關歸屬日當日／之前完全達成，該有關歸屬日之獎勵股份將失效，且該獎勵股份不得於有關歸屬日期歸屬並將成為該計劃之歸還股份。

6. 接納授予

收到授予通知後，入選參與者應在授予通知日期後的5個工作日內簽署並向董事會交回授予通知所附的接受表格，確認接受授予他／她的獎勵股份。接納授予獎勵股份時毋須繳付任何款項。

7. 釐定獎勵股份購買價的基準

獎勵股份的購買價（如有）應為董事會或委員會根據股份的現行收市價、獎勵目的以及選定參與者的特徵及概況等因素確定的價格。有關情況可酌情處理，讓董事會及委員會可靈活地在必要時規定獎勵股份的購買價，同時平衡獎勵目的及股東利益。

8. 2024年股份獎勵計劃尚餘年期

2024年股份獎勵計劃將於2024年股份獎勵計劃獲董事會採納之日起計10年期間內有效，除非董事會提早終止，否則2024年股份獎勵計劃將於該日起至緊接十周年之日之前一日（即2034年1月29日）之營業時間結束時屆滿。

於本報告年度內，根據2024年股份獎勵計劃所授予董事及僱員的獎勵股份變動情況如下表所示：

Directors' Report

董事會報告

Directors

董事

		Number of awarded shares 獎勵股份之數目					
		Purchase price <i>(HK\$)</i>	Outstanding as at 1 January 2025 於 2025 年 1 月 1 日 尚未歸屬	Granted during the Reporting Year 本報告 年度內授予	Vested during the Reporting Year <i>(Note b)</i> 本報告 年度內歸屬 <i>(附註 b)</i>	Cancelled/ Lapsed during the Reporting Year <i>(Note c)</i> 本報告年度內 註銷／失效 <i>(附註 c)</i>	
					Date of grant 授予日期	Vesting date 歸屬日期	
Lin Jin 林勁							
17 January 2025 2025 年 1 月 17 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	-	4,800,000	(4,800,000)	-	-
	20 December 2026 2026 年 12 月 20 日	N/A 不適用	-	3,600,000	-	-	3,600,000
	20 December 2027 2027 年 12 月 20 日	N/A 不適用	-	3,600,000	-	-	3,600,000
Shi Chi 施馳							
17 January 2025 2025 年 1 月 17 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	-	8,000,000	(8,000,000)	-	-
	20 December 2026 2026 年 12 月 20 日	N/A 不適用	-	6,000,000	-	-	6,000,000
	20 December 2027 2027 年 12 月 20 日	N/A 不適用	-	6,000,000	-	-	6,000,000
Lin Wei Ping 林衛平							
17 January 2025 2025 年 1 月 17 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	-	1,200,000	(1,200,000)	-	-
	20 December 2026 2026 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000
	20 December 2027 2027 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000

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Date of grant	Vesting date	Purchase price (HK\$)	Number of awarded shares 獎勵股份之數目				
			Outstanding as at 1 January 2025 於 2025 年 1 月 1 日 尚未歸屬	Granted during the Reporting Year 本報告年度內授予	Vested during the Reporting Year (Note b) 本報告年度內歸屬 (附註 b)	Cancelled/ Lapsed during the Reporting Year (Note c) 註銷/失效 (附註 c)	Outstanding as at 31 December 2025 於 2025 年 12 月 31 日 尚未歸屬
授予日期	歸屬日期	購買價 (港幣)					
Wu Qinan (Note g) 吳啟楠 (附註 g)							
17 January 2025 2025 年 1 月 17 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	-	1,200,000	(1,200,000)	-	-
	20 December 2026 2026 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000
	20 December 2027 2027 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000
Lam Shing Choi, Eric 林成財							
17 January 2025 2025 年 1 月 17 日	20 December 2025 2025 年 12 月 20 日	N/A 不適用	-	1,200,000	(1,200,000)	-	-
	20 December 2026 2026 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000
	20 December 2027 2027 年 12 月 20 日	N/A 不適用	-	900,000	-	-	900,000
(a) Sub-total (Directors) (a) 小計 (董事)			-	41,000,000	(16,400,000)	-	24,600,000

Directors' Report

董事會報告

Employees

僱員

		Number of awarded shares 獎勵股份之數目					
Date of grant	Vesting date	Purchase price (HK\$)	Outstanding as at 1 January 2025 於2025年1月1日	Granted during the Reporting Year 本報告年度內授予	Vested during the Reporting Year (Note b) 本報告年度內歸屬 (附註b)	Cancelled/ Lapsed during the Reporting Year (Note c) 本報告年度內註銷/失效 (附註c)	Outstanding as at 31 December 2025 於2025年12月31日
授予日期	歸屬日期	購買價 (港幣)	尚未歸屬	年度內授予	年度內歸屬 (附註b)	註銷/失效 (附註c)	尚未歸屬
15 January 2025 2025年1月15日	23 January 2025 2025年1月23日	N/A 不適用	-	13,090,000	(13,090,000)	-	-
(b) Sub-total (Employees) (b) 小計 (僱員)			-	13,090,000	(13,090,000)	-	-
Grand total: (a) Directors + (b) Employees 合共：(a) 董事 + (b) 僱員			-	54,090,000	(29,490,000)	-	24,600,000

The five highest paid employees of the Group during the year included 3 existing Directors and 2 employees. The interest of 3 existing Director in the share awards were disclosed in the above table. Details of the remaining 2 individuals' interest in the share award under the 2024 Share Award Scheme are as follows:

本集團本年度最高薪金5位僱員包括3位現任董事及2位僱員。其中3位現任董事持有的獎勵股份權益已於上表披露。其餘2位最高薪酬人士根據2024年股份獎勵計劃持有的股份獎勵權益詳列如下：

		Number of awarded shares 獎勵股份之數目					
Date of grant	Vesting date	Purchase price (HK\$)	Outstanding as at 1 January 2025 於2025年1月1日	Granted during the Reporting Year 本報告年度內授予	Vested during the Reporting Year (Note b) 本報告年度內歸屬 (附註b)	Cancelled/ Lapsed during the Reporting Year (Note c) 本報告年度內註銷/失效 (附註c)	Outstanding as at 31 December 2025 於2025年12月31日
授予日期	歸屬日期	購買價 (港幣)	尚未歸屬	年度內授予	年度內歸屬 (附註b)	註銷/失效 (附註c)	尚未歸屬
15 January 2025 2025年1月15日	23 January 2025 2025年1月23日	N/A 不適用	850,000	-	(850,000)	-	-
			850,000	-	(850,000)	-	-

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Notes:

- (a) The closing price of the Shares immediately before 15 January 2025 and 17 January 2025 (i.e. the date on which the respective share awards referred to above were granted) was HK\$2.75 and HK\$2.74, respectively.
- (b) The weighted average closing price of the Shares immediately before 23 January 2025 and 20 December 2025 (i.e. the date of vesting) was HK\$2.69 and HK\$3.96, respectively. The fair value of awarded shares granted on 15 January 2025 and 17 January 2025 was HK\$2.73 per Share and HK\$2.78 per Share, respectively.
- (c) During the Reporting Year, no awarded shares were lapsed or cancelled.
- (d) The number of awarded share available for grant under the 2024 Share Award Scheme at the beginning and the end of the Reporting Year is 111,834,971 Shares and 40,510,237 Shares, respectively.
- (e) The vesting of share awards is subject to the fulfilment of the relevant vesting conditions and performance targets.
- (f) Details of the fair value of the share awards at the date of grant and the accounting standard and policy adopted are set out in the note 2 of the Company's 2025 audited consolidated financial statements.
- (g) Mr. Wu Qinan was appointed as an Executive Director with effect from 1 February 2025.

Save as disclosed above and the nominee shares in certain subsidiaries held in trust for the Group, none of the Directors or chief executive, had or was deemed to have any interests or short positions in any shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of the SFO) which were required (i) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) to be recorded in the register maintained by the Company under Section 352 of the SFO; or (iii) to be notified to the Company and the Stock Exchange pursuant to the Model Code as at 31 December 2025.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Reporting Year, none of the Executive Directors had any interests in any businesses, which competes or is likely to compete, either directly or indirectly, with the businesses of the Group.

EMOLUMENT POLICY

The emoluments of the Directors are reviewed by the Remuneration Committee from time to time, with reference to the qualifications, responsibilities, experience and performance of the individual Directors, and the operating results of the Group. Details of the policy are set out in the "Corporate Governance Report" on pages 86 to 117 of this report.

附註：

- (a) 緊接於2025年1月15日及2025年1月17日（即指前述分別授出的獎勵股份日期）前，股份之收市價分別為港幣2.75元及港幣2.74元。
- (b) 緊接於2025年1月23日及2025年12月20日（即歸屬日期）前，股份之加權平均收市價分別為港幣2.69元及港幣3.96元。於2025年1月15日及2025年1月17日授予的獎勵股份的每股股份公允價值分別為港幣2.73元及港幣2.78元。
- (c) 於本報告年度，並無獎勵股份被失效或被註銷。
- (d) 根據2024年股份獎勵計劃於本報告年度開始及結束時可供授予的獎勵股份數目分別為111,834,971股及40,510,237股。
- (e) 獎勵股份的歸屬取決於能否達成相關的歸屬條件和業績目標。
- (f) 獎勵股份於授出日期的公允價值以及所採用的會計準則及政策詳情載於本公司2025年經審核合併財務報表附註2。
- (g) 吳后楠先生獲委任為本公司執行董事，自2025年2月1日起生效。

除上文所披露者及本集團以信託形式持有若干附屬公司的代理人股份外，於2025年12月31日，董事或主要行政人員概無於本公司及其任何相聯法團（定義見《證券及期貨條例》）之任何股份、相關股份及債券中擁有或被視為擁有(i)根據《證券及期貨條例》第XV部第7及第8分部條文須知會本公司及聯交所的權益或淡倉（包括彼等根據《證券及期貨條例》之該等條文擁有或被視為擁有之權益及淡倉）；或(ii)本公司遵照《證券及期貨條例》第352條存置之登記冊所載的權益或淡倉；或(iii)根據標準守則須知會本公司及聯交所的權益或淡倉。

董事於競爭業務之權益

於本報告年度內，概無任何執行董事於直接或間接與本集團業務構成競爭或可能構成競爭的業務擁有權益。

薪酬政策

薪酬委員會不時參照個別董事之專業資格、責任、經驗、表現及本集團之營運業績，檢討董事之薪酬。有關政策詳情載於本報告第86至117頁的「企業管治報告」部份。

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REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Particulars of the Directors' remuneration and the 5 highest paid employees for the Reporting Year are set out in note 13 to the consolidated financial statements. Pursuant to code provision E.1.5 of the CG Code (as defined below), the remuneration of the senior management (other than the Directors) for the Reporting Year by band is set out below:

Remuneration band	薪酬組別	Number of individual 人數
Up to RMB3,000,000	不多於人民幣 3,000,000 元	1
RMB3,000,001 and above	人民幣 3,000,001 元及以上	1

RETIREMENT BENEFITS SCHEMES

Details of the retirement benefits schemes of the Group are set out in note 35 to the consolidated financial statements.

SUBSTANTIAL SHAREHOLDERS

So far as is known to the Directors or the chief executive of the Company, as at 31 December 2025, the register of interests in shares and short positions maintained by the Company pursuant to Section 336 of the SFO showed that the following persons, who are not a Director or chief executive of the Company, had, or were deemed to have interests or short positions in the shares and underlying shares of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO:

董事及高級管理人員薪酬

於本報告年度，董事薪酬及5名最高薪僱員的詳情載於綜合財務報表附註13。根據企業管治守則（定義見下文）條文E.1.5，高級管理人員（董事除外）的薪酬按組別載列如下：

退休福利計劃

本集團之退休福利計劃詳情載於綜合財務報表附註35。

主要股東

於2025年12月31日，就本公司董事或主要行政人員所知，本公司遵照《證券及期貨條例》第336條存置之股份權益及淡倉登記冊顯示，以下人士（非本公司董事或主要行政人員）於或被視為於本公司股份及相關股份中擁有根據《證券及期貨條例》第xv部第2及第3分部之條文須向本公司及聯交所披露之權益或淡倉：

Name of shareholder 股東姓名	Capacity 身份	Number of Shares held 持有 股份之數目	Approximate percentage of the total number of issued Shares 佔已發行股份總數 之概約百分比 (Note d) (附註d)
Long positions 好倉			
Target Success	Trustee (Note a) 信託人 (附註a)	1,200,958,799	63.48%
Wong Wang Sang, Stephen (Note c) 黃宏生 (附註c)	Beneficial owner 實益擁有人	37,300,000	1.97%
	Spousal interest (Note b) 配偶權益 (附註b)	12,160,382	0.64%
	Interest of controlled corporation (Note a) 所控制的法團的權益 (附註a)	1,200,958,799	63.48%
		1,250,419,181	66.09%

Directors' Report

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Notes:

- (a) 1,200,958,799 shares of the Company are held by Target Success in its capacity as trustee of the Skysource Unit Trust in which all of the units and issued shares of Target Success are held by Mr. Wong Wang Sang, Stephen. As such, Mr. Wong Wang Sang, Stephen is deemed to be interested in 1,200,958,799 shares of the Company.
- (b) Ms. Lin Wei Ping is interested in 1,250,419,181 Shares, which comprise 10,360,382 Shares held by herself and the share awards in relation to 1,800,000 Shares granted to her, and the deemed interests in 1,238,258,799 Shares held by her spouse Mr. Wong Wang Sang, Stephen.
- (c) Mr. Wong Wang Sang, Stephen has been acting as a consultant of the Group since August 2012. Mr. Wong is the founder of the Skywell group of companies which are engaged in the manufacturing of cars under the brand "創維汽車 Skyworth" covered by the trademark transfer agreement dated 26 March 2021 entered into between Skyworth Group Co., Ltd.* (創維集團有限公司) and Skywell New Energy Automobile Group Co., Ltd.* (開沃新能源汽車集團股份有限公司), details of which are set out in the Company's announcement dated 26 March 2021.
- (d) The calculation is based on the total number of issued shares of the Company (i.e. 1,892,004,732 Shares) as at 31 December 2025.

Save as disclosed above, as at 31 December 2025, the Directors or the chief executive of the Company were not aware of any other interests or short positions that any person (not being a Director or chief executive of the Company) had, or were deemed to have in the shares and underlying shares of the Company which would fall to be disclosed to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO and are recorded in the register required to be kept by the Company under Section 336 of the SFO.

CONNECTED TRANSACTIONS/CONTRACTS OF SIGNIFICANCE WITH CONTROLLING SHAREHOLDER

Connected Transaction

During the Reporting Year, member of the Group has entered into the following connected transaction which is not exempted from the annual reporting requirement under Chapter 14A of the Listing Rules:

- On 15 January 2025, Shenzhen Chuangwei-RGB Electronics Co., Ltd.* (深圳創維-RGB電子有限公司) ("Shenzhen Chuangwei-RGB"), an indirect wholly-owned subsidiary of the Company, entered into an equity transfer agreement with Shenzhen Zhili Technology Investment Enterprise* (深圳知力科技投資企業(有限合夥)) ("Shenzhen Zhili") in relation to the transfer by Shenzhen Chuangwei-RGB of 7.151% equity interest in Shenzhen Skyworth Display Technology Co., Ltd.* (深圳創維顯示科技有限公司) ("Skyworth Display Technology") to Shenzhen Zhili for a consideration of RMB71,510,000 ("Shenzhen Zhili Equity Transfer Agreement"). The main purpose of the transaction is to incentivise staff by allowing them to become stakeholders of the Company's business thereby aligning their interests with those of the equity holders of the Group.

附註：

- (a) 該1,200,958,799股本公司股份由Target Success以信託形式代表Skysource Unit Trust持有，而全部單位和Target Success全部已發行股份是由黃宏生先生持有。因此，黃宏生先生被視為持有1,200,958,799股本公司股份之權益。
- (b) 林衛平女士持有1,250,419,181股股份之權益，其中包括由其本人持有10,360,382股股份及授予給她的1,800,000股獎勵股份，以及被視為持有由其配偶黃宏生先生持有1,238,258,799股股份之權益。
- (c) 黃宏生先生自2012年8月開始一直擔任本集團顧問。黃先生為開沃集團公司的創始人，該集團從事生產「創維汽車 Skyworth」品牌的汽車，該品牌由創維集團有限公司與開沃新能源汽車集團股份有限公司於2021年3月26日簽訂的商標轉讓協議所涵蓋，協議詳情載於本公司日期為2021年3月26日之公告。
- (d) 計算乃基於本公司於2025年12月31日已發行之股份總數（即1,892,004,732股）。

除上文所披露者外，於2025年12月31日，本公司董事或主要行政人員概不知悉任何人士（非本公司董事或主要行政人員）於或被視為於本公司股份及相關股份中擁有根據《證券及期貨條例》第XV部第2及第3分部之條文須向本公司及聯交所披露並須記錄於本公司根據《證券及期貨條例》第336條須予存置之登記冊內之任何其他權益或淡倉。

關連交易／與控股股東的重大合同

關連交易

於本報告年度內，本集團成員公司進行了以下上市規則第14A章的未獲豁免年度報告要求的關連交易：

- 於2025年1月15日，本公司之間接全資附屬公司深圳創維-RGB電子有限公司（「深圳創維-RGB」）與深圳知力科技投資企業（有限合夥）（「深圳知力」）訂立股權轉讓協議，就深圳創維-RGB向深圳知力轉讓深圳創維顯示科技有限公司（「創維顯示科技」）7.151%股權，代價為人民幣71,510,000元（「深圳知力股權轉讓協議」）。該交易的主要目的是透過讓員工成為本公司業務的持份者來激勵員工，從而使他們的利益與本集團股東的利益保持一致。

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Mr. Lin Jin and Mr. Shi Chi's associate are respectively interested in approximately 13.98% and 20.98% of the total equity interest in Shenzhen Zhili. As Mr. Lin Jin and Mr. Shi Chi are executive Directors and therefore connected persons of the Company, the entering into of the Shenzhen Zhili Equity Transfer Agreement and the transactions contemplated thereunder constitute a connected transaction of the Company under Chapter 14A of the Listing Rules. Details of the transaction were announced by the Company on 15 January 2025.

Continuing Connected Transactions

The following are the continuing connected transactions of the Group conducted during the Reporting Year (including continuing connected transactions under agreements signed in previous years but conducted during the Reporting Year) which are not exempt from the annual reporting requirement under Chapter 14A of the Listing Rules:

1. On 15 March 2024, Shenzhen Chuangwei Financial Leasing Company Limited* (深圳創維融資租賃有限公司) ("Shenzhen Chuangwei Financial Leasing") entered into a leaseback agreement with Nanjing Golden Dragon Bus Co., Ltd.* (南京金龍客車製造有限公司) ("Nanjing Golden Dragon Bus") ("Mar-2024 Leaseback Agreement"), pursuant to which Shenzhen Chuangwei Financial Leasing has agreed to provide sale and leaseback services in relation to a number of production and electricity equipment in favour of Nanjing Golden Dragon Bus at an initial sale price of RMB120 million commencing on the date of payment of the initial sale price and ends on the date which is three years from the date of the Mar-2024 Leaseback Agreement. Details of the transaction were announced by the Company on 15 March 2024.

As at the end of the Reporting Year, the actual leasing principal amount under the Mar-2024 Leaseback Agreement was RMB100 million. The maximum leasing principal amount under the Mar-2024 Leaseback Agreement at any point of time during the Reporting Year was RMB120 million.

Nanjing Golden Dragon Bus is an associate of Mr. Wong Wang Sang, Stephen ("Mr. Wong") and a connected person of the Company under the Listing Rules. Accordingly, the Mar-2024 Leaseback Agreement and the transactions contemplated thereunder, being financial assistance provided by Shenzhen Chuangwei Financial Leasing in favour of the Nanjing Golden Dragon Bus, constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

林勁先生及施馳先生的聯繫人士分別擁有深圳知力總權益約13.98%及20.98%。由於林勁先生及施馳先生均為執行董事，因此為本公司的關連人士，根據上市規則第14A章，訂立深圳知力股權轉讓協議及其項下擬進行的交易構成本公司的關連交易。本公司已於2025年1月15日的公告內刊發交易詳情。

持續關連交易

於本報告年度內，本集團進行了以下上市規則第14A章的未獲豁免年度報告要求的持續關連交易(包括以往簽署的協議但於本報告年度內仍在進行的持續關連交易)：

1. 於2024年3月15日，深圳創維融資租賃有限公司(「深圳創維融資租賃」)與南京金龍客車製造有限公司(「南京金龍客車」)訂立售後回租協議(「2024年3月售後回租協議」)，據此，深圳創維融資租賃同意就多項生產及電力設備向南京金龍客車提供出售及回租服務，初步售價為人民幣120百萬元，自支付初步售價日期起至2024年3月售後回租協議日期起計三年止。本公司已於2024年3月15日的公告內刊發交易詳情。

截至本報告年度末，2024年3月售後回租協議之實際租賃本金金額為人民幣100百萬元。於本報告年度內，2024年3月售後回租協議項下任何時間的最高租賃本金金額為人民幣120百萬元。

根據上市規則，南京金龍客車為黃宏生先生(「黃先生」)的聯繫人士及本公司的關連人士。因此，2024年3月售後回租協議及其項下擬進行之交易(即深圳創維融資租賃提供予南京金龍客車的財務資助)構成本公司於上市規則第14A章項下的持續關連交易。

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2. On 23 April 2024, Shenzhen Chuangwei Financial Leasing entered into nine leaseback agreements with Nanjing Golden Dragon Bus, Nanjing Chuangyuan Tiandi Energy Technology Co., Ltd.* (南京創源天地動力科技有限公司), Nanjing Chuangyuan Energy Technology Co., Ltd.* (南京創源動力科技有限公司), Nanjing Skywell Heavy Industries Co., Ltd.* (南京開沃重工有限公司), Weinan Skywell New Energy Automobile Co., Ltd.* (渭南開沃新能源汽車有限公司), Huhehaote Skywell Automobile Co., Ltd.* (呼和浩特開沃汽車有限公司) and Wuhan Skywell Automobile Co., Ltd.* (武漢開沃汽車有限公司) ("Apr-2024 Leaseback Agreements"), pursuant to which Shenzhen Chuangwei Financial Leasing has agreed to provide sale and leaseback services in relation to a number of production, transportation, electricity and office equipment in favour of the lessees at an aggregate initial sale price of RMB125.3 million commencing on the date of payment of the initial sale price and ends on the date which is three years from the date of the Apr-2024 Leaseback Agreements. Details of the transaction were announced by the Company on 23 April 2024.

As at the end of the Reporting Year, the actual leasing principal amount under the Apr-2024 Leaseback Agreements was approximately RMB125.3 million. The maximum leasing principal amount under the Apr-2024 Leaseback Agreements at any point of time during the Reporting Year was approximately RMB125.3 million.

Each of the lessees is an associate of Mr. Wong and a connected person of the Company under the Listing Rules. Accordingly, the Apr-2024 Leaseback Agreements and the transactions contemplated respectively thereunder, being financial assistance provided by Shenzhen Chuangwei Financial Leasing in favour of the lessees, constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

2. 於2024年4月23日，深圳創維融資租賃與承租人南京金龍客車、南京創源天地動力科技有限公司、南京創源動力科技有限公司、南京開沃重工有限公司、渭南開沃新能源汽車有限公司、呼和浩特開沃汽車有限公司及武漢開沃汽車有限公司訂立九份售後回租協議（「2024年4月售後回租協議」），據此，深圳創維融資租賃同意就多項生產、交通、電力及辦公設備向承租人提供出售及回租服務，初步總售價為人民幣125.3百萬元，自支付初步售價日期起至2024年4月售後回租協議日期起計三年止。本公司已於2024年4月23日的公告內刊發交易詳情。

截至本報告年度末，2024年4月售後回租協議之實際租賃本金金額約為人民幣125.3百萬元。於本報告年度內，2024年4月售後回租協議項下任何時間的最高租賃本金金額為約人民幣125.3百萬元。

根據上市規則，各承租人均為黃先生的聯繫人士及本公司的關連人士。因此，2024年4月售後回租協議及其項下擬進行之交易（即深圳創維融資租賃提供予承租人的財務資助）構成本公司於上市規則第14A章項下的持續關連交易。

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3. On 10 January 2025, Shenzhen Skyworth Digital Technology Co., Ltd. ("SSDT") entered into a framework agreement with Shenzhen Xiaopai Technology Co., Ltd.* (深圳小湃科技有限公司) ("Xiaopai") ("2025 Framework Agreement"), pursuant to which SSDT will supply electronic products including webcam modules and set-top boxes manufactured by it, pursuant to the terms of the 2025 Framework Agreement for a term commencing from 10 January 2025 to 31 December 2025 and there is no option to renew the 2025 Framework Agreement. The annual cap in respect of the sale of products by SSDT to Xiaopai under the 2025 Framework Agreement for the year ended 31 December 2025 is RMB114 million, which is determined primarily by reference to (i) the transaction amount of approximately RMB99.96 million actually incurred under the previous framework agreement during the financial year ended 31 December 2024, and (ii) indications in writing by Xiaopai in respect of the volume of orders it intends to place with SSDT under the 2025 Framework Agreement. Xiaopai is indirectly controlled by the spouse of Mr. Shi Chi (an executive Director) and is therefore an associate of Mr. Shi Chi and a connected person of the Company under the Listing Rules. Accordingly, the 2025 Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules. Details of the transaction were announced by the Company on 10 January 2025.

4. On 10 January 2025, Skyworth Automobile Electronics (Shenzhen) Co., Ltd.* (深圳創維汽車智能有限公司) ("Skyworth Automobile") entered into two procurement agreements with Nanjing Golden Dragon Bus Co., Ltd. Xuzhou Branch* (南京金龍客車製造有限公司徐州分公司) ("Nanjing Golden Dragon Bus Xuzhou Branch") and Jiangsu Skywell Automobile Co., Ltd.* (江蘇開沃汽車有限公司) ("Jiangsu Skywell") ("2025 Procurement Agreements"), pursuant to which Skyworth Automobile will, upon its acceptance of purchase orders placed by Nanjing Golden Dragon Bus Xuzhou Branch and Jiangsu Skywell, supply automobile components manufactured by it to Nanjing Golden Dragon Bus Xuzhou Branch and Jiangsu Skywell for a term commencing from 10 January 2025 to 31 December 2025 up to an aggregate annual cap of RMB10.5 million. Details of the transactions were announced by the Company on 10 January 2025.

Nanjing Golden Dragon Bus Xuzhou Branch and Jiangsu Skywell are held as to more than 30% by the Skyblue Family Trust which was established by Mr. Wong, respectively. Nanjing Golden Dragon Bus Xuzhou Branch and Jiangsu Skywell are therefore associates of Mr. Wong and connected persons of the Company under Chapter 14A of the Listing Rules. Accordingly, the 2025 Procurement Agreements and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

3. 於2025年1月10日，深圳創維數字技術有限公司（「數字技術」）與深圳小湃科技有限公司（「小湃」）簽訂了框架協議（「2025年框架協議」），數字技術將根據2025年框架協議的條款提供由其生產的電子產品（包括攝像頭模組及機頂盒），有效期由2025年1月10日至2025年12月31日及無權續簽2025年框架協議。根據2025年框架協議，數字技術向小湃於截至2025年12月31日年度出售產品的年度上限為人民幣114百萬元，是參考(i)截至2024年12月31日止財政年度，根據先前框架協議實際產生的交易金額約人民幣99.96百萬元，及(ii)小湃根據2025年框架協議擬向數字技術下達的訂單量的意向書。小湃由施馳先生（執行董事）的配偶間接控制，因此根據上市規則，小湃為施馳先生的聯繫人士及本公司的關連人士。因此，根據上市規則第14A章，2025年框架協議及其項下擬進行的交易構成本公司的持續關連交易。本公司已於2025年1月10日的公告內刊發交易詳情。

4. 於2025年1月10日，深圳創維汽車智能有限公司（「創維汽車」）與南京金龍客車製造有限公司徐州分公司（「南京金龍客車徐州分公司」）及江蘇開沃汽車有限公司（「江蘇開沃」）訂立兩份採購協議（「2025年採購協議」），據此，創維汽車於收到南京金龍客車徐州分公司及江蘇開沃的採購訂單後，將向南京金龍客車徐州分公司及江蘇開沃供應其製造的汽車零部件，由2025年1月10日起至2025年12月31日，年度上限為人民幣10.5百萬元。本公司已於2025年1月10日的公告內刊發交易詳情。

由黃先生成立的Skyblue Family Trust分別持有南京金龍客車徐州分公司及江蘇開沃多於30%的權益。根據上市規則第14A章，南京金龍客車徐州分公司及江蘇開沃為黃先生的聯繫人士及本公司的關連人士。因此，根據上市規則第14A章，2025年採購協議及其項下擬進行之交易構成本公司持續關連交易。

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5. On 9 October 2025, Shenzhen Chuangwei Financial Leasing entered into a leaseback agreement with Nanjing Golden Dragon Bus ("Oct-2025 Leaseback Agreement"), pursuant to which Shenzhen Chuangwei Financial Leasing has agreed to provide sale and leaseback services in relation to a number of production related equipment in favour of Nanjing Golden Dragon Bus at an initial sale price of RMB85 million commencing on the date of payment of the initial sale price and ends on the date which is three years from the date of the Oct-2025 Leaseback Agreement. Details of the transaction were announced by the Company on 9 October 2025.

As at the end of the Reporting Year, the actual leasing principal amount under the Oct-2025 Leaseback Agreement was RMB85 million. The maximum leasing principal amount under the Oct-2025 Leaseback Agreement at any point of time during the Reporting Year was RMB85 million. Nanjing Golden Dragon Bus is an associate of Mr. Wong and a connected person of the Company under the Listing Rules. Accordingly, the Oct-2025 Leaseback Agreement and the transactions contemplated thereunder, being financial assistance provided by Shenzhen Chuangwei Financial Leasing in favour of the Nanjing Golden Dragon Bus, constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

During the Reporting Year, the Company has complied with the relevant disclosure requirements in respect of its continuing connected transactions in accordance with Chapter 14A of the Listing Rules. The Independent Non-executive Directors have reviewed the continuing connected transactions and confirmed that each of these transactions was entered into: (1) in the ordinary and usual course of business of the Group; (2) on normal commercial terms or better; and (3) in accordance with the terms of the respective agreement which is considered to be fair and reasonable and in the interests of the shareholders of the Company as a whole.

Messrs Deloitte Touche Tohmatsu, the independent auditor of the Company, was engaged to report on the above continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transaction under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued its unqualified letter containing its findings and conclusions in respect of the continuing connected transactions as disclosed above by the Company and confirmed the matters set out in Rule 14A.56 of the Listing Rules.

During the Reporting Year, the Group entered into certain transactions with related parties under the applicable accounting principles, details of which are set out in note 44 of the consolidated financial statements. To the extent that these related party transactions also constitute connected transactions or continuing connected transactions which is not exempted from the annual reporting requirements under Chapter 14A of the Listing Rules, they are set out in the sections "Connected Transaction" and "Continuing Connected Transactions" above. In respect of these transactions, the Company confirms that it has complied with the applicable requirements under Chapter 14A of the Listing Rules.

5. 於2025年10月9日，深圳創維融資租賃與南京金龍客車訂立售後回租協議（「2025年10月售後回租協議」），據此，深圳創維融資租賃同意就多項生產相關設備向南京金龍客車提供出售及回租服務，初步售價為人民幣85百萬元，自支付初步售價日期起至2025年10月售後回租協議日期起計三年止。本公司已於2025年10月9日的公告內刊發交易詳情。

截至本報告年度末，2025年10月售後回租協議之實際租賃本金金額為人民幣85百萬元。於本報告年度內，2025年10月售後回租協議項下任何時間的最高租賃本金金額為人民幣85百萬元。根據上市規則，南京金龍客車為黃先生的聯繫人士及本公司的關連人士。因此，2025年10月售後回租協議及其項下擬進行之交易（即深圳創維融資租賃提供予南京金龍客車的財務資助）構成本公司於上市規則第14A章項下的持續關連交易。

於本報告年度內，本公司已遵守上市規則第14A章項下有關於持續關連交易的相關披露要求。獨立非執行董事已審閱各項持續關連交易，並確認該等交易：(1) 於本集團一般及日常業務過程中訂立；(2) 按一般商業條款或更佳條款訂立；及(3) 根據相關協議之條款，被視為公平且合理並符合本公司股東之整體利益之條款訂立。

德勤•關黃陳方會計師行為本公司之獨立核數師，獲委聘根據香港核證聘用準則第3000號（修訂本）「歷史財務資料審計或審閱以外的核證聘用」，並參照香港會計師公會頒佈的《實務說明》第740號「關於香港上市規則所述持續關連交易的核數師函件」，報告上述持續關連交易。核數師已發出載有有關本公司於上文披露之持續關連交易的發現及結論的無保留意見函件並確認載於上市規則第14A.56條內的事項。

在本報告年度內，本集團依據適用的會計準則與關連人士進行了若干交易，詳情載於綜合財務報表附註44。若該等關連人士交易構成關連交易或持續關連交易，且不屬於上市規則第14A章規定的年度報告豁免範圍，則已載於上文「關連交易」及「持續關連交易」部分。就該等交易而言，本公司確認已遵守上市規則第14A章的適用規定。

Directors' Report

董事會報告

CONDITIONAL CASH OFFER TO BUY-BACK UP TO 350,000,000 SHARES AT HK\$3.11 PER SHARE

On 27 March 2025, the Company published an announcement in relation to an offer made by CLSA Limited on behalf of the Company to buy-back for cancellation, subject to the conditions, up to 350,000,000 Shares, representing approximately 15.67% of the issued Shares as at the date of such announcement, at the price of HK\$3.11 per Share (the "Offer"). The Offer was made in full compliance with the Code on Takeovers and Mergers of Hong Kong and the Code on Share Buy-backs of Hong Kong. The Offer was approved by the Shareholders at the special general meeting of the Company held on 23 May 2025. On 6 June 2025, valid acceptances in respect of a total of 341,262,688 Shares were received by Computershare Hong Kong Investor Services Limited from the accepting shareholders under the Offer, representing approximately 15.28% of the total number of issued Shares as at 6 June 2025 and approximately 97.50% of the maximum number of 350,000,000 Shares to be bought-back by the Company under the Offer. The consideration for the Offer, being a total of approximately HK\$1,061.3 million, was paid in cash and was funded by internal resources of the Group. The completion of the Offer and cancellation of the 341,262,688 Shares bought-back by the Company took place on Tuesday, 17 June 2025. For more information, please refer to the announcements of the Company dated 27 March 2025, 16 April 2025, 28 April 2025, 23 May 2025, 6 June 2025, 17 June 2025 and the circular of the Company dated 28 April 2025.

PROPOSED PRE-CONDITIONAL SHARE BUY-BACK OF THE COMPANY BY WAY OF A SCHEME OF ARRANGEMENT UNDER SECTION 99 OF THE COMPANIES ACT, PROPOSED DISTRIBUTION OF SKYWORTH PHOTOVOLTAIC SHARES BY THE COMPANY AND PROPOSED WITHDRAWAL OF LISTING OF THE COMPANY

On 20 January 2026, the Company published an announcement (the "Rule 3.5 Announcement") in relation to, among other things, the proposal for the delisting of the Company by way of a share buy-back scheme of arrangement under section 99 of the Companies Act 1981 of Bermuda (as amended) (the "Share Buy-back Scheme") and the distribution of the H Shares of Shenzhen Skyworth Photovoltaic Technology Co., Ltd.* (深圳創維光伏科技有限公司) held by the Company (the "Distribution", collectively with the Share Buy-back Scheme, the "Proposal"). Upon completion of the Proposal, the listing of the shares of the Company on the Main Board of the Stock Exchange will be withdrawn.

The making of the Proposal, and the implementation of the Share Buy-back Scheme and the Distribution, are subject to the satisfaction or waiver (as applicable) of certain pre-conditions, scheme conditions and distribution conditions as set out in the Rule 3.5 Announcement.

For more information on the Proposal, please refer to the Rule 3.5 Announcement and the announcements of the Company dated 20 February 2026 and 20 March 2026.

有條件現金要約按每股股份港幣 3.11 元回購最多達 350,000,000 股股份

於2025年3月27日，本公司發出內容有關中信里昂證券有限公司代表本公司提出要約，在該等條件的規限下，按每股股份港幣3.11元的價格回購並註銷最多達350,000,000股股份（佔於該公告日期已發行股份約15.67%）（「要約」）之公告。該要約的提出完全符合香港公司收購及合併守則及香港股份回購守則的規定。要約已於2025年5月23日舉行的本公司股東特別大會上獲得股東批准。於2025年6月6日，香港中央證券登記有限公司已從要約項下接納股東收到有關合共341,262,688股股份之有效接納，佔2025年6月6日已發行股份總數約15.28%及佔本公司根據要約擬回購最高數目股份350,000,000股約97.50%。要約代價合共約港幣1,061.3百萬元，以現金支付，並由本集團內部資源撥付。要約及註銷本公司回購的341,262,688股股份已於2025年6月17日（星期二）完成。有關更多資料，請參閱本公司日期為2025年3月27日、2025年4月16日、2025年4月28日、2025年5月23日、2025年6月6日、2025年6月17日之公告，以及本公司日期為2025年4月28日的通函。

建議根據公司法第99條以計劃安排方式進行本公司之附先決條件股份回購、建議由本公司分派創維光伏股份及建議撤銷本公司之上市地位

於2026年1月20日，本公司發出公告（「規則3.5公告」），內容有關（其中包括）根據百慕達1981年公司法（經修訂）第99條提出的通過股份回購安排計劃將本公司退市的提議（「股份回購計劃」）以及分配本公司持有的深圳創維光伏科技有限公司的H股（「分派」，與股份回購計劃統稱為「該建議」）。該建議完成後，本公司股份將在聯交所主板退市。

該建議之作出，以及股份回購計劃及分派之實施，須待規則3.5公告中所載之若干先決條件、計劃條件及分派條件達成或（如適用）獲豁免後，方告作實。

有關該建議的更多資料，請參閱規則3.5公告以及本公司日期為2026年2月20日及2026年3月20日的公告。

Directors' Report

董事會報告

Shareholders and potential investors of the Company should be aware that the implementation of the Proposal will only become effective after all of the pre-conditions and scheme conditions being satisfied or waived (as applicable) and thus the Proposal may or may not be implemented and the Share Buy-back Scheme may or may not become effective. Shareholders and potential investors of the Company should therefore exercise caution when dealing in the securities of the Company. Persons who are in doubt as to the action they should take should consult their stockbroker, bank manager, solicitor or other professional advisers.

PUBLIC FLOAT

Base on the information that is publicly available to the Company and within the knowledge of its Board as at the date of this report, the Company has complied with the public float requirement of the Listing Rules throughout the Reporting Year.

CORPORATE GOVERNANCE

The Company's corporate governance principles and practices are set out in the "Corporate Governance Report" on pages 86 to 117 of this report.

AUDIT COMMITTEE

The Audit Committee of the Company comprises of Mr. Cheong Ying Chew, Henry (Chairperson), Mr. Hung Ka Hai, Clement and Mr. Sun Wei Yung, Kevin. The Audit Committee, together with the Board, have reviewed the accounting principles and practices adopted by the Group and discussed auditing and financial reporting matters including the review of the financial statements of the Group for the year ended 31 December 2025.

AUDITOR

The consolidated financial statements of the Group for the Reporting Year have been audited by Messrs Deloitte Touche Tohmatsu. A resolution will be proposed at the forthcoming annual general meeting of the Company to re-appoint Messrs Deloitte Touche Tohmatsu as auditor of the Company.

By order of the Board

Lin Jin
Chairman of the Board
27 March 2026

* For identification purposes only

本公司股東及潛在投資者務須注意，該建議之實施須待所有先決條件及計劃條件達成或（如適用）獲豁免後，方告生效。因此，該建議未必會實施，且股份回購計劃亦未必會生效。本公司股東及潛在投資者於買賣本公司證券時務請審慎行事。如任何人士對應採取之行動有任何疑問，應諮詢其股票經紀、銀行經理、律師或其他專業顧問。

公眾持股量

於本報告日期，根據本公司所得之公開資料及據董事會所知，本公司於本報告年度內，貫徹遵循上市規則對公眾持股量之規定。

企業管治

本公司之企業管治之的原則及常規載於本報告第86至117頁的「企業管治報告」。

審核委員會

本公司審核委員會由張英潮先生（主席）、洪嘉禧先生及孫偉勇先生組成。審核委員會連同董事會已檢討本集團所採納的會計原則及慣例，並討論審計及財務報告事宜，包括審閱本集團截至2025年12月31日止年度的財務報表。

核數師

本集團於本報告年度之綜合財務報表已由德勤•關黃陳方會計師行審核。本公司將在應屆股東周年大會上提呈一項決議案，續聘德勤•關黃陳方會計師行為本公司核數師。

承董事會命

林勁
董事會主席
2026年3月27日

CORPORATE GOVERNANCE REPORT

企業管治報告



Corporate Governance Report

企業管治報告

The Company recognises the importance of a publicly listed company's responsibilities to enhance its transparency and accountability, and is committed to maintaining a high standard of corporate governance in the interests of its shareholders. The Company devotes to best practice on corporate governance, and to comply to the extent practicable, with the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

COMPLIANCE WITH THE CG CODE

During the financial year ended 31 December 2025 (herein below also referred as the Reporting Year) and up to the date of this report, the Company has complied with the code provisions as set out in the CG Code.

CULTURES AND VALUES

A healthy corporate culture across the Group is integral to attain its vision and strategy. It is the Board's role to foster a corporate culture with the following core principles and to ensure that the Company's vision, values and business strategies are aligned to it.

1. Integrity and Code of Conduct

The Group strives to maintain high standards of business ethics and corporate governance across all our activities and operations. The Directors, management and staff are all required to act lawfully, ethically and responsibly, and the required standards and norms are explicitly set out in the training materials for all new staff and embedded in various policies such as the Group's employee handbook (including therein the Group's code of conduct), the anti-corruption policy and the whistleblowing policy of the Group. Trainings are conducted from time to time to reinforce the required standards in respect of ethics and integrity.

2. Commitment

The Group believes that the culture of commitment to workforce development, workplace safety and health, diversity, and sustainability is one where people have a feeling of commitment and emotional engagement with the Group's mission. This sets the tone for a strong, productive workforce that attracts, develops, and retains the best talent and produces the highest quality work. Moreover, the Company's strategy in the business development and management are to achieve long-term, steady and sustainable growth, while having due considerations from environment, social and governance aspects.

本公司認同作為公眾上市公司對提高透明度及問責性責任的重要性，並致力維持高水準的企業管治，以符合股東的利益。本公司致力奉行最佳企業管治常規，並在切實可行的情況下遵守香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）附錄C1所載之《企業管治守則》（「企業管治守則」）之規定。

遵守企業管治守則

於截至2025年12月31日止財政年度（以下亦稱為本報告年度）及截至本報告日期，本公司一直遵守企業管治守則的守則條文。

文化與價值觀

健康的企業文化對實現本集團的願景及策略至關重要。董事會的職責為培養具有下列核心原則的企業文化，並確保本公司的願景、價值觀及業務策略與企業文化保持一致。

1. 誠信及行為守則

本集團致力於在我們所有活動及業務中保持高標準的商業道德及企業管治。董事、管理層及員工均須以合法、符合道德及負責任的方式行事，且所需標準及規範已於所有新員工的培訓材料中明確載列，並已載入多項政策內，如本集團僱員手冊（包括當中的本集團行為守則）、本集團反貪污政策及舉報政策。本公司不時進行培訓，以加強有關道德及誠信方面的必要標準。

2. 承擔

本集團認為，致力於員工發展、工作場所安全與健康、多元化與可持續發展的承擔文化使人們產生一種承擔感及對本集團使命的情感投入，為打造強大、高效的員工隊伍奠定基調，從而可吸引、培養並挽留最優秀的人才及交付最高質量的工作。此外，本公司於業務發展及管理方面的策略為實現長期、穩定及可持續增長，同時從環境、社會及管治方面進行適當考慮。

Corporate Governance Report

企業管治報告

KEY CORPORATE GOVERNANCE PRINCIPLES

The Board

(1) Responsibilities

The Board is responsible for the leadership and control of, and promoting the success of the Group. This is achieved by the setting up of corporate strategic objectives and policies, and monitoring and evaluating of the operating activities and financial performance of the Group.

The Board delegates the authority and responsibility for implementing day-to-day operations, business strategies and management of the Group's businesses to the executive Directors, senior management and certain responsibilities to the specific Board committees.

(2) Access for Supporting

The Directors may have access to the advice and services of the Company Secretary with a view to ensuring that the Board's procedures, and all applicable rules and regulations, are followed. In addition, the Directors may, upon reasonable request, to seek independent professional advice in appropriate circumstances, at the Company's expenses. The Board shall resolve to provide appropriate independent professional advice to the Directors to assist them on discharging their duties and responsibilities.

Appropriate insurance cover has been arranged by the Company in respect of legal action arising from the business of the Group against the Directors.

(3) Board Composition

As at the date of this report, the Board consists of 8 members of which 5 are Executive Directors and 3 are Independent Non-executive Directors. The list of Directors is set out on page 258 of this report. After annual assessment by the Nomination Committee during the year, the Board considers the current structure, size and composition of the Board is performing a balanced and independent monitoring function on management practices to complement the Company's corporate strategy. Their biographical details including their respective interests in the Company and their respective relationships with other Directors and senior management of the Group, are set out on pages 44 to 55 of this report.

Executive Directors

All of the Executive Directors possess the qualification and experiences in their respective areas of responsibility. Under the leadership of the Chairman of the Board, the Board is able to maintain the success of the Group's business.

主要企業管治原則

董事會

(1) 職責

董事會負責透過制訂企業策略目標及政策，並監察及評估本集團的經營活動及財務表現，從而領導及監控本集團，以及促使本集團邁向成功。

董事會將日常營運、業務策略及本集團業務管理的權力及責任委派予執行董事、高級管理人員，並將若干職責委派予特定的董事委員會。

(2) 提供協助

董事可向公司秘書尋求意見及服務，以確保彼等遵從董事會程序及所有適用的條例及規定。另外，本公司可應董事合理要求，在適當情況下尋求獨立專業意見，有關費用由本公司支付。董事會須致力向董事提供適當之獨立專業意見，以協助彼等履行其職務及責任。

本公司已為董事購買合適之責任保險，就彼等因本集團業務承擔法律訴訟時為其提供保障。

(3) 董事會的組成

於本報告日期，董事會由8名成員組成，其中5名為執行董事及3名為獨立非執行董事。董事名單載於本報告第258頁。經過提名委員會本年度的年度評估後，董事會認為董事會的當前結構、規模和組成正在對管理實踐執行平衡且獨立的監督職能，以補充公司的企業戰略。彼等之履歷詳情，包括其各自於本公司之權益及與其他董事及本集團高級管理人員之關係，載於本報告第44至55頁。

執行董事

所有執行董事均於其各自的職責範疇中具有專業資格及經驗。在董事會主席的領導下，董事會能成功維持本集團的業務運作。

Corporate Governance Report

企業管治報告

Independent Non-executive Directors

Currently, the 3 Independent Non-executive Directors are experienced professionals with different expertise in accounting and strategic management. Their mix of skills and experience, and their independent view would definitely provide constructive, independent and informed comments and suggestions to the Board, contributing to the proper functioning of the Board and safeguarding the interests of the shareholders of the Company in general and the Company as a whole.

The composition of the Board up to the date of this report is as follows:

Executive Director

Name of Director 董事名稱	Title 職位	Length of tenure of directorship 董事任期	Current Period of Appointment 當前委任期間
Mr. Lin Jin 林勁先生	Executive Director and Chairman of the Board 執行董事及董事會主席	Approximately 7.9 years 約 7.9 年	7 July 2025-6 July 2028 2025 年 7 月 7 日 - 2028 年 7 月 6 日
Mr. Shi Chi 施馳先生	Executive Director and Chief Executive Officer 執行董事及行政總裁	Approximately 14.7 years 約 14.7 年	30 April 2025-29 April 2028 2025 年 4 月 30 日 - 2028 年 4 月 29 日
Ms. Lin Wei Ping 林衛平女士	Executive Director 執行董事	Approximately 20.1 years 約 20.1 年	8 February 2024-7 February 2027 2024 年 2 月 8 日 - 2027 年 2 月 7 日
Mr. Wu Qinan 吳后楠先生	Executive Director 執行董事	Approximately 1.1 years 約 1.1 年	1 February 2025-31 January 2028 2025 年 2 月 1 日 - 2028 年 1 月 31 日
Mr. Lam Shing Choi, Eric 林成財先生	Executive Director and Company Secretary 執行董事及公司秘書	Approximately 6.1 years 約 6.1 年	28 February 2026-27 February 2029 2026 年 2 月 28 日 - 2029 年 2 月 27 日

Independent Non-executive Director

Name of Director 董事名稱	Title 職位	Length of tenure of directorship 董事任期	Current Period of Appointment 當前委任期間
Mr. Cheong Ying Chew, Henry 張英潮先生	Independent Non-executive Director 獨立非執行董事	Approximately 11.2 years 約 11.2 年	1 January 2024-31 December 2026 2024 年 1 月 1 日 - 2026 年 12 月 31 日
Mr. Hung Ka Hai, Clement 洪嘉禧先生	Independent Non-executive Director 獨立非執行董事	Approximately 6.0 years 約 6.0 年	18 March 2026-17 March 2029 2026 年 3 月 18 日 - 2029 年 3 月 17 日
Mr. Sun Wei Yung, Kevin 孫偉勇先生	Independent Non-executive Director 獨立非執行董事	Approximately 0.6 years 約 0.6 年	28 September 2025-27 September 2028 2025 年 9 月 28 日 - 2028 年 9 月 27 日

獨立非執行董事

現時，3 名獨立非執行董事皆為有經驗的專業人士，他們分別在會計及策略管理方面擁有不同的專業知識。彼等的技能及經驗，以及彼等的獨立意見，定能為董事會提供有建設性、獨立及知情的意見及建議，使董事會能更好地運作，並保障本公司股東及本公司的整體利益。

截至本年報日期，董事會的組成如下：

執行董事

獨立非執行董事

Corporate Governance Report

企業管治報告

The skills matrix below sets out the skills and expertise of the Board that are most relevant to the Company's strategy, governance and business and to enabling the Board to effectively discharge its duties and responsibilities in attaining the Company's strategic objectives and achieving sustainable and balanced development for the Group, particularly in terms of:

- overseeing implementation of the Company's strategic objectives and policies, and monitoring and evaluating of the operating activities and financial performance of the Group;
- monitoring the Company's policies and practices on compliance with legal and regulatory requirements; and
- promoting a positive and progressive culture across the Group, enabling the Company to deliver long-term sustainable performance and fulfil its role as a responsible corporate citizen.

下表列載有關董事會與本公司戰略、管治及業務最為相關的技能及專業知識，這些技能及專業知識讓董事會有效履行其職責及責任，以實現本公司戰略目標及達到本集團可持續而平衡的發展，尤其是在以下方面：

- 監督本公司企業策略目標及政策的實施情況，並監察及評估本集團的經營活動及財務表現；
- 監察本公司有關遵守法律及監管規定的政策及常規；及
- 在本集團內推動正面和鼓勵進步的文化，有助本公司達到長期可持續發展，並履行作為負責任企業公民的角色。

Directors' Skills and Experience

董事的技能及經驗

		Industry knowledge and experience 行業知識及經驗	Executive leadership & strategy/ directorship or senior executive experience with other listed company(ies) 行政領導及戰略／於其他上市公司擔任董事或高級行政人員的經驗	Accounting professionals/ financial management expertise 會計專業／財務管理專業知識	Regulatory & compliance/risk management 監管及合規／風險管理
Executive Director		執行董事			
Mr. Lin Jin	林勁先生	✓	✓		✓
Mr. Shi Chi	施馳先生	✓	✓		✓
Ms. Lin Wei Ping	林衛平女士	✓	✓		✓
Mr. Wu Qinan	吳后楠先生	✓	✓		✓
Mr. Lam Shing Choi, Eric	林成財先生	✓	✓	✓	✓
Independent Non-executive Director		獨立非執行董事			
Mr. Cheong Ying Chew, Henry	張英潮先生		✓	✓	✓
Mr. Hung Ka Hai, Clement	洪嘉禧先生		✓	✓	✓
Mr. Sun Wei Yung, Kevin	孫偉勇先生		✓	✓	✓
Coverage (% of entire Board)	比例 (佔全體董事的百分比)	62.5%	100%	50%	100%

Note:

Biographical details of the Directors are set out on pages 44 to 55 of this report and on the website of the Company.

附註：

董事之個人資料載於本報告第44至55頁及本公司網站內。

Corporate Governance Report

企業管治報告

In order to ensure that independent views and input of the Independent Non-executive Directors are made available to the Board, the Nomination Committee and the Board are committed to assess the Directors' independence annually with regards to all relevant factors related to the Independent Non-executive Directors including the following:

- required character, integrity, expertise, experience and stability to fulfil their roles;
- time commitment and attention to the Company's affairs;
- firm commitment to their independent roles and to the Board;
- declaration of conflict of interest in their roles as Independent Non-executive Directors;
- no involvement in the daily management of the Company nor in any relationship or circumstances which would affect the exercise of their independent judgement; and
- the Chairman of the Board meets with the Independent Non-executive Directors regularly without the presence of the Executive Directors.

The Board confirms that the Company has received from each of the Independent Non-executive Directors a confirmation of independence for the Reporting Year pursuant to Rule 3.13 of the Listing Rules and considers such Independent Non-executive Directors to be independent.

(4) Board Diversity Policy

The Company recognises the importance of board diversity to corporate governance and the board effectiveness. The Board diversity policy (the "Diversity Policy") was adopted by the Company in November 2015 and is subject to annual review by the Nomination Committee. The Diversity Policy formally recognises the practice of ensuring that independent views and input are made available to the Board. Moreover, it sets out the basic principles to ensure that the Board has the appropriate balance of skills, experience and diversity of perspectives necessary to enhance the effectiveness of the Board and to maintain high standard of corporate governance. Under the Diversity Policy, the selection of Board candidates shall be based on a range of diversity perspectives with reference to the Company's business model and specific needs, including but not limited to gender, age, cultural background, educational background, skills, knowledge and professional experience.

為確保獨立非執行董事可向董事會提供獨立觀點及意見，提名委員會及董事會每年評估獨立非執行董事的獨立性，所考慮的所有相關因素包括以下各項：

- 履行其職責所需的品格、誠信、專業知識、經驗及穩定性；
- 對本公司事務投入的時間及精力；
- 堅決履行其身為獨立董事的職責及投入董事會工作；
- 就擔任獨立非執行董事申報利益衝突事項；
- 不參與本公司日常管理，亦不存在任何關係或情況會影響其作出獨立判斷；及
- 董事會主席定期在執行董事避席的情況下與獨立非執行董事會面。

董事會確認，本公司已收到各獨立非執行董事根據上市規則第3.13條就其各自於本報告年度的獨立性出具的確認函，並認為該等獨立非執行董事均具獨立性。

(4) 董事會成員多元化政策

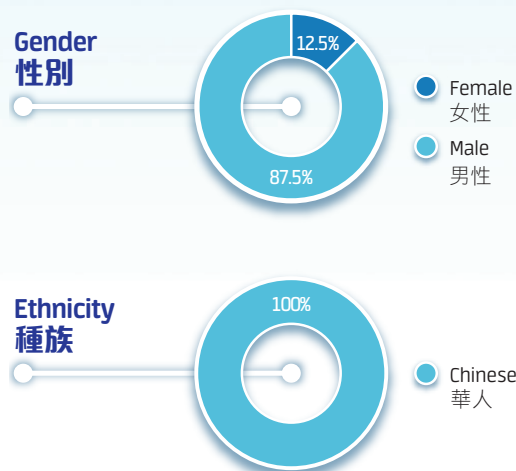
本公司認同董事會成員多元化對企業管治及董事會有效運作的重要性。本集團之董事會成員多元化政策（「多元化政策」）獲董事會於2015年11月採納，並由提名委員會進行年度檢討。多元化政策正式確立確保董事會可獲得獨立觀點及意見的常規。此外，該政策列載基本原則，以確保董事會在技能、經驗以及視野的多元化方面均達到適當的平衡，從而提升董事會的有效運作並保持高標準的企業管治水平。根據多元化政策，甄選董事會候選人將以一系列多元化範疇為基準，並參考本公司的業務模式和特定需求，包括但不限於性別、年齡、文化背景、教育背景、技能、知識及專業經驗。

Corporate Governance Report

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In considering the new appointment of Directors, the Nomination Committee had considered the Diversity Policy and with reference to certain criteria such as integrity, independent judgement, experience, skills and the ability to commit time and effort to carry out his/her duties and responsibilities effectively, etc.

The following chart shows the diversity profile of the Board as at the date of this report, with is referred to in the assessment of the progress in achieving diversity:

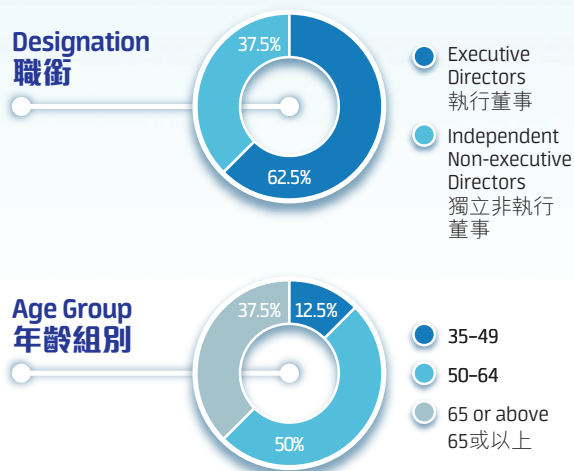


Biographical details of the Directors are set out on pages 44 to 55 of this report and on the website of the Company. A list setting out the names of the Directors and their roles and functions is posted on the websites of the Company and Hong Kong Exchanges and Clearing Limited ("HKEx") (www.hkexnews.hk).

During the Reporting Year, the Nomination Committee conducted an annual review of the Board's composition, taking into account of the Diversity Policy, and formed the view that the Board has maintained an appropriate mix and balance of skills, knowledge, experience and diversity of perspectives necessary to meet the business requirements of the Group. The Nomination Committee had reviewed the implementation of the Diversity Policy conducted during the Reporting Year and confirmed the implementation of such policy is efficient. The Nomination Committee will review the Diversity Policy from time to time to ensure the effectiveness of the Diversity Policy and discuss any revisions that may be required, and make recommendations accordingly to the Board for consideration and approval.

委任新董事時，提名委員會已考慮多元化政策及參考若干準則，例如誠信、獨立判斷、經驗、技能及就其職責與義務所能切實付出的時間與努力等。

下圖顯示董事會於本報告（在評估達至多元化進展時提及）日期之多元化概況：



董事之個人資料載於本報告第44至55頁及本公司網站內。列明董事姓名、角色與職能之董事名單已於本公司及香港交易及結算有限公司（「香港交易所」）之網站（www.hkexnews.hk）刊載。

於本報告年度內，提名委員會已對董事會的組成進行年度檢討（當中已考慮到多元化政策），並認為董事會已具備符合本集團業務所需的技能、知識、經驗以及多元化視野，且達到適當的組合及平衡。提名委員會於本報告年度內已檢討多元化政策的實施情況並認為該政策的執行是有效的。提名委員會將不時檢討多元化政策，以確保多元化政策行之有效，及商討任何或有需要之修訂，並向董事會提出相應修訂推薦，予以考慮及批准。

Corporate Governance Report

企業管治報告

As at 31 December 2025, the Group had over around 29,300 employees, approximately 35.93% of whom were female. As at 31 December 2025, the senior management of the Group comprised approximately 20% female members. The Board regularly assesses the Group's diversity profile of all levels of employees and considers the diversity policy to attract, retain and motivate employees from the widest possible pool of available talent. The Board considers that the gender ratio of the workforce of the Group, including the senior management, is appropriate for the operations of the Group and will strive to maintain this ratio. The gender diversity at workforce levels (including senior management) is disclosed in the 2025 Environmental, Social and Governance ("ESG") Report ("2025 ESG Report").

於2025年12月31日，本集團擁有逾約29,300名員工，其中約35.93%為女性。於2025年12月31日，本集團高級管理層包括約20%女性成員。董事會定期評估本集團各級別員工的多元化情況，並考慮多元化政策以在最大程度上招攬各類不同人才並加以留聘及激勵員工。董事會認為，本集團勞動力（包括高級管理層）的性別比例適合本集團的運營，並將努力維持這比例。員工層面（包括高級管理人員）的性別多元化於2025年環境、社會及管治（「ESG」）報告（「2025年環境、社會及管治報告」）內披露。

(5) Nomination Policy

The Board adopted a nomination policy (the "Nomination Policy") on 27 November 2018, which sets out the selection criteria and nomination procedures for the appointment of Directors. A summary of the Nomination Policy is disclosed below:

Selection Criteria

The factors listed below would be used as reference by the Nomination Committee in assessing the suitability of a proposed candidate:

- Character and integrity;
- Accomplishment and experience in the areas of Company's business and public board experience;
- Commitment in respect of available time and relevant interest; and
- Diversity in all its aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.

These factors are for reference only, and not meant to be exhaustive and decisive. The Nomination Committee has the discretion to nominate any person, as it considers appropriate.

(5) 提名政策

董事會於2018年11月27日採納提名政策（「提名政策」），列明委任董事的甄選標準及提名程序。提名政策概述如下：

甄選標準

下列因素將在提名委員會評估建議候選人是否適合時作為參考：

- 性格及誠信；
- 在本公司業務領域之成就與經驗以及擔任上市公司董事會的經驗；
- 可投入的時間及相關興趣；及
- 各方面的多元化，包括但不限於性別、年齡（18歲或以上）、文化及教育背景、種族、專業經驗、技能、知識及服務年限。

該等因素僅供參考，並非詳盡性和決定性。提名委員會可酌情提名其認為適當的任何人士。

Corporate Governance Report

企業管治報告

Nomination Procedures

The Nomination Committee and the Board will follow the below procedures in appointing a Director:

1. The Nomination Committee uses multiple sources to identify the individual(s) who is/are suitably qualified to become Board members.
2. The Nomination Committee reviews the qualification, skills and experience of the individual(s) and, if thought fit, makes recommendation to the Board.
3. The Board considers the individual(s) who is/are recommended by the Nomination Committee by assessing and evaluating his/her qualification, skills and experience and, if thought fit, to approve the appointment of individual(s) as Director.
4. According to the Company's bye-laws, any director appointed to fill the causal vacancy or as an addition to the existing Board shall hold office until the next following annual general meeting of the Company and shall then be eligible for re-election at the meeting.

The Nomination Committee will review the Nomination Policy from time to time to ensure the effectiveness of the Nomination Policy and discuss any revisions that may be required, and recommended such revisions to the Board for consideration and approval.

(6) Continuous Professional Development

On appointment to the Board, each newly appointed Director will attend an introduction covering the general, statutory and regulatory obligations of being a director to ensure sufficient awareness of responsibilities under the Listing Rules and other relevant regulatory requirements. Thereafter, the Company is required to provide the Directors with regular updates relating to the Group's business. During the induction training sessions attended by Mr. Wu Qinan and Mr. Sun Wei Yung, Kevin on 17 December 2024 and 15 August 2025, respectively, an external legal adviser provided legal advice on Hong Kong laws as regards the requirements under the Listing Rules that are applicable to them as directors of a listed company, their obligations as the Directors, and the possible consequences of making false declarations or giving false information to the Stock Exchange and the Securities and Futures Commission. Mr. Wu and Mr. Sun have confirmed their understanding of their obligations as directors of a listed issuer.

All Directors have complied with the code provision in the CG Code in relation to continuous professional development. This has involved various forms of activities including attending presentation given by external professional advisors and reading materials relevant to the regulatory updates, Company's business, directors' duties and responsibilities. The Company continues to provide the Directors with updates relating to the relevant Listing Rules and regulations, ensuring the Directors have thorough understanding of good corporate governance.

提名程序

提名委員會及董事會將在委任董事時採取以下程序：

1. 提名委員會使用多個來源物色具備適當資格成為董事會成員的人士。
2. 提名委員會審閱有關人士的資格、技能及經驗，如彼等認為合適將推薦予董事會。
3. 董事會透過評估其資格、技能及經驗考慮提名委員會推薦的人士，如彼等認為合適，將批准委任有關人士為董事。
4. 根據本公司之公司細則，任何為填補空缺或作為現有董事會的新增成員而獲任命之董事的任期應至本公司下一屆股東周年大會為止，並符合資格在會上膺選連任。

提名委員會將不時檢討提名政策，以確保提名政策的有效性，及商討任何或有需要之修訂，並向董事會提出相應修訂推薦，予以考慮及批准。

(6) 持續專業發展

就委任董事會成員方面，每位新獲委任之董事需參與一個範圍涵蓋董事之一般、法定及監管責任的簡介，以確保董事充分了解其於上市規則及其他相關監管規定下之責任。其後，本公司需向董事定期提供有關本集團業務更新的信息。在吳后楠先生和孫偉勇先生分別於2024年12月17日及2025年8月15日參加的就任培訓課程期間，一名外聘法律顧問就上市規則中適用於他們作為上市公司董事的規定、其董事責任以及向聯交所和證券及期貨事務監察委員會作出虛假聲明或提供虛假信息可引致的後果，向他們提供有關香港法例的法律意見。吳先生和孫先生確認明白出任上市發行人董事的責任。

所有董事已遵守企業管治守則內有關持續專業發展之守則條文。活動形式包括出席由外聘專業顧問舉辦的講座及閱讀有關法規更新、本公司業務、董事職務及責任之資料。本公司持續向董事發放關於上市規則及監管要求的更新資料，以確保董事對良好企業管治有透徹的了解。

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The Directors are required to provide the Company with details of professional training undertaken by them during the Reporting Year. Based on the details so provided, the professional training undertaken by the Directors during the Reporting Year is summarised as follows:

董事須向本公司提供他們於本報告年度內所接受的專業培訓詳情。基於董事所提供的資料，彼等於本報告年度內所接受之專業培訓概述如下：

		Training areas 培訓範圍				
		Board and directors' duties 董事會及董事職責	Listing Rules and Hong Kong law compliance 《上市規則》及香港法律合規	Corporate governance and ESG 企業管治及ESG	Risk management and internal controls 風險管理及內部監控	Industry and business updates 行業及業務最新發展
Name of Director	董事名稱					
Executive Directors:		執行董事：				
Mr. Lin Jin	林勁先生	✓	✓	✓	✓	✓
Mr. Shi Chi	施馳先生	✓	✓	✓	✓	✓
Ms. Lin Wei Ping	林衛平女士	✓	✓	✓	✓	✓
Mr. Wu Qinan <i>(Note a)</i>	吳后楠先生 <i>(附註 a)</i>	✓	✓	✓	✓	✓
Mr. Lam Shing Choi, Eric	林成財先生	✓	✓	✓	✓	✓
Independent Non-executive Directors:		獨立非執行董事：				
Mr. Li Weibin <i>(Note b)</i>	李偉斌先生 <i>(附註 b)</i>	✓	✓	✓	✓	✓
Mr. Cheong Ying Chew, Henry	張英潮先生	✓	✓	✓	✓	✓
Mr. Hung Ka Hai, Clement	洪嘉禧先生	✓	✓	✓	✓	✓
Mr. Sun Wei Yung, Kevin <i>(Note c)</i>	孫偉勇先生 <i>(附註 c)</i>	✓	✓	✓	✓	✓

Notes:

- Mr. Wu Qinan was appointed as an Executive Director with effect from 1 February 2025.
- Mr. Li Weibin resigned as an Independent Non-executive Director with effect from 28 September 2025.
- Mr. Sun Wei Yung, Kevin was appointed as an Independent Non-executive Director with effect from 28 September 2025. He has met the continuous professional development requirement under Rule 3.09H of the Listing Rules.

附註：

- 吳后楠先生獲委任為本公司執行董事，自2025年2月1日起生效。
- 李偉斌先生辭任本公司獨立非執行董事，自2025年9月28日起生效。
- 孫偉勇先生獲委任為本公司獨立非執行董事，自2025年9月28日起生效。彼已完成根據上市規則第3.09H條要求的持續專業發展培訓。

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(7) *The Chairman of the Board and Chief Executive Officer of the Company*

The Chairman of the Board is Mr. Lin Jin and the Chief Executive Officer of the Company is Mr. Shi Chi. The roles of the Chairman of the Board and the Chief Executive Officer of the Company are segregated to ensure their respective independence, accountability and responsibility. The major duties of the Chairman of the Board are to provide leadership to the Board; to ensure the Directors receive, in a timely manner, adequate information which must be accurate, clear, complete and reliable; to ensure the Company established good corporate practice and procedures; to provide appropriate briefing on the issues arising from Board meetings; and to encourage all Directors to make a full and active contribution to the Board's affairs and take the lead to ensure that it acts in the best interests to the Company.

The Chief Executive Officer of the Company is responsible for implementing decisions and strategy approved by the Board and managing day-to-day operations of the Group with the support of the Executive Directors and senior management. The Chairman of the Board promotes a culture of openness and debate by facilitating the effective contribution of Independent Non-executive Directors in particular and ensures constructive relations among Executive Directors and Independent Non-executive Directors.

(8) *Appointment, Re-election and Removal of Directors*

A person may be appointed as a member of the Board at any time either by the shareholders of the Company in a general meeting or by the Board upon recommendation of the Nomination Committee. Each of the Directors has entered into a service contract with the Company for a term of not more than 3 years. Directors who are appointed by the Board must retire at the next following annual general meeting after their appointment.

According to the bye-laws of the Company as amended from time to time and the CG Code, all Directors are subject to retirement by rotation once every 3 years and one-third of the Directors for the time being (or, if their number is not a multiple of 3, the number nearest to, but not less than one-third) shall retire from office by rotation and shall be eligible for re-election at each annual general meeting.

(9) *Board Meetings and Corporate Governance Function*

The Board held a total of 4 meetings during the Reporting Year. Of these, 2 meetings were held mainly for approving 2024 final results and 2025 interim results of the Group; the other meetings were held to discuss and consider important issues of the Group and review policies related to internal control and corporate governance.

(7) *董事會主席及本公司行政總裁*

林勁先生為董事會主席，施馳先生為本公司行政總裁。本公司董事會主席及行政總裁的角色有所區分，以確保彼等各自的獨立性、問責性及職責。董事會主席的主要職責為領導董事會；確保董事及時收到充分資訊，而有關資訊亦必須準確、清晰及完備可靠；確保公司制定良好的企業管治常規及程序；提供適當簡報予董事使其知悉董事會會議上討論的事項；及鼓勵所有董事全力投入董事會事務，並以身作則，確保董事會行事符合本公司最佳利益。

本公司行政總裁負責執行由董事會批准的決策及策略，並在執行董事及高級管理人員的支援下管理本集團的日常營運。董事會主席提倡公開、積極討論的文化，以促進獨立非執行董事對董事會作出有效貢獻，並確保執行董事與獨立非執行董事之間維持建設性的關係。

(8) *委任、重選及罷免董事*

任何人士均可於任何時間經本公司股東大會股東委任，或經提名委員會推薦後由董事會委任為董事會成員。各董事已與本公司簽訂為期不多於3年的服務協議。獲董事會委任的董事必須於其獲委任後的下一屆股東周年大會告退。

根據本公司不時修訂之公司細則及企業管治守則，在每屆股東周年大會上，所有董事均需每3年告退一次，以及當時三分之一的董事（或倘董事人數並非3之倍數，則按最接近但不少於三分之一的人數）須輪值告退，並符合資格膺選連任。

(9) *董事會會議和企業管治功能*

於本報告年度內，董事會總共舉行了4次會議。其中2次會議主要為通過本集團2024年度的全年業績及2025年度的中期業績；而其他會議為討論及考慮本集團的重要事項及審閱內部監控和企業管治的相關政策。

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Sufficient notices to Board meetings are given to all Directors prior to the meetings for the purpose of providing all Directors with sufficient time to schedule their business for the meetings, and to propose matters to be included in the agenda for the meetings. Agenda and meeting documents are despatched to all Directors at least 3 days before each of the meetings to ensure that the Directors have sufficient time to review documents and be adequately prepared for the meeting. When Directors are unable to attend a meeting, they are advised of the matters to be discussed and given an opportunity to make their views known to the Chairman of the Board prior to the meeting.

Management of the Company has, from time to time, supplied to the Board relevant information, as well as reports relating to operational and financial performance of the Group, enabling the Directors to make informed decisions. Members of the management who are responsible for preparation of the documents for discussion at the Board meetings are usually invited to present the relevant documents and to take any questions or address queries that the Directors may have on the documents. This enables the Board to perform a comprehensive and informed evaluation as part of the Board's decision making processes.

The proceedings of the Board at its meetings are conducted by the Chairman of the Board who is responsible to ensure that sufficient time is allocated for discussion and consideration of each agenda item and that equal opportunities are given to the Directors to speak and express their views and concerns. Draft and final versions of minutes are sent to all Directors or Board committees for review and comment in a timely manner and for their records respectively. Minutes of the Board meetings and meetings of Board committees are recorded in sufficient detail about the matters considered by the Directors and the decisions reached, including any concerns raised by the Directors. The minutes are kept by the Company Secretary or any other personnel appointed by the Board at the meetings. Subsequently, the signed minutes are circulated to the Directors and are available for inspection by the Directors.

During the Reporting Year, the Board was responsible for performing the corporate governance functions such as to develop and review the Company's policies and practices on corporate governance; to review and monitor the training and continuous professional development of Directors and senior management; to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements; to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and to review the Company's compliance with the CG Code and make relevant disclosures in the Corporate Governance Report.

董事會會議前，全體董事將獲得足夠的會議通知，以令各董事有足夠時間安排行程以便出席會議，並可就會議議程提出建議事項。議程及會議文件需於各會議召開前至少3天送交所有董事，以確保董事有足夠時間審閱文件，為會議作充足準備。倘董事未能抽空出席會議，該等人士將於會議前獲悉有關討論事項，並有機會就該等事項向董事會主席表達意見。

本公司管理層會不時向董事會提供有關資料，以及有關本集團經營及財務表現的報告，使董事能在知情的情況下作出決定。負責編製董事會會議討論文件的管理層成員通常獲邀提呈有關文件、回答董事的任何提問或解答董事對會議文件產生的疑問，使董事會在進行決策時，作出全面及有根據的評估。

董事會主席負責主持董事會會議的議事程序，以確保各項議程均獲分配充足時間進行討論及審議，並確保董事均有平等機會發言、表達意見及提出其關注事項。會議記錄的草稿和最終版本會及時發給所有董事或董事會委員會供其審閱和評論，以及分別存檔。董事會及董事委員會的會議記錄詳細記載董事所審議的事項及所作出的決定，當中包括董事提呈的任何關注事項。會議記錄乃由公司秘書或任何其他由董事會於會上委任之人員保存。其後會議記錄會供各董事傳閱及予董事查閱。

於本報告年度內，董事會負責履行企業管治職能，如制訂及檢討本公司的企業管治政策及常規；檢討及監察董事及高級管理人員的培訓及持續專業發展；檢討及監察本公司有關遵守法律及監管規定的政策及常規；制定、檢討及監察有關僱員及董事的操守準則及合規手冊（如有）；及檢討本公司遵守企業管治守則的情況及在企業管治報告內作出相關披露。

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Attendance Record of Directors and Committee Members

The attendance record of each Director at the Board meetings and Board committee meetings, and the general meetings of the Company during the Reporting Year is set out in the table below:

董事和董事委員會成員的出席記錄

每位董事於本報告年度內出席本公司董事會會議、董事委員會會議及股東大會的記錄已載列如下：

		Attendance/number of meetings 出席／舉行會議數目					Annual	Special
Name of Director	董事名稱	Board	Audit Committee	Remuneration Committee	Nomination Committee	general meeting	general meeting	
		董事會	審核委員會	薪酬委員會	提名委員會	股東周年大會	股東特別大會	
Executive Directors		執行董事						
Mr. Lin Jin	林勁先生	4/4	-	-	-	1/1	1/1	
Mr. Shi Chi	施馳先生	4/4	-	-	-	1/1	1/1	
Ms. Lin Wei Ping	林衛平女士	4/4	-	3/3	3/3	1/1	1/1	
Mr. Wu Qinan <i>(Note a)</i>	吳后楠先生 <i>(附註a)</i>	3/3	-	-	-	1/1	1/1	
Mr. Lam Shing Choi, Eric	林成財先生	4/4	-	-	-	1/1	1/1	
Independent		獨立非執行董事						
Non-executive Directors								
Mr. Li Weibin <i>(Note b)</i>	李偉斌先生 <i>(附註b)</i>	3/3	2/2	3/3	3/3	1/1	1/1	
Mr. Cheong Ying Chew, Henry	張英潮先生	4/4	2/2	3/3	3/3	1/1	1/1	
Mr. Hung Ka Hai, Clement	洪嘉禧先生	4/4	2/2	3/3	3/3	1/1	1/1	
Mr. Sun Wei Yung, Kevin <i>(Note c)</i>	孫偉勇先生 <i>(附註c)</i>	1/1	-	-	-	-	-	

Notes:

- Mr. Wu Qinan was appointed as an Executive Director with effect from 1 February 2025.
- Mr. Li Weibin resigned as an Independent Non-executive Director with effect from 28 September 2025.
- Mr. Sun Wei Yung, Kevin was appointed as an Independent Non-executive Director with effect from 28 September 2025.

附註：

- 吳后楠先生獲委任為本公司執行董事，自2025年2月1日起生效。
- 李偉斌先生辭任本公司獨立非執行董事，自2025年9月28日起生效。
- 孫偉勇先生獲委任為本公司獨立非執行董事，自2025年9月28日起生效。

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(10) General Meetings

The annual general meeting and other general meetings of the Company are the primary communication with its shareholders. All shareholders of the Company are welcomed to attend the general meetings or to appoint proxies to attend and vote at meetings on their behalf. Other than shareholders' participation, independent non-executive Directors should attend general meetings and develop a better understanding of the views of shareholders. During the Reporting Year, other than the annual general meeting, one special general meeting was held to approve the offer in relation to the Share buy-back of the Company.

The attendance record of each Director during the Reporting Year is set out in the section "Attendance Record of Directors and Committee Members".

(11) Securities Transactions of Directors

The Company has adopted the Code of Conduct on terms no less exacting than the required standard as set out in the Model Code. Having made specific enquiry of all Directors, the Company received confirmation from each of the Directors that he/she had complied with the Code of Conduct throughout the Reporting Year. Relevant employees who are likely to be in possession of inside information of the Group are also subject to compliance with written guidelines on no less exacting terms than the Model Code.

(12) Linkage between Corporate Governance and Environmental, Social and Governance

In full compliance with the Environmental, Social and Governance Reporting Guide under Appendix C2 to the Listing Rules and the CG Code, the Board has taken up an overall responsibility for formulating the Group's ESG strategy and reporting. The Board takes a proactive approach to review the Group's ESG-related risks on a regular basis to ensure that effective risk management and internal control systems are in place. For details, please refer to the 2025 ESG Report.

(10) 股東會議

本公司之股東周年大會及其他股東大會是本公司與其股東之間的主要溝通平台。本公司歡迎本公司全體股東出席股東大會或委派代表代其出席並於會上投票。除股東參與外，獨立非執行董事應出席股東大會，對股東的意見有更好的了解。於本報告年度內，除股東周年大會外，本公司舉行了一個股東特別大會，以批准有關本公司股份回購的要約。

每位董事於本報告年度內的出席記錄已載列於「董事和董事委員會成員的出席記錄」一節中。

(11) 董事的證券交易

本公司已採納條款不比標準守則所訂標準寬鬆的操守準則。於向全體董事作出特別查詢後，本公司獲每位董事確認彼等於本報告年度內已遵守操守準則。可能掌握本集團內幕消息的相關員工亦須遵守條款不遜於標準守則的書面指引。

(12) 企業管治與環境、社會及管治之間的聯繫

為遵守上市規則附錄C2《環境、社會及管治報告指引》及企業管治守則，董事會肩負制訂本集團的環境、社會及管治策略和匯報的責任。董事會採取積極態度定期評估與本集團環境、社會及管治相關之風險，以確保制訂有效的風險管理措施和內部監控系統。詳情請參閱2025年環境、社會及管治報告。

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企業管治報告

(13) *Disclosure of Information of Directors under Rules 13.51B(2) and 13.51(2)(h) of the Listing Rules*

The Stock Exchange published a statement of disciplinary action dated 13 January 2026 (the "Statement") in relation to the public censure made against Starjoy Wellness and Travel Company Limited ("Starjoy Wellness") (a company listed on the Main Board of the Stock Exchange, stock code: 3662); and the relevant directors (the "Relevant Directors") of Starjoy Wellness and/or China Aoyuan Group Limited ("China Aoyuan") (a company listed on the Main Board of the Stock Exchange, stock code: 3883), including Mr. Hung Ka Hai, Clement ("Mr. Hung", an Independent Non-executive Director of the Company). Mr. Hung is an independent non-executive director of Starjoy Wellness, the chairman of each of the audit committee and remuneration committee and a member of the nomination committee of Starjoy Wellness. The Company understands that the Listing Committee of the Stock Exchange (the "Listing Committee") has found that, among others, the Relevant Directors (including Mr. Hung) have breached Rule 3.08 of the Listing Rules for failing to exercise reasonable skill, care and diligence, and have been asked to procure China Aoyuan and/or Starjoy Wellness to have in place adequate internal controls and procedures at the material time. Certain of the Relevant Directors (including Mr. Hung) have been directed by the Listing Committee to attend 26 hours of training on regulatory and legal topics and Listing Rule compliance, including two hours on Rule 2.13, and three hours on each of (i) directors' duties, (ii) the Corporate Governance Code, and (iii) Chapters 13, 14 and 14A of the Listing Rules. Further details relating to the disciplinary action against Starjoy Wellness and the Relevant Directors can be found in the Statement. For more information, please refer to the announcement of the Company dated 14 January 2026.

(13) *根據上市規則第13.51B(2)及13.51(2)(h)條披露董事資料*

聯交所發出日期為2026年1月13日的紀律行動聲明(「該聲明」)，該聲明涉及對星悅康旅股份有限公司(「星悅康旅」)(聯交所主板上市，股份代號：3662)；及星悅康旅及／或中國奧園集團股份有限公司(「中國奧園」)(聯交所主板上市，股份代號：3883)的相關董事(「相關董事」)(包括洪嘉禧先生(「洪先生」，本公司獨立非執行董事))，所作出的公開譴責。洪先生是星悅康旅的獨立非執行董事，並擔任星悅康旅審核委員會和薪酬委員會主席及提名委員會成員。本公司知悉，聯交所上市委員會(「上市委員會」)已裁定，除其他事項外，相關董事(包括洪先生)違反了上市規則第3.08條，未有以應有技能、謹慎和勤勉行事，且已被要求於關鍵時候促使中國奧園及／或星悅康旅制定足夠的內部監控措施及程序。上市委員會已指令部分相關董事(包括洪先生)參加26小時有關監管及法律議題以及上市規則合規事宜的培訓，當中包括2小時有關上市規則第2.13條的內容以及以下內容各3小時：(i)董事職責；(ii)企業管治守則；及(iii)上市規則第13章、第14章及第14A章的規定。有關對星悅康旅及相關董事採取的紀律行動的更多詳情，請參閱該聲明。有關更多資料，請參閱本公司日期為2026年1月14日的公告。

Board Committees

As an integral part of good corporate governance and to assist the Board in execution of its duties, the Board is supported by 4 board committees, including Executive Committee, Nomination Committee, Remuneration Committee and Audit Committee. Each of these committees oversees particular aspects of the Group's affairs under its defined scope of duties and terms of reference approved by the Board. The terms of reference of the Nomination Committee, Remuneration Committee and Audit Committee are available on the websites of the Company and the Stock Exchange. All committees are provided with sufficient resources to discharge their duties.

(1) *Executive Committee*

The Executive Committee was established by the Board on 5 February 2005 with written terms of reference adopted on the same date. As at the date of this report, the Executive Committee comprises 8 members, including the Executive Directors and senior management of the Company.

董事委員會

作為良好企業管治的一部份及為協助董事會履行其職責，董事會由4個董事委員會所支持，包括執行委員會、提名委員會、薪酬委員會及審核委員會。各委員會根據其指定職務範疇及獲董事會批准的職權範圍監督本集團的特定事務。提名委員會、薪酬委員會及審核委員會的職權範圍載於本公司及香港交易所網站。所有委員會均獲足夠資源以履行其職責。

(1) *執行委員會*

執行委員會於2005年2月5日由董事會成立，其書面職權範圍於同日獲採納。於本報告日期，執行委員會由8名成員組成，包括執行董事及本公司高級管理人員。

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The Executive Committee has been delegated with powers from the Board to deal with matters of the Group. The authority and major duties of the Executive Committee are summarised as follows:

- to establish strategic planning and financial budgets for Board's approval;
- to monitor daily business operations, including sales, productions, brand and product promotion and human resources capital, of the Group;
- to review and approve management reports;
- to evaluate investments opportunities for Board's approval; and
- to monitor fund flows and evaluate cash management policies of the Group.

The Executive Committee held monthly meetings during the Reporting Year to review, discuss and evaluate the monthly business performance and other business and operational matters of each major subsidiary of the Group.

(2) **Audit Committee**

The Audit Committee was established by the Board since the listing of the shares of the Company on the Stock Exchange on 7 April 2000. The Audit Committee currently comprises 3 Independent Non-executive Directors. As at the date of this report, the chairperson of the Audit Committee is Mr. Cheong Ying Chew, Henry and the other members are Mr. Hung Ka Hai, Clement and Mr. Sun Wei Yung, Kevin.

The Audit Committee has its written terms of reference adopted since its establishment. The terms of reference were subsequently revised on 30 March 2012 in order to comply with the then adopted amendments to the CG Code. In light of the amendments made to the CG Code with effect from 1 January 2016, the Board has further adopted the revised terms of reference of the Audit Committee on 15 December 2015 and 28 August 2025 in accordance with such CG Code amendments.

執行委員會由董事會授權，以處理本集團的事務。執行委員會職權及主要職責概述如下：

- 制定策略性計劃及財務預算予董事會批准；
- 監察日常業務運作，包括本集團的銷售、生產、品牌與產品推銷及人力資源資本；
- 審閱及批准管理層報告；
- 評估投資機會予董事會批准；及
- 監察本集團內的資金流動情況及評估現金管理政策。

於本報告年度內，執行委員會每月均召開會議。在會議中，執行委員會檢討、討論及評估本集團各主要附屬公司的每月業務表現及其他業務與營運事宜。

(2) **審核委員會**

審核委員會由董事會自本公司股份於2000年4月7日在聯交所上市以來成立。審核委員會現時由3名獨立非執行董事組成。於本報告日期，審核委員會主席為張英潮先生，其他成員包括洪嘉禧先生及孫偉勇先生。

審核委員會的書面職權範圍自其成立起採納，其後於2012年3月30日作出修訂以遵守當時企業管治守則之修改。鑑於自2016年1月1日起生效的企業管治守則所作出的修改，董事會已於2015年12月15日及2025年8月28日就該企業管治守則之修改進一步採納經修訂的審核委員會職權範圍。

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The major duties of the Audit Committee set out in its terms of reference are summarised as follows:

- to ensure and coordinate the relationship with the Company's external auditors and make recommendations to the Board on the appointment, reappointment and removal of the external auditors, and to approve the remuneration and terms of engagement of the external auditors, and any questions of its resignation or dismissal;
- to review the Company's financial information; and
- to oversee the Company's financial reporting system, risk management and internal control systems (both covering ESG topics), financial and related ESG disclosure.

The Audit Committee held 2 meetings during the Reporting Year for the purposes of, including but not limited to, the following:

- reviewed and commented on the Company's annual and interim financial reports;
- oversaw the Group's financial reporting system, risk management and internal control systems on an ongoing basis;
- reviewed the financial reporting system to ensure the adequacy of resources, qualifications and experience of staff in accounting and financial reporting functions of the Group;
- discussed the Group's internal audit plan with the Risk Management Department;
- reviewed the continuing connected transactions of the Company;
- reviewed and made recommendation to the Board on the revised terms of reference of the Audit Committee;
- developed and implemented policy on engaging an external auditor to supply non-audit services; and
- met and communicated with the external auditors for audit works of the Group.

The attendance record of each member of Audit Committee during the Reporting Year is set out in the section "Attendance Record of Directors and Committee Members".

審核委員會載於職權範圍的主要職責概述如下：

- 確保及協調與本公司外聘核數師的關係，及就外聘核數師的委任、重新委任及罷免向董事會提出建議，及批准外聘核數師的薪酬及聘用條款，及任何有關核數師辭職或解僱的問題；
- 審閱本公司的財務資料；及
- 監管本公司的財務匯報系統、風險管理及內部監控系統（均涵蓋環境、社會及管治相關議題）、財務及其相關環境、社會及管治披露。

於本報告年度內，審核委員會已舉行2次會議。有關會議的目的，包括但不限於以下各項：

- 審閱及評論本公司的年度及中期財務報告；
- 持續監督本集團之財務匯報系統、風險管理及內部監控系統；
- 審閱財務匯報系統，以確保本集團員工在會計及財務匯報職能方面的資源、資格及經驗的充足性；
- 與風險管理部討論本集團內部審核計劃；
- 審閱本公司之持續關連交易；
- 審閱並提呈董事會審批經修訂的審核委員會職權範圍；
- 制定並實施聘請外部核數師提供非審計服務的政策；及
- 就本集團的核數工作與外聘核數師會面及交流。

每位審核委員會成員於本報告年度內的出席記錄已載列於「董事和董事委員會成員的出席記錄」一節中。

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(3) Nomination Committee

The Nomination Committee was set up under the auspices of the Board on 5 February 2005 with written terms of reference adopted on 19 August 2005, which was further updated and approved on 30 March 2012, 25 August 2017 and 28 August 2025. The terms of reference are available for reviewing on the websites of the HKEx and the Company. The Nomination Committee currently comprises 4 members. As at the date of this report, the chairperson of the Nomination Committee is Mr. Hung Ka Hai, Clement and the other members are Mr. Cheong Ying Chew, Henry, Mr. Sun Wei Yung, Kevin and Ms. Lin Wei Ping. Except for Ms. Lin Wei Ping, is an Executive Director, the remaining 3 members are Independent Non-executive Directors.

The major duties of the Nomination Committee as set out in its terms of reference are summarised as follows:

- to review the structure, size and composition of the Board at least annually, assist the Board in maintaining a Board skills matrix, and to make recommendations on any proposed changes to the Board to complement the Board to achieve the Group corporate strategy as well as promote shareholder value;
- to be responsible for identifying and nominating suitably qualified candidates as additional Directors or to fill Board vacancies as such occasions arise for approval of the Board;
- to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors in particular regarding the Chairman and the Chief Executive Officer;
- in case of appointment and re-appointment of independent non-executive Directors, to assess the independence of the appointees having regard to relevant guidelines or requirements of the Listing Rules in place from time to time;
- to assess the independence of independent non-executive Directors on an annual basis having regard to relevant guidelines or requirements of the Listing Rules in place from time to time;
- to produce and approve disclosure statements in relation to the Nomination Committee and its work as required by applicable laws and rules where necessary;
- to review the Director Nomination Policy and the Board Diversity Policy of the Company periodically and make recommendation on any proposed revisions to the Board; and
- to support the Company's regular evaluation of the Board's performance.

(3) 提名委員會

董事會屬下的提名委員會於2005年2月5日成立，其書面職權範圍於2005年8月19日獲採納，並於2012年3月30日、2017年8月25日及2025年8月28日獲進一步更新及批准。職權範圍可於香港交易所及本公司之網站查閱。提名委員會現時共有4名成員。於本報告日期，提名委員會的主席為洪嘉禧先生，其他成員包括張英潮先生、孫偉勇先生及林衛平女士。除林衛平女士為執行董事外，其餘3名成員均為獨立非執行董事。

提名委員會載於職權範圍的主要職責概述如下：

- 至少每年檢討董事會的架構、人數及組成，協助董事會編制董事會技能表，並就董事會之任何變動提出建議務求配合董事會，以實踐本集團企業策略並提升股東價值；
- 負責物色及提名合資格人士成為董事會新增成員或填補董事會空缺的人選，供董事會批准；
- 就董事委任或重新委任，以及董事（尤其是主席及行政總裁）繼任計劃的事宜向董事會提出建議；
- 如屬獨立非執行董事的委任及重新委任，應參考上市規則不時生效的有關指引或規定以評核獲委任人士的獨立性；
- 經參考上市規則不時生效的有關指引或規定每年評核獨立非執行董事的獨立性；
- 按適用法例及規則規定出具及批准有關提名委員會及其工作的披露報表（如有需要）；
- 定期檢討本公司之董事提名政策及董事會成員多元化政策，並就任何建議修訂向董事會提出建議；及
- 支援本公司定期評估董事會的表現。

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The Nomination Committee held 3 meetings during the Reporting Year for the purposes, including but not limited to the followings:

- reviewed the structure, size and composition of the Board;
- reviewed and assessed the independence of the Independent Non-executive Directors;
- reviewed and made recommendation to the Board on the appointment of an Executive Director and an Independent Non-executive Director;
- reviewed and made recommendation to the Board on the re-appointment of two Executive Directors and the re-engagement of the consultant of the Group; and
- reviewed and made recommendation to the Board on the revised terms of reference of the Nomination Committee.

The attendance record of each member of Nomination Committee during the Reporting Year is set out in the section "Attendance Record of Directors and Committee Members".

(4) Remuneration Committee

The Remuneration Committee was set up under the auspices of the Board on 5 February 2005 with written terms of reference adopted on 19 August 2005, which was updated and approved on 30 March 2012, 25 August 2017, 30 December 2022 and 28 August 2025. The Remuneration Committee currently comprises 4 members. As at the date of this report, the chairperson of the Remuneration Committee is Mr. Sun Wei Yung, Kevin and the other members are Mr. Cheong Ying Chew, Henry, Mr. Hung Ka Hai, Clement and Ms. Lin Wei Ping. Except for Ms. Lin Wei Ping who is an Executive Director, the remaining 3 members of the Remuneration Committee are Independent Non-executive Directors.

The major duties of the Remuneration Committee set out in its terms of reference are summarised as follows:

- to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration and on the establishment of a formal and transparent procedures for developing remuneration policy;
- to review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives;

於本報告年度內，提名委員會已舉行3次會議。有關會議的目的，包括但不限於以下各項：

- 審閱董事會的架構、人數及組成；
- 審閱及評估獨立非執行董事的獨立性；
- 審閱並提呈董事會審批有關委任一名執行董事及一名獨立非執行董事；
- 審閱並提呈董事會審批有關重新委任兩名執行董及重新聘任本集團顧問；及
- 審閱並提呈董事會審批經修訂的提名委員會職權範圍。

每位提名委員會成員於本報告年度內的出席記錄已載列於「董事和董事委員會成員的出席記錄」一節中。

(4) 薪酬委員會

董事會屬下的薪酬委員會已於2005年2月5日成立，其書面職權範圍於2005年8月19日獲採納，並於2012年3月30日、2017年8月25日、2022年12月30日及2025年8月28日獲更新及批准。薪酬委員會目前由4名成員組成。於本報告日期，薪酬委員會的主席為孫偉勇先生，其他成員包括張英潮先生、洪嘉禧先生及林衛平女士。除林衛平女士為執行董事外，其餘3名薪酬委員會成員均為獨立非執行董事。

薪酬委員會載於職權範圍的主要職責概述如下：

- 就本公司全體董事及高級管理人員的薪酬政策和架構及就設立正規而具透明度的程序制訂薪酬政策，向董事會提出建議；
- 因應董事會所訂之企業方針及目標，檢討及批准管理層的薪酬建議；

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- to make recommendations to the Board on the remuneration packages (include benefits in kind, pension rights and compensation payments including any compensation payable for loss or termination of their office or appointment) of individual executive Directors and senior management, and to make recommendations to the Board on the remuneration of non-executive Directors. The Remuneration Committee should consider factors such as salaries paid by comparable companies, time commitment and responsibilities of the Directors and employment conditions elsewhere in the Group;
- to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive;
- to review and approve compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate;
- to ensure that no Director or any of his/her associates is involved in deciding his/her own remuneration;
- to produce and approve disclosure statements of the Company's remuneration policy and other disclosures in relation to the Remuneration Committee and its work as required by applicable laws and rules where necessary; and
- to review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules.
- 向董事會建議個別執行董事及高級管理人員的薪酬待遇，此應包括非金錢利益、退休金權利及賠償金額（包括喪失或終止職務或委任的賠償），並就非執行董事的薪酬向董事會提出建議。薪酬委員會應考慮的因素包括同類公司支付的薪酬、董事須付出的時間及董事職責、本集團內其他職位的僱用條件等；
- 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須公平且不過多；
- 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；若未能與合約條款一致，有關賠償亦須合理適當；
- 確保沒有董事或其任何聯繫人參與釐定其本身薪酬；
- 按適用法例及規則規定，出具及批准本公司薪酬政策的披露報表，以及有關薪酬委員會及其工作的其他披露（如有需要）；及
- 根據上市規則第17章審閱及／或批准與股份計劃有關的事宜。

The Remuneration Committee held 3 meetings during the Reporting Year for the purposes of, including but not limited to, the following:

- reviewed and made recommendation to the Board on annual bonus payable to the Directors of the Company;
- reviewed and made recommendation to the Board on the proposal for the grant of awarded shares;
- reviewed and made recommendation to the Board on the service contract of an Executive Director and an appointment letter of an Independent Non-executive Director;
- 審閱及向董事會建議應付本公司董事的年度獎金；
- 審閱並提呈董事會審批有關授出獎勵股份的建議；
- 審閱並提呈董事會審批有關一名執行董事的服務協議及一名獨立非執行董事的委任書；

於本報告年度內，薪酬委員會已舉行3次會議。有關會議的目的，包括但不限於以下各項：

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- reviewed and made recommendation to the Board on the renewal of service contracts of two Executive Directors and the renewal of consultancy contract of the consultant of the Group; and
- reviewed and made recommendation to the Board on the revised terms of reference of the Remuneration Committee.

The Remuneration Committee had reviewed the share awards granted to the Director and the employees of the Group on 17 January 2025 and 15 January 2025, respectively. The vesting of such awarded shares to the selected participants is shorter than 12 months because each of the selected participants had fulfilled their performance target attached to the awards granted. The vesting conditions are based on a set of indicators that are linked with and subject to the overall financial performance targets of the Group. There are no restrictions under the 2020 Share Award Scheme and the 2024 Share Award Scheme against the adoption of a vesting period of less than 12 months and the Remuneration Committee is of the view that such arrangement aligns with the purpose of the scheme and that there are other requirements which the awardees would need to fulfil in order for the awards to vest. The grant of the awarded shares to the selected participants recognises their past contributions to the Group's business performance and aims to secure their long-term continuous support and commitments to the Group which are crucial to the future development and business expansions of the Group.

The attendance record of each member of Remuneration Committee during the Reporting Year is set out in the section "Attendance Record of Directors and Committee Members".

(5) Remuneration Policy of the Group

The remuneration policy of the Group is formulated to ensure remuneration offered to the Directors or employees is appropriate for the corresponding duties performed, sufficiently compensated for the effort and time dedicated to the affairs of the Group, and competitive and effective in attracting, retaining and motivating employees. The key components of the Company's remuneration package include basic salary, and where appropriate, other allowances, incentive bonus, mandatory provident funds, state-managed retirement benefits scheme and awarded shares granted under the share award schemes of the Company. Details of the share award schemes of the Company are set out in the section "Awarded Shares of the Company" in the Directors' Report and note 34 to the consolidated financial statements.

- 審閱並提呈董事會審批有關重續兩名執行董事的服務協議及重續本集團顧問的顧問合同；及
- 審閱並提呈董事會審批經修訂的薪酬委員會職權範圍。

薪酬委員會已審閱分別於2025年1月17日及2025年1月15日授予董事及本集團僱員的獎勵股份。各選定參與者已完成彼等獲授予獎勵所附的業績目標，因此，向選定參與者授予獎勵股份的歸屬期少於12個月。歸屬條件乃基於與本集團整體財務業績目標掛鉤並受其規限的一系列指標。2020年股份獎勵計劃及2024年股份獎勵計劃對採納少於12個月的歸屬期並無限制，且薪酬委員會認為，該安排符合計劃的目的且有關獲獎者需要符合其他要求才可獲授予獎勵。向選定參與者授予獎勵股份可表彰彼等過往對本集團的業務表現作出的貢獻，目的為鞏固彼等對本集團持續不懈的支持及努力，其對本集團的未來發展及業務擴張至關重要。

每位薪酬委員會成員於本報告年度內的出席記錄已載列於「董事和董事委員會成員的出席記錄」一節中。

(5) 本集團的薪酬政策

本集團薪酬政策的制訂是確保董事或僱員的酬金符合相應的職務、足以彌補彼為本集團事務所付出的努力及時間、且具競爭力並能有效地吸納、挽留及激勵僱員。本公司薪酬待遇的主要部份包括基本薪金、及(如適用)其他津貼、獎勵花紅、強制性公積金、國家管理退休福利計劃及根據本公司股份獎勵計劃授出的獎勵股份。本公司股份獎勵計劃的詳情載於董事報告「本公司之獎勵股份」，以及綜合財務報表附註34中。

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The emoluments payable to Directors are determined with reference to the responsibilities, qualifications, experience, performance of the Directors and prevailing market conditions. They include incentive bonus primarily based on the results of the Group and awarded shares granted under the share award schemes of the Company. The Remuneration Committee performs review on the emoluments of the Directors from time to time. The Company has a benchmarked approach in determining the Independence Non-executive Directors' fees, which does not involve equity-based remuneration with performance-related elements. The level of fees payable to Independence Non-executive Directors is also subject to shareholders' approval. No Director, nor any of his/her associates and executive, is involved in deciding his/her own emoluments.

Employees' remuneration packages are determined with reference to the responsibilities, qualifications and experience of individuals. The packages are reviewed annually and as required from time to time. The Group also continuously spends resources in training, retention and recruitment programmes, and encouraging staff for self-development and improvements. The Group uses the "key performance indicators", a methodical system, to monitor and evaluate the performance of managerial staff, aiming to achieve continuous improvements and correction of deficiencies by establishing a measurable benchmark.

The Board recognises that the future success of the Group depends largely on its ability to build up a team of high calibre professional managers as its human resource capital. The Group is committed to building up such human resource capital to enhance its assets for ensuring future growth.

The remuneration of the individual Directors and the 5 highest paid individuals are set out in notes 12 and 13 to the consolidated financial statements.

Accountability and Audit

The Board is accountable to the shareholders of the Company through proper financial reporting, regular internal control reviews, interim reviews and annual audits. These are the most efficient way in assessing the effectiveness of the Board in managing the business and affairs of the Group.

支付予董事的酬金乃根據董事的職責、資格、經驗、表現及市場現況而釐定，包括主要按本集團業績釐定的獎勵花紅及根據本公司股份獎勵計劃授出的獎勵股份。薪酬委員會不時審閱董事的薪酬。本公司設有釐定非執行董事袍金的基準方法，並不涉及帶有績效表現相關元素的股本權益酬金。應付獨立非執行董事的袍金水平亦須經股東批准。概無董事或其聯繫人士及行政人員參與釐定其本身酬金。

僱員的薪酬待遇乃根據個別僱員的職責、資格及經驗釐定，並且每年及不時按要求作出審閱。本集團亦不斷投放資源於培訓、人才挽留及招聘計劃，並鼓勵員工自我發展及改進。本集團使用一個有條理的系統「關鍵績效指標」來監察及評估管理人員的表現，以建立可量度的基準達至持續改善及修正不足之目標。

董事會認為本集團未來的成功主要建基於設立高質素的专业管理團隊作為其人力資源資本的能力。本集團將致力建立該人力資源資本以鞏固其資產及確保未來增長。

各董事的酬金及5位最高薪酬人士之資料刊載於綜合財務報表附註12及13。

問責及審核

董事會透過恰當的財務匯報、定期審閱內部監控、中期審閱及年度審核以向本公司股東負責。此為評估董事會管理本集團業務及事務成效之最有效率方式。

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Financial Reporting

The Directors are responsible for overseeing the preparation of the annual consolidated financial statements which give a true and fair view of the state of business affairs and of the results and cash flow of the Group for the Reporting Year. In preparing the consolidated financial statements, the Directors have:

- approved the adoption of the applicable Hong Kong Financial Reporting Standards;
- selected suitable accounting policies and applied them consistently throughout the year covered by the consolidated financial statements;
- made judgments and estimates that were prudent and reasonable, and ensured the consolidated financial statements were prepared on a going concern basis; and
- ensured that the consolidated financial statements were prepared in accordance with the disclosure requirements of the Hong Kong Companies Ordinance, the Listing Rules and the applicable accounting standards.

The Board recognises that high quality corporate reporting is important in enhancing the relationship between the Company and its stakeholders. The Board aims at presenting a balanced, clear and comprehensible vision of the performance, position and prospects of the Group in all corporate communications. The Company's management provides the Board with monthly updates giving a balanced and understandable assessment of the Group's business and financial performance in sufficient detail to enable the Board to discharge their duties.

The statement of Messrs Deloitte Touche Tohmatsu, Certified Public Accountants ("Deloitte") being the external auditors of the Company, reporting their responsibilities on the financial statements of the Group is set out in the "Independent Auditors' Report" on pages 118 to 123 to this report.

Internal Controls

The Board acknowledges its responsibility to ensure that a sound and effective risk management and internal control system is maintained. The system includes a defined management structure with specified limits of authority, to:

- achieve business objectives and safeguard assets against unauthorised use or disposition;
- ensure maintenance of proper accounting records for the provision of reliable financial information for internal use or for publication; and

財務匯報

董事負責監督年度綜合財務報表的編製，以確保有關財務報表真實及公平地反映本集團於本報告年度內的業務狀況、業績及現金流。於編製綜合財務報表時，董事已：

- 批准採納適用的香港財務報告準則；
- 選用適合的會計政策並於綜合財務報表年度內一致貫徹應用；
- 作出審慎及合理判斷和評估，並確保綜合財務報表乃按持續經營基準而編製；及
- 確保綜合財務報表的編製符合香港公司條例、上市規則及適用會計準則之披露規定。

董事會認為高質量的企業匯報機制對加強本公司與持份者之間的關係非常重要，因此董事會力求所有企業通訊均以平衡、清晰及全面的角度呈現本集團的表現、狀況及前景。本公司管理層每月均向董事會提供更新資料，載列有關本集團的業務及財務表現的公正及易於理解的評估，內容足以讓董事履行其職責。

有關本公司外聘核數師，註冊會計師德勤·關黃陳方會計師行（「德勤」）對本集團財務報表的責任聲明載於本報告第118至123頁之「獨立核數師報告」一節內。

內部監控

董事會確認其有責任保證風險管理及內部監控系統運作穩健妥善而且有效，該系統包括一個權責分明的管理架構，旨在：

- 達成業務目標及保護資產免遭非法佔用或挪用；
- 確保妥善存置會計記錄以備提供可靠的財務資料以供內部使用或公佈用途；及

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- ensure compliance with the relevant legislation and regulations.

The internal control system is designed to provide reasonable, but not absolute, assurance against material misstatement or loss, and manage, rather than eliminate, risks of failure in operational systems, and to ensure achievement of the Group's objectives.

The Board had performed annual review on the effectiveness and adequacy (including the adequacy of resources, staff qualifications and experience, training programmes and budget of the Group's accounting, internal audit, financial reporting functions, as well as those relating to the Company's environment, social and governance performance and reporting) of the Group's risk management and internal control systems, including but not limited to changes in the any risks since last year's review, the scope and quality of management's ongoing review on risk management and internal control systems of the Group; the extent and frequency of communication of monitoring results and result of internal audit work; significant failures or weaknesses identified and their impacts on the Group during the Reporting Year; material risks relating to environment, social and governance; and the financial reporting and status of compliance with the Listing Rules by the Group, in accordance with its internal control framework set out below with the assistance of the Risk Management Department. The Board confirmed that no significant failures or weaknesses were identified and the Group's risk management and internal control systems are appropriate, effective and adequate.

Risk Management and Internal Control Framework

The internal control framework established by the Board is highlighted as follows:

(1) Distinct Organisational Structure

To allow delegation of authority as well as to enhance accountability, a distinct organisational structure exists which details lines of authority and control responsibilities in each business unit of the Group. Division/Department heads are involved in preparing the strategic plan and the operation plan based on the corporate strategies and annual operational and financial targets determined by the Board. Both of the strategic plan and the annual operating plan laid down the foundation for preparation of the annual budgets, which identify and prioritise business opportunities with reference to the resources allocation.

During the Reporting Year, the Group continued to implement a series of corporate reorganisation programmes in order to achieve a unit chain of command and improve the operation flow. With the continuous focus on the unit chain of command, the Group anticipates to attain better controls and effectively monitor the management, operational and financial processes.

- 確保遵守有關法例及規定。

內部監控系統旨在提供合理（而非絕對）的保證，以防出現嚴重誤報或損失的情況，並管理（而非完全杜絕）營運系統故障的風險，以及確保達致本集團的目標。

根據下文所列的內部監控框架，同時在風險管理部的協助下，董事會已就本集團的風險管理及內部監控系統是否有效及充足（包括本集團會計、內部審計和財務報告職能方面以及本公司環境、社會及管治表現和匯報相關的資源、員工資格和經驗、培訓計劃和預算是否充足）進行年度評核，包括但不限於自去年評核以來出現的任何風險變動；管理層對本集團風險管理及內部監控系統所作持續評核的範圍及質量；監控結果的詳盡程度和次數及內部審核工作的成果；發現的重大失誤或弱項及其於本報告年度內對本集團產生的影響；與環境、社會及管治有關的重大風險；以及財務匯報與本集團是否遵守《上市規則》之規定。董事會確認未發現重大失誤或弱項及本集團的風險管理及內部監控系統適當、有效及充足。

風險管理及內部監控框架

董事會設立的內部監控框架之重點如下：

(1) 清晰組織架構

本集團具備清晰的組織架構，訂明每個產業的權限及監控職責，以容許權力轉授以及提高問責性。各分部／部門主管均按董事會釐定的企業策略及每年營運及財務目標參與制定策略計劃及營運計劃。策略計劃及每年營運計劃均為製定年度財政預算的基礎，並參考資源分配識別及排列業務機會。

於本報告年度內，為了達致統一管理及完善營運流程，本集團繼續實施一系列企業重組方案。因持續將重點放於統一管理，本集團預期在管理、營運及財務流程上取得更佳的控制及更有效益的監控。

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(2) Comprehensive Management Reporting

A comprehensive management reporting system is in place providing financial and operational performance measurement indicators to the management and relevant financial information for reporting and disclosure purposes. Variances between actual performances and targets are prepared, analysed and explained, and appropriate actions are taken, if necessary, to rectify the deficiencies noted. This helps the management of the Company to monitor the business operations and enables the Board to formulate a strategic plan in a timely and prudent manner.

(3) Regular Risk Assessment

Systems and procedures are set up to identify, measure, manage and control risks including but not limited to operational risk, accounting risk, interest rate risk and compliance risk that may have an impact on the business of the Group. The Risk Management Department evaluates whether the Group's risk management is in line with the established strategies, policies and procedures of the Company.

(4) Regulated Cash and Treasury Management

The Group maintains a sound system and clear authority limit to ensure daily cash and treasury operations meet the relevant policies and rules established by the Group.

(5) Regular Reviews by Risk Management Department and Internal Audit Department

The Risk Management Department was established by the Company in December 2005. The key function of the Risk Management Department is to provide an independent appraisal function to examine and evaluate operations, the systems of internal control and risk management as a service to the Company and its subsidiaries. The Risk Management Department assists all levels of administrations in the achievement of the organisational goals and objectives by striving to provide a positive impact on:

- efficiency and effectiveness of operating functions;
- reliability of financial reporting;
- status of implementation and effectiveness of the internal control policies and procedures; and
- compliance with applicable laws and regulations.

(2) 全面管理匯報

本集團設有全面管理匯報系統，為管理層提供財務及營運表現的量度指標及有關可供匯報及披露的財務資料。實際表現及目標如出現差距，會加以制定、分析及作出解釋，如有需要會採取適當行動以修正發現問題的地方。此舉有助本公司管理層監察業務營運，並使董事會能適時及審慎地制定策略方針。

(3) 定期風險評估

本集團設有系統及程序以確認、量度、管理及控制風險，包括但不限於可能影響本集團業務的營運、會計、利率及合規風險。風險管理部亦會評估本集團的風險管理是否遵循本公司已制訂的有關策略、政策及程序。

(4) 規管現金及財務管理

本集團訂有一套完善系統及明確權限，以確保日常現金及財務營運符合本集團已制訂的相關政策及規則。

(5) 風險管理部及內部審計部定期審閱

於2005年12月，本公司設立風險管理部。風險管理部的主要職能是提供獨立評估功能，以測試及審評本公司及其附屬公司的營運、內部監控及風險管理系統服務。風險管理部支援各管理層面達致營運目的及目標而致力改善下列各項：

- 營運職能的效率及成效；
- 財務匯報的可靠性；
- 內部監控政策及程序的實施情況及其有效性；及
- 遵守適用之法律及法規。

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The Risk Management Department also has a role to assist the Board and the Audit Committee to ensure that the Company maintains a sound system of internal controls by:

- reviewing all aspects of the Group's activities and internal controls with unrestricted right of access;
- conducting comprehensive audits of the practices and procedures of the Group;
- conducting comprehensive audits of income and expenditure, internal controls of all business units of the Group;
- conducting comprehensive audits of cash and operational management for various sales offices on a regular basis with the support by the Internal Audit Department; and
- conducting special reviews and investigations of concerned areas identified by the Board or the management.

The Head of Risk Management has unrestricted direct access to the Audit Committee and reports directly to the Board and the Audit Committee. The Head of Risk Management is invited to attend the Audit Committee meetings and has the right to bring appropriate matters identified during the course of the risk assessment and the internal audits to the attention of the Audit Committee. This reporting structure allows the Risk Management Department to maintain its independence and to have free access to all members of the Board.

During the Reporting Year and up to the date of this report, the work performed by the Risk Management Department includes:

- reviewed and evaluated major business cycles of several business units; and
- reviewed the effectiveness of all material aspects of the risk management and internal control systems of the Group.

The Internal Audit Department was established since 1996 mainly for examining and evaluating the operations and compliance status of the sales offices and branches in the mainland China TV business unit, which is the largest cash flow and revenue contributor of the Group. Besides, it also carries out special audits when senior staff leaving their positions either due to resignations or job rotations within the Group. During the Reporting Year, the Internal Audit Department also carried out the audit of certain major business units, in order to enhance the management and operational efficiency. Currently, the Internal Audit Department has approximately 25 staff members, most of them continuously travel all over mainland China and overseas to perform their internal audit work.

風險管理部同時亦需協助董事會及審核委員會確保本公司維持妥善的內部監控系統，當中包括：

- 在不受限制的情況下，審閱本集團的一切活動及內部監控事宜；
- 對本集團的慣例及程序進行全面審核；
- 對本集團所有產業的收支和內部監控進行全面審核；
- 在內部審計部協助下，定期對本集團各營銷辦事處的資金和營運管理進行全面審核；及
- 對董事會或管理層關注的事項進行特別審閱及調查。

風險管理部主管可不受限制地直接接觸審核委員會，並直接向董事會及審核委員會匯報。風險管理部主管獲邀出席審核委員會會議及有權向審核委員會匯報風險評估及內部審核過程中發現的適当事項。此匯報架構使風險管理部保持其獨立性，並能不受限制地與董事會所有成員接觸。

於本報告年度內及截至本報告日期，風險管理部已進行之工作包括：

- 對部份產業公司之主要業務流程作出審閱和評估；及
- 檢討本集團風險管理及內部監控系統的所有重要方面之有效性。

內部審計部於1996年成立，主要職能為審查和評估中國大陸彩電事業部營銷辦事處及分公司之營運和合規狀況，此部門乃本集團最大的現金流和收入貢獻者。此外，其亦對高級職員離職（無論是辭職或是本集團內部崗位調遷）進行專項審計。於本報告年度內，內部審計部亦執行部份主要產業的審核工作，以加強管理及營運上的效能。目前，內部審計部有大約25名員工，其中大多數均走遍中國大陸及海外以進行內部審計工作。

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During the Reporting Year, the Internal Audit Department issued over 26 reports to the Board and senior management on its regular reviews of operations and compliance audits of certain business units, sales offices and branches as well as reports on senior staff leaving their positions.

Internal Audit Plan

The Risk Management Department, by considering current status and future development of the Group, would submit an internal audit annual plan (the "IA Annual Plan") to the Audit Committee and the Board for review and approval, in order to match with the business strategy of the Group.

Risk Management and Internal Control Review

During the Reporting Year, the Board, through the work performed by the Risk Management Department, conducted a review on the system of internal controls in accordance with the IA Annual Plan, which covers material controls, including financial, operational and compliance controls and risk management functions. The results of the review indicated that the system of risk management and internal controls of the Group is effective and adequate notwithstanding that there were some improvement opportunities identified. The Board would consider and evaluate those improvement opportunities identified by the Risk Management Department and make corresponding changes to the current system as and when appropriate. The Board would continue to review and improve the internal control system in fulfilment of the Group's business objective.

Inside Information Policy

The Group adopts an inside information policy to regulate the handling and dissemination of inside information, in particular for which may be potentially price-sensitive. Procedures and guidelines are in place to ensure inside information is kept strictly confidential. If the inside information has to be disseminated to public, it should be done in equal and timely manner in accordance with the applicable laws and regulations.

A list of designated officers of the Group is identified by the Company, including all the Directors and certain employees, who substantially involve in the management of the Group's operations and/or may be in possession of inside information. These officers not only have to comply with specific procedures in handling inside information, but also need to make appropriate declaration to a designated Director or the Company Secretary and comply with restrictions and blackout period in respect of dealing with securities of the Company. The list of the officers is reviewed and updated from time to time by the Company.

於本報告年度內，內部審計部通過定期對若干產業公司、營銷辦事處及分公司進行營運及合規審計，以及對高級職員之離職匯報，總共向董事會及高級管理人員出具超過26份報告。

內部審核計劃

為了配合本集團的經營戰略，風險管理部考慮到本集團的現狀和未來的發展，將會向審核委員會及董事會提交一份年度內部審核計劃（「年度內部審核計劃」），以供審閱及通過。

風險管理及內部監控回顧

於本報告年度內，董事會透過風險管理部執行的工作，並根據年度內部審核計劃對內部監控系統進行審閱，覆蓋重要監控元素包括財務、營運和合規監控及風險管理功能。審閱結果指出，儘管尚有若干地方需要改善，但總體來說，本集團的風險管理及內部監控系統行之有效且屬充足。董事會將會考慮並評估所有由風險管理部指出的改進機會，並於合適的情況下對現行的系統作出相應改變。董事會將會繼續審閱及改善內部監控系統以達致本集團的業務目標。

內幕消息政策

本集團採納內幕消息政策來規範內幕消息（特別是可能對價格敏感的內幕消息）的處理和傳播。制定程序和準則以確保內部資訊嚴格保密。如需向大眾公開內幕消息，其應依照適用的法律和法規，公平和及時地進行。

本公司已確定了一份本集團指定高級人員名單，包括所有董事和實質上參與了本集團運營的管理及／或可能掌握內幕消息的若干員工。該等高級人員不僅須遵守處理內幕消息的特定程序，亦須向指定董事或公司秘書作出適當聲明，並遵守與本公司證券交易有關的限制和禁售期。本公司不時審閱和更新高級人員名單。

Corporate Governance Report

企業管治報告

Whistleblowing Policy

The Company adopted an external whistleblowing policy and an internal whistleblowing policy (collectively, the "Whistleblowing Policies") in March 2022, respectively. The purpose of the Whistleblowing Policies is to (i) foster a culture of compliance, ethical behaviour and good corporate governance across the Group; and (ii) promote the importance of ethical behaviour and encourages the reporting of misconduct, unlawful or unethical behavior.

The nature, status and the results of the complaints received under the Whistleblowing Policies are reported to the chairperson of the Audit Committee. No incident of fraud or misconduct that have material effect on the Group's financial statements or overall operations for the year ended 31 December 2025 has been discovered. The Whistleblowing Policies are reviewed annually by the Audit Committee to ensure its effectiveness.

Anti-corruption Policy

The Company adopted an anti-fraud and anti-corruption policy (the "Anti-fraud and Anti-corruption Policy") in March 2022. The Group is committed to achieving the highest standards of integrity and ethical behaviour in conducting business. The Anti-fraud and Anti-corruption Policy forms an integral part of the Group's corporate governance framework. The Anti-fraud and Anti-corruption Policy sets out the specific behavioural guidelines that the Group's personnel and business partners must follow to combat corruption. It demonstrates the Group's commitment to the practice of ethical business conduct and the compliance of the anti-corruption laws and regulations that apply to its local and foreign operations. In line with this commitment and to ensure transparency in the Group's practices, the Anti-fraud and Anti-corruption Policy has been prepared as a guide to all Group employees and third parties dealing with the Group.

The Anti-fraud and Anti-corruption Policy is reviewed and updated periodically to align with the applicable laws and regulations as well as the industry best practice.

Dividend Policy

The Company has adopted a dividend policy, pursuant to which the Company may from time to time in general meeting declare dividends in any currency to be paid to the shareholders of the Company, but no dividend shall be declared in excess of the amount recommended by the Board. The Board may from time to time pay to the shareholders of the Company such interim dividends as appear to the Board to be justified by the profits of the Company.

The proposed dividend payout as determined by the Board at the time of declaration of dividend would depend on, among other matters, the distributable profits, cash flow, liquidity and financial position, current and future operations, capital requirements and surplus of the Company, as well as dividends received from Company's subsidiaries and associates. The payment of dividend is also subject to any restrictions under Bermuda laws and the Company's bye-laws.

舉報政策

本公司於2022年3月分別採納內部舉報政策及外部舉報政策(統稱「舉報政策」)。舉報政策旨在(i)於本集團內培養合規、道德行為及良好企業管治；及(ii)宣傳道德行為的重要性及鼓勵舉報不當、非法或不道德行為。

根據舉報政策所接獲的投訴的性質、狀況及處理結果須向審核委員會主席匯報。截至2025年12月31日止年度，概無發現對本集團的財務報表或整體營運產生重大影響的欺詐或不當行為事件。審核委員會每年檢討舉報政策，以確保其成效。

反貪污政策

本公司於2022年3月採納防詐騙及防貪污政策(「防詐騙及防貪污政策」)。本集團致力在經營業務方面達致最高誠信及道德行為標準。防詐騙及防貪污政策構成本集團企業管治框架的組成部分。防詐騙及防貪污政策載列本集團員工及業務夥伴必須遵守以打擊貪污的具體行為指引。這表明本集團對踐行合乎道德的商業行為以及遵守適用於其本地及海外業務的反貪污法律及法規的承諾。為貫徹此承諾及確保本集團實踐的透明度，本集團制定防詐騙及防貪污政策，作為本集團所有僱員及與本集團有業務往來的第三方的行為指引。

防詐騙及防貪污政策會定期檢討及更新，以符合適用法律法規及行業最佳常規。

股息政策

本公司已採納股息政策，據此，本公司在股東大會可不時宣佈以任何貨幣向本公司股東派發股息，惟股息額不得超過董事會建議宣派的數額。董事會可不時向股東派付其鑑於本公司溢利認為充份的中期股息。

建議的股息由董事會在宣派股息時決定，股息乃取決於(其中包括)本公司的可分派利潤、現金流、流動資金及財務狀況、現時及未來營運，資本要求及本公司的盈餘。同時，亦取決於從本公司的子公司和聯營公司收到的股息。惟支付股息亦需受到百慕達法律和本公司的公司細則限制。

Corporate Governance Report

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The Board has determined not to declare any final dividend for the Reporting Year with a view to preserving cash for the Group's development and corporate planning. The Company constantly monitors and reviews the Group's operations. It may therefore utilise cash for development and expansion of its operations and businesses. Subject to the then prevailing market conditions, the Company may utilise cash to conduct corporate exercise including share buy-back which the Directors will only conduct in accordance with the applicable laws and regulations and if it is in the interest of the Company and its shareholders as a whole.

External Auditor

The Group's external auditor is Deloitte. The Audit Committee is mandated to ensure continuing auditors' objectivity and safeguarding independence of the auditor. The Board and the Audit Committee satisfied Deloitte of their findings, independence, objectivity and effectiveness in the annual audit and their audit fees. A statement by Deloitte about their reporting responsibilities for the financial statements is included in the Independent Auditor's Report on pages 118 to 123 of this report. Up to the date of this report, the Audit Committee has considered and approved the engagement of Deloitte as auditor of the Group for the Reporting Year and the corresponding audit fee estimation.

Details of the fees paid or payable by the Group to Deloitte in respect of their audit and other non-audit services for the Reporting Year are as follows:

董事會不建議就本報告年度派發末期股息，以保留現金以用於本集團的發展和企業規劃。本公司不斷監控和審查本集團的運營。因此，可能會動用現金來發展和擴展其經營和業務。在合適的市場條件下，本公司可能動用現金進行企業活動（包括股票回購），董事會僅根據適用的法律和法規進行企業活動，並確保企業活動符合本公司及股東的利益。

外聘核數師

本集團的外聘核數師為德勤。審核委員會有責任確保續任核數師的客觀性及維護核數師的獨立性。董事會和審核委員會對德勤在年度審核中的發現、獨立性、客觀性和有效性以及審核費用表示滿意。本報告第118至123頁的「獨立核數師報告書」中包含了德勤關於其對財務報表的報告責任的聲明。截至本報告日期，審核委員會已考慮及批准委聘德勤於本報告年度內擔任本集團核數師及相關預計審計費用。

於本報告年度內，有關德勤向本集團提供的審計服務及其他非審計服務的已付或應付費用如下：

Nature of services		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Audit service	審計服務	9 (Note 1) (附註 1)	9 (Note 1) (附註 1)
Non-audit services	非審計服務	4 (Note 2) (附註 2)	2 (Note 3) (附註 3)
Total	總計	13	11

Notes:

- This represents the auditors' remuneration for the audit of the 2025 and 2024 consolidated financial statements respectively as set out in note 11 of the Company's 2025 audited consolidated financial statements.
- The non-audit services provided by the auditors to the Group during the financial year ended 31 December 2025 mainly included (i) review of the Group's 2025 interim report and other audit-related assurance services; and (ii) tax advisory services.
- The non-audit services provided by the auditors to the Group during the financial year ended 31 December 2024 mainly included (i) review of the Group's 2024 interim report and other audit-related assurance services; and (ii) tax advisory services.

附註：

- 此為分別審核2025年及2024年合併財務報表的核數師薪酬，載於本公司2025年經審核合併財務報表附註11。
- 核數師於截至2025年12月31日止財政年度向本集團提供的非審計服務主要包括(i)審閱本集團2025年中期報告及其他與審計相關的鑑證服務；及(ii)稅務諮詢服務。
- 核數師於截至2024年12月31日止財政年度向本集團提供的非審計服務主要包括(i)審閱本集團2024年中期報告及其他與審計相關的鑑證服務；及(ii)稅務諮詢服務。

Corporate Governance Report

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Company Secretary

Mr. Lam Shing Choi, Eric ("Mr. Lam") was appointed as the Company Secretary since 1 December 2013. The biographical details of Mr. Lam are set out under the section headed "Directors and Senior Management Profiles" of this report. Selection, appointment or dismissal of the Company Secretary should be approved by the Board. The Company Secretary reports to the Chairman of the Board and all Directors have access to the advice and services of the Company Secretary.

During the Reporting Year, Mr. Lam has undertaken no less than 15 hours of relevant professional training respectively in compliance with Rule 3.29 of the Listing Rules.

Constitutional Documents

There was no change in the Company's constitutional documents during the Reporting Year.

Corporate Communication with Stakeholders

The Company has in place an effective corporate communication system which provides transparent, regular and timely public disclosures to its stakeholders, including, inter alia, the general public, analysts, and the institutional and individual shareholders of the Company. The main features of the system are that:

- the Company maintains a website on which comprehensive information about the Group, including corporate structure, management profile, products and services provided, financial reports, announcements and news of the Group, are disclosed;
- the Company establishes and maintains different communication channels with its stakeholders through publication of annual and interim reports, announcements and press releases. To promote effective communication, the shareholders of the Company can obtain corporate communication electronically via the Company's corporate website <http://investor.skyworth.com/en/index.php>;
- the annual general meeting of the Company provides a good forum for the shareholders to exchange views with the Board. The Chairman of the Board as well as chairperson of the Audit Committee, Nomination Committee and Remuneration Committee, or in their absence, members of the committees will be available to answer questions which may be raised by the shareholders of the Company;
- separate resolutions are proposed at general meetings on each substantial issue, including the election of individual Directors;

公司秘書

林成財先生（「林先生」）於2013年12月1日起獲委任為公司秘書。林先生的履歷詳情載於本報告「董事及高級管理人員簡介」一節。公司秘書的遴選、委任或解僱應經由董事會批准。公司秘書向董事會主席報告工作，所有董事可取得公司秘書的意見和享用其服務。

於本報告年度內，林先生已遵守上市規則第3.29條進行不少於15小時的相關專業培訓。

組織章程文件

於本報告年度內，本公司組織章程文件無任何變更。

與持份者的企業傳訊

本公司設有有效的企業傳訊制度，向持份者（尤其包括公眾人士、分析員以及機構及本公司個別股東）作出具透明度、定期且及時的公開披露，主要包括：

- 本公司設有網站，提供有關本集團的全面資訊，包括企業架構、管理層簡介、所提供的產品及服務、財務報告、公告及本集團的最新消息；
- 本公司透過刊發年報及中期報告、公告以及新聞稿，與持份者建立及維持不同的通訊渠道。為促進有效的溝通，本公司股東可透過本公司企業網站 <http://investor.skyworth.com/tc/index.php> 以電子方式收取公司通訊；
- 本公司的股東周年大會提供一個良好的場合讓股東與董事會交流意見。董事會主席以及審核委員會、提名委員會及薪酬委員會的主席（倘缺席，則為各委員會的成員）將會在大會上解答本公司股東的提問；
- 股東大會上就每項重要事項（包括個別董事選舉）提呈獨立決議案；

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- details of the poll voting procedures and the rights of shareholders to demand a poll are included in a circular to the shareholders despatched prior to the date of the relevant general meeting. The circular also includes relevant details of proposed resolutions;
- the poll results are published on the website of HKEx and on the Company's website <http://investor.skyworth.com/en/index.php>;
- the Company has in place a shareholders' communication policy (the "Shareholders' Communication Policy") which sets out the Group's commitment of maintaining an effective ongoing dialogue with shareholders. The policy is to ensure that shareholders' views and concerns are appropriately addressed. The policy is regularly reviewed by the Board to ensure its effectiveness. During the Reporting year, the Board has reviewed the implementation and effectiveness of the Shareholders' Communication Policy including steps taken at the general meetings, the handling of queries received (if any) and the multiple channels of communication and engagement in place, and considered that the Shareholders' Communication Policy has been properly implemented during the Reporting Year and is effective; and
- the Company publishes its own newsletter, which report up-to-date corporate strategy and business development of the Group, on a regular basis for internal circulation.
- 有關投票表決程序及股東要求以投票方式表決的權利的詳情載於相關股東大會舉行前寄發予股東的通函內。該通函亦詳列所提呈決議案的有關詳情；
- 投票表決的結果會刊登在香港交易所網站及本公司網站 <http://investor.skyworth.com/tc/index.php>；
- 本公司已制定股東通訊政策（「股東通訊政策」）載列本集團與股東保持有效持續對話的承諾。該政策以確保股東的意見及關注可得到妥當處理。董事會會定期審閱此政策以確保其有效性。本報告年度內，董事會已審閱股東通訊政策的實施情況及成效，包括在股東大會上採取的措施、收到查詢（如有）的處理以及已有的多種溝通及聯繫渠道，並認為於本報告年度內已獲妥為實施並屬有效；及
- 本公司定期刊發供內部閱讀的通訊，有關內容主要涵蓋本集團最新的企業策略及業務發展。

Shareholders' Right

To safeguard shareholder interests and rights, separate resolution should be proposed for each substantially separate issue at general meetings, including the election of individual Director. All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

Pursuant to the bye-laws of the Company, shareholder(s) holding at the date of deposit of the requisition, not less than one-tenth of the paid up capital of the Company carrying the voting right at general meetings of the Company shall at all times have the right, by written requisition to the Board or the Company Secretary, to request a special general meeting to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition. If within twenty-one days of such deposit the Board fails to proceed to convene such meeting, the requisitionist(s) himself/herself/themselves may do so in the same manner.

股東權利

為保障股東權益與權利，股東大會上會就各重大獨立事項（包括個別董事選舉）提呈獨立決議案。於股東大會上提呈的所有決議案將根據上市規則以投票方式進行表決，而投票表決結果將於各股東大會後於本公司及聯交所網站公佈。

根據本公司之公司細則，於送交請求書當日持有不少於獲賦予權利於本公司股東大會上投票之本公司繳足股本十分之一的股東，於任何時候均有權以書面形式向董事會或公司秘書提呈請求，以要求董事會就處理該請求書所指定之任何事務召開股東特別大會，而該大會須於該請求書遞呈後兩個月內舉行。倘於有關遞呈後二十一內，董事會未有召開該大會，則遞呈請求人士可自行以相同方式召開大會。

Corporate Governance Report

企業管治報告

The procedures for shareholders of the Company to convene a special general meeting and put forward proposals at shareholders' meetings are available on the website of the Company, and a summary of which is as follows:

Shareholders can submit a requisition to move a resolution at general meetings pursuant to the Companies Act 1981 of Bermuda. The number of shareholders necessary for a requisition shall be:

- either representing not less than one-twentieth (5%) of the total voting rights of the Company having on the date of the requisition; or
- not less than 100 shareholders of the Company.

The written requisitions must:

- state the resolution, with a statement not more than 1,000 words with respect to the matter referred to in the proposed resolution or the business to be dealt with at the meeting;
- be signed by all the requisitionists (may consist of several documents in like form each signed by one or more requisitionists); and
- be deposited at the head office of the Company in Hong Kong for the attention of the Company Secretary.

Shareholders of the Company may send their enquiries and concerns to the Board by addressing them to the Company Secretary at the Company's Hong Kong office at Rooms 1601-04, Westlands Centre, 20 Westlands Road, Quarry Bay, Hong Kong. Shareholders of the Company can also make enquiries to the Board directly at the general meetings.

就本公司股東召開股東特別大會及在股東大會上提呈議案的程序已上載於本公司網站，其概述如下：

股東可根據百慕達1981年公司法，提出要求在股東大會上動議決議案。提出該要求的請求人士須為：

- 於該請求書提出當日佔本公司不少於二十分之一(5%)的總表決權；或
- 不少於100名本公司股東。

該書面請求必須：

- 列明有關決議案，連同一份不多於1,000字的陳述書，內容有關該動議決議案所提述的事宜或有關將在該大會上處理的事務；
- 由全體請求人士簽署（簽署可載於一份或數份同樣格式的文件內）；及
- 送交本公司香港總辦事處，註明人為公司秘書。

本公司股東如欲向董事會作出查詢及提問，可致函本公司香港辦事處，地址為香港鰂魚涌華蘭路20號華蘭中心1601-04室，註明人為公司秘書。本公司股東亦可直接在股東大會上向董事會作出查詢。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告書



Independent Auditor's Report 獨立核數師報告書

Deloitte.

德勤

To the Members of Skyworth Group Limited
(incorporated in Bermuda with limited liability)

致創維集團有限公司股東
(於百慕達註冊成立的有限公司)

OPINION

We have audited the consolidated financial statements of Skyworth Group Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 124 to 249, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTER

Key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the consolidated financial statements of the current year. The matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

意見

本核數師（以下簡稱「我們」）已審計列載於第124至249頁的創維集團有限公司（以下簡稱「貴公司」）及其附屬公司（以下統稱「貴集團」）的綜合財務報表，此財務報表包括於2025年12月31日的綜合財務狀況表與截至該日止年度的綜合損益及其他全面收入表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料及其他說明資料。

我們認為，該等綜合財務報表已根據香港會計師公會頒佈的香港財務報告準則會計準則真實而中肯地反映了貴集團於2025年12月31日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》的披露要求妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒佈適用於公眾利益實體財務報表之審計的《專業會計師道德守則》（「守則」），我們獨立於貴集團。我們亦已履行守則中的其他道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本年度綜合財務報表的審計最為重要的事項。該事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對該事項提供單獨的意見。

Independent Auditor's Report

獨立核數師報告書

KEY AUDIT MATTER – continued

Key audit matter 關鍵審計事項

Assessment of the net realisable value of stock of properties 物業存貨可變現淨值的評估

We identified the assessment of the net realisable value of the Group's stock of properties as a key audit matter due to the significant management judgement involved in the determination of the net realisable value and the estimation of the selling price for these properties, cost to completion and costs necessary to make the sales, where applicable.

由於在釐定該等物業可變現淨值及估計該等物業的售價、竣工成本及銷售所需成本（如適用）時涉及重大管理層判斷，我們將貴集團物業存貨可變現淨值的評估確定為主要審核事項。

As disclosed in notes 4 and 26 to the consolidated financial statements, the carrying amount of the stock of properties of the Group as at 31 December 2025 is RMB4,975 million.

誠如綜合財務報表附註4及26所披露，貴集團於2025年12月31日的物業存貨的賬面值為人民幣4,975百萬元。

As set out in note 4 to the consolidated financial statements, the management of the Group determined the net realisable value of the stock of properties by reference to the estimated selling price for these properties less estimated cost to completion and costs necessary to make the sales, if applicable, which takes into consideration of a number of factors including the recent selling prices of similar property units in the same project or by similar properties, estimated future cost to completion and costs necessary to make the sales, where applicable, by reference to current market data and the prevailing and forecasted real estate market conditions in the Mainland China.

誠如綜合財務報表附註4所載，貴集團管理層參考該等物業的估計售價減估計竣工成本及銷售所需成本（如適用）釐定物業存貨可變現淨值，當中考慮多項因素，包括同一項目中同類物業單位或同類物業的近期售價、參考當前市場數據及中國大陸房地產的現行及預測市況估計的未來竣工成本及銷售所需成本（如適用）。

關鍵審計事項 – 續

How our audit addressed the key audit matter 我們的審計如何處理關鍵審計事項

Our procedures in relation to the assessment of the net realisable value of stock of properties include:
我們評估物業存貨可變現淨值的程序包括：

- Obtaining an understanding of management's process of carrying out the assessment of the net realisable value of stock of properties;
- 獲取管理層評核物業存貨可變現淨值程序的了解；
- Assessing the appropriateness of the net realisable value of stock of properties, on a sample basis, estimated by the management of the Group by comparing the estimated selling price that derive the net realisable value to the market prices of property units sold in the same project or similar properties, and adjustments made by the management by reference to current market data and the prevailing and forecasted real estate market conditions; and
- 透過抽樣比較貴集團管理層估計的可變現淨值之物業存貨的預計售價與同一項目或類似物業單位的市場價格，並根據當前市場數據及現行和預測的房地產市場狀況所作出的調整，評估其可變現淨值的合理性；
- Evaluating the reasonableness of the estimated future cost to completion and costs necessary to make the sales of the stock of properties, where applicable, on a sample basis, by comparing these expected costs to the Group's development budgets and the actual development cost and comparing the adjustments made by the management by reference to current market data.
- 在適用情況下，通過抽樣比較該等預期成本與貴集團的開發預算及實際開發成本，並參考當前市場數據比較管理層所作的調整，以評估預計未來竣工成本及銷售物業存貨所需成本的合理性。

Independent Auditor's Report

獨立核數師報告書

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRS Accounting Standards as issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

其他資料

貴公司董事需對其他資料負責。其他資料包括刊載於年報內的資料，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他資料，我們亦不對該等其他資料發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於我們已執行的工作，如果我們認為其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事及治理層就綜合財務報表需承擔的責任

貴公司董事需負責根據香港會計師公會頒佈的香港財務報告準則會計準則及香港《公司條例》的披露要求擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

治理層須負責監督貴集團的財務報告過程。

Independent Auditor's Report

獨立核數師報告書

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with Section 90 of the Bermuda Companies Act, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並按照《百慕達公司法》第90條的規定僅向全體股東出具包括我們意見的核數師報告。除此以外，我們的報告不可用作其他用途。我們並不就本報告之內容對任何其他人士承擔任何責任或接受任何義務。合理保證是高水準的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或匯總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。
- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於截至核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。

Independent Auditor's Report

獨立核數師報告書

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS – continued

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is CHUNG, Chi Man (practising certificate number: P06557).

Deloitte Touche Tohmatsu
Certified Public Accountants
Hong Kong
27 March 2026

核數師就審計綜合財務報表承擔的責任 – 續

- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映相關交易和事項。
- 計劃及進行集團審計，以就集團內實體或業務單位的財務資料獲取充分及適當的審計證據，作為對貴集團的財務報表發表意見的基礎。我們須負責指引、監督及審閱就集團審計目的進行的審計工作。我們須為審計意見承擔全部責任。

除其他事項外，我們與治理層溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向治理層提交聲明，說明我們已符合有關獨立性的相關道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，所採取消除威脅的行動或採用的防範措施。

從與治理層溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律或法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告書的審計項目合夥人是鍾志文(執業證書編號：P06557)。

德勤•關黃陳方會計師行
執業會計師
香港
2026年3月27日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收入表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

Amounts expressed in millions of Renminbi except for earnings per share data and otherwise stated
以人民幣百萬元列值(每股盈利資料及另有說明者除外)

	NOTES 附註	2025 2025 年	2024 2024 年
Revenue	營業額		
Sales of goods	銷售貨品	69,742	64,388
Leases	租賃	471	513
Interest under effective interest method	按實際利率法計算之利息	111	112
Total revenue	總營業額	70,324	65,013
Cost of sales	銷售成本	(61,311)	(56,205)
Gross profit	毛利	9,013	8,808
Other income	其他收入	1,003	1,235
Other gains and losses	其他收益及虧損	(18)	(160)
Selling and distribution expenses	銷售及分銷費用	(4,112)	(3,749)
General and administrative expenses	一般及行政費用	(1,985)	(1,807)
Research and development expenses	研發費用	(2,071)	(2,086)
Finance costs	融資成本	(457)	(480)
Share of results of associates and joint ventures	分佔聯營公司及合資企業之業績	(2)	(23)
Profit before taxation	除稅前溢利	1,371	1,738
Income tax expense	所得稅支出	(534)	(578)
Profit for the year	本年度溢利	837	1,160
Other comprehensive income (expense)	其他全面收入(支出)		
<i>An item that may be reclassified subsequently to profit or loss:</i>	<i>可能於其後重新分類至損益之項目：</i>		
Exchange differences arising on translation of foreign operations	換算海外業務時所產生之匯兌差額	25	(4)
<i>Items that will not be reclassified to profit or loss:</i>	<i>不會重新分類至損益之項目：</i>		
Fair value (loss) gain on investments in equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具投資之公允價值(虧損)收益	(47)	183
Income tax relating to item that will not be reclassified subsequently	於其後不會重新分類之項目有關的所得稅	(10)	(44)
		(57)	139
Other comprehensive (expense) income for the year	本年度之其他全面(支出)收入	(32)	135
Total comprehensive income for the year	本年度之全面收入總額	805	1,295

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收入表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度
Amounts expressed in millions of Renminbi except for earnings per share data and otherwise stated
以人民幣百萬元列值(每股盈利資料及另有說明者除外)

	NOTES 附註	2025 2025 年	2024 2024 年
Profit for the year attributable to:	本年度下列各項應佔之溢利：		
Owners of the Company	本公司股權持有人	356	568
Non-controlling interests	不具控制力權益	481	592
		837	1,160
Total comprehensive income for the year attributable to:	本年度下列各項應佔之全面收入總額：		
Owners of the Company	本公司股權持有人	303	701
Non-controlling interests	不具控制力權益	502	594
		805	1,295
Earnings per share (expressed in Renminbi cents)	每股盈利(以人民幣仙列值)		
Basic	基本	15	17.79
Diluted	攤薄	15	17.79

Consolidated Statement of Financial Position

綜合財務狀況表

AT 31 DECEMBER 2025 於2025年12月31日

Amounts expressed in millions of Renminbi 以人民幣百萬元列值

		NOTES 附註	2025 2025 年	2024 2024 年
Non-current Assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	16	11,000	9,989
Right-of-use assets	使用權資產	17	3,051	2,836
Deposits paid for purchase of property, plant and equipment	購置物業、廠房及設備之已付按金		233	329
Investment properties	投資物業	18	1,525	1,464
Goodwill	商譽	19	443	430
Other intangible assets	其他無形資產	20	321	124
Interests in associates and joint ventures	聯營公司及合資企業權益	21	519	457
Other financial assets	其他金融資產	22	3,487	2,508
Trade and other receivables	應收貿易款項及其他應收款項	23	1,479	1,094
Deferred tax assets	遞延稅項資產	24	1,179	1,055
			23,237	20,286
Current Assets	流動資產			
Inventories and other contract costs	存貨及其他合約成本	25	16,400	12,444
Stock of properties	物業存貨	26	4,975	5,699
Other financial assets	其他金融資產	22	1,488	1,113
Trade and other receivables	應收貿易款項及其他應收款項	23	17,941	18,494
Prepaid tax	預繳稅項		193	187
Pledged and restricted bank deposits	已抵押及受限銀行存款	27	2,976	3,437
Cash and cash equivalents	現金及現金等值	27	9,294	8,348
			53,267	49,722
Current Liabilities	流動負債			
Trade and other payables	應付貿易款項及其他應付款項	28	30,079	27,237
Other financial liabilities	其他金融負債	30	1,285	286
Lease liabilities	租賃負債	29	49	41
Deferred income	遞延收入		122	132
Tax liabilities	稅項負債		240	251
Bank borrowings	銀行借款	31	12,717	9,387
			44,492	37,334
Net Current Assets	流動資產淨值		8,775	12,388
Total Assets less Current Liabilities	總資產減流動負債		32,012	32,674

Consolidated Statement of Financial Position

綜合財務狀況表

AT 31 DECEMBER 2025 於2025年12月31日
Amounts expressed in millions of Renminbi 以人民幣百萬元列值

		NOTES 附註	2025 2025 年	2024 2024 年
Non-current Liabilities	非流動負債			
Trade and other payables	應付貿易款項及其他應付款項	28	2,187	1,727
Other financial liabilities	其他金融負債	30	468	67
Lease liabilities	租賃負債	29	180	58
Deferred income	遞延收入		554	534
Bank borrowings	銀行借款	31	5,314	6,918
Deferred tax liabilities	遞延稅項負債	24	249	232
			8,952	9,536
NET ASSETS	資產淨值		23,060	23,138
Capital and Reserves	資本及儲備			
Share capital	股本	32	203	235
Reserves	儲備		17,276	18,003
Equity attributable to owners of the Company	本公司股權持有人應佔之權益		17,479	18,238
Non-controlling interests	不具控制力權益	46	5,581	4,900
			23,060	23,138

The consolidated financial statements on pages 124 to 249 were approved and authorised for issue by the board of directors on 27 March 2026 and are signed on its behalf by:

董事會已於2026年3月27日批准及授權發佈刊載於第124至249頁之綜合財務報表，並由下列董事代表簽署：

Lin Jin
林勁
DIRECTOR
董事

Shi Chi
施馳
DIRECTOR
董事

Consolidated Statement of Changes in Equity

綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度
Amounts expressed in millions of Renminbi 以人民幣百萬元列值

		Attributable to owners of the Company 本公司股權持有人應佔														Total
		Shares														
		Share capital	Share premium	Treasury shares	Share option reserve	Share award reserve	held for share award scheme	FVTOCI reserve	Surplus account	Capital reserves	Exchange reserve	Accumulated profits	Sub-total	Non-controlling interests		
Balance at 1 January 2024	於2024年1月1日之結餘	250	1,315	-	39	70	(59)	(100)	40	3,403	(64)	13,241	18,139	4,618	22,757	
Profit for the year	本年度溢利	-	-	-	-	-	-	-	-	-	-	568	568	592	1,160	
Exchange differences arising on translation of foreign operations	換算海外業務產生之匯兌差額	-	-	-	-	-	-	-	-	-	(2)	-	(2)	(2)	(4)	
Fair value gain on receivables and equity instruments at FVTOCI, net of tax	應收款項及按公允價值計入其他全面收入之股權工具稅後之公允價值收益	-	-	-	-	-	-	135	-	-	-	-	135	4	139	
Total comprehensive income (expense) for the year	本年度之全面收入(支出)總額	-	-	-	-	-	-	135	-	-	(2)	568	701	594	1,295	
Recognition of equity-settled share-based payments (note 34)	確認以權益結算的股份基礎給付(附註34)	-	-	-	-	61	-	-	-	-	-	-	61	10	71	
Exercise of share options	行使購股權	-	1	-	-	-	-	-	-	-	-	-	1	-	1	
Lapsed on share options (note 34)	購股權失效(附註34)	-	-	-	(39)	-	-	-	-	-	-	39	-	-	-	
Purchase of shares for unvested shares under the share award scheme of the Company	就本公司股份獎勵計劃項下未歸屬股份購買股份	-	-	-	-	-	(19)	-	-	-	-	-	(19)	-	(19)	
Allotment of share awards	股份獎勵配發	-	-	-	-	(61)	42	-	-	-	-	19	-	-	-	
Repurchase and cancellation of shares of the Company (note 32)	購回及註銷本公司股份(附註32)	(15)	(445)	(7)	-	-	-	-	-	-	-	-	(467)	-	(467)	
Transfer to capital reserves	轉撥至資本儲備	-	-	-	-	-	-	-	-	340	-	(340)	-	-	-	
Transfer from FVTOCI reserves upon disposal	出售後轉撥自按公允價值計入其他全面收入之儲備	-	-	-	-	-	-	(404)	-	-	-	404	-	-	-	
Dividend recognised as distribution	確認分派之股息	-	-	-	-	-	-	-	-	-	-	(111)	(111)	-	(111)	
Dividends paid to non-controlling interests	已付不具控制力權益股息	-	-	-	-	-	-	-	-	-	-	-	-	(320)	(320)	
Distributions to non-controlling interests	不具控制力權益之分派	-	-	-	-	-	-	-	-	-	-	-	-	(13)	(13)	
Acquisition of additional interest in subsidiaries of the Company	收購本公司附屬公司之額外權益	-	-	-	-	-	-	-	-	-	-	(67)	(67)	11	(56)	
Balance at 31 December 2024	於2024年12月31日之結餘	235	871	(7)	-	70	(32)	(369)	40	3,743	(66)	13,753	18,238	4,900	23,138	

Consolidated Statement of Changes in Equity

綜合權益變動表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度
Amounts expressed in millions of Renminbi 以人民幣百萬元列值

		Attributable to owners of the Company 本公司股權持有人應佔														Tot
		Share capital	Share premium	Treasury shares	Share option reserve	Share award reserve	Shares held for share award scheme	PVTOCI reserve	Surplus account	Capital reserves	Exchange reserve	Accumulated profits	Sub-total	Non-controlling interests		
股本	股份溢價	庫存股份	購股權儲備	獎勵儲備	股份持有的	按公允價值計入其他全面收入之儲備	盈餘賬	資本儲備	匯兌儲備	累計溢利	小計	不具控制力權益				
							(Note 1a) (附註 1a)	(Note 1b) (附註 1b)								
Balance at 1 January 2025	於 2025 年 1 月 1 日之結餘	235	871	(7)	-	70	(32)	(369)	40	3,743	(66)	13,753	18,238	4,900	23,138	
Profit for the year	本年度溢利	-	-	-	-	-	-	-	-	-	-	356	356	481	837	
Exchange differences arising on translation of foreign operations	換算海外業務產生之匯兌差額	-	-	-	-	-	-	-	-	-	16	-	16	9	25	
Fair value (loss) gain on receivables and equity instruments at FVTOCI, net of tax	應收款項及按公允價值計入其他全面收入之股權工具稅後之公允價值(虧損)收益	-	-	-	-	-	-	(69)	-	-	-	-	(69)	12	(57)	
Total comprehensive (expense) income for the year	本年度之全面(支出)收入總額	-	-	-	-	-	-	(69)	-	-	16	356	303	502	805	
Recognition of equity-settled share-based payments (note 34)	確認以權益結算的股份基礎給付(附註 34)	-	-	-	-	123	-	-	-	-	-	-	123	10	133	
Purchase of shares for unvested shares under the share award scheme of the Company	就本公司股份獎勵計劃項下未歸屬股份購買股份	-	-	-	-	-	(64)	-	-	-	-	-	(64)	-	(64)	
Allotment of share awards	股份獎勵配發	-	-	-	-	(131)	91	-	-	-	-	40	-	-	-	
Repurchase and cancellation of shares of the Company (note 32)	購回及註銷本公司股份(附註 32)	(32)	(871)	7	-	-	-	-	-	-	-	(82)	(978)	-	(978)	
Transfer to capital reserves	轉撥至資本儲備	-	-	-	-	-	-	-	-	232	-	(232)	-	-	-	
Transfer from FVTOCI reserves upon disposal	出售後轉撥自按公允價值計入其他全面收入之儲備	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividend recognised as distribution	確認分派之股息	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dividends paid to non-controlling interests	已付不具控制力權益股息	-	-	-	-	-	-	-	-	-	-	-	-	(291)	(291)	
Contributions to non-controlling interests	向不具控制力權益注資	-	-	-	-	-	-	-	-	-	-	-	-	479	479	
Acquisition of additional interest in subsidiaries of the Company	收購本公司附屬公司之額外權益	-	-	-	-	-	-	-	-	-	-	(143)	(143)	(19)	(162)	
Balance at 31 December 2025	於 2025 年 12 月 31 日之結餘	203	-	-	-	62	(5)	(438)	40	3,975	(50)	13,692	17,479	5,581	23,060	

Notes:

附註：

- (a) Surplus account represents the difference between the nominal amount of the share capital issued by the Company and the aggregate of the nominal amount of the issued share capital and other reserves accounts of Skyworth Investment (Holdings) Limited, a subsidiary which was acquired by the Company pursuant to the group reorganisation carried out in 2000.
- (a) 盈餘賬乃指本公司發行股本面值與創維投資(控股)有限公司(本公司於2000年進行集團重組中收購之附屬公司)所發行之股本面值及其他儲備賬合計總值之間的差額。
- (b) Capital reserves represent the People's Republic of China (the "PRC") statutory reserves. Pursuant to the relevant PRC regulations and the relevant Articles of Association of the PRC subsidiaries of the Company, each PRC subsidiary is required to transfer not less than 10% of its post-tax profit to statutory reserve (i.e. capital reserve) as reserve fund until its statutory reserve has reached 50% of its registered capital. These reserves should only be used for making up losses, capitalisation into capital, and expansion of production and operation.
- (b) 資本儲備乃中華人民共和國(「中國」)之法定儲備。根據中國有關法規及本公司於中國之附屬公司之相關公司章程規定，各中國之附屬公司應當提取法定儲備(即資本儲備)為儲備基金，其提取比例不得低於除稅後溢利之10%，當其法定儲備達到註冊資本之50%時，可以不再提取。該等儲備只可用作補償損失、資本化及擴充生產與經營。

Consolidated Statement of Cash Flows

綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

Amounts expressed in millions of Renminbi 以人民幣百萬元列值

		2025 2025 年	2024 2024 年
OPERATING ACTIVITIES	經營業務		
Profit before taxation	除稅前溢利	1,371	1,738
Adjustments for:	調整：		
Depreciation of right-of-use assets	使用權資產折舊	75	62
Depreciation of property, plant and equipment	物業、廠房及設備折舊	615	513
Depreciation of investment properties	投資物業折舊	57	57
Amortisation of intangible assets	無形資產之攤銷	15	2
Finance costs	融資成本	457	480
Government grants related to assets recognised	已確認資產相關政府補貼	(66)	(65)
Impairment loss recognised in respect of financial assets	已確認金融資產減值虧損	136	74
Interest income	利息收入	(54)	(58)
Dividend from equity instruments	股權工具股息	(15)	(249)
Gain from changes in fair value of financial assets at fair value through profit or loss ("FVTPL")	按公允價值計入損益之金融資產的公允價值變動所產生的收益	(243)	(58)
Share-based payment expenses	股份基礎給付支出	133	71
Share of results of associates and joint ventures	分佔聯營公司及合資企業之業績	2	23
Write-down of inventories	存貨之撇減	395	635
Others	其他	190	224
Operating cash flows before movements in working capital	營運資金變動前之經營業務現金流量	3,068	3,449
Increase in inventories and other contract costs	存貨及其他合約成本增加	(4,610)	(2,192)
Decrease (increase) in stock of properties	物業存貨減少(增加)	513	(119)
Decrease (increase) in trade and bills receivables	應收貿易款項及應收票據減少(增加)	1,132	(2,311)
Decrease (increase) in trade receivables at FVTOCI	按公允價值計入其他全面收入之應收貿易款項減少(增加)	97	(495)
Increase in other receivables, deposits and prepayments	其他應收款項、按金及預付款增加	(377)	(332)
Decrease in pledged and restricted bank deposits	已抵押及受限銀行存款減少	212	732
Increase in trade and bills payables	應付貿易款項及應付票據增加	3,068	858
(Decrease) increase in other payables	其他應付款項(減少)增加	(592)	70
Increase in contract liabilities	合約負債增加	215	305
Increase in deferred income	遞延收入增加	15	128
Cash generated from operations	經營業務所得現金	2,741	93
Interest received	已收利息	242	186
Hong Kong income tax paid	繳付香港利得稅	(5)	(7)
Overseas income tax paid	繳付海外所得稅	(61)	(38)
PRC income tax paid	繳付中國所得稅	(611)	(681)
Land appreciation tax paid	繳付土地增值稅	(48)	(59)
NET CASH FROM (USED IN) OPERATING ACTIVITIES	經營業務所得(所用)現金淨額	2,258	(506)

Consolidated Statement of Cash Flows

綜合現金流量表

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度
Amounts expressed in millions of Renminbi 以人民幣百萬元列值

	NOTES 附註	2025 2025 年	2024 2024 年
INVESTING ACTIVITIES	投資業務		
Interest received	已收利息	63	143
Acquisition of right-of-use assets	收購使用權資產	(8)	(137)
Payment for property, plant and equipment	支付物業、廠房及設備	(1,395)	(1,230)
Proceeds on disposal of property, plant and equipment	出售物業、廠房及設備所得款項	86	122
Investment in associates and a joint venture	投資於聯營公司及一間合資企業	(67)	(32)
Investments in financial assets at FVTPL	按公允價值計入損益之金融資產投資	(12,724)	(1,189)
Proceeds on disposal of financial assets and dividend income	出售金融資產所得款項及股息收入	11,740	2,473
Investments in financial assets at FVTOCI	按公允價值計入其他全面收入之金融資產投資	(77)	(110)
Loan advanced	預付貸款	(28)	(158)
Repayments of loan receivables	償還應收貸款	62	47
Placement of bank deposits with original maturity of three months or more	存入原到期日為三個月或以上的銀行存款	(711)	(1,027)
Withdrawal of bank deposits with original maturity of three months or more	提取原到期日為三個月或以上的銀行存款	897	483
Proceeds on disposal of a subsidiary	出售一間附屬公司所得款項	(4)	347
Other investing cash flows	其他投資現金流量	(15)	285
NET CASH (USED IN) FROM INVESTING ACTIVITIES	投資業務(所用)所得現金淨額	(2,181)	17
FINANCING ACTIVITIES	融資業務		
Dividends paid	已付股息	(283)	(431)
Interest paid	已付利息	(416)	(473)
Repurchase of own shares by the Company	本公司購回自身股份	(978)	(467)
Purchase of shares for unvested shares under the share award scheme of the Company	就本公司股份獎勵計劃項下未歸屬股份購買股份	(64)	(19)
Contribution to subsidiaries from non-controlling interests	不具控制力權益向附屬公司注資	218	154
New bank borrowings raised	新增銀行借款	13,799	15,998
Repayments of bank borrowings	償還銀行借款	(12,092)	(14,284)
Other new borrowings raised	新增其他借款	513	82
Repayments of other borrowings	償還其他借款	(10)	(6)
Payments of lease liabilities	租賃負債付款	(42)	(45)
Placement of pledged bank deposits	存入已抵押銀行存款	(79)	(1,297)
Withdrawal of pledged bank deposits	提取已抵押銀行存款	24	588
Other financing cash flows	其他融資現金流量	290	(63)
NET CASH FROM (USED IN) FINANCING ACTIVITIES	融資業務所得(所用)現金淨額	880	(263)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	現金及現金等值之增加(減少)淨額	957	(752)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	於年初之現金及現金等值	8,348	9,114
Effect of foreign exchange rate changes	外匯匯率變動之影響	(11)	(14)
TOTAL CASH AND CASH EQUIVALENTS AT END OF THE YEAR, represented by bank balances and cash	於年末之現金及現金等值總額(即銀行結餘及現金)	9,294	8,348

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

1. GENERAL INFORMATION

Skyworth Group Limited (the "Company") is an exempted company incorporated in Bermuda with limited liability and its shares are listed on The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). The addresses of the registered office and the principal place of business of the Company are disclosed in the corporate information section of the annual report.

The consolidated financial statements are presented in Renminbi ("RMB"), which is also the functional currency of the Company and most of its subsidiaries.

The Group, comprising the Company and its subsidiaries, is principally engaged in the manufacture and sales of smart TV, home access systems, photovoltaic products, smart white appliances, intelligent manufacturing, internet value-added services, property development, property holding, modern services and trading of other products. Details of the principal activities of the principal subsidiaries are set out in note 45.

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

Amendments to an HKFRS Accounting Standard that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to an HKFRS Accounting Standard as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") for the first time, which are mandatorily effective for the annual periods beginning on 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21	Lack of Exchangeability
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The application of the amendments to an HKFRS Accounting Standard in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

1. 一般事項

創維集團有限公司(「本公司」)於百慕達註冊成立為獲豁免有限公司，股份於香港聯合交易所有限公司(「聯交所」)上市。本公司之註冊辦事處及主要營業地點之地址已在年報內公司資料章節中披露。

綜合財務報表乃以人民幣呈列，其亦為本公司及其大部分附屬公司之功能貨幣。

本集團(包括本公司及其附屬公司)之主要業務為生產及銷售智能電視、家庭接入系統、光伏產品、智能白家電產品、智能製造、互聯網增值服務、物業發展、持有物業、現代服務及買賣其他產品。有關各主要附屬公司之主要業務詳情載於附註45。

2. 採納新訂及經修訂香港財務報告準則會計準則

於本年度強制生效的經修訂香港財務報告準則會計準則

於本年度，編製綜合財務報表時，本集團首次應用以下由香港會計師公會頒佈之經修訂香港財務報告準則會計準則，有關準則於2025年1月1日開始之年度期間強制生效：

香港會計準則第21號	缺乏可兌換性 (修訂本)
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於本年度應用經修訂香港財務報告準則會計準則對本集團於本年度及過往年度的財務狀況及表現及／或該等綜合財務報表所載之披露並無重大影響。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS – continued

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

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments ²
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-Dependent Electricity ²
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ¹
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11 ²
Amendments to HKAS 21	Translation to a Hyperinflationary Presentation Currency ³
HKFRS 18	Presentation and Disclosure in Financial Statements ³

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

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

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

Except for the new HKFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

2. 採納新訂及經修訂香港財務報告準則會計準則 – 續

已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則

本集團並無提早採納下列已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則：

香港財務報告準則第9號及香港財務報告準則第7號(修訂本)	金融工具分類及計量的修訂 ²
香港財務報告準則第9號及香港財務報告準則第7號(修訂本)	涉及自然依賴型電力之合約 ²
香港財務報告準則第10號及香港會計準則第28號(修訂本)	投資者與其聯營公司或合營企業之間的資產出售或注資 ¹
香港財務報告準則會計準則(修訂本)	香港財務報告準則會計準則的年度改進 – 第十一冊 ²
香港會計準則第21號(修訂本)	換算為惡性通貨膨脹呈列貨幣 ³
香港財務報告準則第18號	財務報表列報和披露 ³

¹ 於待定期限或之後開始的年度期間生效。

² 於2026年1月1日或之後開始的年度期間生效。

³ 於2027年1月1日或之後開始的年度期間生效。

除下述新訂香港財務報告準則會計準則外，本公司董事預期，於可見未來採納所有其他經修訂香港財務報告準則會計準則將不會對綜合財務報表產生重大影響。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS – continued

New and amendments to HKFRS Accounting Standards in issue but not yet effective – continued

HKFRS 18 Presentation and Disclosure in Financial Statements

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

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. The application of the new standard is expected to affect the presentation of the statement of profit or loss and disclosures in the future financial statements. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group's consolidated financial statements.

2. 採納新訂及經修訂香港財務報告準則會計準則 – 續

已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則 – 續

香港財務報告準則第18號財務報表列報和披露

香港財務報告準則第18號「財務報表列報和披露」規定財務報表中的列報及披露要求，將取代香港會計準則第1號「財務報表之呈列」。香港財務報告準則第18號承襲香港會計準則第1號的多項規定，並引入於損益表中呈列指定類別及定義小計的新要求；於財務報表附註中提供管理層定義的表現指標之披露，並改善財務報表中資料的聚合及分拆。此外，若干香港會計準則第1號的段落已移至香港會計準則第8號「會計政策、會計估計變更及錯誤」（其標題將於香港財務報告準則第18號生效後更改為「財務報表的編製基礎」），並適用於香港財務報告準則第7號「金融工具：披露」。對香港會計準則第7號「現金流量表」及香港會計準則第33號「每股盈利」亦進行小幅修訂。

香港財務報告準則第18號及其他準則的修訂本將於2027年1月1日或之後開始的年度期間生效，並允許提前應用。預期新準則的應用將影響未來財務報表中損益表之呈列及披露。本集團正在評估香港財務報告準則第18號對本集團綜合財務報表的具體影響。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards as issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules") and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 *Share-based Payment*, leasing transactions that are accounted for in accordance with HKFRS 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 or value in use in HKAS 36 *Impairment of Assets*.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

3. 綜合財務報表之編製基準及重大會計政策資料

3.1 綜合財務報表之編製基準

綜合財務報表乃根據香港會計師公會頒佈之香港財務報告準則會計準則編製。就編製綜合財務報表而言，倘有關資料合理預期會影響主要用戶作出的決定，則有關資料被視為重大。此外，綜合財務報表包含聯交所證券上市規則（「上市規則」）及香港《公司條例》規定之適用披露。

綜合財務報表乃按歷史成本基礎編製，惟若干金融工具按各報告期末之公允價值計量，有關詳情在下文會計政策內說明。

歷史成本一般是基於為換取貨品和服務所給予代價之公允價值。

公允價值是指市場參與者之間在計量日期進行的有序交易中出售資產所收取的價格或轉移負債所支付的價格，無論該價格是可直接觀察到的結果還是採用其他估值技術作出的估計。在對資產或負債的公允價值進行估計時，本集團考慮市場參與者在計量日期為該資產或負債進行定價時將會考慮的特徵。在本綜合財務報表中計量和／或披露的公允價值均在此基礎上予以確定，惟香港財務報告準則第2號「股份基礎給付」範圍內的股份基礎給付交易、根據香港財務報告準則第16號「租賃」入賬之租賃交易以及與公允價值類似但並非公允價值的計量（例如：香港會計準則第2號中的可變現淨值或香港會計準則第36號「資產減值」中的使用價值）除外。

非金融資產之公允價值計量則參考市場參與者可從使用該資產得到之最高及最佳效用或將該資產售予另一可從使用該資產得到最高及最佳效用之市場參與者所產生之經濟效益。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.1 Basis of preparation of consolidated financial statements – continued

For financial instruments which are transacted at fair value and a valuation technique that unobservable inputs are to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equals the transaction price.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Certain comparative figures have been aggregated to conform to the current year's presentation. The directors of the Company consider that such presentation would better reflect the financial performance and position of the Group.

The principal accounting policies are set out below.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.1 綜合財務報表之編製基準 – 續

就按公允價值交易的金融工具及於隨後期間計量公允價值時將予使用之不可觀察輸入數據之估值技術而言，估值技術會予以校準，以使於首次確認時估值技術之結果與交易價相等。

此外，就財務報告而言，公允價值計量應基於公允價值計量的輸入數據的可觀察程度以及該等輸入數據對整體公允價值計量的重要性，被歸入第一級、第二級或第三級的公允價值級別，詳述如下：

- 第一級輸入數據是指實體於計量日期可以取得的相同資產或負債在活躍市場的報價（未經調整）；
- 第二級輸入數據是指除了第一級輸入數據所包含的報價以外，資產或負債可直接或間接觀察得出的輸入數據；及
- 第三級輸入數據是指資產或負債的不可觀察輸入數據。

若干比較數字已匯總計算，以符合本年度的呈列。本公司董事認為，有關呈列將更能反映本集團的財務表現及狀況。

主要會計政策載列如下。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company or its subsidiaries. Control is achieved when the Company:

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

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

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

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

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

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料

綜合賬目基準

綜合財務報表包括本公司及受本公司或其附屬公司控制之實體之財務報表。控制是指本公司：

- 擁有對被投資方的權力；
- 通過對被投資方的介入而承擔或有權獲得可變回報；及
- 有能力運用其權力影響所得到之回報。

倘事實及情況顯示上文所述三項控制因素的一項或多項出現變化，本集團會重新評估其是否控制投資對象。

本集團獲得附屬公司控制權時即對其綜合入賬，而當本集團失去附屬公司控制權時，即不再對其綜合入賬。具體而言，自本集團獲得附屬公司控制權之日起計，年內收購或出售附屬公司之收入及支出將列入綜合損益及其他全面收入表內，直至本集團不再擁有附屬公司控制權之日止。

損益及其他全面收入之各組成部分均歸屬於本公司股權持有人及不具控制力權益。附屬公司的全面收入總額歸屬於本公司股權持有人及不具控制力權益，即使此舉會導致不具控制力權益產生虧損結餘。

若有需要，附屬公司之財務報表會作調整，以使其會計政策與本集團之會計政策一致。

本集團內各公司間之資產及負債、權益、收入及支出以及與本集團內各公司交易相關的現金流，於綜合入賬時悉數抵銷。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Basis of consolidation – continued

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

Changes in the Group's interests in existing subsidiaries

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

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

When the Group loses control of a subsidiary, the assets and liabilities of that subsidiary and non-controlling interests (if any) are derecognised. A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary attributable to the owners of the Company. All amounts previously recognised in OCI in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRS Accounting Standards). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 *Financial Instruments* or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

綜合賬目基準 – 續

於附屬公司之不具控制力權益與本集團於附屬公司之權益分開呈列，指相關附屬公司清盤時其持有人可按比例分佔其資產淨值之現時擁有權權益。

本集團於現有附屬公司之權益變動

本集團於附屬公司之權益變動如不導致本集團對其喪失控制權，將作股權交易核算。本集團持有的權益的相關部分與不具控制力權益的賬面值應予調整以反映附屬公司中相關權益的變動，包括按照本集團及不具控制力權益之權益比例在本集團與不具控制力權益之間重新分配相關儲備。

不具控制力權益調整之金額與支付或收取的代價的公允價值之間差額直接計入權益並歸於本公司股權持有人。

倘本集團失去附屬公司的控制權，則終止確認該附屬公司之資產與負債及不具控制力權益（如有）。收益或虧損於損益確認並按下述兩者之間的差額計算：(i) 所收代價的公允價值及任何保留權益的公允價值之和與(ii) 本公司股權持有人應佔該附屬公司的資產（包括商譽）和負債的賬面值。先前於其他全面收入就該附屬公司確認之所有金額，會按猶如本集團已直接出售該附屬公司之相關資產或負債入賬（即按適用香港財務報告準則會計準則所訂明／允許而重新分類至損益或轉撥至另一權益類別）。於失去控制權當日前附屬公司保留的任何投資的公允價值，會根據香港財務報告準則第9號「金融工具」在其後入賬時被列作首次確認的公允價值，或（如適用）首次確認於聯營公司或合資企業的投資成本。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business (see the accounting policy above) less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination, which represent the lowest level at which the goodwill is monitored for internal management purposes and not larger than an operating segment.

A cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment annually or more frequently when there is indication that the unit may be impaired. For goodwill arising on an acquisition in an annual period, the cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment before the end of that annual period. If the recoverable amount is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit (or group of cash-generating units).

Revenue from contracts with customers

The Information about the Group's accounting policies relating to contracts with customers is provided in notes 5, 23 and 28.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

商譽

收購業務所產生之商譽乃按收購業務（見上文會計政策）當日確認之成本減累計減值虧損（如有）入賬。

就減值測試而言，商譽分配至預期會受惠於合併協同效益之本集團各個（或各組現金產生單位），作為內部管理，商譽將在最底層被監控，而且不超過營運分部層級。

獲分配商譽之現金產生單位（或該組現金產生單位）會每年，或在有跡象顯示有關單位可能出現減值時更頻繁地進行測試。就於年度期間內進行收購所產生的商譽而言，獲分配商譽之現金產生單位（或該組現金產生單位）會於該年度期間末前進行減值測試。倘可收回金額少於其賬面值，減值虧損首先會以減少任何商譽之賬面值來分配，其後以該單位（或該組現金產生單位）內各資產之賬面值為基準按比例分配至其他資產。

客戶合約之收入

有關本集團與客戶合約相關之會計政策資料於附註5、23及28提供。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Leases

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

The Group as a lessee

Short-term leases

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

Right-of-use assets

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

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

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

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever the lease term has changed or there is a change in the assessment of exercise of a purchase option in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

租賃

本集團根據香港財務報告準則第16號的定義於開始日期評估該合約是否屬於或包含租賃。除非合約的條款及條件其後出現變動，否則有關合約將不予重新評估。

本集團作為承租人

短期租賃

本集團對自生效日期起計之租期為十二個月或以下並且不包括購買選擇權的機器、設備、運輸工具及物業之租賃採用短期租賃確認豁免。短期租賃的租賃付款乃於租賃期間內按直線法確認為開支，除非以另一系統化基準更能代表消耗租賃資產所產生的經濟利益的時間模式，則作別論。

使用權資產

使用權資產按成本減任何累計折舊及減值虧損計量，並就租賃負債任何重新計量作出調整。

租賃負債

於租賃開始日期，本集團按該日尚未支付租賃付款的現價值確認及計量租賃負債。在計算租賃付款的現價值時，倘租賃中所隱含的利率不易確定，則本集團會採用在租賃開始日的增量借款利率。

於開始日期後，租賃負債按應計利息及租賃付款予以調整。

本集團會於租期出現變動或行使購買選擇權的評估發生變化時重新計量租賃負債（並對有關使用權資產作出對應調整），在此情況下，有關租賃負債乃透過使用重新評估當日經修訂貼現率貼現經修訂租賃付款予以重新計量。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Leases – continued

The Group as a lessor

Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Amounts due from lessees under finance leases are recognised as receivables at commencement date at amounts equal to net investments in the leases, measured using the interest rate implicit in the respective leases. Initial direct costs (other than those incurred by manufacturer or dealer lessors) are included in the initial measurement of the net investments in the leases. Interest income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term.

Interest and rental income which are derived from the Group's ordinary course of business are presented as revenue.

Sale and leaseback transactions

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

租賃 – 續

本集團作為出租人

租賃的分類及計量

本集團作為出租人的租賃分類為融資或經營租賃。凡租賃條款訂明相關資產擁有權附帶的絕大部分風險及回報均轉移至承租人，則有關租賃乃列為融資租賃。所有其他租約分類為經營租賃。

根據融資租賃應收承租人的款項乃於開始日期按相等於租賃投資淨額的金額確認為應收款項，並按相關租賃內含利率計量。初始直接成本（由生產商或交易商出租人產生者除外）計入租賃投資淨額的初步計量。利息收入會分配至會計期間，以反映本集團有關租賃未付投資淨額的定期回報率。

經營租賃之租金收入乃按相關租賃年期按直線基準於損益內確認。磋商及安排經營租賃所產生的初始直接成本計入租賃資產的賬面值，而有關成本於租賃期內按直線基準確認為開支。

於本集團日常業務過程中產生之利息及租金收入呈列為營業額。

售後回租交易

本集團採用香港財務報告準則第15號的規定評估售後回租交易是否構成本集團進行的出售。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets until such time as the assets are substantially ready for their intended use or sale.

Any specific borrowing that remains outstanding after the related asset is ready for its intended use or sale is included in the general borrowing pool for calculation of capitalisation rate on general borrowings. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Government grants

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

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

借款成本

因收購、興建或生產合資格資產（即需要一段長時間籌備作擬定用途或出售之資產）而直接產生之借款成本計入該等資產之成本，直至資產基本上可投入擬定用途或出售時為止。

倘於相關資產可用於擬定用途或出售後，任何特定借款仍未償還，則在計算一般借款的資本化比率時計入一般借款組合。在等待將特定借款用於合資格資產之前，將特定借款之款項作暫時性投資賺取之投資收入，會從符合資本化之借款成本中扣減。

所有其他借款成本於產生期間在損益中確認。

政府補助

直至合理保證本集團符合政府補助附帶的條件及將會收取補助時，方會確認政府補助。

政府補助於本集團確認政府擬補貼之相關成本為開支的期間按系統化之基準於損益確認。特別是，政府補助的首要條件是本集團應採購、興建或購買非流動資產，則可於綜合財務狀況表確認為遞延收入，並於相關資產可使用年期按系統及合理基準轉撥至損益。

作為補償已產生開支或虧損或旨在為本集團提供即時財政資助而無未來相關成本的與收入相關的應收政府補助於成為應收的期間在損益確認。相關補助於「其他收入」項下呈列。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Retirement benefit costs

Payments to defined contribution retirement benefit plans, including state-managed retirement benefit schemes, the Occupational Retirement Scheme and the Mandatory Provident Fund Scheme, are recognised as an expense when employees have rendered service entitling them to the contributions.

Short-term employee benefits

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

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

Share-based payment arrangements

Equity-settled share-based payment transactions

Share options granted to directors and employees

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

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

退休福利成本

對定額供款退休福利計劃(包括國家管理之養老金計劃、職業退休計劃及強制性公積金計劃)作出之付款，須於僱員已提供服務而使他們對供款獲享有權時作為開支確認。

短期僱員福利

短期僱員福利是按在僱員提供服務時預期支付的福利的未貼現金額確認。所有短期僱員福利均被確認為開支，除非香港財務報告準則會計準則另有要求或允許在資產成本中計入福利。

經扣除任何已付金額後，僱員應得的福利(例如工資及薪金)確認為負債。

股份基礎給付安排

以權益結算的股份基礎給付交易

授予董事及僱員購股權

面向董事、僱員以及其他提供類似服務人士的以權益結算的股份基礎給付，均按權益工具於授出日期的公允價值計量。

以權益結算的股份基礎給付，其於授出日期之公允價值(未計及所有非市場歸屬條件)，應於歸屬期間按本集團對權益工具最終歸屬之估計以直線法攤銷至費用當中，而股權(購股權儲備)中亦作相應增加。於各報告期末，本集團根據對全部相關非市場歸屬條件的評估，修訂其對預期歸屬的權益工具數目的估計。若對原先估計作出修訂，則其影響(如有)在損益中確認，以讓累計開支反映經修訂估計，並於購股權儲備中作相對應的調整。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Share-based payment arrangements – continued

Equity-settled share-based payment transactions – continued

Share options granted to directors and employees – continued

When share options are exercised, the amount previously recognised in share option reserve will be transferred to share premium. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognised in share option reserve will be transferred to accumulated profits.

Share awards

For share award schemes, the fair value of services received, determined by reference to the fair value of awarded shares granted at the grant date, is expensed on a straight-line basis over the vesting period, with a corresponding increase in share award reserve. The cost of acquisition of the Company's shares held for the share award schemes is recorded as treasury shares (shares held for share award scheme). At the time when the awarded shares are vested, the amount previously recognised in share award reserve and the amount of the relevant treasury shares will be transferred to accumulated profits.

At the end of each reporting period, the Group revisits its estimates of the number of awarded shares that are expected to ultimately vest. The impact of the revision of the estimates during the vesting period, if any, is recognised in profit or loss, with a corresponding adjustment to the share award reserve.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

股份基礎給付安排 – 續

以權益結算的股份基礎給付交易 – 續

授予董事及僱員購股權 – 續

購股權獲行使時，過往於購股權儲備中確認之金額將轉撥至股份溢價，而當購股權於歸屬日期後被沒收或於屆滿日仍未獲行使，過往於購股權儲備中確認之金額將轉撥至累計溢利。

股份獎勵

在股份獎勵計劃中，提供服務的公允價值是根據獎勵股份在授予當天之公允價值來釐定，按相關費用在歸屬期間以直線法攤銷，而股份獎勵儲備亦作出相應增加。就股份獎勵計劃持有之本公司股份的收購成本會確認為庫存股份（就股份獎勵計劃持有之股份）。在獎勵股份獲歸屬時，過往於股份獎勵儲備中確認之金額和相關的庫存股份將轉撥至累計溢利。

於每個報告期末，本集團檢閱預期最終歸屬的獎勵股份估計數目。歸屬期間如有相關估計的修訂，其影響在損益中確認，並於股份獎勵儲備中作相應調整。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Taxation

The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

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

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

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

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in OCI or directly in equity, in which case, the current and deferred tax are also recognised in OCI or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

稅項

本集團的即期稅項負債乃按於報告期末已制定或實際制定之稅率計算。遞延稅項資產及負債乃以截至報告期末已制定或實際制定之稅率（及稅法）為基礎，按預期適用於負債清償或資產變現期間之稅率計量。

遞延稅項資產的賬面值於各報告期末予以檢討，並於不再可能有足夠應課稅溢利以收回全部或部分資產時作出扣減。

為計量本集團確認使用權資產及相關租賃負債的租賃交易的遞延稅項，本集團首先釐定稅項扣減是否歸屬於使用權資產或租賃負債。

就稅項扣減歸屬於租賃負債的租賃交易而言，本集團將香港會計準則第12號的規定分別應用於租賃負債及相關資產。本集團確認與租賃負債相關的遞延稅項資產，惟以可能有應課稅溢利可用以抵銷可扣稅臨時差額為限，並就所有應課稅臨時差額確認遞延稅項負債。

即期及遞延稅項計入損益，惟其與其他全面收入或直接於股權確認的項目相關時則除外，在此情況下，即期及遞延稅項分別計入其他全面收入或直接計入權益。倘因業務合併之初次會計而產生即期稅項或遞延稅項，則稅務影響納入業務合併會計處理。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes (other than construction in progress). Property, plant and equipment are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

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

Investment properties

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

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

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

物業、廠房及設備

物業、廠房及設備為持作用於生產或供應貨品或服務或行政用途(除下文所述的在建工程外)的有形資產。物業、廠房及設備於綜合財務狀況表內按成本減期後累計折舊及期後累計減值虧損(如有)列賬。

折舊乃以直線法按估計可使用年期撇銷有關資產(除在建工程外)成本減其剩餘價值計算。估計可使用年期、剩餘價值及折舊方法於各報告期末進行審閱,而任何估計變動的影響按前瞻基準入賬。

投資物業

投資物業指為收取租金及/或資本增值而持有之物業。

投資物業初步按成本(包括任何直接應佔開支)計量。於初步確認後,投資物業以成本減期後累計折舊及任何累計減值虧損列值。折舊乃以直線法於投資物業的估計可使用年期內撇銷其成本並計及其估計剩餘價值確認。

投資物業應於出售時或永久報廢而且在出售後預期不會產生未來經濟利益時予以終止確認。因終止確認物業所產生之任何收益或虧損(按出售所得款項淨額與資產賬面值之差異計算)於終止確認該物業之期間計入損益內。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Impairment losses on property, plant and equipment, investment properties, right-of-use assets and intangible assets other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its property, plant and equipment, investment properties, right-of-use assets and intangible assets with finite useful lives to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any). Intangible assets with indefinite useful life are tested for impairment at least annually, and whenever there is an indication that they may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use.

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

物業、廠房及設備、投資物業、使用權資產及無形資產(商譽除外)減值虧損

本集團於各報告期末檢視具有有限可使用年期的物業、廠房及設備、投資物業、使用權資產及無形資產之賬面值，以釐定是否有任何跡象顯示該等資產出現減值虧損。如有任何該等跡象，則會估計相關資產之可收回金額，以決定減值虧損(如有)的程度。不能確定可使用年期的無形資產應每年最少進行一次減值測試，亦應在發現有減值跡象時進行該測試。

可收回金額為公允價值減出售成本與使用價值之間的較高者。

若一項資產(或現金產生單位(「現金產生單位」))的可收回金額預期低於其賬面值，該資產(或現金產生單位)的賬面值將會減低至其可收回金額。就無法以合理及一致基準分配至現金產生單位的公司資產或部分公司資產而言，本集團將一組現金產生單位的賬面值(包括分配至該組現金產生單位的公司資產或部分公司資產的賬面值)與該組現金產生單位的可收回金額進行比較。在分配減值虧損時，會首先分配減值虧損以減少任何商譽的賬面值(如適用)，然後根據該單位或該組現金產生單位中各資產的賬面值按比例基準分配至其他資產。資產的賬面值減低後不得低於：其公允價值減去出售成本(如可計量)、其使用價值(如可確定)及零(取以上三者之最高值)。本應分配至該項資產的減值虧損額應按比例分配至該單位或該組現金產生單位的其他資產。減值虧損即時於損益中確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Impairment losses on property, plant and equipment, investment properties, right-of-use assets and intangible assets other than goodwill – continued

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

Cash and cash equivalents

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

- cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and
- cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value and restricted deposits arising from pre-sale of properties that are held for meeting short-term cash commitments. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Bank balances for which use by the Group is subject to third party contractual restrictions are included as part of cash unless the restrictions result in a bank balance no longer meeting the definition of cash. Contractual restrictions affecting use of bank balances are disclosed in notes 27 and 36. If the contractual restrictions to use the cash extend beyond 12 months after the end of the reporting period, the related amounts are classified as non-current in the consolidated statement of financial position.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

物業、廠房及設備、投資物業、使用權資產及無形資產(商譽除外)減值虧損 – 續

倘其後撥回減值虧損，該資產(或現金產生單位或一組現金產生單位)之賬面值將增至重新估計之可收回數額，惟增加後之賬面值不得超過資產(或現金產生單位或一組現金產生單位)於過往年度並無確認減值虧損而釐定之賬面值。減值虧損之撥回即時於損益中確認。

現金及現金等值

現金及現金等值於綜合財務狀況表呈列，包括：

- 現金，其包括手頭現金及活期存款，不包括受監管限制而導致有關結餘不再符合現金定義的銀行結餘；及
- 現金等值，其包括短期(通常原到期日為三個月或更短)、可隨時轉換為已知數額現金且價值變動風險不大的高流動性投資以及為滿足短期現金承擔而持有的預售物業產生的受限制存款。現金等值持作滿足短期現金承擔，而非用於投資或其他目的。

本集團使用受第三方合約限制的銀行結餘計入現金的一部分，除非有關限制導致銀行結餘不再符合現金的定義。影響使用銀行結餘的合約限制於附註27及36披露。倘使用現金的合約限制於報告期結束後延長超過12個月，相關金額於綜合財務狀況表內分類為非流動。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a weighted average cost method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale, including costs to be incurred in marketing, selling and distribution.

Stock of properties

Properties for/under development which are intended to be sold upon completion of development and stock of completed properties for sale are classified as current assets. Except for the leasehold land element which is measured at cost model in accordance with the accounting policies of right-of-use assets, stock of properties are carried at the lower of cost and net realisable value. Cost is determined on a specific identification basis including allocation of the related development expenditure incurred and where appropriate, borrowing costs capitalised. Net realisable value represents the estimated selling price for the properties less estimated cost to completion and costs necessary to make the sales. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale, including costs to be incurred in marketing, selling and distribution.

Properties for/under development are transferred to completed properties upon completion.

Provision

Provision is recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of obligation.

The amount recognised as provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

Provisions for the expected cost of assurance-type warranty obligations under the relevant contract for sale of goods are recognised at the date of sale of the relevant products, at the directors' best estimate of the expenditure required to settle the Group's obligation.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

存貨

存貨按其成本及可變現淨值較低者列示。存貨成本採用加權平均成本法計算。可變現淨值乃估計存貨售價減所有完成之估計成本及銷售所需成本。銷售所需成本包括直接歸屬於銷售的增量成本及本集團進行銷售所必須產生的非增量成本，包括將在營銷、銷售及分銷所產生的成本。

物業存貨

擬將於開發完成後出售的開發中物業及已完工待售物業存貨均分類為流動資產。除根據使用權資產的會計政策按成本模型計量的租賃土地部份外，物業存貨按成本及可變現淨值兩者之較低者列賬。成本乃以特定識別基準釐定，包括分配產生之相關開發費用及(如適用)資本化之借款成本。可變現淨值指物業之估計售價減完成之估計成本及銷售所需成本。銷售所需成本包括直接歸屬於銷售的增量成本及本集團進行銷售所必須產生的非增量成本，包括將在營銷、銷售及分銷所產生的成本。

開發中物業於完工後轉撥至已完工物業。

撥備

本集團若因過往事件而有現存責任(法定或推定)，並且本集團可能將須履行責任，而且亦能對責任金額作出可靠估計，則會確認撥備。

撥備之確認金額，乃經考慮圍繞責任之風險及不確定因素後，對報告期結束時履行現存責任所需代價之最佳估計值。當使用履行現存責任的估計現金流量計算撥備時，其賬面值為現金流量的現值(倘貨幣時間值之影響屬重大)。

於相關貨品銷售合約下保證型保修責任預期成本的撥備，乃於銷售相關產品當日按董事對履行本集團責任所需支出的最佳估計確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments

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

Financial assets

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

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

Classification and subsequent measurement of financial assets

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

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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

- the financial asset is held within a business model whose objective is achieved by both selling and collecting contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL; except that at initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in OCI if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 *Business Combination* applies.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具

當一家集團實體成為工具合約條文的訂約方時，金融資產及金融負債須予以確認。

金融資產

所有常規買賣的金融資產均按交易日基準確認及註銷。常規買賣指須於按照市場規則或慣例規定的時間內交付資產的金融資產買賣。

所有已確認金融資產其後按金融資產分類整體按攤銷成本或公允價值計量。

金融資產的分類及其後計量

符合以下條件的金融資產其後按攤銷成本計量：

- 持有金融資產的業務模式的目標為收回合約現金流；及
- 合約條款令於特定日期產生的現金流純粹為支付本金及未償還本金的利息。

符合以下條件的金融資產其後按公允價值計入其他全面收入計量：

- 持有金融資產的業務模式的目標為同時出售及收回合約現金流；及
- 合約條款令於特定日期產生的現金流純粹為支付本金及未償還本金的利息。

所有其他金融資產隨後按公允價值計入損益計量，惟倘股權投資既非持作買賣亦非收購方於適用香港財務報告準則第3號「業務合併」中確認的或然代價，則於金融資產初步確認時，本集團可不可撤銷地選擇在其他全面收入中呈列該股權投資公允價值的後續變動。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial assets – continued

Classification and subsequent measurement of financial assets – continued

In addition, the Group may irrevocably designate a financial asset that is required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

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

- (ii) Receivables classified as at FVTOCI

Subsequent changes in the carrying amounts for receivables classified as at FVTOCI as a result of interest income calculated using the effective interest method are recognised in profit or loss. The amounts that are recognised in profit or loss are the same as the amounts that would have been recognised in profit or loss if these receivables had been measured at amortised cost. All other changes in the carrying amount of these receivables are recognised in OCI and accumulated under the heading of FVTOCI reserve. Impairment allowances are recognised in profit or loss with corresponding adjustment to OCI without reducing the carrying amounts of these receivables. When these receivables are derecognised, the cumulative gains or losses previously recognised in OCI are reclassified to profit or loss.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融資產 – 續

金融資產的分類及其後計量 – 續

此外，本集團可不可撤回地指定須按攤銷成本計量或按公允價值計入其他全面收入的金融資產為按公允價值計入損益計量，前提是有關指定可消除或大幅減少會計錯配發生。

- (i) 攤銷成本及利息收入
對於其後按攤銷成本計量的金融資產及其後按公允價值計入其他全面收入的應收款項而言，利息收入利用實際利率法確認。利息收入乃通過對金融資產的總賬面值應用實際利率計算得出，惟其後出現信貸減值的金融資產除外（見下文）。就其後出現信貸減值的金融資產而言，利息收入透過對下一個報告期金融資產的攤銷成本應用實際利率予以確認。倘信貸減值金融工具的信貸風險有所改善，以致金融資產不再發生信貸減值，則利息收入透過於資產被釐定不再發生信貸減值後對報告期間開始時金融資產的總賬面值應用實際利率予以確認。

- (ii) 分類為按公允價值計入其他全面收入之應收款項

由於利息收入採用有效利率法計算，分類為按公允價值計入其他全面收入之應收款項賬面值的隨後變動計入損益。於損益中確認的金額，與倘該等應收款項按攤銷成本計量時原於損益中確認的金額相同。該等應收款項賬面值的所有其他變動計入其他全面收入，並於按公允價值計入其他全面收入之儲備累計。在不減少該等應收款項賬面值的情況下，減值撥備計入損益，相應調整計入其他全面收入。當該等應收款項終止確認時，原先計入其他全面收入的累計收益或虧損將重新分類至損益。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial assets – continued

Classification and subsequent measurement of financial assets – continued

(iii) Equity instruments designated as at FVTOCI

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in OCI and accumulated in the FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, and will be transferred to accumulated profits.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "other income" line item in profit or loss.

(iv) Financial assets at FVTPL

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融資產 – 續

金融資產的分類及其後計量 – 續

(iii) 指定為按公允價值計入其他全面收入之股權工具

按公允價值計入其他全面收入之股權工具投資其後按公允價值計量，其公允價值變動所產生的收益及虧損於其他全面收入確認及於按公允價值計入其他全面收入之儲備累計；且毋須進行減值評估。累計收益或虧損不會重新分類至出售股權投資之損益，並將轉撥至累計溢利。

當本集團確立收取股息之權利時，該等股權工具投資的股息於損益中確認，除非股息明確代表收回部分投資成本。股息計入損益內「其他收入」項目中。

(iv) 按公允價值計入損益之金融資產

於各報告期末，按公允價值計入損益之金融資產按公允價值計量，而任何公允價值收益或虧損於損益確認。於損益確認的收益或虧損淨額不包括就金融資產所賺取的任何股息或利息，並計入「其他收益及虧損」項目內。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial assets – continued

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

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

The Group always recognises lifetime ECL for trade receivables.

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

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融資產 – 續

金融資產及根據香港財務報告準則第9號須進行減值評估之其他項目的減值

本集團根據預期信用損失模型對香港財務報告準則第9號所規定須進行減值評估的金融資產進行減值評估。預期信用損失金額於每個報告日期更新，以反映自初步確認以來的信貸風險變動。

全期預期信用損失指於相關工具的預期存續期內所有可能違約事件導致的預期信用損失。相反，十二個月預期信用損失則指預期於報告日期後十二個月內可能發生的違約事件導致的部分全期預期信用損失。評估乃根據本集團過往信用損失經驗進行，並就債務人特定因素、一般經濟狀況以及對報告日期過往事件及當前狀況及未來經濟狀況預測的評估而作出調整。

本集團一直就應收貿易款項確認全期預期信用損失。

就所有其他工具而言，本集團計量的損失撥備等於十二個月預期信用損失，除非自初步確認以來信貸風險顯著上升，在此情況下，本集團確認全期預期信用損失。評估是否應確認全期預期信用損失，乃基於自初步確認以來出現違約之可能性或風險是否顯著上升。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial assets – continued

Foreign exchange gains and losses

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

- For financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the “other gains and losses” line item (note 8) as part of the others;
- For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the “other gains and losses” line item (note 8) as part of the gain from changes in fair value of financial assets at FVTPL; and
- For equity instruments measured at FVTOCI, exchange differences are recognised in other comprehensive income in the fair value through other comprehensive income/ revaluation reserve.

Derecognition of financial assets

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

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融資產 – 續

外匯收益及虧損

以外幣計值的金融資產賬面值以該外幣釐定，並按各報告期末的現貨匯率換算。具體而言：

- 就並非為指定對沖關係一部分之按攤銷成本計量之金融資產而言，匯兌差額於損益中「其他收益及虧損」項目（附註8）確認為其他之一部分；
- 就並非為指定對沖關係一部分之按公允價值計入損益之金融資產而言，匯兌差額於損益中「其他收益及虧損」項目（附註8）確認為按公允價值計入損益之金融資產之公允價值變動收益之一部分；及
- 就按公允價值計入其他全面收入之股權工具而言，匯兌差額於按公允價值計入其他全面收入／重估儲備內其他全面收入中確認。

終止確認金融資產

僅當獲取資產所產生現金流量的合約權利到期，或將金融資產及該資產所有權的絕大部分風險及回報轉讓予另一實體的情況下，本集團方可終止確認該金融資產。倘本集團保留已轉讓金融資產所有權的絕大部分風險及回報，則應繼續確認該金融資產，且亦將已收所得款項確認為一項抵押借款。

於終止確認按攤銷成本計量的金融資產時，資產賬面值與已收及應收代價之總和間的差額會於損益中確認。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial assets – continued

Derecognition of financial assets – continued

On derecognition of receivables classified as at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is reclassified to profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to accumulated profits.

Financial liabilities and equity

Classification as debt or equity

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

Equity instruments

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

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融資產 – 續

終止確認金融資產 – 續

於終止確認分類為按公允價值計入其他全面收入之應收款項時，先前於按公允價值計入其他全面收入之儲備累計的累計收益或虧損重新分類至損益。

於終止確認本集團在首次確認時已選擇按公允價值計入其他全面收入計量之股權工具投資時，先前於按公允價值計入其他全面收入儲備累計之累計收益或虧損不會重新分類至損益，而會轉撥至累計溢利。

金融負債及股權

分類為債務或股權

債務及股權工具按合約安排性質以及金融負債及股權工具之定義而分類為金融負債或股權。

股權工具

股權工具指任何證明某一實體於扣減其所有負債後之剩餘資產權益的合約。本公司發行之股權工具乃以已收款項減去直接發行成本列賬。

購回本公司自身的股權工具會直接於權益中確認及扣減。購入、出售、發行或註銷本公司自身股權工具概不會於損益確認收益或虧損。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION – continued

3.2 Material accounting policies information – continued

Financial instruments – continued

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is (i) contingent consideration of an acquirer in a business combination to which HKFRS 3 applies, (ii) held for trading or (iii) it is designated as at FVTPL.

Financial liabilities at amortised cost

Financial liabilities including trade and bills payables, other payables, bank borrowings and some of other financial liabilities are subsequently measured at amortised cost, using the effective interest method.

Derecognition of financial liabilities

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

Derivative financial instruments

Derivatives are initially recognised at fair value at the date when derivative contracts are entered into and are subsequently remeasured to their fair value at the end of the reporting period. The resulting gain or loss is recognised in profit or loss.

A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

3. 綜合財務報表之編製基準及重大會計政策資料 – 續

3.2 重大會計政策資料 – 續

金融工具 – 續

金融負債

所有金融負債其後使用實際利率法按攤銷成本或按公允價值計入損益計量。

按公允價值計入損益之金融負債

(i) 作為收購方於適用香港財務報告準則第3號的業務合併中的或然代價，
(ii) 持作買賣或 (iii) 指定為按公允價值計入損益的金融負債，均分類為按公允價值計入損益之金融負債。

以攤銷成本計量的金融負債

金融負債（包括應付貿易款項及應付票據、其他應付款項、銀行借款及若干其他金融負債）其後使用實際利率法按攤銷成本計量。

終止確認金融負債

本集團僅於其責任解除、取消或到期時終止確認金融負債。終止確認之金融負債賬面值與已付及應付代價之差額於損益中確認。

衍生金融工具

衍生工具以衍生工具合約簽訂日的公允價值作初步確認及其後在報告期末按公允價值重新計量。所產生的收益或虧損於損益內確認。

倘工具的剩餘期限超過12個月，且於12個月內不會變現或結算，則該衍生工具呈列為非流動資產或非流動負債。其他衍生工具呈列為流動資產或流動負債。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the directors of the Company are required to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are 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.

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

Write-down for inventories

Inventories are stated at the lower of cost and net realisable values. As at 31 December 2025, the carrying amount of the Group's inventories is RMB15,644 million (2024: RMB10,829 million). During the year ended 31 December 2025, an expense of RMB178 million (2024: RMB202 million) was recognised in profit or loss to write down the cost of inventories to their net realisable values.

At the end of each reporting period, management carries out the assessment of write-down of inventories by comparing the carrying amounts of inventories with the net realisable values. The net realisable values are primarily made reference to the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Moreover, management also writes down for slow moving inventories. The identification of slow moving inventories is based on the inventory ageing and recent or subsequent usages/sales. The assessment of write-down for inventories requires significant management judgement in determining estimated selling prices, costs to completion and costs necessary to make the sale. If the estimates are inaccurate, write down for inventories may increase or decrease accordingly.

4. 不確定估計之主要來源

在應用本集團之會計政策（如附註3所述）時，本公司董事需要對無法從其他來源獲取賬面值的資產和負債作出估計及假設。估計及相關假設是根據過往經驗及其他視作相關之因素而定。實際結果與該等估計可能有差異。

估計及相關假設乃以持續基準予以審閱。倘對會計估計之修訂僅影響進行修訂之期間，則於該期間確認，或倘修訂會影響目前及未來期間，則會於修訂期間及未來期間確認。

以下均為有關未來的主要假設及其他於報告期末之不確定估計主要來源，均具有導致在下一個財政年度內需要對資產及負債的賬面值作出大幅度調整的重大風險。

存貨撇減

存貨按其成本及可變現淨值之較低者列示。於2025年12月31日，本集團存貨賬面值為人民幣15,644百萬元（2024年：人民幣10,829百萬元）。截至2025年12月31日止年度，於損益確認開支人民幣178百萬元（2024年：人民幣202百萬元），以將存貨成本撇減至其可變現淨值。

於每個報告期末，管理層通過比較存貨之賬面值與可變現淨值對存貨撇減進行評估。可變現淨值主要參考存貨的估計售價減完成的所有估計成本及作出銷售所需成本而作出。另外，管理層亦撇減滯銷存貨。滯銷存貨乃根據存貨賬齡及近期或其後用途／銷售識別。存貨撇減評估要求管理層在釐定預計售價、完成成本及作出銷售所需成本過程中作出重大判斷。倘若估計不準確，存貨撇減則可能相應增加或減少。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

4. KEY SOURCES OF ESTIMATION UNCERTAINTY – continued

Assessment of the net realisable value of stock of properties

Stock of properties are stated at the lower of cost and net realisable values. The directors of the Company make significant judgments in determining the estimated selling prices of the Group's stock of properties and the estimated future cost to completion and costs necessary to make the sales of the stock of properties, where applicable.

Based on the experiences of the management of the Group, net realisable value of the Group's stock of properties are assessed by reference to the estimated selling prices of the stock of properties less estimated cost to completion and costs necessary to make the sales, if applicable, which takes into consideration of a number of factors including the recent selling prices of similar property units in the same project or by similar properties, estimated future cost to completion and costs necessary to make the sales, where applicable, by reference to current market data and the prevailing and forecasted real estate market conditions in the Mainland China.

Should there be an increase in cost to completion or costs necessary to make sales, or a decrease in selling prices, write-downs for the stock of properties may be resulted. Such write-downs require the use of judgment and estimates of the management of the Group. As at 31 December 2025, the carrying amounts of stock of properties were RMB4,975 million (2024: RMB5,699 million).

Fair value measurement of financial instruments

The Group's financial assets at FVTPL that are unlisted (including unlisted equity securities and unlisted investment funds) amount to RMB4,005 million (2024: RMB2,862 million) and unlisted equity instruments at FVTOCI amount to RMB229 million (2024: RMB186 million).

4. 不確定估計之主要來源 – 續

物業存貨可變現淨值的評估

物業存貨按成本與可變現淨值兩者中較低者入賬。本公司董事在釐定本集團物業存貨的估計售價及估計未來竣工成本及銷售物業存貨所需成本（如適用）時作出重大判斷。

根據本集團管理層經驗，本集團物業存貨可變現淨值乃參考物業存貨的估計售價減估計竣工成本及銷售所需成本（如適用）進行評估，當中考慮多項因素，包括同一項目中同類物業單位或同類物業的近期售價、參考中國大陸房地產當前市場數據以及現行及預測市況估計的未來竣工成本及銷售所需成本（如適用）。

倘竣工成本或銷售所需成本增加，或售價下降，則可能導致物業存貨撇減。該等撇減須由本集團管理層作出判斷及估計。於2025年12月31日，物業存貨的賬面值為人民幣4,975百萬元（2024年：人民幣5,699百萬元）。

金融工具之公允價值計量

本集團按公允價值計入損益的非上市金融資產（包括非上市權益證券及非上市投資基金）為人民幣4,005百萬元（2024年：人民幣2,862百萬元）及按公允價值計入其他全面收入的非上市股權工具為人民幣229百萬元（2024年：人民幣186百萬元）。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

4. KEY SOURCES OF ESTIMATION UNCERTAINTY – continued

Estimated provision of ECL for trade receivables

The Group uses provision matrix, through grouping of various debtors that have similar loss patterns, after considering internal credit ratings, size and background of debtors, business relationships with the debtors and repayment history and/or past due status of respective trade receivables, to calculate ECL for its trade receivables. The estimated loss rates are based on the historical default rates taking into consideration forward-looking information that is reasonable, supportable and available without undue costs. At every reporting date, the estimated loss rates are reassessed and changes in the forward-looking information are considered. In addition, trade receivables that are credit-impaired are assessed for ECL individually with reference to the estimated cash flows to be recovered discounted at the original effective interest rate of the relevant trade debts.

The aggregate carrying amount of trade receivables at amortised cost and at FVTOCI is RMB9,809 million, net of allowance for credit losses of RMB511 million (2024: RMB10,991 million, net of allowance for credit losses of RMB702 million). An impairment loss of RMB107 million (2024: RMB25 million) was recognised in the profit or loss on trade receivables during the year ended 31 December 2025.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade receivables are disclosed in notes 43(b) and 23 respectively.

4. 不確定估計之主要來源 – 續

應收貿易款項預期信用損失之預計撥備

本集團採用撥備矩陣，透過對具有相似虧損模式之各種應收款項進行分類（經參考相關應收貿易款項之內部信貸評級、債務人的規模及背景、與債務人的業務關係及還款記錄及／或逾期狀況），計算應收貿易款項之預期信用損失。預期損失率乃基於歷史違約率（經參考毋須投入過多成本即可獲得之合理有據之前瞻性資料）。於各報告日期，預期損失率會重新予以評估，並考慮前瞻性資料之變動。此外，擁有重大結餘且發生信貸減值之應收貿易款項將個別參考按相關貿易債務的初始實際利率貼現可收回的估計現金流量進行預期信用損失評估。

按攤銷成本計量及按公允價值計入其他全面收入之應收貿易款項的總賬面值為人民幣9,809百萬元（已扣除信用損失撥備人民幣511百萬元）（2024年：人民幣10,991百萬元（已扣除信用損失撥備人民幣702百萬元））。於截至2025年12月31日止年度，應收貿易款項的減值虧損人民幣107百萬元（2024年：人民幣25百萬元）已於損益確認。

預期信用損失撥備對估計變動敏感。有關預期信用損失及本集團應收貿易款項之資料分別於附註43(b)及23披露。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE

(i) Disaggregation of revenue from contracts with customers, leases and interest under effective interest method

For the year ended 31 December 2025

5. 營業額

(i) 來自客戶合約之收入、租賃及按實際利率法計算之利息分析

截至2025年12月31日止年度

		Smart household appliances business 智能家電業務 RMB million 人民幣百萬元	Smart systems technology business 智能系統技術業務 RMB million 人民幣百萬元	New energy business 新能源業務 RMB million 人民幣百萬元	Modern services business and others 現代服務業業務及其他 RMB million 人民幣百萬元	Total 總額 RMB million 人民幣百萬元
Type of goods/services	貨品／服務類型					
Contracts with customers (Note iii)	客戶合約(附註iii)	35,656	8,495	23,685	2,065	69,901
Leases	租賃	-	28	-	443	471
Interest under effective interest method (Note iii)	按實際利率法計算之利息(附註iii)	-	-	-	111	111
Subtotal	小計	35,656	8,523	23,685	2,619	70,483
Less: other business tax	減：其他營業稅	(55)	(14)	(75)	(15)	(159)
Segment revenue	分部營業額	35,601	8,509	23,610	2,604	70,324
Timing of revenue recognition for contract with customers	來自客戶合約之收入確認時間					
A point in time	某個時間點	34,537	8,288	22,937	1,327	67,089
Over time	隨著時間	1,119	207	748	738	2,812
Total	總計	35,656	8,495	23,685	2,065	69,901

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

(i) Disaggregation of revenue from contracts with customers, leases and interest under effective interest method – continued

For the year ended 31 December 2024

		Smart household appliances business 智能家電業務 RMB million 人民幣百萬元	Smart systems technology business 智能系統技術業務 RMB million 人民幣百萬元	New energy business 新能源業務 RMB million 人民幣百萬元	Modern services business and others 現代服務業業務及其他 RMB million 人民幣百萬元	Total 總額 RMB million 人民幣百萬元
Type of goods/services 貨品／服務類型	客戶合約(附註ii)					
Contracts with customers (Note iii)	客戶合約(附註ii)	33,469	8,484	20,334	2,263	64,550
Leases	租賃	-	27	-	486	513
Interest under effective interest method (Note iii)	按實際利率法計算之利息(附註iii)	-	-	-	112	112
Subtotal	小計	33,469	8,511	20,334	2,861	65,175
Less: other business tax	減：其他營業稅	(62)	(16)	(64)	(20)	(162)
Segment revenue	分部營業額	33,407	8,495	20,270	2,841	65,013
Timing of revenue recognition for contract with customers 來自客戶合約之收入確認時間	來自客戶合約之收入確認時間					
A point in time	某個時間點	32,299	8,140	19,821	1,482	61,742
Over time	隨著時間	1,170	344	513	781	2,808
Total	總計	33,469	8,484	20,334	2,263	64,550

Notes:

- Manufacture and sales of goods mainly include manufacture and sales of smart TV, home access systems (mainly digital set-top boxes), smart white appliances, intelligent manufacturing (mainly LCD modules), automotive electronic systems, other electronic products, sales of properties, photovoltaic power stations and other products, provision of intelligent operation and maintenance services to the distributed photovoltaic power stations and provision and sales of internet value-added services of Coocaa system.
- Amount represents interest income from loan receivables under group entities in which the loan financing is a principal activity.

附註：

- 製造及銷售貨品，主要包括製造及銷售智能電視、家庭接入系統（主要為數字機頂盒）、智能白家電產品、智能製造（主要為液晶模組）、汽車電子系統、其他電子產品、銷售物業、光伏發電站及其他產品、為分布式光伏發電站提供智能營運及維護服務以及提供及銷售酷開系統的互聯網增值服務。
- 金額指來自應收貸款之利息收入，歸入以貸款融資作為主要業務之集團實體。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

(ii) Revenue recognition policies and performance obligations for contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer. A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one or more of the criteria under HKFRS 15 is met. Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service. The progress towards complete satisfaction of a performance obligation is measured based on output method, which is to recognise revenue on the basis of direct measurements of the value of the goods or services transferred to the customer to date relative to the remaining goods or services promised under the contract, that best depict the Group's performance in transferring control of goods or services.

For contracts that contain variable consideration (i.e. sales rebate), the Group estimates the amount of consideration to which it will be entitled using either (a) the expected value method or (b) the most likely amount, depending on which method better predicts the amount of consideration to which the Group will be entitled. At the end of each reporting period, the Group updates the estimated transaction price to represent faithfully the circumstances present at the end of the reporting period and the changes in circumstances during the reporting period.

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent).

5. 營業額 – 續

(ii) 客戶合約之收入確認政策及履約責任

本集團於完成履約責任時(即於特定履約責任相關之貨品或服務之「控制權」轉讓予客戶時)確認收入。履約責任指一項明確貨品或服務(或一批貨品或服務)或一系列大致相同的明確貨品或服務。

倘符合香港財務報告準則第15號一項或多項標準,則控制權隨時間轉移,而收入則參考相關履約責任的完成進度隨時間確認。否則,收入於客戶獲得明確貨品或服務控制權的時點確認。完成履行履約責任進度按產出法計量,即根據直接計量至今已轉移予客戶之貨品或服務之價值與合約項下承諾之餘下貨品或服務之價值相比較確認收入,可以最佳方式描述本集團轉移貨品或服務控制權之履約情況。

就訂有可變代價(例如銷售回贈)之合約而言,本集團使用(a)預期價值法或(b)最有可能獲得之金額(具體視乎哪種方法能更好地預測本集團有權收取之代價金額)估計其有權收取之代價金額。於各報告期末,本集團更新其估計交易價格,以忠實反映於報告期末之情況及於報告期內之情況變動。

當另一方涉及向客戶提供貨品或服務時,本集團會釐定其承諾之性質是否為由其自行提供指定貨品或服務(即本集團為委託人)的履約責任或安排由另一方提供該等貨品或服務(即本集團為代理人)的履約責任。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

(ii) Revenue recognition policies and performance obligations for contracts with customers – continued

Manufacture and sales of goods

The Group manufactures and sells smart TV, home access systems (mainly digital set-top boxes), smart white appliances, intelligent manufacturing (mainly LCD modules), automotive electronic systems and other electronic products and sells photovoltaic power stations and other products to the wholesale customers or directly to retail customers either through its own retail outlets and through internet sales.

For sales to the wholesale customers, revenue is recognised when control of the goods has transferred, being when the goods have been shipped to the customer's specific location (delivery). Following delivery, the customers has full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when on selling the goods and bears the risks of obsolescence and loss in relation to the goods.

For sales to retail customers through the Group's own retail outlets, revenue is recognised when control of the goods has transferred, being at the point the customer purchases the goods at the retail outlets. Payment of the transaction price is due immediately at the point the customer purchases the goods.

For intelligent operation and maintenance services of photovoltaic power stations, typical services periods are up to twenty-five years. The management of the Group considers that each of the series of distinct O&M services as a single performance obligation and there is no significant financing component. Service income is recognised as a performance obligation satisfied over the period of services (i.e. over time). The Group charges the customers on regular basis for these services.

For sales to retail customers through internet sales, revenue is recognised when control of the goods has transferred to the customer, being at the point the goods are delivered to the customer. Delivery occurs when the goods have been shipped to the customer's specific location. When the customer initially purchases the goods online, the transaction price received by the Group is recognised as a contract liability until the goods have been delivered to the customer.

Sales to customers are either due for payment on delivery or with credit term of normally no more than 270 days.

5. 營業額 – 續

(ii) 客戶合約之收入確認政策及履約責任 – 續

製造及銷售貨品

本集團製造並透過旗下零售網點及透過網絡銷售向批發客戶或直接向零售客戶銷售智能電視、家庭接入系統（主要為數字機頂盒）、智能白家電產品、智能製造（主要為液晶模組）、汽車電子系統及其他電子產品，以及出售光伏發電站及其他產品。

就向批發客戶銷售而言，收入於貨品之控制權已轉讓（即貨品已運送至客戶指定地點（交付））時確認。於交付後，客戶可全權酌情決定貨品之分銷方式及售價，並承擔轉售貨品之主要責任及貨品報廢及損失之風險。

就透過本集團旗下零售網點向零售客戶銷售而言，收入於貨品之控制權已轉讓（即客戶於零售網點購買貨品之時間點）時確認。交易價於客戶購買貨品時立即支付。

就光伏發電站的智能營運及維護服務而言，其一般服務期長達二十五年。本集團管理層認為，各項不同的營運及維護服務為單一履約義務，且並無重大融資成分。服務收入於服務期間（即隨時間）確認為已履行的履約義務。本集團就該等服務定期向客戶收費。

就透過網絡銷售向零售客戶銷售而言，收入於貨品之控制權已轉讓予客戶（即貨品已交付予客戶之時間點）時確認。當貨品已運送至客戶指定地點，即完成交付。當客戶初次於網上購買貨品，本集團收取之交易價於貨品交付予客戶前確認為合約負債。

向客戶作出的銷售或按貨到付款或按通常不超過270天的信用期限結算。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

(ii) Revenue recognition policies and performance obligations for contracts with customers – continued

Manufacture and sales of goods – continued

The amount of consideration the Group receives and revenue the Group recognises vary with changes in sales rebates the Group offers to the customers. The Group estimates the sales rebates based on analysis of historical experience, and adjusts for the most likely amount of consideration to be received. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated rebate which is estimated based on experience. Revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. Provision for rebates (included in other payables) are recognised for expected rebates to customers in relation to sales made at the end of the reporting period.

Under the Group's standard contract terms, customers have a right to exchange defective products within specified periods. The Group uses its accumulated historical experience to estimate the number of exchange on a portfolio level using the expected value method. Revenue is recognised for sales which are considered highly probable that a significant reversal in the cumulative revenue recognised will not occur. A contract liability is recognised for sales in which revenue has yet been recognised. The directors consider that there will be no significant reversal of revenue as of the end of the reporting period for exchange of products.

Sales-related warranties associated with certain products that cannot be purchased separately and serve as an assurance that the products sold comply with agreed-upon specifications. Accordingly, the Group accounts for warranties in accordance with HKAS 37.

Sales of properties

For contracts entered into with customers on sales of properties, the relevant properties specified in the contracts are based on customers' specifications with no alternative use. Taking into consideration of the relevant contract terms, the legal environment and relevant legal precedent, the directors of the Company consider that the Group does not have an enforceable right to payment prior to transfer of the relevant properties to customers. Revenue from sales of properties is therefore recognised at a point in time when the completed property is transferred to customer, being at the point that the customer obtains the control of the completed property and the Group has present right to payment and collection of the consideration is probable.

The Group receives not less than 15% of the contract value as deposits from customers for the sales of properties when they sign the sale and purchase agreements and the remaining of the contract value is paid before the completion of the sales of the properties. The deposits and advance payment schemes result in contract liabilities being recognised until the customers obtain control of the properties.

5. 營業額 – 續

(ii) 客戶合約之收入確認政策及履約責任 – 續

製造及銷售貨品 – 續

本集團收取的代價金額及本集團確認的收入因本集團向客戶提供的銷售回扣變動而有所不同。本集團基於對過往經驗的分析估計銷售回扣，並就最有可能收到的代價金額作出調整。相關銷售的收入根據合約訂明的價格確認，並扣除基於經驗估算的估計回扣。收入僅在很有可能不會發生重大轉回的情況下方會予以確認。回扣撥備（計入其他應付款項）乃按報告期末就銷售而向客戶作出的預期回扣確認。

根據本集團之標準合約條款，客戶有權於指定期間內調換缺陷產品。本集團根據過往累積經驗，使用預期價值法估計組合層面之換貨次數。銷售收入於被認為不大可能產生已確認累計收入之重大撥回時確認。銷售收入未予確認，則會確認合約負債。董事認為，於報告期末不會就換取貨品出現重大收入撥回。

與若干產品有關之銷售相關保修不可單獨購買，且該等保修作為所售出產品符合議定規格之保證。因此，本集團根據香港會計準則第37號將保修入賬。

物業銷售

就與客戶訂立之物業銷售合約而言，合約中規定之相關物業乃基於客戶要求，並無其他替代用途。經考慮相關合約條款、法律環境及相關法律先例，本公司董事認為，在轉讓相關物業予客戶前，本集團並無收取付款之可強制執行權利。因此，銷售物業之收入於已竣工物業轉讓予客戶之時間點（即客戶獲得已竣工物業之控制權而本集團擁有收取付款之現時權利及可能收取代價之時間點）確認。

在簽訂買賣協議時，本集團就物業銷售向客戶收取不少於合約價值之15%作為按金，而剩餘合約價值則於物業銷售完成前支付。按金及預先付款計劃導致確認合約負債，直至客戶取得物業之控制權為止。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

(ii) Revenue recognition policies and performance obligations for contracts with customers – continued

Sales of properties – continued

The Group considers the advance payment scheme does not contain significant financing component. For contracts where the period between payment and transfer of the associated properties is less than one year, the Group applies the practical expedient of not adjusting the transaction price for any significant financing component.

The Group applies the practical expedient of expensing all incremental costs to obtain a contract if these costs would otherwise have been fully amortised to profit or loss within one year.

Internet value-added services of Coocaa system

Revenue from provision of content services is either recognised based on the services transferred to date relative to the remaining services promised under the contract or recognised over the subscription period/contract period when the services are provided through the online platform. The customers are required to pay upfront for the subscription fees. The subscription/contract periods are generally less than one year.

The Group also provides advertising services to both advertising agencies and clients on the Coocaa system. Revenue from provision of advertising services is recognised at a point in time when the advertisement is displayed in the Coocaa system.

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

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) of sales of properties to within one year and more than one year as at 31 December 2025 amounts to RMB492 million and nil respectively (2024: RMB308 million and RMB156 million respectively).

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) of provision of intelligent operation and maintenance services to the distributed photovoltaic power stations to within one year and more than one year as at 31 December 2025 amounts to RMB537 million and RMB8,915 million respectively.

5. 營業額 – 續

(ii) 客戶合約之收入確認政策及履約責任 – 續

物業銷售 – 續

本集團認為該預先付款計劃不包括重大融資組成部分。就付款與轉讓相關物業之期間少於一年的合約而言，本集團應用可行權宜方法，不就任何重大融資組成部分調整交易價格。

倘該等成本將於一年內悉數攤銷至損益，本集團則應用可行權宜方法，將取得合約之所有增額成本支銷。

酷開系統的互聯網增值服務

提供內容服務產生的收入或根據迄今為止相對於合約承諾的剩餘服務轉讓的服務確認收入，或當通過在線平台提供服務時，則在訂閱期間／合約期間確認收入。客戶須支付訂閱費的預付款。訂閱／合約期通常不足一年。

本集團亦向酷開系統的廣告代理及客戶提供廣告服務。提供廣告服務之收入在廣告於酷開系統播放之時確認。

(iii) 分配至客戶合約之剩餘履約責任之交易價

於2025年12月31日分配予銷售物業剩餘履約責任為一年內及超過一年的交易價格(未達成或部分未達成)分別為人民幣492百萬元及人民幣零元(2024年：分別為人民幣308百萬元及人民幣156百萬元)。

於2025年12月31日，分配予分佈式光伏發電站智能營運及維護服務剩餘履約責任為一年內及超過一年的交易價格(未達成或部分未達成)分別為人民幣537百萬元及人民幣8,915百萬元。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

5. REVENUE – continued

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

For other types of revenue, the expected timing of recognising revenue on transaction price related to the performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 and 2024 are for periods of one year or less. As permitted under HKFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

6. SEGMENT INFORMATION

The Group is organised into operating business units according to the nature of the goods sold or services provided. The Group determines its operating segments based on these business units by reference to the goods sold or services provided, for the purpose of reporting to the chief operating decision maker ("CODM") (i.e. the executive directors of the Company). Individual operating segments for which discrete financial information is available are identified by the CODM and are operated by their respective management teams. These individual operating segments are aggregated in arriving at the reportable segments of the Group.

Specifically, the Group's reportable segments under HKFRS 8 *Operating Segments* in the current year are as follows:

- | | |
|--|--|
| 1. Smart Household Appliances Business
智能家電業務 | – manufacture and sale of smart TV, smart white appliances and other smart appliances such as smart air conditioners, smart refrigerators, smart washing machines, smart kitchen appliances, intelligent manufacturing, provision and sales of internet value-added services of Coocaa system, among others
智能電視、智能白家電產品及其他智能電器(例如智能空調、智能冰箱、智能洗衣機、智能廚房電器等)之製造及銷售、智能製造, 以及提供及銷售酷開系統的互聯網增值服務等 |
| 2. Smart Systems Technology Business
智能系統技術業務 | – manufacture and sale of home access systems, intelligent manufacturing, automotive electronic systems and other electronic products
家庭接入系統、智能製造、汽車電子系統及其他電子產品之製造及銷售 |
| 3. New Energy Business
新能源業務 | – sale and installation of distributed photovoltaic power stations for residential, commercial and industrial applications, and provision of intelligent operation and maintenance services to the distributed photovoltaic power stations
銷售及安裝分佈式光伏發電站作住宅及工商業用途, 並為分佈式光伏發電站提供智能營運及維護服務 |

5. 營業額 – 續

(iii) 分配至客戶合約之剩餘履約責任之交易價 – 續

就其他收入類別而言, 截至2025年及2024年12月31日之履約責任(未履行或部分未履行)相關交易價之預期確認收入時間為期一年或以內。如香港財務報告準則第15號所容許, 分配至該等未履行合約之交易價未予披露。

6. 分部資料

本集團乃根據貨品銷售或提供服務之性質分類出營運業務單位。因此, 本集團根據業務單位所銷售之貨品或所提供之服務決定其營運分部, 以便向主要經營決策者(即本公司之執行董事)呈報。提供獨立財務資料的個別經營分部由主要經營決策者釐定並由其各自的管理團隊經營。該等個別經營分部合計總額達致本集團可呈報分部。

具體而言, 於本年度, 本集團根據香港財務報告準則第8號「營運分部」確定之呈報分部如下:

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6. SEGMENT INFORMATION - continued

Each of the operating segments under smart household appliances, smart systems technology and new energy businesses include operations of manufacturing and/or sales of various products under the respective businesses. Each of these operations is considered as a separate operating segment by the CODM. For the purpose of segment reporting, these individual operating segments have been aggregated into reportable segments as set out above in order to present a more systematic and structured segment information. To give details of each of the operating segments, in the opinion of the directors of the Company, would result in particulars of excessive length.

In addition to the above operating and reportable segments, the Group has other operating segments, which mainly include sales of properties, loan financing, leasing of properties and trading of other products, among others. These operating segments individually do not meet any of the quantitative thresholds for determining reportable segments in both current and prior year. Accordingly, these operating segments are grouped as "Modern Services Business and Others".

The CODM makes decisions according to operating results of each segment. No analysis of segment asset and segment liability is presented as the CODM no longer reviews such information for the purposes of resources allocation and performance assessment. Therefore, only segment revenue and segment results are presented.

6. 分部資料 - 續

智能家電、智能系統技術及新能源業務之各營運分部包括各自業務下製造及／或銷售各種產品業務，其各自被主要經營決策者視為獨立經營分部。就分部報告而言，此等個別經營分部已按上文所載結集為可呈報分部，以呈列更有系統及結構之分部資料。本公司董事認為，提供各經營分部之詳情將導致篇幅過於冗長。

除了上述營運及呈報分部外，本集團尚有其他營運分部，主要包括物業銷售、貸款融資、租賃物業及其他產品買賣等。該等營運分部於當前及過往年度均未符合確定呈報分部的量化門檻。因此，該等營運分部被組合歸類為「現代服務業業務及其他」。

主要經營決策者根據各分部的經營業績作出決定。並無呈報分部資產及分部負債分析，因為主要經營決策者不再就資源分配及表現評估審閱有關資料。因此，僅呈列分部收入及分部業績。

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6. SEGMENT INFORMATION – continued

Segment revenue and results

The following is an analysis of the Group's revenue and results by reportable segments:

6. 分部資料 – 續

分部營業額及業績

本集團營業額及業績按呈報分部分析如下：

		Smart household appliances business	Smart systems technology business	New energy business	Total reportable segments	Modern services business and others	Eliminations	Total
		智能家電業務	技術業務	新能源業務	呈報分部總額	現代服務業業務及其他	抵銷	總額
		RMB million	RMB million	RMB million	RMB million	RMB million	RMB million	RMB million
		人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元
For the year ended 31 December 2025	截至2025年12月31日止年度							
Revenue	收入							
Segment revenue from external customers	對外分部收入	35,601	8,509	23,610	67,720	2,604	-	70,324
Inter-segment revenue	內部分部收入	109	100	17	226	241	(467)	-
Total segment revenue	分部收入總額	35,710	8,609	23,627	67,946	2,845	(467)	70,324
Results	業績							
Segment results	分部業績	1,003	(29)	1,208	2,182	(34)	-	2,148
Interest income	利息收入							156
Other gains and losses	其他收益及虧損							(18)
Unallocated corporate income/expenses	未分配企業收入／費用							(456)
Finance costs	融資成本							(457)
Share of results of associates and joint ventures	分佔聯營公司及合資企業之業績							(2)
Consolidated profit before taxation of the Group	本集團稅前綜合溢利							1,371

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6. SEGMENT INFORMATION – continued

Segment revenue and results – continued

6. 分部資料 – 續

分部營業額及業績 – 續

		Smart household appliances business	Smart systems technology business	New energy business	Total reportable segments	Modern services business and others	Eliminations	Total
		智能家電業務	智能系統技術業務	新能源業務	呈報分部總額	現代服務業業務及其他	抵銷	總額
		RMB million	RMB million	RMB million	RMB million	RMB million	RMB million	RMB million
		人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元
For the year ended 31 December 2024	截至2024年12月31日止年度							
Revenue	收入							
Segment revenue from external customers	對外分部收入	33,407	8,495	20,270	62,172	2,841	-	65,013
Inter-segment revenue	內部分部收入	259	154	4	417	672	(1,089)	-
Total segment revenue	分部收入總額	33,666	8,649	20,274	62,589	3,513	(1,089)	65,013
Results	業績							
Segment results	分部業績	995	170	1,113	2,278	305	-	2,583
Interest income	利息收入							187
Other gains and losses	其他收益及虧損							(160)
Unallocated corporate income/expenses	未分配企業收入／費用							(369)
Finance costs	融資成本							(480)
Share of results of associates and joint ventures	分佔聯營公司及合資企業之業績							(23)
Consolidated profit before taxation of the Group	本集團稅前綜合溢利							1,738

Inter-segment sales are charged at prevailing market rates.

內部分部銷售按現行市價收費。

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 3.

呈報分部之會計政策與附註3所述之本集團會計政策一致。

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6. SEGMENT INFORMATION - continued

Other segment information

6. 分部資料 - 續

其他分部資料

	Smart household appliances business 智能家電業務 RMB million 人民幣百萬元	Smart systems technology business 智能系統技術業務 RMB million 人民幣百萬元	New energy business 新能源業務 RMB million 人民幣百萬元	Total reportable segments 呈報分部總額 RMB million 人民幣百萬元	Modern services business and others 現代服務業業務及其他 RMB million 人民幣百萬元	Total 總額 RMB million 人民幣百萬元
For the year ended 31 December 2025	截至2025年12月31日止年度					
Included in measure of segment results:	已包含在計量分部業績內：					
Depreciation of property, plant and equipment	289	85	14	388	227	615
Depreciation of right-of-use assets	18	7	2	27	48	75
Depreciation of investment properties	-	-	-	-	57	57
Impairment losses on property, plant and equipment	30	32	-	62	-	62
Impairment loss recognised (reversed) in respect of trade receivables at amortised cost and at FVTOCI	85	(8)	17	94	13	107
Impairment loss recognised in respect of loan receivables	-	-	-	-	17	17
Impairment loss recognised (reversed) in respect of other financial assets	-	(3)	10	7	5	12
Write-down of inventories and stock of properties	114	99	(39)	174	221	395
For the year ended 31 December 2024	截至2024年12月31日止年度					
Included in measure of segment results:	已包含在計量分部業績內：					
Depreciation of property, plant and equipment	230	79	8	317	196	513
Depreciation of right-of-use assets	16	6	5	27	35	62
Depreciation of investment properties	-	-	-	-	57	57
Impairment losses on property, plant and equipment	22	37	-	59	-	59
Impairment loss recognised (reversed) in respect of trade receivables at amortised cost and at FVTOCI	79	(80)	23	22	3	25
Impairment loss recognised in respect of loan receivables	2	-	-	2	36	38
Impairment loss recognised in respect of other financial assets	5	2	2	9	2	11
Write-down of inventories and stock of properties	48	68	83	199	436	635

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6. SEGMENT INFORMATION - continued

Geographical information

The Group's operations are located in the Mainland China, Asia (other than the Mainland China), Europe, Americas, Africa and other regions.

For segments other than sales of properties included in "Modern Services Business and Others", the Group's geographical analysis of revenue from external customers is determined based on the location of customers. For sales of properties included in "Modern Services Business and Others", the Group's revenue from external customers is determined based on the location of assets. Information about its non-current assets by physical location of the assets is also detailed below.

6. 分部資料 - 續

地區資料

本集團之業務位於中國大陸、亞洲（中國大陸除外）、歐洲、美洲、非洲及其他地區。

就包含在「現代服務業業務及其他」內的物業銷售以外之分部而言，本集團根據客戶所在地區劃分對外營業收入地區分析。就包含在「現代服務業業務及其他」內的物業銷售而言，本集團的對外營業收入則根據資產所在地區劃分。非流動資產按資產地理位置劃分的資訊詳見下文。

		Revenue from external customers		Non-current assets (Note (i))	
		對外營業收入		非流動資產 (附註(i))	
		2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Mainland China	中國大陸	51,989	49,251	16,806	15,403
Asia (other than the Mainland China (Note (iii)))	亞洲(中國大陸除外)(附註(iii))	8,223	8,058	186	175
Europe	歐洲	3,904	3,320	58	39
Americas	美洲	4,454	2,365	18	1
Africa	非洲	1,617	1,754	30	37
Other regions	其他地區	137	265	-	-
		70,324	65,013	17,098	15,655

Notes:

- (i) Non-current assets excluded financial instruments and deferred tax assets.
- (ii) Asia (other than the Mainland China) mainly includes Hong Kong, Vietnam, Indonesia and India, each of which individually contributed less than 10% of total revenue.

附註：

- (i) 非流動資產不包括金融工具及遞延稅項資產。
- (ii) 亞洲（中國大陸除外）主要包括香港、越南、印尼及印度，該等地區各自分別佔總收入的10%以下。

Information about major customers

During the year ended 31 December 2025, no (2024: one) customer has accounted for over 10% of the Group's total revenue. The said customer for 2024 contributed to the Group's revenue amounting to RMB9,627 million for the year then ended.

有關主要客戶之資料

截至2025年12月31日止年度，概無（2024年：一名）客戶佔本集團總收入超過10%，截至2024年12月31日止年度，上述客戶為本集團貢獻收入人民幣9,627百萬元。

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7. OTHER INCOME

7. 其他收入

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Government grants	政府補貼		
– related to assets (Note)	– 資產相關(附註)	66	65
– related to expense items	– 費用項目相關	196	230
		262	295
Interest income from	利息收入來自		
– bank deposits	– 銀行存款	127	171
– loan receivables	– 應收貸款	5	4
– others	– 其他	24	12
		156	187
Value-added-tax ("VAT") refund	增值稅返還	263	272
Dividend income	股息收入	15	249
Others	其他	307	232
		1,003	1,235

Note: Government grants provided by certain PRC government authorities for the purposes of financing the purchase of plant and machinery and the related expenses to be incurred for the development of new products or technology are recognised as deferred income and released to profit or loss to match with related expenses or on systematic basis over the useful lives of the relevant assets upon completing inspection by the related government authorities.

附註：中國若干政府機關就資助購置廠房及機器以及開發新產品或技術提供之政府補貼，該筆收入將配合有關支出或以系統性基準在相關政府部門完成檢查後按相關資產的可使用年期確認為遞延收入並撥入損益。

8. OTHER GAINS AND LOSSES

8. 其他收益及虧損

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Included in gains (loss) are:	收益(虧損)包括：		
Gain from changes in fair value of financial assets at FVTPL	按公允價值計入損益之金融資產之公允價值變動之收益	243	58
(Loss) gain from changes in fair value of other derivative financial instruments	其他衍生金融工具公允價值變動之(虧損)收益	(13)	8
Impairment loss recognised, net, in respect of	就以下各項確認之減值虧損淨額：		
– trade receivables	– 應收貿易款項	(107)	(25)
– loan receivables	– 應收貸款	(17)	(38)
– other financial assets	– 其他金融資產	(12)	(11)
– property, plant and equipment	– 物業、廠房及設備	(62)	(59)

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9. FINANCE COSTS

9. 融資成本

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Interest on:	以下各項之利息：		
– bank borrowings	– 銀行借款	443	470
– others	– 其他	14	10
		457	480

10. INCOME TAX EXPENSE

10. 所得稅支出

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Tax charge (credit):	稅項開支(抵免)：		
PRC Enterprise Income Tax ("EIT")	中國企業所得稅	598	654
PRC land appreciation tax ("LAT")	中國土地增值稅	6	70
PRC withholding tax	中國預扣稅	7	15
Hong Kong Profits Tax	香港利得稅	8	2
Taxation arising in other jurisdictions	其他主權國家發生的稅項	31	24
Deferred taxation	遞延稅項	(116)	(187)
		534	578

Hong Kong Profits Tax is calculated at 16.5% of the estimated assessable profits.

香港利得稅按估計應課稅溢利的 16.5% 計算。

Under the Law of the PRC on EIT (the "EIT Law") and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% for the year. For those PRC subsidiaries approved as High and New Technology Enterprise by the relevant government authorities, they are subject to a preferential rate of 15%.

根據中華人民共和國企業所得稅法(「企業所得稅法」)及企業所得稅法實施條例，本年度中國附屬公司的稅率為 25%。經有關政府機構批准成為高新技術企業的中國附屬公司享有 15% 的優惠稅率。

PRC LAT is levied at progressive rates ranging from 30% to 60% on the appreciation of land value, being the proceeds of sales of properties less deductible expenditures including cost of land use right and all property development expenditures.

中國土地增值稅按土地價值的升值(即物業銷售所得款項扣減可扣除開支，當中包括土地使用權的成本及所有物業開發支出)按累進稅率 30% 至 60% 徵稅。

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10. INCOME TAX EXPENSE – continued

According to a joint circular of Ministry of Finance and State Administration of Taxation, Cai Shui [2008] No. 1, dividend distributed to foreign investors out of the profits generated since 1 January 2008 by the PRC entity shall be subject to EIT pursuant to Articles 3 and 27 of the EIT Law of the PRC and Article 91 of the Implementation Rules of EIT Law of the PRC. In March 2023, a new notice with the name of Cai Shui [2023] No. 7 "Notice on Further Improvements to Policies for Weighted Pre-tax Deduction of Research and Development Expenses" was released, certain PRC subsidiaries are entitled to an additional 100% (2024: 100%) tax deduction on eligible research costs incurred by them for both years.

Taxation arising in other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

The Group has applied the temporary exception issued by the HKICPA in July 2023 from the accounting requirements for deferred taxes in HKAS 12. Accordingly, the Group neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group's estimated effective tax rates of the majority of the jurisdictions in which the Group operates are higher than 15%, after taking into account the adjustments under the Global Anti-base Erosion Rules ("Pillar Two Rules"). Based on management's best estimate, the management of the Group considers the top-up tax under the Pillar Two Rules for the years ended 31 December 2025 and 2024 borne by Group is insignificant.

10. 所得稅支出 – 續

根據財政部、國家稅務總局聯合發佈財稅[2008]1號通知，自2008年1月1日開始由中國實體企業產生的溢利分配股息予外商投資者時需根據「中國企業所得稅法」第3及第27條以及「中國企業所得稅法實施條例」第91條繳納企業所得稅。於2023年3月，有關當局發佈名為財稅[2023]7號《關於進一步完善研發費用稅前加計扣除政策的公告》的新公告，若干中國附屬公司就其於兩個年度產生的合資格研發費用享有額外100% (2024年：100%) 的稅費減免。

在其他主權國家發生的稅項是根據相關主權國家的現行稅率計算。

本集團已於2023年7月應用香港會計師公會所頒佈香港會計準則第12號遞延稅項會計要求的臨時例外情況。因此，本集團不確認或披露與支柱二所得稅相關的遞延稅項資產及負債的資料。

經考慮全球反稅基侵蝕規則（「支柱二規則」）的調整後，本集團於其經營所在大多數司法權區的估計實際稅率均高於15%。根據其最佳估計，本集團管理層認為，截至2025年及2024年12月31日止年度，本集團根據支柱二規則所承擔的補足稅項並不重大。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

10. INCOME TAX EXPENSE – continued

The income tax expense for the year can be reconciled from the profit before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

10. 所得稅支出 – 續

本年度之所得稅支出與綜合損益及其他全面收入表之除稅前溢利對賬如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Profit before taxation	除稅前溢利	1,371	1,738
Tax at applicable tax rate at 25% (Note)	按適用之稅率 25% 計算之稅項 (附註)	343	434
Tax effect of expenses not deductible for tax purpose	計算稅項時不可扣減支出之稅項影響	100	91
Tax effect of income not taxable for tax purpose	計算稅項時不用課稅收入之稅項影響	(25)	(56)
Tax effect of additional tax deduction of research costs incurred	所產生研發費用額外稅費減免之稅項影響	(279)	(286)
Tax effect of tax losses and deductible temporary difference not recognised	未確認稅項虧損及可扣減臨時差額之稅項影響	747	413
Utilisation of tax losses previously not recognised	使用以往未確認之稅項虧損	(66)	(66)
Tax effect of share of results of associates and joint ventures	分佔聯營公司及合資企業業績之稅項影響	1	6
PRC LAT	中國土地增值稅	6	70
Tax effect of PRC LAT	中國土地增值稅之稅項影響	(1)	(17)
PRC withholding tax	中國預扣稅	7	15
Effect of different tax rates applicable to subsidiaries operating in Hong Kong and overseas	適用於香港及海外營業之附屬公司不同稅率之影響	(11)	8
Tax effect of income tax at concessionary rate	按優惠稅率計算的所得稅之稅項影響	(46)	(80)
Increase in opening deferred tax asset resulting from an increase in applicable tax rate	適用稅率增加所導致的期初遞延稅項資產增加	(231)	-
Others	其他	(11)	46
Income tax expense for the year	本年度所得稅支出	534	578

Note: The applicable tax rate is with reference to the prevailing PRC tax rate of 25% under the EIT Law and Implementation Regulation of the EIT Law for the year.

附註：適用稅率於本年度均參考企業所得稅法及企業所得稅法實施條例項下之現行中國稅率 25%。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

11. PROFIT FOR THE YEAR

11. 本年度溢利

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Profit for the year has been arrived at after charging (crediting):	本年度溢利已扣除(計入)以下各項後達致：		
Cost of inventories recognised as an expense including write-down of inventories of RMB178 million (2024: RMB202 million)	確認為支出之存貨成本包括存貨撇減人民幣178百萬元(2024年：人民幣202百萬元)	59,916	54,921
Cost of stock of properties recognised as an expense including write-down of stock of properties of RMB217 million (2024: RMB433 million)	確認為支出之物業存貨成本包括物業存貨撇減人民幣217百萬元(2024年：433百萬元)	1,194	1,105
Depreciation of property, plant and equipment	物業、廠房及設備之折舊	886	783
Less: capitalised as cost of inventories	減：資本化為存貨成本	(271)	(270)
		615	513
Depreciation of right-of-use assets	使用權資產之折舊	137	138
Less: capitalised as cost of inventories	減：資本化為存貨成本	(25)	(26)
capitalised as cost of construction in progress	資本化為在建工程成本	(37)	(50)
		75	62
Depreciation of investment properties	投資物業之折舊	57	57
Amortisation of intangible assets	無形資產之攤銷	15	2
Staff costs:	員工成本：		
– Directors' and chief executive's emoluments (note 12)	– 董事及主要行政人員酬金(附註12)	117	75
– Related staff costs for research and development activities	– 研發活動相關人員成本	1,273	1,237
– Salaries, bonus, retirement benefits and others of other staffs	– 其他員工之工資、獎金、退休福利及其他	4,143	4,102
		5,533	5,414
Less: capitalised as	減：資本化為		
– Cost of inventories	– 存貨成本	(1,302)	(1,397)
– Stock of properties	– 物業存貨	(6)	(16)
– Property, plant and equipment	– 物業、廠房及設備	(17)	(21)
		4,208	3,980
Auditors' remunerations	核數師酬金	9	9
Provision for warranty (note 28)	保修費撥備(附註28)	89	174

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

12. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS

12. 董事及主要行政人員酬金

		2025 2025 年 RMB'000 人民幣千元	2024 2024 年 RMB'000 人民幣千元
Directors' fees	董事袍金	4,147	4,288
Other emoluments:	其他酬金：		
Basic salaries and allowances	基本薪金及津貼	12,577	14,201
Performance related incentive payments (Note)	按績效計算之獎勵(附註)	30,227	43,280
Retirement benefits scheme contributions	退休福利計劃之供款	360	454
Share-based payments	股份基礎給付	69,658	13,198
		116,969	75,421

Note: The performance related incentive payments are determined based on the results of the Group and/or the performance of the directors.

附註：按績效計算之獎勵是根據本集團之業績及／或董事之表現來釐定。

There was no arrangement under which a director or the chief executive waived or agreed to waive any emoluments for any of the current or prior year.

於任何當前或過往年度均無存在董事或主要行政人員放棄或同意放棄任何酬金的安排。

The emoluments paid or payable to each of the directors and the chief executive of the Company are set out below:

本公司已付或應付各董事及主要行政人員之酬金載列如下：

		Directors' fees	Basic salaries and allowances	Retirement benefits scheme contributions	Performance related incentive payments	Share-based payments	Total
		董事袍金	基本薪金及津貼	退休福利計劃之供款	按績效計算之獎勵	股份基礎給付	總計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
For the year ended 31 December 2025	截至2025年12月31日止年度						
Executive directors (Note (i))	執行董事(附註(i))：						
Lin Jin	林勁	619	3,028	124	6,622	19,778	30,171
Shi Chi (Note (iii))	施馳(附註(iii))	619	3,011	126	9,909	32,963	46,628
Lin Wei Ping	林衛平	499	2,501	94	1,688	4,944	9,726
Wu Qinan (Note (iii))	吳后楠(附註(iii))	459	1,536	—	10,365	6,456	18,816
Lam Shing Choi, Eric	林成財	499	2,501	16	1,643	5,517	10,176
		2,695	12,577	360	30,227	69,658	115,517
Independent non-executive directors (Note (iv))	獨立非執行董事(附註(iv))：						
Li Weibin (Note (vi))	李偉斌(附註(vi))	359	—	—	—	—	359
Cheong Ying Chew, Henry	張英潮	484	—	—	—	—	484
Hung Ka Hai, Clement	洪嘉禧	484	—	—	—	—	484
Sun Wei Yung, Kevin (Note (vii))	孫偉勇(附註(vii))	125	—	—	—	—	125
		1,452	—	—	—	—	1,452
Total directors' emoluments	董事酬金總額	4,147	12,577	360	30,227	69,658	116,969

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

12. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS – 12. 董事及主要行政人員酬金 – 續

continued

		Directors' fees	Basic salaries and allowances	Retirement benefits and scheme contributions	Performance related incentive payments	Share-based payments	Total
		董事袍金	基本薪金及津貼	退休福利計劃之供款	按績效計算之獎勵	股份基礎給付	總計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
For the year ended 31 December 2024	截至2024年12月31日止年度						
Executive directors (Note (i)).	執行董事(附註(i)) :						
Lin Jin	林勁	621	3,067	115	9,094	-	12,897
Liu Tangzhi (Note (vii))	劉棠枝(附註(vii))	598	3,019	112	10,000	-	13,729
Shi Chi (Note (iii))	施馳(附註(iii))	621	3,061	117	19,640	11,650	35,089
Lin Wei Ping	林衛平	501	2,549	94	2,273	-	5,417
Lam Shing Choi, Eric	林成財	501	2,505	16	2,273	1,548	6,843
		2,842	14,201	454	43,280	13,198	73,975
Independent non-executive directors (Note (iv)).	獨立非執行董事(附註(iv)) :						
Li Weibin (Note (v))	李偉斌(附註(v))	482	-	-	-	-	482
Cheong Ying Chew, Henry	張英潮	482	-	-	-	-	482
Hung Ka Hai, Clement	洪嘉禧	482	-	-	-	-	482
		1,446	-	-	-	-	1,446
Total directors' emoluments	董事酬金總額	4,288	14,201	454	43,280	13,198	75,421

Notes:

- (i) The executive directors' emoluments shown above were for their services in connection with the management of the Group.
- (ii) Shi Chi is the Chief Executive Officer of the Group and his emoluments disclosed above include those for services rendered by him as the Chief Executive Officer and executive director of the Company.
- (iii) Wu Qinan was appointed as an executive director of the Company with effect from 1 February 2025.
- (iv) The independent non-executive directors' emoluments shown above were for their services as directors of the Company.
- (v) Li Weibin resigned as an independent non-executive director of the Company with effect from 28 September 2025.
- (vi) Sun Wei Yung, Kevin was appointed as an independent non-executive director of the Company with effect from 28 September 2025.
- (vii) Liu Tangzhi resigned as an executive director of the Company with effect from 14 December 2024.

附註：

- (i) 以上呈列之執行董事酬金乃彼等就管理本集團事務提供服務所收取之酬金。
- (ii) 施馳為本集團行政總裁，上表所披露彼之酬金包括彼就作為本公司行政總裁及執行董事提供服務所收取之酬金。
- (iii) 吳后楠獲委任為本公司執行董事，自2025年2月1日生效。
- (iv) 以上呈列之獨立非執行董事酬金乃彼等作為本公司董事提供服務所收取之酬金。
- (v) 李偉斌已辭任本公司獨立非執行董事，自2025年9月28日生效。
- (vi) 孫偉勇獲委任為本公司獨立非執行董事，自2025年9月28日生效。
- (vii) 劉棠枝已辭任本公司執行董事，自2024年12月14日生效。

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13. EMPLOYEES' EMOLUMENTS

The five highest paid employees of the Group during the year included three existing directors (2024: two existing directors and one resigned director), details of whose emoluments are set out in note 12 above. Details of the emoluments of the remaining highest paid employee who is neither an existing director nor chief executive of the Company are as follows:

	2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Basic salaries, allowances and benefits in kind 基本薪金、津貼及實物利益	3	3
Performance related incentive payments (Note) 按績效計算之獎勵(附註)	27	22
Share-based payments 股份基礎給付	5	1
	35	26

Note: The performance related incentive payments are determined based on the results of the Group and/or the performance of the individual.

附註：按績效計算之獎勵是根據本集團之業績及／或個別人士之表現來釐定。

The number of the highest paid employee who is not a director of the Company whose remuneration fell within the following bands is as follows:

本公司非董事的最高酬金僱員中介乎以下薪酬範圍的人數如下：

		For the year ended 截至以下日期止年度	
		31 December 2025 2025 年 12 月 31 日	31 December 2024 2024 年 12 月 31 日
HK\$10,000,001 to HK\$10,500,000	港幣 10,000,001 元至港幣 10,500,000 元	0	1
HK\$17,500,001 to HK\$18,000,000	港幣 17,500,001 元至港幣 18,000,000 元	0	1
HK\$18,500,001 to HK\$19,000,000	港幣 18,500,001 元至港幣 19,000,000 元	1	0
HK\$19,500,001 to HK\$20,000,000	港幣 19,500,001 元至港幣 20,000,000 元	1	0

No emoluments were paid by the Group to the directors or the five highest paid individuals (including directors and employee) as an inducement to join or upon joining the Group or as compensation for loss of office for both years.

於兩個年度內，本集團並無向各董事或酬金最高之5位人士(包括董事及僱員)支付酬金以吸引其加盟或準備加盟本集團，或作為其離職補償金。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

14. DIVIDEND

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Dividend recognised as distribution during the year:	本年度確認分派之股息：		
2024 – nil (2024: 2023 final dividend – 5 HK cents per share)	2024 年 – 無 (2024 年：2023 年末期股息 – 每股港幣 5 仙)	-	111

The Board has determined not to declare final dividend for the years ended 31 December 2025 and 2024.

董事會決定不宣派截至 2025 及 2024 年 12 月 31 日止年度之末期股息。

15. EARNINGS PER SHARE

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

15. 每股盈利

本公司股權持有人應佔之每股基本及攤薄盈利乃根據以下資料計算：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Earnings	盈利		
Profit for the year attributable to owners of the Company for the purpose of basic and diluted earnings per share	用於計算每股基本及攤薄盈利之本公司股權持有人應佔本年度溢利	356	568
Number of shares	股份數目		
Weighted average number of ordinary shares for the purpose of basic earnings per share	用於計算每股基本盈利之普通股加權平均數	2,000,611,493	2,309,586,352
Effect of dilutive potential ordinary shares in respect of outstanding share options of the Company	本公司之未行使購股權潛在攤薄普通股之影響	-	-
Weighted average number of ordinary shares for the purpose of diluted earnings per share	用於計算每股攤薄盈利之普通股加權平均數	2,000,611,493	2,309,586,352

The computation of diluted earnings per share does not assume the exercise of certain of the Company's outstanding share options as the exercise prices are higher than the average market price per share for the years ended 31 December 2025 and 2024.

截至 2025 年及 2024 年 12 月 31 日止年度，計算每股攤薄盈利時並無假設行使本公司若干尚未行使之購股權，原因為行使價較每股平均市場價為高。

The weighted average number of ordinary shares shown above has been adjusted for the repurchase of shares.

上表所示普通股加權平均數已就購回股份而調整。

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16. PROPERTY, PLANT AND EQUIPMENT

16. 物業、廠房及設備

		Leasehold land and buildings 租賃土地 及樓宇 RMB million 人民幣百萬元	Construction in progress 在建工程 RMB million 人民幣百萬元	Plant and machinery 廠房及機器 RMB million 人民幣百萬元	Furniture, equipment, motor vehicles and others 傢俱、設備、 運輸工具及其他 RMB million 人民幣百萬元	Total 總計 RMB million 人民幣百萬元
COST	成本					
At 1 January 2024	於2024年1月1日	7,634	2,483	3,136	1,897	15,150
Additions	添置	127	637	451	179	1,394
Reclassification	重新分類	1,138	(1,167)	29	-	-
Disposals	出售	(67)	-	(127)	(137)	(331)
Exchange realignment	匯兌重新調整	1	(1)	1	-	1
At 31 December 2024	於2024年12月31日	8,833	1,952	3,490	1,939	16,214
Additions	添置	146	785	478	246	1,655
Reclassification	重新分類	1,728	(1,848)	17	103	-
Transfer to investment properties	轉撥至投資物業	-	(139)	-	-	(139)
Transfer from inventory	轉撥自存貨	-	-	-	528	528
Disposals	出售	(89)	-	(305)	(73)	(467)
Exchange realignment	匯兌重新調整	(2)	1	2	5	6
At 31 December 2025	於2025年12月31日	10,616	751	3,682	2,748	17,797
DEPRECIATION	折舊					
At 1 January 2024	於2024年1月1日	2,495	-	1,861	1,218	5,574
Provided for the year	本年度撥備	270	-	355	158	783
Disposals	出售	(50)	-	(94)	(49)	(193)
Exchange realignment	匯兌重新調整	3	-	(1)	-	2
At 31 December 2024	於2024年12月31日	2,718	-	2,121	1,327	6,166
Provided for the year	本年度撥備	331	-	362	193	886
Disposals	出售	(83)	-	(200)	(56)	(339)
Exchange realignment	匯兌重新調整	(1)	-	-	4	3
At 31 December 2025	於2025年12月31日	2,965	-	2,283	1,468	6,716
IMPAIRMENT	減值					
At 1 January 2024	於2024年1月1日	-	-	-	-	-
Provided for the year	本年度撥備	-	-	59	-	59
At 31 December 2024	於2024年12月31日	-	-	59	-	59
Provided for the year	本年度撥備	-	-	56	6	62
Disposals	出售	-	-	(40)	-	(40)
At 31 December 2025	於2025年12月31日	-	-	75	6	81
CARRYING VALUES	賬面值					
At 31 December 2025	於2025年12月31日	7,651	751	1,324	1,274	11,000
At 31 December 2024	於2024年12月31日	6,115	1,952	1,310	612	9,989

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16. PROPERTY, PLANT AND EQUIPMENT – continued

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

Leasehold land and buildings

租賃土地及樓宇

Plant and machinery

廠房及機器

Furniture, equipment, motor vehicles and others

傢俱、設備、運輸工具及其他

Over the shorter of the terms of the leases or 20 to 50 years

租賃期限或20至50年(以較短者為準)

10% to 50%

10%至50%

6.7% to 50%

6.7%至50%

17. RIGHT-OF-USE ASSETS

For the years ended 31 December 2025 and 2024, the Group leases various offices, warehouses and retail stores for its operations. Lease contracts for leased properties are entered into for fixed term of 1 to 25 years, and majority of the contracts have no extension or termination option. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

16. 物業、廠房及設備 – 續

以上物業、廠房及設備項目(除在建工程外)的折舊每年按下列比率以直線法計算:

17. 使用權資產

截至2025年及2024年12月31日止年度,本集團租賃多個辦公室、倉庫及零售商店以維持業務營運。出租物業租賃合約所訂立的固定期限為1至25年,且多數合約不可選擇延長及終止期限。租期乃按個別基準磋商,且包含多種不同的條款及條件。於釐定租期及評估不可撤銷期的期限時,本集團採用合約的定義並確定合約可強制執行的期間。

		Leasehold lands 租賃土地 RMB million 人民幣百萬元	Leased properties 出租物業 RMB million 人民幣百萬元	Total 總計 RMB million 人民幣百萬元
As at 31 December 2025	於2025年12月31日			
Carrying amount	賬面值	2,825	226	3,051
As at 31 December 2024	於2024年12月31日			
Carrying amount	賬面值	2,741	95	2,836

		2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Expense relating to short-term leases	與短期租賃相關之費用	136	92
Total cash outflow for leases	租賃現金流出總額	186	274
Additions to right-of-use assets	添置使用權資產	374	310

The Group regularly entered into short-term leases mainly for buildings, motor vehicles, office equipment and properties. As at 31 December 2025 and 2024, the portfolio of short-term leases is similar to the portfolio of short-term leases to which the short-term lease expense disclosed above.

本集團主要就樓宇、運輸工具、辦公設備及物業定期訂立短期租賃。於2025年及2024年12月31日,有關短期租賃投資組合與短期租賃費用於上文所披露之短期租賃投資組合類似。

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17. RIGHT-OF-USE ASSETS – continued

Details of the depreciation charges of the Group's right-of-use assets are set out in note 11.

Restrictions or covenants on leases

Lease liabilities of RMB229 million (2024: RMB99 million) are recognised with related right-of-use assets of RMB226 million (2024: RMB95 million) as at 31 December 2025. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Save as set out in note 36, leased assets may not be used as security for borrowing purposes.

Details of the lease maturity analysis of lease liabilities are set out in note 29.

18. INVESTMENT PROPERTIES

17. 使用權資產 – 續

本集團使用權資產折舊費用的詳情載於附註11。

租賃限制或契約

於2025年12月31日，已確認租賃負債人民幣229百萬元（2024年：人民幣99百萬元）及相關使用權資產人民幣226百萬元（2024年：人民幣95百萬元）。除出租人所持租賃資產之擔保權益外，租賃協議並無施加任何契約。除附註36所載者外，租賃資產不可用作借款之擔保。

租賃負債之租賃到期日分析詳情載於附註29。

18. 投資物業

		RMB million 人民幣百萬元
COST	成本	
At 1 January 2024	於2024年1月1日	1,948
Additions	添置	4
At 31 December 2024	於2024年12月31日	1,952
Additions	添置	6
Transfer from property, plant and equipment	轉撥自物業、廠房及設備	139
Disposals	出售	(27)
At 31 December 2025	於2025年12月31日	2,070
DEPRECIATION	折舊	
At 1 January 2024	於2024年1月1日	431
Provided for the year	本年度撥備	57
At 31 December 2024	於2024年12月31日	488
Provided for the year	本年度撥備	57
At 31 December 2025	於2025年12月31日	545
CARRYING VALUES	賬面值	
At 31 December 2025	於2025年12月31日	1,525
At 31 December 2024	於2024年12月31日	1,464

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18. INVESTMENT PROPERTIES – continued

The above investment properties are depreciated on a straight-line basis over the shorter of the terms of the leases or 20 to 50 years.

The investment properties shown above represent leasehold land and buildings in Hong Kong and the PRC.

The Group leases out various offices under operating leases with rentals payable monthly. The leases typically run for an initial period of 1 to 20 years.

The Group is not exposed to foreign currency risk as a result of the lease arrangements, as all leases are denominated in the respective functional currencies of group entities. The lease contracts do not contain residual value guarantee and/or lessee's option to purchase the property at the end of lease term.

Fair value of investment properties

The fair value of the Group's investment properties at 31 December 2025 was RMB4,706 million (2024: RMB4,696 million). The fair value of 11 (2024: 11) properties at 31 December 2025 amounted to RMB4,400 million (2024: RMB4,458 million) have been arrived at based on valuations carried out by ValQuest Advisory (Hong Kong) Limited, an independent valuer not connected with the Group. The fair value of another 19 (2024: 13) properties amounted to RMB306 million (2024: RMB238 million) were determined by the management of the Group by using appropriate valuation techniques and inputs.

At 31 December 2025 and 2024, the fair value of the investment properties located in Hong Kong is determined based on direct comparison method whereby comparison based on price information of comparable properties is obtained. Comparable properties of similar size, types of properties and location are analysed and carefully weighed against all the respective advantages and disadvantages of each property in order to arrive at a fair comparison of capital values and the valuation is classified as Level 3 of the fair value hierarchy.

18. 投資物業 – 續

以上投資物業按租賃期限或20至50年（以較短者為準）以直線法折舊。

上述投資物業為位於香港及中國之租賃土地及樓宇。

本集團根據經營租賃出租多個辦公室，租金按月支付。租賃通常初步為期1至20年。

由於所有租賃均以集團實體各自的功能貨幣計值，故本集團並無因租賃安排面臨外幣風險。租賃合約並不包含剩餘價值保證及／或承租人於租賃期末購買物業的選擇權。

投資物業公允價值

本集團的投資物業於2025年12月31日之公允價值為人民幣4,706百萬元（2024年：人民幣4,696百萬元）。11項物業（2024年：11項）於2025年12月31日之公允價值為人民幣4,400百萬元（2024年：人民幣4,458百萬元），乃根據與本集團無關連之獨立估值師中誠達行（香港）有限公司所作之估值得出。其他19項（2024年：13項）物業之公允價值為人民幣306百萬元（2024年：人民幣238百萬元），乃由本集團管理階層採用適當的估值技術及輸入數據釐定。

於2025年及2024年12月31日，位於香港的投資物業的公允價值乃根據直接比較法釐定，即根據可比物業的價格資料進行對比，對大小、物業類型及地段方面相類似的可比物業進行分析並審慎衡量各物業之相應優劣，以就資本價值達致公平比較，並獲評定為級別3之公允價值層級。

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18. INVESTMENT PROPERTIES – continued

Fair value of investment properties – continued

At 31 December 2025 and 2024, the valuation of the below properties are arrived at using income capitalisation method, by capitalising the estimated market rents of the property by referring to the rentals of comparable properties in the subject locality using appropriate capitalisation rates, and is classified as Level 3 of the fair value hierarchy.

	Carrying amount 31 December 賬面值 12月31日		Level 3 fair value 31 December 級別3公允價值 12月31日	
	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Industrial properties located in the Mainland China 位於中國大陸的工業物業	1,369	1,303	4,523	4,503
Commercial properties located in the Mainland China 位於中國大陸的商業物業	152	157	158	162
Industrial properties located in Hong Kong 位於香港的工業物業	4	4	25	31
	1,525	1,464	4,706	4,696

In estimating the fair value of the properties, the highest and best use of the properties is their current use.

18. 投資物業 – 續

投資物業公允價值 – 續

於2025年及2024年12月31日，以下物業的估值乃利用收入資本化法得出，即參考標的物業當地可比物業的租金，利用適當的資本化率將有關物業的估計市場租金予以資本化，且獲評定為級別3之公允價值層級。

以目前物業之最高及最佳用途來評估物業之公允價值。

19. GOODWILL

	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Arising from acquisition of:		
– Skyworth Digital Co., Ltd. ("Skyworth Digital") (Note (ii))	286	286
– Strong Media Group Limited ("Strong Media") (Note (iii))	88	81
– others	69	63
	443	430

For the purposes of impairment testing, goodwill has been allocated to individual CGUs.

19. 商譽

為了進行減值測試，商譽分配至個別現金產生單位。

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19. GOODWILL – continued

During the year ended 31 December 2025, management of the Group determines that there is no impairment of any of its CGUs containing goodwill (2024: RMB38 million).

The basis of the recoverable amounts of the CGUs of Skyworth Digital and Strong Media and their major underlying assumptions are summarised below:

- (i) For the purpose of impairment testing on the goodwill arising from acquisition of Skyworth Digital for the operation of digital set-top boxes business for the years ended 31 December 2025 and 2024, the recoverable amount of the CGU has been determined by the fair value less cost of disposal. The fair value less cost of disposal of the CGU is determined with reference to the share price of Skyworth Digital at 31 December 2025 and 2024, less the transaction costs for disposing these shares.
- (ii) For the purpose of impairment testing on the goodwill arising from acquisition of Strong Media and certain amounts of intangible assets with indefinite useful life as disclosed in note 20 have been principally allocated to this CGU, the recoverable amount has been determined by a value-in-use calculation. That calculation uses cash flow projections based on financial budgets approved by management covering a five-year period, and a pre-tax discount rate of 15.0% (2024: 15.4%). Cash flows beyond the five-year period are extrapolated with zero (2024: zero) growth. Expected cash inflows/outflows, which include budgeted sales, gross margin and raw material price inflation, have been determined based on past performance and management's expectations for the market development. Management believes that any reasonably possible change in any of these assumptions would not cause the carrying amount of the CGU to exceed the recoverable amount of the CGU.

19. 商譽 – 續

截至2025年12月31日止年度，本集團管理層確定其包含商譽的現金產生單位並無減值(2024年：人民幣38百萬元)。

創維數字及Strong Media現金產生單位之可收回金額基準以及其主要潛在假設概述如下：

- (i) 於截至2025年及2024年12月31日止年度就經營數字機頂盒業務而收購創維數字所產生商譽之減值測試而言，現金產生單位之可收回金額按公允價值減出售成本釐定。現金產生單位之公允價值減出售成本乃經參考創維數字於2025年及2024年12月31日之股價減去出售該等股份之交易成本釐定。
- (ii) 為對附註20中所披露已主要被分配至該現金產生單位的因收購Strong Media所產生商譽及若干不能確定可使用年期的無形資產進行減值測試，可收回金額根據可使用價值計算釐定。該計算採用基於管理層核准涵蓋五年期財務預算之現金流預測及15.0%(2024年：15.4%)之稅前貼現率。超過五年期間之現金流推算為零(2024年：零)增長。預測之現金流入／流出(包括預測之銷售金額、毛利率和原材料價格通脹)根據過往表現及管理層對市場發展之預期釐定。管理層認為，假設中任何合理可能之變動均不會導致現金產生單位之賬面值超過其可收回金額。

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20. OTHER INTANGIBLE ASSETS

20. 其他無形資產

		Patents RMB million 專利權 人民幣百萬元 (Note (i)) (附註(i))	Trademarks RMB million 商標 人民幣百萬元 (Note (ii)) (附註(ii))	Total RMB million 總計 人民幣百萬元
CARRYING VALUES	賬面值			
At 31 December 2025	於2025年12月31日	218	103	321
At 31 December 2024	於2024年12月31日	24	100	124

Notes:

- (i) The patents have finite useful lives and are amortised at 10% to 20% on a straight-line basis.
- (ii) Trademarks were purchased as part of a business combinations in previous years and have legal lives ranging from 10 to 21 years but are renewable upon expiration at minimal cost. The directors of the Company are of the opinion that the Group has the intention and ability to renew the trademarks continuously. As a result, the management of the Group considers that the trademarks have no foreseeable limit to the period over which the trademarked products are expected to generate net cash flows to the Group. The trademarks will not be amortised until their useful lives are determined to be finite. Instead they will be tested for impairment annually and whenever there is an indication that they may be impaired.

附註：

- (i) 專利權具有有限使用年期，並按10%至20%以直線法進行攤銷。
- (ii) 商標於過往年度作為業務合併的一部分而購入，並具有10年至21年的法定期限，但到法定期限時可以較低成本續期。本公司董事確信本集團有意向及有能力繼續為此等商標續期。因此，本集團管理層認為，該等商標在預期商標產品為本集團產生淨現金流量期間無可預見限制。在確定其使用年期前，該等商標不會攤銷，但每年或在有跡象顯示可能出現減值時對其進行減值測試。

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21. INTERESTS IN ASSOCIATES AND JOINT VENTURES

21. 聯營公司及合資企業權益

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Interests in associates (Note (i))	聯營公司權益 (附註 (i))	506	444
Interests in joint ventures (Note (ii))	合資企業權益 (附註 (ii))	13	13
		519	457

Notes:

附註：

- (i) All of the Group's associates are accounted for using the equity method in these consolidated financial statements. The Group considers none of its associates is individually material nor principally affected the results or net assets of the Group. The aggregate information of associates that are not individually material is as follows:

- (i) 本集團的所有聯營公司於本綜合財務報表採用權益法入賬。本集團認為其聯營公司概無個別屬重大或主要影響本集團的業績或資產淨值。個別不重大聯營公司之綜合資料如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
The Group's share of loss and total comprehensive expense for the year	本集團分佔本年度虧損及全面開支總額	(3)	(23)

- (ii) The Group's joint ventures are accounted for using the equity method in these consolidated financial statements. The Group considers none of its joint ventures is individually material nor principally affected the results or net assets of the Group. The aggregate information of joint ventures that are not individually material is as follows:

- (ii) 本集團合資企業於本綜合財務報表採用權益法入賬。本集團認為其合資企業概無個別屬重大或主要影響本集團的業績或資產淨值。個別不重大合資企業之綜合資料如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
The Group's share of profit and total comprehensive income for the year	本集團分佔本年度溢利及全面收入總額	1	-

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22. OTHER FINANCIAL ASSETS

For the purpose of presentation in the consolidated statement of financial position, financial assets at FVTPL and equity instrument at FVTOCI have been combined into other financial assets. The following is the analysis of the financial assets at FVTPL and equity instrument at FVTOCI for financial reporting purposes:

22. 其他金融資產

就綜合財務狀況表之呈列而言，按公允價值計入損益之金融資產及按公允價值計入其他全面收入的股權工具已合併至其他金融資產。以下是作為財務報告用途之按公允價值計入損益之金融資產及按公允價值計入其他全面收入的股權工具分析：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Financial assets at FVTPL	按公允價值計入損益之金融資產		
Listed equity securities, at fair values	上市股權證券(以公允價值列賬)		
— in the PRC	— 於中國	618	366
— in Hong Kong	— 於香港	17	13
Unlisted equity securities, at fair values	非上市股權證券(以公允價值列賬)		
— in the PRC	— 於中國	2,843	2,375
Unlisted securities, at fair values	非上市證券(以公允價值列賬)		
— Investment funds	— 投資基金	1,162	487
Derivative financial instruments (note 43(c))	衍生金融工具(附註43(c))	3	12
		4,643	3,253
Analysed for reporting purpose as	為報告用途而分析為		
Non-current assets	非流動資產	3,155	2,140
Current assets	流動資產	1,488	1,113
		4,643	3,253
Equity instruments at FVTOCI (Note)	按公允價值計入其他全面收入之股權工具(附註)		
Unlisted equity securities, at fair values	非上市股權證券(以公允價值列賬)		
— in the PRC	— 於中國	161	150
— in the United States	— 於美國	68	36
Listed equity securities, at fair values	上市股權證券(以公允價值列賬)		
— in Hong Kong	— 於香港	103	182
Analysed for reporting purpose as	為報告用途而分析為非流動資產		
non-current assets		332	368

Note: The directors of the Company have elected to designate these investments in equity instruments as at FVTOCI as they believe that recognising short-term fluctuations in these investments' fair value in profit or loss would not be consistent with the Group's strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

附註：本公司董事已選擇將該等股權工具投資指定為按公允價值計入其他全面收入，因為彼等認為於損益中確認該等投資之公允價值短期波動與本集團長期持有該等投資並實現該等投資之長遠潛在表現之策略不符。

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23. TRADE AND OTHER RECEIVABLES

For the purpose of presentation in the consolidated statement of financial position, trade and bills receivables, other receivables, deposits and prepayments and loan receivables have been combined into trade and other receivables. The following is the analysis of the trade and bills receivables, other receivables, deposits and prepayments and loan receivables for financial reporting purposes:

23. 應收貿易款項及其他應收款項

就綜合財務狀況表的呈列而言，應收貿易款項及應收票據、其他應收款項、按金及預付款以及應收貸款已合併至應收貿易款項及其他應收款項。就財務報告而言，以下為應收貿易款項及應收票據、其他應收款項、按金及預付款以及應收貸款的分析：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Trade and bills receivables (Note (ii))	應收貿易款項及應收票據 (附註(ii))	11,823	13,334
Loan receivables (Note (iii))	應收貸款(附註(iii))	1,030	933
Purchase deposits paid for inventories/stock of properties	採購存貨／物業存貨 已付按金	1,241	1,603
VAT and other tax recoverables	可收回增值稅及其他稅項	2,545	1,805
Other deposits paid and prepayments	其他已付按金及預付款	1,271	892
Other receivables	其他應收款項	1,510	1,021
		19,420	19,588
Analysed for reporting purpose as	為報告用途而分析為		
Current assets	流動資產	17,941	18,494
Non-current assets	非流動資產	1,479	1,094
		19,420	19,588

Notes:

i. **Trade and bills receivables**

The following set out the details of the Group's trade and bills receivables at amortised cost and at FVTOCI:

附註：

i. **應收貿易款項及應收票據**

本集團按攤銷成本計量及按公允價值計入其他全面收入之應收貿易款項及應收票據的詳情如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Trade receivables at amortised cost	按攤銷成本計量之應收貿易款項		
– goods and services	– 貨品和服務	9,573	10,821
– lease receivables	– 租賃應收款項	134	162
		9,707	10,983
Less: allowance for credit losses	減：信用損失撥備	(511)	(702)
		9,196	10,281
Trade receivables at FVTOCI	按公允價值計入其他全面收入之應收貿易款項	613	710
		9,809	10,991
Bills receivables	應收票據	2,014	2,343
		11,823	13,334

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23. TRADE AND OTHER RECEIVABLES – continued

Notes: – continued

i. Trade and bills receivables – continued

As at 1 January 2024, trade receivables from contracts with customers, net of allowance for credit losses of RMB753 million, amounted to RMB9,483 million.

The following is an aged analysis of trade receivables at amortised cost and at FVTOCI before allowance for credit loss.

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	30天以內	4,359	5,411
31–60 days	31天至60天	2,452	2,246
61–90 days	61天至90天	979	1,135
91–180 days	91天至180天	1,193	1,066
181–270 days	181天至270天	304	201
271–365 days	271天至365天	127	279
Over 365 days	365天以上	906	1,355
		10,320	11,693

As at 31 December 2025, included in the Group's trade receivables balance are debtors with aggregate carrying amount of RMB1,413 million (2024: RMB1,944 million) which are past due as at the reporting date. Out of the past due balances, RMB704 million (2024: RMB968 million) has been past due 90 days or more and is not considered as in default based on historical experience. Other than two land parcels (2024: two land parcels) pledged for security of certain trade receivables, the Group does not hold any collateral over these balances.

As at 31 December 2025, included in the Group's trade receivables are amounts due from associates and related parties (as at 31 December 2024: an associate and related parties) of RMB38 million (2024: RMB416 million) and RMB26 million (2024: RMB6 million) respectively. The credit period is 45 days. No allowance for credit losses is made for the years ended 31 December 2025 and 2024. The following is an aged analysis presented based on the invoice date at the end of the reporting period:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	30天以內	53	163
31 to 60 days	31天至60天	9	253
61 to 90 days	61天至90天	2	6
		64	422

For customers who used bills to settle their trade receivables upon the expiry of the initial credit period, the ageing analysis of bills receivables at the end of the reporting period was presented based on the date of issuance of the bills. The dates of issuance of all bills receivables are within one year at the end of the reporting period.

23. 應收貿易款項及其他應收款項 – 續

附註：– 續

i. 應收貿易款項及應收票據 – 續

於2024年1月1日，來自客戶合約的應收貿易款項（扣除信用損失撥備人民幣753百萬元）為人民幣9,483百萬元。

信用損失撥備前按攤銷成本計量及按公允價值計入其他全面收入之應收貿易款項賬齡分析如下：

於2025年12月31日，本集團之應收貿易款項結餘內，總賬面值為人民幣1,413百萬元（2024年：人民幣1,944百萬元）的應收賬款於報告日期已逾期。在已逾期之結餘內，人民幣704百萬元（2024年：人民幣968百萬元）已逾期90天或以上，且基於過往經驗並不被視為違約。除已抵押作為若干應收貿易款項擔保的兩幅土地外（2024年：兩幅土地），本集團並無就該等結餘持有任何抵押品。

於2025年12月31日，應收聯營公司及關聯方（於2024年12月31日：一間聯營公司及關聯方）款項人民幣38百萬元（2024年：人民幣416百萬元）及人民幣26百萬元（2024年：人民幣6百萬元）分別計入本集團的應收貿易款項。信用期為45天。於截至2025年及2024年12月31日止年度，並無就信用損失作出撥備。於報告期末按發票日期呈列之賬齡分析如下：

對於在初始信用期到期後使用票據結算應收貿易款項的客戶，在報告期末應收票據的賬齡分析根據票據發出日期列示。於報告期末，所有應收票據發出日期均為一年內。

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23. TRADE AND OTHER RECEIVABLES – continued

Notes: – continued

i. Trade and bills receivables – continued

The maturity dates of bills receivables at the end of the reporting period are analysed as follows:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	30天以內	183	268
31–60 days	31天至60天	267	239
61–90 days	61天至90天	499	754
91 days or over	91天或以上	1,065	1,082
		2,014	2,343

Details of impairment assessment of trade and bills receivables are set out in note 43(b).

ii. Loan receivables

The following set out the details of the Group's loan receivables:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Fixed-rate loan receivables	應收固定利率貸款		
Secured	已抵押	926	800
Unsecured	無抵押	104	133
		1,030	933
Analysed for reporting purpose as	為報告用途而分析為		
Non-current assets	非流動資產	318	339
Current assets	流動資產	712	594
		1,030	933

As at 31 December 2025, loan receivables of RMB919 million (2024: RMB788 million) are advanced by certain subsidiaries of the Company with principal activity of loan financing, in which the corresponding interest income is included as revenue. The remaining balances of RMB111 million (2024: RMB145 million) are advanced by other subsidiaries, the related interest income is included as other income.

Included in the carrying amount of loan receivables as at 31 December 2025 is allowance for credit losses of RMB115 million (2024: RMB98 million). Details of the impairment assessment are set out in note 43(b).

23. 應收貿易款項及其他應收款項 – 續

附註：– 續

i. 應收貿易款項及應收票據 – 續

於報告期末應收票據之到期日分析如下：

	2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	183	268
31–60 days	267	239
61–90 days	499	754
91 days or over	1,065	1,082
	2,014	2,343

有關應收貿易款項及應收票據之減值評估詳情載於附註43(b)。

ii. 應收貸款

本集團的應收貸款詳情載列如下：

	2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Fixed-rate loan receivables		
Secured	926	800
Unsecured	104	133
	1,030	933
Analysed for reporting purpose as		
Non-current assets	318	339
Current assets	712	594
	1,030	933

於2025年12月31日，應收貸款為人民幣919百萬元（2024年：人民幣788百萬元）由以貸款融資作為主要業務之附屬公司提供，當中相應利息收入計入營業額。餘下結餘人民幣111百萬元（2024年：人民幣145百萬元）則由其他附屬公司提供，有關利息收入計入其他收入。

於2025年12月31日，應收貸款之賬面值包括信用損失撥備人民幣115百萬元（2024年：人民幣98百萬元）。有關減值評估之詳情載於附註43(b)。

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23. TRADE AND OTHER RECEIVABLES – continued

Notes: – continued

ii. Loan receivables – continued

As at 31 December 2025, included in the loan receivables balance are debtors with aggregate carrying amount of RMB16 million (2024: RMB68 million) which has been past due 90 days or more as at the reporting date and are secured by equity instruments of an entity related to the relevant loan debtor and properties. The directors of the Company consider that credit risks of these loan debtors have increased significantly, and those with evidence indicating that they are in severe financial difficulties are considered as credit-impaired.

As at 31 December 2025, the secured portion of loan receivables are pledged with collaterals such as equity instruments, trade receivables, motor vehicles, properties, land use rights and machineries. The Group is not permitted to sell or repledge the collaterals in the absence of default by the borrower. There has not been any significant changes in the quality of the collateral held for the loan receivables.

Out of these loan receivables as at 31 December 2025 is an amount of RMB312 million (2024: RMB247 million) due from certain related parties, being associates of a substantial shareholder of the Company, which is secured by equipment and motor vehicles of the said party and guaranteed by the said substantial shareholder of the Company, interest bearing at 6% (2024: 6%) per annum and repayable by instalments up to 2028 (2024: up to 2027).

Out of these loan receivables as at 31 December 2025 of RMB110 million (2024: RMB24 million) due from third parties and are secured by motor vehicles of these third parties and guaranteed by related parties, being associates of a substantial shareholder of the Company, in respect of amounts owed to the Group, interest-bearing at 3.50% to 9.00% (2024: 6.60% to 8.54%) per annum and repayable in instalments up to final maturity dates ranging from 2026 to 2031 (2024: ranging from 2025 to 2026).

The exposure of the Group's fixed-rate loan receivables to interest rate risks and their contractual maturity dates are as follows:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Fixed-rate loan receivables:	應收固定利率貸款：		
Within one year	1年以內	712	594
More than one year but not exceeding two years	1年以上且不超過2年	138	146
More than two years but not exceeding five years	2年以上且不超過5年	180	193
		1,030	933

The ranges of effective interest rates (which are equal to contractual interest rates) on the Group's loan receivables are as follows:

		2025 2025 年	2024 2024 年
Effective interest rate:	實際利率：		
Fixed-rate loan receivables	應收固定利率貸款	0.00%–12.00%	3.85%–8.54%

23. 應收貿易款項及其他應收款項 – 續

附註：– 續

ii. 應收貸款 – 續

於2025年12月31日，應收貸款結餘包括總賬面值為人民幣16百萬元（2024年：人民幣68百萬元）與相關貸款債務人有關的實體之股權工具及物業作抵押的應收賬款，該等應收賬款於報告日期已逾期90天或以上。本公司董事認為，該等貸款債務人的信貸風險已大幅增加，且有證據顯示存在重大財務困難者則被視為已發生信貸減值。

於2025年12月31日，應收賬款的已抵押部分以股權工具、應收貿易款項、汽車、物業、土地使用權及機器等抵押品作擔保。在借款人未有違約的情況下，本集團不得出售或重新質押該等抵押品。就應收賬款持有的抵押品質素並無任何重大變動。

於2025年12月31日，該等應收貸款中包括應收若干關連人士（本公司一名主要股東的聯繫人士）款項人民幣312百萬元（2024年：人民幣247百萬元），以該關連人士的設備及汽車作抵押並由本公司上述主要股東作擔保，按年利率6%（2024年：6%）計息且須於2028年（2024年：2027年）前分期償還。

於2025年12月31日，該等應收貸款中包括應收第三方款項人民幣110百萬元（2024年：人民幣24百萬元），以該等第三方的汽車作抵押並以關連人士（本公司一名主要股東的聯繫人士）就結欠本集團款項作擔保，按年利率3.50%至9.00%（2024年：6.60%至8.54%）計息且須於最終到期日（介乎2026年至2031年（2024年：介乎2025年至2026年））前分期償還。

本集團應收固定利率貸款所面臨的利率風險及其合約到期日如下：

以下為本集團應收貸款的實際利率（相同於合約利率）範圍：

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24. DEFERRED TAXATION

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

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Deferred tax assets	遞延稅項資產	(1,179)	(1,055)
Deferred tax liabilities	遞延稅項負債	249	232
		(930)	(823)

The following are the major deferred tax (assets) liabilities recognised and movements thereon during the current and prior years:

24. 遞延稅項

就綜合財務狀況表之呈列而言，部分遞延稅項資產及負債經已抵銷。以下是作為財務報告用途之遞延稅項結餘分析：

以下為本年度及過往年度已確認的主要遞延稅項（資產）負債及其變動：

		Fair value adjustments on financial assets at FVTPL and equity instruments at FVTOCI	Accrued sales rebate	Provision of ECL on financial assets	Provision of write-down of inventories	Deferred income	Provision for warranty	Tax loss	Others	Total
		按公允價值計入 損益之金融資產 及按公允價值 計入其他全面 收入之股權工具 之公允價值調整	預提 銷售返利	金融資產之 預期信用 損失撥備	存貨撇減 撥備	遞延收入	保修費 撥備	稅項虧損	其他	總計
		RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元
At 1 January 2024	於2024年1月1日	255	(107)	(110)	(62)	(52)	(77)	(380)	(148)	(681)
(Credit) charge to profit or loss	於損益(計入)扣除	(63)	32	15	(10)	(8)	(33)	(162)	42	(187)
(Credit) charge to other comprehensive income	於其他全面收入 (計入)扣除	(27)	-	-	-	-	-	71	-	44
Exchange adjustments	匯兌調整	-	-	-	-	-	-	1	-	1
At 31 December 2024	於2024年12月31日	165	(75)	(95)	(72)	(60)	(110)	(470)	(106)	(823)
Charge (credit) to profit or loss	於損益扣除(計入)	10	(16)	17	18	13	(41)	(113)	(4)	(116)
Charge to other comprehensive income	於其他全面 收入扣除	10	-	-	-	-	-	-	-	10
Disposals of subsidiaries	出售附屬公司	-	-	-	-	-	-	2	-	2
Exchange adjustments	匯兌調整	-	-	-	-	-	-	(3)	-	(3)
At 31 December 2025	於2025年12月31日	185	(91)	(78)	(54)	(47)	(151)	(584)	(110)	(930)

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24. DEFERRED TAXATION – continued

Deferred taxation has not been fully provided for in the consolidated financial statements in respect of temporary differences attributable to accumulated profits of the subsidiaries established in the Mainland China as the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

At the end of the reporting period, the Group has unused tax losses of approximately RMB7,832 million (2024: RMB7,112 million) available for offset against future profits. A deferred tax asset has been recognised in respect of RMB2,896 million (2024: RMB2,913 million) of such losses. No deferred tax asset has been recognised in respect of the remaining RMB4,846 million (2024: RMB4,199 million) due to the unpredictability of future profit streams. Included in unrecognised tax losses are losses of RMB4,706 million (2024: RMB4,085 million) with expiry dates as disclosed in the following table. Other losses may be carried forward indefinitely.

24. 遞延稅項 – 續

由於本集團能夠控制撥回暫時性差異的時間，且於可預見將來可能不會撥回暫時性差異，故並無於綜合財務報表就於中國大陸成立的附屬公司累計溢利應佔的暫時性差異悉數計提遞延稅項撥備。

於報告期末，本集團有未動用稅項虧損約人民幣7,832百萬元（2024年：人民幣7,112百萬元）可用於抵銷未來溢利。其中約人民幣2,896百萬元（2024年：人民幣2,913百萬元）的虧損已確認遞延稅項資產。由於未來溢利來源的不確定性，餘下人民幣4,846百萬元（2024年：人民幣4,199百萬元）之虧損並未確認遞延稅項資產。未確認稅項虧損中包括人民幣4,706百萬元（2024年：人民幣4,085百萬元）的虧損，其屆滿日期如下表所披露。其他虧損可無限期結轉。

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
2025	2025 年	-	309
2026	2026 年	225	225
2027	2027 年	523	540
2028	2028 年	698	745
2029	2029 年	1,257	1,275
2030	2030 年	1,293	213
2031	2031 年	119	119
2032	2032 年	156	164
2033	2033 年	118	183
2034	2034 年	225	312
2035	2035 年	92	-
		4,706	4,085

25. INVENTORIES AND OTHER CONTRACT COSTS

25. 存貨及其他合約成本

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Inventories	存貨		
- Raw materials	- 原材料	3,979	2,922
- Work in progress	- 在產品	2,488	1,623
- Finished goods	- 產成品	9,177	6,284
		15,644	10,829
Other contract costs	其他合約成本	756	1,615
		16,400	12,444

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26. STOCK OF PROPERTIES

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Under development	開發中	3,456	4,395
Completed	已落成	1,519	1,304
		4,975	5,699

Stock of properties amounting to RMB4,109 million (2024: RMB3,571 million) as at 31 December 2025 is not expected to be substantially realised within one year from the end of the reporting period. Sales deposits received from purchasers at the end of the reporting period are included in contract liabilities as disclosed in note 28.

Analysis of leasehold lands:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Carrying amount of leasehold lands included in the stock of properties above	計入上文物業存貨的租賃土地之賬面值	3,912	4,369
Total cash outflow for the year	本年度現金流出總額	-	112
Additions for the year	本年度添置	-	112

The carrying amount of leasehold lands is measured at cost less any accumulated depreciation and any impairment losses. The residual values are determined as the estimated disposal value of the leasehold land component. Depreciation charge on the leasehold lands are capitalised to the relevant stock of properties under development before completion of the construction.

26. 物業存貨

於2025年12月31日，物業存貨金額人民幣4,109百萬元（2024年：人民幣3,571百萬元），預期於報告期末起一年內不會大規模變現。於報告期末已收取買方之銷售按金計入合約負債（如附註28披露）。

租賃土地分析：

租賃土地的賬面值按成本減任何累計折舊及任何減值損失計量。剩餘價值釐定為租賃土地部分的估計出售價值。租賃土地的折舊費用於竣工前資本化至相關在建物業存貨。

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27. PLEDGED AND RESTRICTED BANK DEPOSITS, CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash held by the Group and short-term bank deposits with an original maturity of three months or less, which carry interest at variable market rates ranging from 0.01% to 1.10% per annum (2024: 0.01% to 0.80% per annum).

Pledged bank deposit is pledged to secure certain bank borrowings and carries interest at variable market rates ranging from 0.5% to 1.20% per annum (2024: 2.78% per annum).

Included in pledged and restricted bank deposits are balances which, in accordance with the applicable prevailing government regulations, are placed in restricted bank accounts, amounting to RMB125 million (2024: RMB349 million), which can only be applied in the designated property development projects.

Pursuant to agreements entered into by the Group and several counterparties, a total amount of RMB744 million (2024: RMB968 million) has been placed with a designated bank account where any withdrawal is restricted. The amount is therefore included in the pledged and restricted bank deposits on the consolidated statement of financial position.

In addition, restricted bank deposits amounting to RMB506 million (2024: RMB371 million) represent reserve deposits placed with the People's Bank of China ("PBOC") by a subsidiary of the Company registered as a non-bank financial institution with limited liability established under the relevant PRC law. The balances of these reserve deposits were calculated at certain percentage of qualified deposits placed by customers of that finance company as determined by the PBOC against unexpected events such as unusually large net withdrawal by customers. These reserve deposits are required by local regulation and not available for the Group's daily operations.

Details of impairment assessment are set out in note 43(b).

27. 已抵押及受限銀行存款以及現金及現金等值

現金及現金等值包括本集團持有之現金及原到期日為三個月或以下之短期銀行存款，按介乎年利率0.01%至1.10%（2024年：年利率0.01%至0.80%）之變動市場利率計息。

已抵押銀行存款均為取得若干銀行借款而抵押，按介乎年利率0.5%至1.20%（2024年：年利率2.78%）之變動市場利率計息。

已抵押及受限銀行存款中包括根據適用現行政府規例存放於受限銀行賬戶中的結餘，為人民幣125百萬元（2024年：人民幣349百萬元），僅可用於指定物業開發項目。

根據本集團與多名對手方訂立的協議，總額人民幣744百萬元（2024年：人民幣968百萬元）已存放於指定銀行賬戶，有關款項的任何提取為受限制。因此，該款項計入綜合財務狀況表的已抵押及受限銀行存款中。

此外，受限銀行存款為人民幣506百萬元（2024年：人民幣371百萬元），指本集團之一間財務公司（根據相關中國法律成立的有限責任非銀行金融機構）存放在中國人民銀行之儲備金。該儲備金結餘按中國人民銀行要求的由客戶向本集團旗下財務公司存放之合格存款乘以某比例計算，並用作應對不可預期的情況，例如：非經常性的客戶大額淨提款。該儲備金為滿足當地法規要求並不能用於本集團日常營運中。

有關減值評估之詳情載於附註43(b)。

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28. TRADE AND OTHER PAYABLES

For the purpose of presentation in the consolidated statement of financial position, trade and bills payables, other payables, contract liabilities and provision have been combined into trade and other payables. The following is the analysis of trade and bills payables, other payables, contract liabilities and provision for financial reporting purposes:

28. 應付貿易款項及其他應付款項

就綜合財務狀況表的呈列而言，應付貿易款項及應付票據、其他應付款項、合約負債及撥備已合併至應付貿易款項及其他應付款項。就財務報告而言，以下為應付貿易款項及應付票據、其他應付款項、合約負債及撥備的分析：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Trade payables (Note (ii))	應付貿易款項 (附註 (ii))	14,912	12,883
Bills payables (Note (iii))	應付票據 (附註 (iii))	4,509	4,472
Provision for warranty (Note (iii))	保修費撥備 (附註 (iii))	611	540
Provision for rebates (Note (iv))	回扣撥備 (附註 (iv))	687	761
Contract liabilities (Note (v))	合約負債 (附註 (v))	2,061	1,852
Accrued staff costs	預提員工成本	1,206	1,335
Accrued selling and distribution expenses	預提銷售及分銷費用	387	397
Deposits received from sub-contractors	已收分包商按金	2,886	2,639
Payables for purchase of property, plant and equipment	購置物業、廠房及設備的應付款項	905	606
Rental deposits received	已收租金按金	170	172
VAT and other tax payables	應付增值稅及其他稅項	640	638
Other deposits received	其他已收按金	80	92
Accruals and other payables	預提費用及其他應付款項	3,212	2,577
		32,266	28,964
Analysed for reporting propose as	就呈報目的分析為		
Current liabilities	流動負債	30,079	27,237
Non-current liabilities	非流動負債	2,187	1,727
		32,266	28,964

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

28. TRADE AND OTHER PAYABLES – continued

Notes:

i. Trade payables

The following is an aged analysis of trade payables based on invoice date at the end of the reporting period:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	30 天以內	7,424	7,014
31–60 days	31 天至 60 天	2,152	2,128
61–90 days	61 天至 90 天	1,075	1,230
91–180 days	91 天至 180 天	2,448	457
181 days or over	181 天或以上	1,813	2,054
		14,912	12,883

The credit periods of trade payables ranged from 30 days to 90 days.

ii. Bills payables

The maturity dates of bills payables at the end of the reporting period are analysed as follows:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within 30 days	30 天以內	885	995
31–60 days	31 天至 60 天	738	960
61–90 days	61 天至 90 天	647	499
91–180 days	91 天至 180 天	2,213	1,767
181 days or over	181 天或以上	26	251
		4,509	4,472

All bills payables at the end of reporting period are not yet due.

iii. Provision for warranty

The Group provides product warranty to its customers depending on the product type, under which faulty products are repaired or replaced. The estimate of the provision for the warranty is based on sales volumes and past experience of the level of repairs and returns. These estimations are reviewed on an ongoing basis and revised by reference to the current defective/non-performance rates of products sold.

28. 應付貿易款項及其他應付款項 – 續

附註：

i. 應付貿易款項

於報告期末按發票日期呈列之應付貿易款項之賬齡分析如下：

應付貿易款項的信用期介乎 30 天至 90 天。

ii. 應付票據

於報告期末，應付票據之到期日分析如下：

於報告期末，所有應付票據均未到期。

iii. 保修費撥備

本集團視乎產品類型向客戶提供產品保修，有瑕疵產品可據此獲得維修或替換。保修費撥備按銷售數量及過往維修及退貨水平經驗作出估計。該等估計會持續作出檢討，並參考當前售出產品的損壞／不良率作出修訂。

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28. TRADE AND OTHER PAYABLES – continued

Notes: – continued

- iv. The amounts represent outstanding rebates in relation to the goods sold to certain customers.
- v. Contract liabilities

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Deposits received for:	就以下各項收取按金：		
– sales of goods and provision of services	– 銷售貨品及提供服務	1,602	1,500
– sales of properties	– 銷售物業	459	352
		2,061	1,852
Revenue recognised that was included in the contract liabilities at the beginning of the year	於年初確認計入合約負債的收入	1,627	1,508

As at 1 January 2024, contract liabilities amounted to RMB1,544 million.

When the Group receives deposits from customers for the sales of goods and provision of services, this will give rise to contract liabilities at the start of a contract, until the revenue recognised on the relevant contract exceeds the amount of the deposits. The Group receives 10% to 100% deposit on acceptance of orders from certain customers.

The Group receives not less than 15% (2024: 15%) of the contract value as deposits from customers for the sales of properties when they sign the sale and purchase agreements and the remaining of the contract value is paid before the completion of the sales of the properties. The deposits and advance payment schemes result in contract liabilities being recognised until the customers obtain control of the properties.

28. 應付貿易款項及其他應付款項 – 續

附註：– 續

- iv. 該等金額為來自與向若干客戶銷售貨品有關之未付回扣。
- v. 合約負債

於2024年1月1日，合約負債為人民幣1,544百萬元。

當本集團就銷售貨品及提供服務向客戶收取按金，此將於合約開始時產生合約負債，直至有關合約確認的營業額超過按金額為止。本集團於接納若干客戶訂單時收取10%至100%的按金。

在簽訂買賣協議時，本集團就物業銷售向客戶收取不少於合約價值之15%（2024年：15%）作為按金，而剩餘合約價值則於物業銷售完成前支付。按金及及預先付款計劃導致確認合約負債，直至客戶取得物業之控制權為止。

29. LEASE LIABILITIES

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Lease payment:	租賃款項：		
Within one year	1年內	59	45
More than one year but not exceeding two years	1年以上且不超過2年	30	30
More than two years but not exceeding five years	2年以上且不超過5年	58	16
Over five years	5年以上	145	20
		292	111
Unrecognised financing expenses	未確認融資費用	(63)	(12)
Lease Liabilities	租賃負債	229	99
Less: amount due for settlement with 12 months shown under current liabilities	減：列示於流動負債並於12個月內到期結算之款項	(49)	(41)
Amount due for settlement after 12 months shown under non-current liabilities	列示於非流動負債並於12個月後到期結算之款項	180	58

The weighted average incremental borrowing rates applied to lease liabilities range from 3% to 12% (2024: 2% to 12%).

適用於租賃負債的加權平均增量借款利率介乎3%至12%（2024年：2%至12%）。

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30. OTHER FINANCIAL LIABILITIES

Included in the balance is loans from certain financial institutions in the Mainland China independent with the Group as set out below:

30. 其他金融負債

該結餘包括來自中國大陸若干獨立於本集團金融機構的貸款，載列如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
These other borrowings comprise the following:	其他借款包括以下各項：		
Secured	已抵押	581	78
Unsecured	無抵押	899	-
		1,480	78
Fixed-rate borrowings	定息借款	1,173	-
Floating-rate borrowings	浮息借款	307	78
		1,480	78
Carrying amounts of other borrowings repayable based on scheduled repayment dates set out in the agreements:	須根據協議所載之計劃還款日期償還之其他借款賬面值：		
Within one year	1 年以內	1,012	11
More than one year but not exceeding two years	1 年以上但不超過 2 年	38	9
More than two years but not exceeding five years	2 年以上但不超過 5 年	115	37
Over five years	5 年以上	315	21
		1,480	78
Less: Amounts due within one year shown under current liabilities	減：列示於流動負債並於一年內到期之款項	(1,012)	(11)
Amounts shown under non-current liabilities	列示於非流動負債之款項	468	67

The range of effective interest rates (which are also equal to contracted interest rates) on the Group's other borrowings are as follows:

本集團其他借款的實際利率範圍（亦等於合約利率）如下：

		2025 2025 年	2024 2024 年
Effective interest rate:	實際利率：		
Fixed-rate borrowings	定息借款	2.66%-5.30%	-
Floating-rate borrowings	浮息借款	3.30%-4.90%	4.20%-4.90%

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31. BANK BORROWINGS

31. 銀行借款

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Bank borrowings comprise the following:	銀行借款包括以下各項：		
Secured	已抵押	4,153	4,325
Unsecured	無抵押	13,878	11,980
		18,031	16,305
Fixed-rate borrowings	定息借款	9,115	9,057
Floating-rate borrowings	浮息借款	8,916	7,248
		18,031	16,305
Carrying amount of bank borrowings repayable based on scheduled repayment dates set out in the loan agreements:	須根據貸款協議所載之計劃還款日期償還之銀行借款賬面值：		
Within one year	1年以內	12,717	9,387
More than one year but not exceeding two years	1年以上但不超過2年	2,011	3,954
More than two years but not exceeding five years	2年以上但不超過5年	2,417	1,565
Over five years	5年以上	886	1,399
		18,031	16,305
Less: Amounts due within one year shown under current liabilities	減：列示於流動負債並於一年內到期之款項	(12,717)	(9,387)
Amounts shown under non-current liabilities	列示於非流動負債之款項	5,314	6,918

The Group's variable-rate borrowings carry interest at Euro Interbank Offered Rate ("EURIBOR") or Loan Prime Rate ("LPR") in the PRC (2024: EURIBOR or LPR) plus specific margins).

本集團的變動利率借款乃按中國的歐洲銀行同業拆借利率或貸款基礎利率(2024年：歐洲銀行同業拆借利率或貸款基礎利率)加以特定利率幅度計息。

The range of effective interest rates (which are also equal to contracted interest rates) on the Group's borrowings are as follows:

本集團借款實際利率(亦等於合約利率)範圍如下：

		2025 2025 年	2024 2024 年
Effective interest rate:	實際利率：		
Fixed-rate borrowings	定息借款	0.88%-4.40%	1.35%-6.75%
Floating-rate borrowings	浮息借款	2.05%-4.68%	2.30%-7.45%

The Group's borrowings that are denominated in currencies other than functional currencies of the relevant group entities are set out below:

本集團按相關集團實體功能貨幣以外之貨幣計值之借款載列如下：

		USD 美元 RMB million 人民幣百萬元	EUR 歐元 RMB million 人民幣百萬元
As at 31 December 2025	於2025年12月31日	895	283
As at 31 December 2024	於2024年12月31日	713	111

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32. SHARE CAPITAL OF THE COMPANY

32. 本公司股本

		Number of shares 股份數目	Share capital 股本 RMB million 人民幣百萬元
Ordinary shares of HK\$0.1 each	每股港幣0.1元之普通股		
Authorised:	法定：		
At 1 January 2024, 31 December 2024 and 31 December 2025	於2024年1月1日、2024年12月31日及2025年12月31日	10,000,000,000	1,063
Issued and fully paid:	已發行及繳足：		
At 1 January 2024	於2024年1月1日	2,405,653,420	250
Exercise of share options	行使購股權	240,000	-
Purchase of own shares for cancellation (Note)	購買本身股份以供註銷(附註)	(169,194,000)	(15)
At 31 December 2024	於2024年12月31日	2,236,699,420	235
Purchase of own shares for cancellation (Note)	購買本身股份以供註銷(附註)	(344,694,688)	(32)
At 31 December 2025	於2025年12月31日	1,892,004,732	203

Note:

附註：

For the year ended 31 December 2025

截至2025年12月31日止年度

The Company repurchased its own ordinary shares through the Stock Exchange as follows:

本公司透過聯交所購回其本身普通股如下：

Month of repurchase	購回月份	Number of ordinary shares of HK\$0.1 each 每股港幣0.1元之普通股數目	Price per share 每股股價		Aggregate consideration paid 已付代價總額
			Highest 最高 HK\$ 港幣	Lowest 最低 HK\$ 港幣	RMB million 人民幣百萬元
January 2025	2025年1月	944,000	3.10	3.10	3

2,488,000 ordinary shares of the Company being repurchased in late December 2024 have also been cancelled during January 2025.

本公司2,488,000股普通股於2024年12月下旬購回，並已於2025年1月註銷。

The Group has also completed the conditional cash offer to buy-back for cancellation 341,262,688 of its own ordinary shares for HK\$3.11 each in June 2025 for a total consideration of RMB975 million.

本集團亦於2025年6月完成有條件現金要約，以每股港幣3.11元購回341,262,688股自身普通股作註銷，總代價為人民幣975百萬元。

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32. SHARE CAPITAL OF THE COMPANY – continued

Note: – continued

For the year ended 31 December 2024

The Company repurchased its own ordinary shares through the Stock Exchange as follows:

Month of repurchase	購回月份	Number of ordinary shares of HK\$0.1 each 每股港幣0.1元之 普通股數目	Price per share		Aggregate consideration paid 已付代價總額 RMB million 人民幣百萬元
			Highest 最高 HK\$ 港幣	Lowest 最低 HK\$ 港幣	
January 2024	2024年1月	27,940,000	3.01	2.92	75
March 2024	2024年3月	1,338,000	2.95	2.88	4
April 2024	2024年4月	12,102,000	3.10	2.98	33
June 2024	2024年6月	56,950,000	3.12	2.84	159
July 2024	2024年7月	11,320,000	3.12	3.01	32
August 2024	2024年8月	1,712,000	2.90	2.77	5
September 2024	2024年9月	17,260,000	3.00	2.63	45
October 2024	2024年10月	1,606,000	3.09	3.04	5
November 2024	2024年11月	12,882,000	3.16	2.81	36
December 2024	2024年12月	25,722,000	3.11	3.00	73
		168,832,000			467

Other than 2,488,000 ordinary shares of the Company being repurchased in late December 2024, 166,344,000 shares repurchased during the year ended 31 December 2024 were cancelled during the year. The said 2,488,000 shares were being cancelled during January 2025.

33. SHARE OPTIONS

The existing share option scheme (the "2014 Share Option Scheme") was approved by the shareholders on 20 August 2014 for the purpose of providing incentives to directors, eligible employees and selected eligible persons. Under the 2014 Share Option Scheme, the directors of the Company may grant options to eligible person, including any directors, whether executive or non-executive (including any independent non-executive directors), and any employees, whether full time or part time, of any members of the Group. The 2014 Share Option Scheme of the Company has been expired on 20 August 2024 and the then outstanding 24,088,000 share options have been lapsed on the same date.

32. 本公司股本 – 續

附註：– 續

截至2024年12月31日止年度

本公司透過聯交所購回其本身普通股如下：

33. 購股權

現有購股權計劃（「2014年購股權計劃」）乃由股東於2014年8月20日批准，旨在為董事、合資格僱員及入選之合資格人士提供激勵。根據2014年購股權計劃，本公司董事可向合資格僱員授予購股權，包括本集團任何成員公司之任何董事（不論為執行或非執行董事，包括任何獨立非執行董事）及任何全職或兼職僱員。本公司2014年購股權計劃已於2024年8月20日失效，而當時尚未行使之24,088,000份購股權已於同日失效。

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33. SHARE OPTIONS – continued

The following tables show the movements in the Company's share options granted under the 2014 Share Option Scheme:

33. 購股權 – 續

根據2014年購股權計劃所授出的本公司購股權變動情況如下表所示：

Date of grant	Exercise price	Vesting period	Exercisable period	Outstanding at 1 January 2024 於2024年1月1日尚未行使	Exercised during the previous year 上年度已行使	Lapsed during the previous year 上年度失效	Outstanding at 31 December 2024 and 2025 於2024年及2025年12月31日尚未行使
授予日期	行使價 HK\$ 港幣	歸屬期	可行使期限				
22 January 2016 2016年1月22日	4.226	22 January 2016 to 30 August 2016 2016年1月22日至2016年8月30日	1 September 2016 to 20 August 2024 2016年9月1日至2024年8月20日	5,594,000	-	(5,594,000)	-
		22 January 2016 to 30 August 2017 2016年1月22日至2017年8月30日	1 September 2017 to 20 August 2024 2017年9月1日至2024年8月20日	6,530,000	-	(6,530,000)	-
		22 January 2016 to 30 August 2018 2016年1月22日至2018年8月30日	1 September 2018 to 20 August 2024 2018年9月1日至2024年8月20日	10,984,000	-	(10,984,000)	-
15 April 2019 2019年4月15日	2.680	15 April 2019 to 29 September 2019 2019年4月15日至2019年9月29日	30 September 2019 to 20 August 2024 2019年9月30日至2024年8月20日	392,000	-	(392,000)	-
		15 April 2019 to 29 September 2020 2019年4月15日至2020年9月29日	30 September 2020 to 20 August 2024 2020年9月30日至2024年8月20日	294,000	-	(294,000)	-
		15 April 2019 to 29 September 2021 2019年4月15日至2021年9月29日	30 September 2021 to 20 August 2024 2021年9月30日至2024年8月20日	534,000	(240,000)	(294,000)	-
				24,328,000	(240,000)	(24,088,000)	-

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34. SHARE-BASED PAYMENTS

The Company has applied HKFRS 2 to account for its share options and share awards, as well as Skyworth Digital's share awards.

34. 股份基礎給付

本公司已採納香港財務報告準則第2號計入購股權及股份獎勵以及創維數字股份獎勵。

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
The Group's share-based payment expenses are as follows:	本集團股份基礎給付費用如下：		
Share awards of the Company	本公司股份獎勵	101	29
Share incentive plans of subsidiaries of the Company	本公司附屬公司股份獎勵計劃	32	42
		133	71

Share options of the Company

The particulars of the share option scheme of the Company, and the details of and the movements in share options during the years ended 31 December 2025 and 2024 are disclosed in note 33. A summary is presented below:

本公司購股權

截至2025年及2024年12月31日止年度，本公司購股權計劃細節、購股權之詳情及變動情況於附註33披露，概述如下：

		2025 2025 年	2024 2024 年
		Number of share options 購股權數目	Weighted average exercise price 加權平均 行使價 HK\$ 港幣
Outstanding at the beginning of the year	於年初尚未行使	-	24,328,000
Exercised during the year	於年內行使	-	(240,000)
Lapsed during the year	於年內失效	-	(24,088,000)
Outstanding at the end of the year	於年末尚未行使	-	-
Exercisable at the end of the year	於年末可行使	-	-

In respect of the share options exercised during the year ended 31 December 2024, the weighted average share price at dates of exercise was HK\$2.680.

就截至2024年12月31日止年度內已行使購股權而言，於行使日期的加權平均股價為港幣2.680元。

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34. SHARE-BASED PAYMENTS – continued

Share awards of the Company

On 21 October 2020 and 30 January 2024, employees' share award schemes (the "2020 Share Award Scheme") and (the "2024 Share Award Scheme") were adopted by the Company, respectively. The 2020 Share Award Scheme is valid and effective for a period of 10 years commencing on 21 October 2020 and the 2024 Share Award Scheme is valid and effective for a period of 10 years commencing on 30 January 2024. Pursuant to the rules of these schemes, the Group has set up the trust for the purpose of administering the share award schemes and holding the awarded shares until they are vested. 18,192,000 shares (2024: 6,920,000 shares) have been acquired under the 2024 Share Award Scheme during the year ended 31 December 2025 for a consideration of RMB64 million (2024: RMB19 million).

The movements of the number of the Company's share awards are as follow:

		2025 2025年 Number of share awards 股份獎勵數目	2024 2024年 Number of share awards 股份獎勵數目
Outstanding at the beginning of the year	於年初尚未歸屬	500,000	18,430,000
Granted during the year	於年內授出	54,090,000	-
Vested during the year	於年內歸屬	(29,990,000)	(17,530,000)
Lapsed during the year	於年內失效	-	(400,000)
Outstanding at the end of the year	於年末尚未歸屬	24,600,000	500,000

12,300,000 awarded shares and 12,300,000 awarded shares (2024: 500,000 awarded shares will be vested in 2025) will be vested in 2026 and 2027, respectively.

34. 股份基礎給付 – 續

本公司股份獎勵

於2020年10月21日及2024年1月30日，本公司分別採納僱員股份獎勵計劃（「2020年股份獎勵計劃」及「2024年股份獎勵計劃」）。2020年股份獎勵計劃自2020年10月21日起計有效期為10年，2024年股份獎勵計劃自2024年1月30日起計有效期為10年。根據該等計劃規則，本集團已成立信託以管理股份獎勵計劃，及在獎勵股份歸屬前持有該等獎勵股份。截至2025年12月31日止年度，已根據2024年股份獎勵計劃收購18,192,000股股份（2024年：6,920,000股股份），代價為人民幣64百萬元（2024年：人民幣19百萬元）。

本公司股份獎勵數目變動如下：

12,300,000股獎勵股份及12,300,000股獎勵股份將分別於2026年及2027年歸屬（2024年：500,000股獎勵股份將於2025年歸屬）。

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35. RETIREMENT BENEFITS SCHEMES

The employees of the Company's Hong Kong subsidiaries participate in a defined contribution scheme which is registered under the Occupational Retirement Scheme Ordinance (the "ORSO Scheme") or a Mandatory Provident Fund Scheme (the "MPF Scheme") established under the Mandatory Provident Fund Scheme Ordinance in December 2000. The assets of the schemes are held separately from those of the Group, in funds under the control of trustees. Certain employees who were members of the ORSO Scheme prior to the establishment of the MPF Scheme remained with the ORSO Scheme, whereas all new employees joining the Group on or after 1 December 2000 are required to join the MPF Scheme.

Under the rule of the MPF Scheme, the employer and its employees are each required to make contributions to the scheme at 5% of the employees' relevant income capped at HK\$1,500 per month. The ORSO Scheme is funded by monthly contributions from both employees and the Group at 5% of the employees' basic salary. The pension costs charged to profit or loss represent contributions payable to these funds by the Group at rates specified in the rules of these schemes.

The employees of the Company's PRC subsidiaries are members of the state-managed retirement benefits scheme operated by the PRC government. The Company's PRC subsidiaries are required to contribute a certain percentage of their employees' payroll to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefits scheme is to make the required contributions under the scheme.

The aggregate retirement benefits scheme contributions and pension costs for the Group's employees, net of forfeited contributions, which have been dealt with in profit or loss, are as follows:

		2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Retirement benefit scheme contributions in Hong Kong	香港退休福利計劃供款	1	1
Pension costs in the PRC	中國退休金成本	527	462
Total retirement benefit scheme contributions	退休福利計劃供款總額	528	463

At both 31 December 2025 and 2024, there were no forfeited contributions can be used to offset future employers' contributions.

35. 退休福利計劃

本公司香港附屬公司之僱員參與按照職業退休計劃條例註冊之界定供款計劃（「職業退休金計劃」）或在2000年12月根據強制性公積金條例成立之強制性公積金計劃（「強積金計劃」）。計劃之資產由信託人控制之基金管理，與本集團之資產分開持有。在強積金計劃成立前為職業退休金計劃成員之若干僱員仍然參與職業退休金計劃，至於在2000年12月1日或之後加入本集團的所有新僱員必須參與強積金計劃。

根據強積金計劃之規定，僱主及其僱員各自須按僱員相關收入之5%向計劃作出供款，每月供款上限為港幣1,500元。職業退休金計劃由僱員及本集團按僱員基本薪酬之5%作每月供款。自損益中扣除之退休金成本指本集團按該等計劃規定之比率應對該等基金作出的供款。

本公司中國附屬公司之僱員為中國政府運作之國家管理退休福利計劃成員。本公司中國附屬公司須根據僱員薪金之若干百分比向退休福利計劃供款以提供員工福利。本集團有關退休福利計劃之唯一責任是根據規定向計劃供款。

扣除已沒收供款後，本集團僱員之退休福利計劃供款及退休金成本總額（已在損益中反映）如下：

於2025年及2024年12月31日，均無已沒收之供款可用作抵銷日後僱主之供款。

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36. PLEDGE OF AND RESTRICTION ON ASSETS

At 31 December 2025, the Group's borrowings were pledged and secured by the following:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Property, plant and equipment and right-of-use assets	物業、廠房及設備以及使用權資產	3,376	3,883
Investment properties	投資物業	1,240	1,291
Stock of properties	物業存貨	215	1,342
Trade and bills receivables	應收貿易款項及應收票據	7	149
		4,838	6,665

The pledged and restricted bank deposits as set out in the consolidated statement of financial position are pledged to secure bank borrowings or placed in restricted bank accounts in accordance with the applicable regulations and requirements. Details of these bank deposits are set out in note 27.

In addition to the above, the shareholdings of five subsidiaries as at 31 December 2025 (2024: nil) were also pledged to certain banks for bank facilities provided to the Group.

37. CONTINGENT LIABILITIES

The Group provided guarantees amounting to RMB287 million as at 31 December 2025 (at 31 December 2024: RMB280 million) in respect of mortgage bank loans granted to purchasers of the Group's properties. Guarantees are given to banks with respect to loans procured by the purchasers of the Group's properties. Such guarantees will be released by banks upon delivery of the properties to the purchasers and completion of the relevant mortgage properties registration.

In the opinion of the directors of the Company, the fair values of these financial guarantee contracts to the purchasers of the Group's properties are insignificant at initial recognition and the directors of the Company consider that the credit risk exposure to financial guarantees provided to customers are remote because the historical observed default ratio by purchasers is negligible and the facilities are secured by the properties and the market price of the majority of the properties is higher than the guaranteed amounts, accordingly, the expected credit loss arising from the guarantee contracts is considered to be insignificant at the end of the reporting periods as at 31 December 2025 and 31 December 2024.

36. 資產抵押及受限

於2025年12月31日，本集團之借款以下列各項作抵押及擔保：

載於綜合財務狀況表之已抵押及受限銀行存款根據適用規例及規定已予抵押以獲得銀行借款或存放於受限銀行賬戶中。該等銀行存款之詳情載於附註27。

除上文所述外，五家附屬公司於2025年12月31日的股權亦已就本集團獲提供的銀行融資抵押予若干銀行（2024年：無）。

37. 或然負債

於2025年12月31日，本集團就授予本集團物業買家的按揭銀行貸款提供擔保人民幣287百萬元（於2024年12月31日：人民幣280百萬元）。本集團就物業買家取得的貸款向銀行提供擔保。有關擔保將於物業交付買家及完成相關按揭物業登記後由銀行解除。

本公司董事認為，向本集團物業買家提供的該等財務擔保合約的公允價值於初步確認時並不重大，且本公司董事認為，向客戶提供的財務擔保的信貨風險極微，原因是過往觀察到買家違約率微不足道，且該等融資以物業作抵押，而大部分物業的市價高於擔保金額。因此，於2025年12月31日及2024年12月31日的報告期末，擔保合約產生的預期信用損失被視為並不重大。

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37. CONTINGENT LIABILITIES – continued

There are individual legal disputes which arise from time to time in the ordinary course of the business of the Group. The Group is in the course of processing these matters. The directors of the Company are of the view that these legal disputes will not have a material adverse impact on the consolidated financial statements of the Group.

38. OPERATING LEASE ARRANGEMENTS

The Group as lessor

During the year, the Group earned rental income from the lease of the Group's properties. The leased properties have committed tenants for terms ranging from one to twenty years.

Minimum lease payments receivable on leases are as follows:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Within one year	一年內	412	476
In the second year	第二年	249	320
In the third year	第三年	165	176
In the fourth year	第四年	97	111
In the fifth year	第五年	58	65
After five years	五年後	303	153
		1,284	1,301

39. CAPITAL COMMITMENTS

At the end of the reporting period, the Group had the following capital commitments:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Contracted but not provided for, in respect of acquisition of property, plant and equipment	就收購物業、廠房及設備已簽定合約但未作撥備之承諾	1,156	762

37. 或然負債 – 續

本集團於日常經營運作中不時會出現個別法務糾紛，而本集團正著手處理該等事宜。本公司董事認為，該等法務糾紛不會對本集團之綜合財務報表構成重大不利影響。

38. 經營租賃安排

本集團作為出租方

於本年度，本集團從出租自置物業賺取租金收入。出租物業之租賃期介乎一年至二十年不等。

有關租賃的應收最低租賃付款額如下：

39. 資本承諾

於報告期末，本集團之資本承諾如下：

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40. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

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

40. 自融資活動產生之負債對賬

下表詳列本集團自融資活動產生之負債變動，包括現金及非現金變動。自融資活動產生之負債為現金流量或未來現金流量之負債，並於本集團之綜合現金流量表中被分類為自融資活動產生之現金流量。

		Dividend payables 應付股息 RMB million 人民幣百萬元	Other financial liabilities (excluding derivative financial instruments) 其他金融負債 (不包括衍生金融工具) RMB million 人民幣百萬元	Lease liabilities 租賃負債 RMB million 人民幣百萬元	Bank borrowings 銀行借款 RMB million 人民幣百萬元	Total 總計 RMB million 人民幣百萬元
At 31 December 2023	於2023年12月31日	-	271	144	15,315	15,730
Non-cash transactions and movements:	非現金交易及變動：					
Dividend recognised as distribution	確認為分派之股息	431	-	-	-	431
Finance costs (note 9)	融資成本 (附註9)	-	3	7	470	480
New leases entered and termination of lease	訂立新租賃及終止租賃	-	-	(7)	-	(7)
New bank borrowings raised for settlement of trade payables directly via banks	新增銀行借款以透過銀行直接結算應付貿易款項	-	-	-	244	244
Exchange realignment	匯兌重新調整	-	-	-	5	5
Settlements upon maturities by issuers directly to banks for trade and bills receivables previously discounted by the Group	發行人就本集團先前貼現的應收貿易款項及應收票據直接向銀行進行到期結算	-	-	-	(971)	(971)
Financing cash flows:	融資現金流量：					
Dividend paid	已付股息	(431)	-	-	-	(431)
Interest paid	已付利息	-	(1)	-	(472)	(473)
Repayments of lease liabilities	償還租賃負債	-	-	(45)	-	(45)
New bank borrowings raised	新增銀行借款	-	-	-	15,998	15,998
Repayments of bank borrowings	償還銀行借款	-	-	-	(14,284)	(14,284)
Increase in other financial liabilities (excluding derivative financial instruments)	其他金融負債增加 (不包括衍生金融工具)	-	76	-	-	76
At 31 December 2024	於2024年12月31日	-	349	99	16,305	16,753

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40. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES – continued

40. 自融資活動產生之負債對賬 – 續

		Dividend payables	Other financial liabilities (excluding derivative financial instruments)	Lease liabilities	Bank borrowings	Total
		應付股息	其他金融負債 (不包括衍生金融工具)	租賃負債	銀行借款	總計
		RMB million	RMB million	RMB million	RMB million	RMB million
		人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元	人民幣百萬元
At 31 December 2024	於2024年12月31日	-	349	99	16,305	16,753
Non-cash transactions and movements:	非現金交易及變動：					
Dividend recognised as distribution	確認為分派之股息	291	-	-	-	291
Finance costs (note 9)	融資成本 (附註9)	-	6	8	443	457
New leases entered and termination of lease	訂立新租賃及終止租賃	-	-	159	-	159
New bank borrowings and other financial liabilities raised for settlement of trade payables directly via banks	新增銀行借款及其他金融負債以透過銀行直接結算應付貿易款項	-	894	-	111	1,005
Exchange realignment	匯兌重新調整	-	-	5	11	16
Settlements upon maturities by issuers directly to banks for trade and bills receivables previously discounted by the Group	發行人就本集團先前貼現的應收貿易款項及應收票據直接向銀行進行到期結算	-	-	-	(130)	(130)
Financing cash flows:	融資現金流量：					
Dividend paid	已付股息	(283)	-	-	-	(283)
Interest paid	已付利息	-	-	-	(416)	(416)
Repayments of lease liabilities	償還租賃負債	-	-	(42)	-	(42)
New bank borrowings raised	新增銀行借款	-	-	-	13,799	13,799
Repayments of bank borrowings	償還銀行借款	-	-	-	(12,092)	(12,092)
Increase in other financial liabilities (excluding derivative financial instruments)	其他金融負債增加 (不包括衍生金融工具)	-	503	-	-	503
At 31 December 2025	於2025年12月31日	8	1,752	229	18,031	20,020

41. NON-CASH TRANSACTIONS

During the year ended 31 December 2025, the Group entered into new lease agreements for the use of leased properties for 1 year to 25 years (2024: 2 years to 5 years). On the lease commencement, the Group recognised RMB225 million right-of-use assets and RMB225 million lease liabilities (2024: RMB74 million right-of-use assets and RMB74 million lease liabilities).

41. 非現金交易

截至2025年12月31日止年度，本集團就使用租賃物業1年至25年（2024年：2年至5年）訂立新租賃協議。於租賃開始時，本集團已確認人民幣225百萬元之使用權資產及人民幣225百萬元之租賃負債（2024年：人民幣74百萬元之使用權資產及人民幣74百萬元之租賃負債）。

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42. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group consists of net debt which includes lease liabilities, other financial liabilities and bank borrowings disclosed in notes 29, 30 and 31, respectively, net of cash and cash equivalents, and equity attributable to owners of the Company, comprising issued share capital and reserves.

The directors of the Company review the capital structure periodically. As part of this review, the directors of the Company consider the cost of capital and the risks associated with each class of capital. The Group will also balance its overall capital structure through the payment of dividends, new share issues and share buy-backs as well as the issue of new debt or the redemption of existing debt, if necessary.

43. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

42. 資金風險管理

本集團管理其資金以確保本集團內各實體將能夠以持續經營方式營運，同時亦透過達致債務與股權之間最佳平衡而為股東爭取最大回報。本集團之總體策略由往年至今維持不變。

本集團的資本架構由淨債務，包括分別於附註29、30及31披露之租賃負債、其他金融負債及銀行借款，淨現金及現金等值以及本公司股權持有人應佔權益（包括已發行股本及儲備）等組成。

本公司董事定期檢討其資本架構。作為此檢討之一部分，本公司董事考慮資金成本及各級別資金相關的風險。本集團透過派付股息、發行新股及回購股票，同時亦會發行新債務或贖回現有債務（如需要）以平衡其整體資本架構。

43. 金融工具

(a) 金融工具的類別

		2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元
Financial assets	金融資產		
Financial assets at amortised cost	按攤銷成本計量的金融資產	26,163	26,528
Trade receivables at FVTOCI	按公允價值計入其他全面收入之應收貿易款項	613	710
Financial assets at FVTPL	按公允價值計入損益之金融資產	4,643	3,253
Equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具	332	368
Financial liabilities	金融負債		
Amortised cost	已攤銷成本	45,798	39,703
Derivative financial instruments	衍生金融工具	1	4

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies

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

(i) Market risk

The Group's activities expose it primarily to the financial risks of changes in foreign exchange rate, interest rate and other price.

Currency risk

Majority of the subsidiaries of the Company operate in Mainland China and most of their transactions are denominated in US\$, HK\$, EUR and RMB. The Group is exposed to foreign exchange risk primarily through sales and purchases, capital expenditure and expenses transactions that are denominated in currencies other than the functional currency of the subsidiaries. The Group considers its foreign currency exposure is mainly arising from the exposure of RMB against US\$, RMB against HK\$, EUR against RMB and HK\$ against RMB. The Group manages its exposures to foreign currency transactions by monitoring the level of foreign currency receipts and payments. The Group ensures that the net exposure to foreign exchange risk is kept to an acceptable level from time to time.

The Group also regularly monitors its portfolio of customers and the currencies in which the transactions are denominated so as to minimise the Group's exposure to foreign exchange risk.

43. 金融工具 – 續

(b) 金融風險管理目標及政策

本集團主要金融工具包括按公允價值計入損益之金融資產、按公允價值計入其他全面收入之股權工具、應收貸款、應收貿易款項及應收票據、按公允價值計入其他全面收入之應收貿易款項、其他應收款項、已抵押及受限銀行存款、銀行結餘及現金、應付貿易款項及應付票據、其他應付款項、租賃負債、衍生金融工具、銀行借款及其他金融負債。該等金融工具詳情載於相關附註。該等金融工具相關風險包括市場風險（貨幣風險、利率風險及其他價格風險）、信貸風險以及流動性風險。如何減低該等風險之政策載於下文。管理層管理及監察該等風險以確保及時及有效地推行適當措施。

(i) 市場風險

本集團之業務主要的金融風險在於外幣匯率、利率及其他價格的變動。

貨幣風險

本公司的大部分附屬公司在中國大陸經營，大部分交易以美元、港幣、歐元及人民幣計值。本集團主要面臨透過以附屬公司功能貨幣以外的貨幣進行的買賣、資本支出及開支交易產生的外匯風險。本集團認為其外幣風險主要來自人民幣兌美元、人民幣兌港幣、歐元兌人民幣及港幣兌人民幣的風險。本集團透過監察外幣收支情況，管理其外幣交易的風險。本集團確保外匯風險的淨風險不時保持在可接受的水平。

本集團亦定期監察其客戶組合及交易計值貨幣，以盡量減低本集團面臨的外匯風險。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(i) Market risk – continued

Currency risk – continued

In addition, the Group enters into foreign currency forward contracts and cross currency swap contracts to eliminate the currency risk exposure. The management of the Group monitors foreign exchange exposure and will consider hedging significant foreign exchange exposure should the need arises.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(i) 市場風險 – 續

貨幣風險 – 續

此外，本集團訂立外幣遠期合約及交叉貨幣掉期合約以消除貨幣風險。本集團管理層監察外匯風險，並將於需要時考慮對沖重大外匯風險。

本集團於報告期末以外幣列值之貨幣資產及貨幣負債之賬面值如下：

		Assets 資產		Liabilities 負債	
		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元	2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
US\$	美元	3,696	2,967	2,902	1,945
HK\$	港幣	20	120	28	3
EUR	歐元	138	49	287	95
RMB	人民幣	154	876	3	8
AUD	澳元	1	-	0	-
CAD	加元	45	2	1	1
VND	越南盾	9	4	8	2
IDR	印尼盾	89	50	94	106

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(i) Market risk – continued

Currency risk – continued

Currency risk sensitivity analysis

The directors of the Company considered that the Group's exposure of currency risks on HK\$ against RMB, US\$ against HK\$, IDR against US\$ and EUR against HK\$ are limited as amounts involved are immaterial. Accordingly, no sensitivity to fluctuation in HK\$ against RMB, US\$ against HK\$, IDR against US\$ or EUR against HK\$ is presented.

The Group exposes to fluctuations in US\$ and EUR against RMB. The following table only details the Group's sensitivity to a 5% (2024: 5%) increase and decrease in US\$ and EUR against RMB. 5% (2024: 5%) is the sensitivity rate used when it represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 5% (2024: 5%) change in foreign currency rates. The foreign currency denominated monetary assets and monetary liabilities mainly include trade and bills receivables, other receivables, bank balances and cash, trade payables, other payables, as well as bank borrowings. A positive number below indicates an increase in profit for the year where US\$ and EUR weakens by 5% (2024: 5%) against RMB. For a 5% (2024: 5%) strengthening of US\$ and EUR against RMB, there would be equal and opposite impact on the profit for the year.

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Profit for the year	本年度溢利		
US\$ against RMB	美元兌人民幣	(30)	(38)
EUR against RMB	歐元兌人民幣	6	2

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(i) 市場風險 – 續

貨幣風險 – 續

外幣風險敏感度分析

本公司董事認為本集團面臨的港幣兌人民幣、美元兌港幣、印尼盾兌美元及歐元兌港幣的貨幣風險有限，因所涉及的數額不大。因此，並無就港幣兌人民幣、美元兌港幣、印尼盾兌美元或歐元兌港幣的匯兌波動作敏感度分析。

本集團承受美元及歐元兌人民幣匯率波動的風險。下表僅詳述美元及歐元兌人民幣匯率上下波動5%（2024年：5%）之敏感度。敏感度訂為5%（2024年：5%）乃管理層對匯率可能合理變動之評估。敏感度分析僅包括以外幣計算且尚未結算之貨幣項目，並於年末調整其換算以反映匯率之5%（2024年：5%）變動。以外幣列值之貨幣資產及貨幣負債主要包括應收貿易款項及應收票據、其他應收款項、銀行結餘及現金、應付貿易款項、其他應付款項及銀行借款。下表的正數顯示，當美元及歐元兌人民幣下跌5%（2024年：5%），本年度之溢利增加。當美元及歐元兌人民幣上升5%（2024年：5%），則會對本年度之溢利產生相等但相反之影響。

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(i) Market risk – continued

Currency risk – continued

Currency risk sensitivity analysis – continued

In management's opinion, the sensitivity analysis is unrepresentative of the foreign exchange risk inherent in the financial assets and liabilities, as the exposure at the end of the reporting period does not represent the exposure during the year.

Interest rate risk

The Group is exposed to cash flow interest rate risk as certain of its pledged and restricted bank deposits, bank balances, other financial liabilities and bank borrowings are subject to floating interest rates (see note 30 for details of other financial liabilities and note 31 for details of the bank borrowings).

The Group is exposed to fair value interest rate risk in relation to certain of its pledged and restricted bank deposits, loan receivables, other financial liabilities, lease liabilities and bank borrowings which are interest bearing at fixed rates.

The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook and by entering into interest rate swap contracts to minimise the interest rate risk exposures. The management will review the proportion of borrowings in fixed and floating rates and ensure they are within reasonable range.

The management considers that the exposure to cash flow interest rate risk in relation to pledged and restricted bank deposits, and bank balances is minimal, accordingly, no sensitivity analysis is presented for both years.

The Group's cash flow interest rate risk is mainly related to the fluctuation of EURIBOR and LPR (2024: EURIBOR and LPR) against the Group's other financial liabilities and bank borrowings.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(i) 市場風險 – 續

貨幣風險 – 續

外幣風險敏感度分析 – 續

管理層認為，由於報告期末風險並不能反映本年度之風險，故敏感度分析並不代表金融資產及負債固有之外匯風險。

利率風險

由於部分已抵押及受限銀行存款、銀行結餘、其他金融負債及銀行借款受到浮動利率風險影響（其他金融負債詳情見附註30，銀行借款詳情見附註31），本集團承擔現金流利率風險。

本集團承擔其若干已抵押及受限銀行存款、應收貸款、其他金融負債、租賃負債及按固定利率計息之銀行借款之公允價值利率風險。

本集團透過根據利率水平及走勢評估任何利率變動所產生的潛在影響來管理其利率風險以及訂立利率掉期合約盡量降低利率風險。管理層將檢討以固定及浮動利率計息的借款之比例，並確保有關比例介乎合理範圍內。

管理層認為對於已抵押及受限銀行存款及銀行結餘之現金流利率之風險為低，故不需要呈報兩個年度的敏感度分析。

本集團其他金融負債及銀行借款之現金流利率風險主要與歐洲銀行同業拆借利率及貸款基礎利率（2024年：歐洲銀行同業拆借利率及貸款基礎利率）波動有關。

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(i) Market risk – continued

Interest rate risk – continued

Interest rate risk sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to floating interest rates for other financial liabilities and bank borrowings at the end of the reporting period and assumed the amounts outstanding at the end of the reporting period were outstanding for the whole year and held constant throughout the financial year. If interest rates on floating-rate other financial liabilities and bank borrowings had been 50 basis points higher/lower and all other variables were held constant, the post-tax profit for the year would decrease/increase by RMB37 million (2024: RMB27 million).

Other price risk

(i) Price risk on listed and unlisted equity securities and unlisted investment funds

The Group is exposed to other price risk through its investments in listed and unlisted equity securities and unlisted investment funds (as disclosed in note 22). In addition, the Group has appointed the management to monitor the price risk and will consider hedging the risk exposure should the need arise.

Price risk sensitivity analysis

The sensitivity analyses below have been determined based on the exposure to equity price risks at the end of the reporting period.

If the prices of the respective equity instruments had been 5% (2024: 5%) higher/lower:

- post-tax profit for the year ended 31 December 2025 would increase/decrease by RMB130 million (2024: RMB103 million) as a result of the changes in fair value of financial assets at FVTPL; and
- FVTOCI reserve would increase/decrease by RMB12 million (2024: RMB14 million) as a result of the changes in fair value of equity instruments at FVTOCI.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(i) 市場風險 – 續

利率風險 – 續

利率風險敏感度分析

以下敏感度分析乃根據於報告期末其他金融負債及銀行借款之浮動利率風險而釐定，並假設於報告期末的未償還金額於整個年度仍然未償還且於整個財政年度維持不變。若浮息其他金融負債及銀行借款之利率增加／減少50個基點，在其他所有變量不變的前提下，本年度之稅後溢利會減少／增加人民幣37百萬元（2024年：人民幣27百萬元）。

其他價格風險

(i) 上市及非上市股權證券和非上市投資基金的價格風險

本集團持有之上市及非上市股權證券投資和非上市投資基金（如附註22披露）面臨其他價格風險。另外，本集團委派管理層成員監察其價格風險及必要時考慮對沖其風險。

價格風險敏感度分析

以下敏感度分析基於報告期末其承受股權價格風險之程度。

如果相關股權工具之價格增加／減少5%（2024年：5%）：

- 基於按公允價值計入損益之金融資產之公允價值變動，截至2025年12月31日止年度稅後溢利將會增加／減少人民幣130百萬元（2024年：人民幣103百萬元）；及
- 基於按公允價值計入其他全面收入之股權工具之公允價值變動，按公允價值計入其他全面收入之儲備將會增加／減少人民幣12百萬元（2024年：人民幣14百萬元）。

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment

Credit risk management

As at 31 December 2025, the maximum exposure to credit risk by the Group which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position and taking into consideration of the collaterals, if any, from the counterparties.

In order to minimise the credit risk of trade receivables, the management of the Group has certain procedures for determination of credit limits and credit approvals. Before accepting any new customer, the sales department of the Group performs assessments on the potential customer's credit quality and defines credit limits by customer. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

In order to minimise the credit risk on bills received from customers, the Group will only accept settlement by acceptance bills issued by certain banks with high credit ratings for certain larger customers of the Group, up to pre-determined credit limits set out by the Group. Acceptance bills issued by certain banks in the PRC with lower credit ratings are generally not accepted by the Group. The Group will also monitor and update the credit limits of individual customers by taking into consideration of their credit ratings from time to time. In this regard, the directors of the Company consider that the Group's credit risk associated with its bills receivables is limited.

The credit risk on other receivables is limited because the directors of the Company closely monitor the settlement therefrom and expect that the general economic conditions will not be significantly changed within 12 months after the reporting date.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估

信貸風險管理

於2025年12月31日，本集團因對手方未能履行某項責任而面臨的最高信貸風險（將導致本集團承受財務損失）產生自綜合財務狀況表所呈列的各項已確認金融資產的賬面值並已計及對手方的抵押品（如有）。

為降低應收貿易款項的信貸風險，本集團管理層設有若干程序以釐定信用額度及批准信用。在接受任何新客戶前，本集團的銷售部門會對該潛在客戶之信用質量進行評估，並按每一客戶訂立信用額度。亦有其他監察程序確保採取跟進行動以收回逾期債務。就此而言，本公司董事認為本集團之信貸風險已大幅降低。

為減少從客戶收取票據的信貸風險，就本集團若干較大型客戶而言，本集團只接受若干高信貸評級的持牌銀行發行的票據，以本集團預先設定的信貸限額為限。中國的若干信貸較低之銀行發出的承兌票據將不獲本集團接納。經考慮該等客戶的信貸評級，本集團將不時監察及更新信貸限額。就此而言，本公司董事認為本集團與其應收票據相關的信貸風險屬有限。

其他應收款項之信貸風險有限，因為本公司董事已監察結算，並預期一般經濟狀況於報告日期後十二個月內不會出現重大變動。

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43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Credit risk management – continued

For loan receivables, the management estimates the estimated loss rates of loan receivables based on historical credit loss experience of the debtors as well as the fair value of the collateral pledged by the customers to the loan receivables. Based on assessment by the management, the credit risk for loan receivables is minimised taking into consideration of the estimated values of the collaterals held by the Group and the credit quality of the borrowers.

The pledged and restricted bank deposits and bank balances are placed in a number of counterparties, most of which are licensed banks with high credit ratings. As such, the credit risk on liquid funds is limited.

The Group's concentration of credit risk by geographical locations is mainly in the mainland China, which accounted for 78% (2024: 78%) and 100% (2024: 100%) of the total trade and bills receivables and loan receivables respectively at the end of the reporting period. The Group has concentration of credit risk as 23% (2024: 18%) of its loan receivables were due from a related party which is an associate of a substantial shareholder of the Company. In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals.

The Group has no other significant concentration of credit risk with exposure spread over a number of counterparties, customers and industries.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

信貸風險管理 – 續

就應收貸款而言，管理層根據債務人過往信用虧損經歷以及客戶就應收貸款抵押的抵押品之公允價值估計應收貸款的估計虧損率。根據管理層的評估，考慮到本集團持有的抵押品的估計價值及借款人的信貸質素，應收貸款的信貸風險較小。

已抵押及受限銀行存款及銀行結餘已存於多個交易對手，大部分是高信貸評級的持牌銀行。因此，流動資金之信貸風險有限。

於報告期末，本集團按地理位置劃分之信貸風險主要集中於中國大陸，分別佔應收貿易款項及應收票據及應收貸款總額的78%（2024年：78%）及100%（2024年：100%）。本集團面臨信貸集中風險，原因是應收貸款的23%（2024年：18%）乃應收一名關聯方（本公司一名主要股東的聯繫人士）。為盡量降低信貸風險，本集團管理層已委派團隊負責釐定信貸限額及信貸審批。

本集團並無其他重大集中的信貸風險，該風險暴露於若干交易對手、客戶及行業。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Impairment assessment under HKFRS 9

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating 內部信貸評級	Description 描述	Trade receivables 應收貿易款項	Other financial assets 其他金融資產
P 1	The counterparty has no history of default or has a low risk of default and is considered to have the strongest financial strength. Typical counterparties include state owned enterprises, listed companies, subsidiaries of listed companies and large private companies with over 3 years business relationship 對手方無違約史或違約風險較低及被認為擁有強勁的財務實力。典型的對手方包括擁有三年以上業務關係的國有企業、上市公司、上市公司附屬公司及大型私營公司	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	12m ECL (Note) 十二個月預期信用損失 (附註)
P 2	The counterparty has no history of default or has a low risk of default and is financially strong. Typical counterparties include large private companies with less than 3 years business relationship and small private companies with over 3 years business relationship 對手方無違約史或違約風險較低及財力強勁。典型的對手方包括擁有三年以內業務關係的大型私營公司及擁有三年以上業務關係的小型私營公司	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	12m ECL (Note) 十二個月預期信用損失 (附註)
P 3	The counterparty has no history of default or has a low risk of default but is not included in categories P1 or P2 above. Typical counterparties include small private companies with less than 3 years business relationship 對手方無違約史或違約風險較低但不屬於上文P1或P2類別。典型的對手方包括擁有三年以內業務關係的小型私營公司	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	12m ECL (Note) 十二個月預期信用損失 (附註)

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估

本集團之內部信貸風險分級評估由以下類別組成：

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued Impairment assessment under HKFRS 9 – continued

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續 香港財務報告準則第9號項下之減值評估 – 續

Internal credit rating 內部信貸評級	Description 描述	Trade receivables 應收貿易款項	Other financial assets 其他金融資產
P 4	There is evidence indicating the asset is credit-impaired but the Group has realistic prospect of recovery 有證據表明資產已發生信貸減值，但本集團預期有機率收回款項	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值
P 5	There is evidence indicating the asset is credit-impaired for more than 12 months and the Group has less prospect of recovery 有證據表明資產已發生信貸減值超過十二個月，且本集團預期收回款項機率較小	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值
P 6	There is evidence indicating that the debtor is in severe financial difficulty 有證據表明債務人面對嚴重財務困難	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值
Write-off 撇銷	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery 有證據表明債務人面對嚴重財務困難，且本集團預期收回款項的機率不大	Amount is written off 已撇銷有關金額	Amount is written off 已撇銷有關金額

Note: In cases where evidences show significant increase in credit risk since initial recognition through information developed internally or external sources, these other financial assets would be assessed on the basis of lifetime ECL (not credit impaired).

附註：倘有證據透過內部或外部來源獲得的資料顯示信貸風險自初始確認出現大幅增加，該等其他金融資產將按全期預期信用損失（未發生信貸減值）之基準評估。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Impairment assessment under HKFRS 9 – continued

The tables below detail the credit risk exposures of the Group's financial assets at amortised cost and FVTOCI which are subject to ECL assessment:

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估 – 續

以下表格詳列本集團須進行預期信用損失評估之按攤銷成本計量及按公允價值計入其他全面收入的金融資產之信貸風險：

	Note 附註	Internal credit rating 內部信貸評級	12m or lifetime ECL 十二個月或全期預期信用損失	2025 2025 年		2024 2024 年	
				Gross carrying amount 總賬面值		Gross carrying amount 總賬面值	
				RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元
Trade and bills receivables 應收貿易款項及應收票據	23	P1	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	6,965		8,825	
		P2	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	890		1,787	
		P3	Lifetime ECL – not credit-impaired 全期預期信用損失 – 未發生信貸減值	2,977		2,023	
		P4	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	778		588	
		P5	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	240		204	
		P6	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	484	12,334	609	14,036
Loan receivables 應收貸款	23	P1	12m ECL 十二個月預期信用損失	360		333	
		P2	12m ECL 十二個月預期信用損失	25		24	
		P3	12m ECL 十二個月預期信用損失	568		484	
		P4	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	42		28	
		P5	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	86		100	
		P6	Lifetime ECL – credit-impaired 全期預期信用損失 – 已發生信貸減值	64	1,145	62	1,031

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued Impairment assessment under HKFRS 9 – continued

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續 香港財務報告準則第9號項下之減值評估 – 續

	Note 附註	Internal credit rating 內部信貸評級	12m or lifetime ECL 十二個月或全期預期信用損失	2025 2025 年 Gross carrying amount 總賬面值		2024 2024 年 Gross carrying amount 總賬面值	
				RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元
Other receivables 其他應收款項	23	P1	12m ECL 十二個月預期信用損失	729		686	
		P2	12m ECL 十二個月預期信用損失	62		29	
		P3	12m ECL 十二個月預期信用損失	850		459	
		P4	Lifetime ECL – credit-impaired 全期預期信用損失—已發生信貸減值	4		4	
		P5	Lifetime ECL – credit-impaired 全期預期信用損失—已發生信貸減值	27		20	
		P6	Lifetime ECL – credit-impaired 全期預期信用損失—已發生信貸減值	89	1,761	87	1,285
Pledged and restricted bank deposits 已抵押及受限銀行存款	27	(Note) (附註)	12m ECL 十二個月預期信用損失	2,976	2,976	3,437	3,437
Bank balances and cash 銀行結餘及現金	27	(Note) (附註)	12m ECL 十二個月預期信用損失	9,294	9,294	8,348	8,348

Note: The counterparties are licensed banks with high credit ratings and the risk of default on liquid funds is limited.

附註：對手方是高信貸評級的持牌銀行，且流動資金的違約風險有限。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Impairment assessment under HKFRS 9 – continued

As part of the credit risk management, the Group applies internal credit rating to its customers and other counterparties. The following table provides information about the exposure to credit risk which is assessed based on provision matrix as at the end of the reporting period. Credit-impaired trade and bills receivables, loan receivables, other receivables with gross carrying amounts of RMB1,502 million, RMB192 million and RMB120 million, respectively as at 31 December 2025 (2024: RMB1,401 million, RMB190 million and RMB111 million, respectively) were assessed individually.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估 – 續

本集團向其客戶及其他交易方應用內部信貸評級作為其信貸風險管理的一部分。下表提供有關信貸風險之資料（於報告期末按撥備矩陣評估）。於2025年12月31日總賬面值分別為人民幣1,502百萬元、人民幣192百萬元及人民幣120百萬元（2024年：分別為人民幣1,401百萬元、人民幣190百萬元及人民幣111百萬元）的已發生信貸減值的應收貿易款項及應收票據、應收貸款及其他應收款項已予單獨評估。

Internal credit rating 內部信貸評級			Average loss rate 平均損失率	Gross carrying amount 總賬面值		
				Trade and bills receivables 應收貿易款項 及應收票據 RMB million 人民幣百萬元	Loan receivables 應收貸款 RMB million 人民幣百萬元	Other receivables 其他應收款項 RMB million 人民幣百萬元
As at 31 December 2025	於 2025 年 12 月 31 日					
P1	P1	0.03%		6,965	360	729
P2	P2	0.09%		890	25	62
P3	P3	0.88%		2,977	568	850
				10,832	953	1,641
As at 31 December 2024	於 2024 年 12 月 31 日					
P1	P1	0.09%		8,825	333	686
P2	P2	2.43%		1,787	24	29
P3	P3	4.05%		2,023	484	459
				12,635	841	1,174

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Impairment assessment under HKFRS 9 – continued

The estimated loss rates are estimated based on average of market corporate default rates and are adjusted for forward-looking information that is available without undue cost or effort. The grouping is regularly reviewed by management to ensure relevant information about specific debtors is updated.

During the year ended 31 December 2025, impairment allowance of RMB107 million (2024: RMB25 million) for trade receivables at amortised cost and no impairment allowance for bills receivables (2024: no impairment allowance for bills receivables) has been made.

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

		Lifetime ECL (not credit-impaired) 全期預期 信用損失 (未發生信貸 減值) RMB million 人民幣百萬元	Lifetime ECL (credit-impaired) 全期預期 信用損失 (已發生信貸 減值) RMB million 人民幣百萬元	Total 總額 RMB million 人民幣百萬元
As at 1 January 2024	於2024年1月1日	30	723	753
Transfer	轉撥	(2)	2	-
Impairment loss recognised, net (Note (a))	已確認之減值虧損 淨額(附註(a))	4	21	25
Written-off (Note (b))	撇銷(附註(b))	(1)	(75)	(76)
As at 31 December 2024	於2024年12月31日	31	671	702
Transfer	轉撥	(3)	3	-
Impairment loss recognised, net (Note (a))	已確認之減值虧損 淨額(附註(a))	4	103	107
Written-off (Note (b))	撇銷(附註(b))	(2)	(296)	(298)
As at 31 December 2025	於2025年12月31日	30	481	511

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估 – 續

估計損失率乃基於市場企業違約率的平均水平估計，並按毋需花費過多成本或精力可取得的前瞻性資料調整。管理層會定期審閱該分項，以確保更新關於特定債務人的相關資料。

截至2025年12月31日止年度，本集團就按攤銷成本計量的應收貿易款項作出減值撥備人民幣107百萬元（2024年：人民幣25百萬元）及概無就應收票據作出減值撥備（2024年：並無就應收票據作出減值撥備）。

下表顯示已根據簡化方法就應收貿易款項及應收票據確認之全期預期信用損失變動。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued

Impairment assessment under HKFRS 9 – continued

Notes:

- (a) The Group reversed certain impairment loss due to settlement in full of the relevant trade receivables during the years ended 31 December 2025 and 2024.
- (b) The Group writes off a trade receivable when there is information indicating that the borrower is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the borrower has been placed under liquidation or has entered into bankruptcy proceedings.

The following table shows the movement in lifetime ECL and 12m ECL that has been recognised for loan receivables.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估 – 續

附註：

- (a) 於截至2025年及2024年12月31日止年度，本集團因悉數結算而撥回應收貿易款項之若干減值虧損。
- (b) 倘有資料表明借款人面對嚴重財務困難且收回款項的機率不大（例如借款人遭清盤或啟動破產程序），則本集團會撇除該應收貿易款項。

下表顯示已就應收貸款確認之全期預期信用損失及十二個月預期信用損失變動。

		12m ECL 十二個月預期 信用損失 RMB million 人民幣百萬元	Lifetime ECL (credit- impaired) 全期預期 信用損失 (已發生信貸 減值) RMB million 人民幣百萬元	Total 總額 RMB million 人民幣百萬元
As at 1 January 2024	於2024年1月1日	-	60	60
Impairment loss recognised, net	已確認之減值虧損 淨額	-	38	38
As at 31 December 2024	於2024年12月31日	-	98	98
Impairment loss recognised, net	已確認之減值虧損 淨額	-	17	17
As at 31 December 2025	於2025年12月31日	-	115	115

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Credit risk and impairment assessment – continued Impairment assessment under HKFRS 9 – continued

The Group writes off a loan receivable when there is information indicating that the borrower is in severe financial difficulty and there is no realistic prospect of recovery such as when the borrower has been placed under liquidation or has entered into bankruptcy proceedings. The Group has taken legal action against the borrowers to recover the amount due.

In addition, the Group recognised impairment for credit losses for its credit-impaired other receivables amounted to RMB30 million (2024: RMB16 million) and reversed impairment for not credit-impaired other receivables amounted to RMB18 million (2024: reversed RMB5 million) for the year ended 31 December 2025 under lifetime ECL and 12m ECL respectively. The Group wrote off amounted to RMB2 million (2024: RMB6 million) impairment for credit losses for its credit-impaired other receivables for the year ended 31 December 2025 under lifetime ECL.

(iii) Liquidity risk

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilisation of borrowings and ensures compliance with loan covenants. The management of the Group considers that as at 31 December 2025, the Group has sufficient undrawn borrowing facilities available for drawdown from the relevant financial institutions should needs arise in the next twelve months.

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from prevailing market interest rate at the end of the reporting period.

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 信貸風險及減值評估 – 續

香港財務報告準則第9號項下之減值評估 – 續

倘有資料表明借款人面對嚴重財務困難且收回款項的機率不大（例如借款人遭清盤或啟動破產程序），則本集團撤銷該應收貸款。本集團已對借款人採取法律行動以收回到期款項。

此外，截至2025年12月31日止年度，本集團於全期預期信用損失及十二個月預期信用損失下就已發生信貸減值的其他應收款項及未發生信貸減值的其他應收款項的減值撥回分別確認信用損失減值人民幣30百萬元（2024年：人民幣16百萬元）及人民幣18百萬元（2024年：已撥回人民幣5百萬元）。截至2025年12月31日止年度，本集團於全期預期信用損失下就已發生信貸減值的其他應收款項撤銷信用損失減值人民幣2百萬元（2024年：人民幣6百萬元）。

(iii) 流動風險

就管理流動資金風險而言，本集團監察及維持管理層視為足以為本集團營運提供資金，以及減輕現金流動波動影響之現金及現金等值水平。管理層監察借款之使用情況，並確保符合貸款契諾。本集團管理層認為，於2025年12月31日，本集團有足夠的未提取借貸融資，可於未來十二個月在有需要時從相關金融機構提取。

下表詳述本集團非衍生金融負債餘下合約之到期情況。下表乃根據本集團按最早日期須支付的金融負債之未貼現現金流量而編製。下表包括利息及本金現金流。倘利息流為浮動利率，則未貼現金額將根據報告期末之現行市場利率計算。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Liquidity risk – continued

In addition, the following table details the Group's liquidity analysis for its derivative financial instruments. The tables have been drawn up based on the undiscounted contractual net cash outflows (inflows) on derivative financial instruments that settle on a net basis. The liquidity analysis for the Group's derivative financial instruments are prepared based on the contractual maturities as the management considers that the contractual maturities are essential for an understanding of the timing of the cash flows of derivatives.

Liquidity and interest risk tables

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 流動風險 – 續

此外，下表詳列本集團衍生金融工具的流動資金分析。下表乃根據衍生金融工具淨額且按未貼現合約現金淨流出(流入)額編製。本集團衍生金融工具之流動資金分析乃根據合約到期日編製，因管理層認為合約到期日對理解衍生工具現金流的時間性十分重要。

流動及利率風險表

		Weighted average effective interest rate	Repayable on demand or less than 1 month 按要求 償還或 少於一個月 RMB million 人民幣百萬元	1 to 3 months 一至三個月 RMB million 人民幣百萬元	Over 3 months but not more than 1 year 超過三個月 但少於一年 RMB million 人民幣百萬元	1 to 5 years 一至五年 RMB million 人民幣百萬元	Over 5 years 超過五年 RMB million 人民幣百萬元	Total undiscounted cash flows 未貼現 現金流量 總額 RMB million 人民幣百萬元	Carrying amount at 31 December 2025 於2025年 12月31日 之賬面值 RMB million 人民幣百萬元
31 December 2025	2025年12月31日								
Non-derivative financial liabilities	非衍生金融負債								
Trade and bills payables	應付貿易款項及 應付票據	-	10,049	3,964	5,388	19	1	19,421	19,421
Other payables	其他應付款項	-	2,619	863	1,886	94	1,132	6,594	6,594
Other financial liabilities	其他金融負債								
– variable rate	– 浮息	3.05%	-	6	82	138	215	441	368
Other financial liabilities	其他金融負債								
– fixed rate	– 定息	3.79%	386	426	408	73	156	1,449	1,384
Bank borrowings – fixed rate	銀行借款 – 定息	2.04%	1,211	2,204	5,378	391	-	9,184	9,115
Bank borrowings – variable rate	銀行借款 – 浮息	2.70%	892	674	2,593	4,307	933	9,399	8,916
Lease liabilities	租賃負債	5.70%	12	9	38	88	145	292	229
			15,169	8,146	15,773	5,110	2,582	46,780	46,027

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(b) Financial risk management objectives and policies – continued

(iii) Liquidity risk – continued

43. 金融工具 – 續

(b) 金融風險管理目標及政策 – 續

(iii) 流動風險 – 續

	Weighted average effective interest rate	Repayable on demand or less than 1 month 按要求 償還或 少於一個月	1 to 3 months 一至三個月	Over 3 months but not more than 1 year 超過三個月 但少於一年	1 to 5 years 一至五年	Over 5 years 超過五年	Total undiscounted cash flows 未貼現 現金流量 總額	Carrying amount at 31 December 2024 於2024年 12月31日 之賬面值
	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元	RMB million 人民幣百萬元
31 December 2024								
Non-derivative financial liabilities								
Trade and bills payables								
應付貿易款項及 應付票據	-	8,684	4,274	4,373	24	-	17,355	17,355
Other payables								
其他應付款項	-	2,531	734	1,676	61	692	5,694	5,694
Other financial liabilities	4.46%	-	4	75	46	33	158	139
Other financial liabilities	8%	210	-	-	-	-	210	210
Bank borrowings – fixed rate	2.65%	617	1,035	5,977	1,553	-	9,182	9,057
Bank borrowings – variable rate	4.19%	305	233	1,518	4,350	1,512	7,918	7,248
Lease liabilities	6.46%	10	9	26	46	20	111	99
		12,357	6,289	13,645	6,080	2,257	40,628	39,802

The amounts included above for variable interest rate instruments for non-derivative financial liabilities are subject to change if changes in variable interest rates differ to those estimates of interest rates determined at the end of the reporting period.

倘浮息之變動與報告期末釐定的利率估計不同，上文非衍生金融負債的浮息工具款項將予以更改。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments

In estimating the fair value of an asset or a liability, the Group uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group engages third party qualified valuers to perform the valuation. The accounting team works closely with the qualified external valuers to establish the appropriate valuation techniques and inputs to the model. The fluctuations in the fair value of the assets and liabilities are explained to the board of directors of the Company.

Fair values are categorised into different fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3 fair value measurements are those derived from valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable (significant unobservable input)

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities is disclosed below.

No changes in the business or economic circumstances that significantly affect the fair value of financial instruments are considered by the directors of the Company.

43. 金融工具 – 續

(c) 金融工具公允價值計量

在估計資產或負債的公允價值時，本集團於可行情況下盡量使用市場可觀察數據。倘無法獲得級別1輸入數據，本集團將委託第三方合資格估值師進行估值。會計團隊與合資格外聘估值師密切合作，以確立適用於該模型的估值技術及輸入數據。資產及負債的公允價值出現之波動則向本公司董事會解釋。

公允價值根據估值技術所使用的輸入數據分為不同公允價值層級如下：

- 第一級公允價值計量乃根據相同資產或負債在活躍市場中的報價（未經調整）釐定
- 第二級公允價值計量乃根據資產或負債的可觀察輸入值（不論直接（即價格）或間接（即從價格推算））釐定，而該等輸入值並非第一級所採用的報價
- 第三級公允價值計量乃根據估值技術釐定，該等技術採用對公允價值計量而言屬重大的不可觀察輸入值（重大不可觀察輸入值）

有關釐定不同資產及負債公允價值所使用的估值技術及輸入數據的資料已於下文披露。

本公司董事認為，概無出現對金融工具之公允價值產生重大影響之業務或經濟環境變化。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis

The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

The following tables present the Group's financial instruments that are measured at fair value at 31 December 2025 and 2024 by fair value hierarchy:

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

(i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值

下表提供如何釐定該等金融資產及金融負債公允價值之資料（尤其是，估值技術及所使用輸入數據）。

下表呈列按公允價值層級於2025年及2024年12月31日本集團按公允價值計量之金融工具：

		Level 1 級別1 RMB million 人民幣百萬元	Level 2 級別2 RMB million 人民幣百萬元	Level 3 級別3 RMB million 人民幣百萬元	Total 總計 RMB million 人民幣百萬元
At 31 December 2025	於2025年12月31日				
Financial assets	金融資產				
Financial assets at FVTPL	按公允價值計入損益之金融資產	635	3	4,005	4,643
Equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具	103	-	229	332
Trade receivables at FVTOCI	按公允價值計入其他全面收入之應收貿易款項	-	-	613	613
		738	3	4,847	5,588
Financial liabilities	金融負債				
Derivative financial instruments	衍生金融工具	-	(1)	-	(1)
At 31 December 2024	於2024年12月31日				
Financial assets	金融資產				
Financial assets at FVTPL	按公允價值計入損益之金融資產	379	12	2,862	3,253
Equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具	182	-	186	368
Trade receivables at FVTOCI	按公允價值計入其他全面收入之應收貿易款項	-	-	710	710
		561	12	3,758	4,331
Financial liabilities	金融負債				
Derivative financial instruments	衍生金融工具	-	(4)	-	(4)

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

- (i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

- (i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

Financial assets/(financial liabilities) 金融資產/(金融負債)	Fair value as at 31 December 於12月31日的公允價值		Fair value hierarchy 公允價值層級	Valuation technique(s) and key input(s) 估值技術及主要輸入數據
	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元		
Financial assets at FVTPL 按公允價值計入損益之 金融資產				
Listed equity securities 上市股權證券	635	379	Level 1 級別1	Quoted bid prices in an active market 活躍市場之買入報價
Unlisted equity securities 非上市股權證券	2,843	2,375	Level 3 (Note (a)) 級別3 (附註(a))	Market approach 市場法 Valuations are derived by the earnings attributable to owners of the investments, trading multiples of comparable companies and discounts for lack of marketability. 估值乃根據投資擁有人應佔盈利、可資比較公司的交易倍數及就缺乏市場流通性進行的貼現得出。
Unlisted investment funds 非上市投資基金	1,162	487	Level 3 (Note (b)) 級別3 (附註(b))	Discounted cash flow 貼現現金流 Future cash flows are estimated based on expected applicable yield of the underlying investment portfolios and adjustments of related expenses, discounted at rates that reflect the credit risk of various counterparties. 未來現金流乃根據相關投資組合的預期適用收益率及相關費用調整估計，並按能夠反映各對手方信貸風險的利率貼現。
	4,640	3,241		

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43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

(i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

Financial assets/(financial liabilities) 金融資產/(金融負債)	Fair value as at 31 December 於12月31日的公允價值		Fair value hierarchy 公允價值層級	Valuation technique(s) and key input(s) 估值技術及主要輸入數據
	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元		
Equity instruments at FVTOCI 按公允價值計入其他全面收入之股權工具				
Listed equity securities 上市股權證券	103	182	Level 1 級別1	Quoted bid prices in an active market 活躍市場之買入報價
Unlisted equity securities 非上市股權證券	229	186	Level 3 (Note (c)) 級別3 (附註(c))	Market approach 市場法 Valuations are derived by the earnings attributable to owners of the investments, trading multiples of comparable companies and discounts for lack of marketability. 估值乃根據投資擁有人應佔盈利、可資比較公司的交易倍數及就缺乏市場流通性進行的貼現得出。
	332	368		
Trade receivables at FVTOCI 按公允價值計入其他全面收入之應收貿易款項				
Trade receivables 應收貿易款項	613	710	Level 3 級別3	Discounted cash flow 貼現現金流 Future cash flows are estimated based on expected settlement and discounted at rates that reflect the credit risk of the counterparties. 未來現金流乃根據預期結算估計，並按能夠反映交易對手信貸風險的利率貼現。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

- (i) *Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued*

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

- (i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

Financial assets/(financial liabilities) 金融資產/(金融負債)	Fair value as at 31 December 於12月31日的公允價值		Fair value hierarchy 公允價值層級	Valuation technique(s) and key input(s) 估值技術及主要輸入數據
	2025 2025年 RMB million 人民幣百萬元	2024 2024年 RMB million 人民幣百萬元		
Derivative financial instruments 衍生金融工具				
Foreign currency forward contracts – assets (included in financial assets at FVTPL) 外幣遠期合約－資產 (計入按公允價值計入損益之金融資產)	3	12	Level 2 級別2	Discounted cash flow 貼現現金流
Foreign currency forward contracts – liabilities (included in other financial liabilities) 外幣遠期合約－負債 (計入其他金融負債)	(1)	(4)	Level 2 級別2	Future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period) and contracted forward rates, discounted at rates that reflect the credit risk of various counterparties. 未來現金流乃根據遠期匯率(來自報告期末的可觀察遠期匯率)及已訂約遠期利率估計，並按能夠反映各對手方信貸風險的利率貼現。
	2	8		

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

Notes:

- (a) Discount for lack of marketability of 20% (2024: 20%) is the key unobservable input used in the valuation. A slight decrease in discount for lack of marketability used in valuation would result in a significant increase in the fair value measurement of the unlisted equity securities at FVTPL, and vice versa. A 5% (2024: 5%) decrease in the discount for lack of marketability holding all other variables constant would increase the carrying amount of the unlisted equity securities at FVTPL by RMB67 million (2024: RMB61 million).
- (b) Expected yield of 5% (2024: 5%) is the key unobservable input used in the valuation. A slight increase in the expected yield would result in a significant increase in the fair value measurement of the unlisted investment fund, and vice versa. A 5% (2024: 5%) increase in the expected yield holding all other variables constant would increase the carrying amount of the unlisted investment funds by RMB2 million (2024: RMB2 million).
- (c) Discount for lack of marketability of 20% (2024: 20% to 25%) is the key unobservable input used in the valuation. A slight decrease in discount for lack of marketability used in valuation would result in a significant increase in the fair value measurement of the unlisted equity securities at FVTOCI, and vice versa. A 5% (2024: 5%) decrease in the discount for lack of marketability holding all other variables constant would increase the carrying amount of the unlisted equity securities at FVTOCI by RMB1 million (2024: RMB1 million).

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

(i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

附註：

- (a) 缺乏市場流通性的貼現率 20% (2024 年：20%) 為估值中使用的主要不可觀察輸入數據。在估值時就缺乏市場流通性進行的貼現輕微下降，將導致按公允價值計入損益之非上市股權證券的公允價值計量顯著上升，反之亦然。就缺乏市場流通性進行的貼現減少 5% (2024 年：5%)，而其他所有變量保持不變，將導致按公允價值計入損益之非上市股權證券的賬面值分別增加人民幣 67 百萬元 (2024 年：人民幣 61 百萬元)。
- (b) 預期收益率 5% (2024 年：5%) 為估值中使用的主要不可觀察輸入數據。預期收益率輕微上升，將導致非上市投資基金的公允價值計量顯著增加，反之亦然。預期收益率上升 5% (2024 年：5%)，而其他所有變量保持不變，將導致非上市投資基金的賬面值增加人民幣 2 百萬元 (2024 年：人民幣 2 百萬元)。
- (c) 缺乏市場流通性的貼現率 20% (2024 年：20% 至 25%) 為估值中使用的主要不可觀察輸入數據。在估值時就缺乏市場流通性進行的貼現輕微下降，將導致按公允價值計入其他全面收入之非上市股權證券的公允價值計量顯著上升，反之亦然。就缺乏市場流通性進行的貼現減少 5% (2024 年：5%)，而其他所有變量保持不變，將導致按公允價值計入其他全面收入之非上市股權證券的賬面值增加人民幣 1 百萬元 (2024 年：人民幣 1 百萬元)。

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

Reconciliation of Level 3 fair value measurements of financial assets

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

(i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

金融資產級別3公允價值計量之對賬

		Equity instruments at FVTOCI 按公允價值計入 其他全面收入 之股權工具	Financial assets at FVTPL 按公允價值計入損益之金融資產		
		Unlisted equity securities 非上市股權 證券 RMB million 人民幣百萬元	Unlisted equity securities 非上市股權 證券 RMB million 人民幣百萬元	Unlisted funds 非上市基金 RMB million 人民幣百萬元	Listed equity securities with restriction for sale 受限於交易限制之 上市股權證券 RMB million 人民幣百萬元
At 1 January 2024	於2024年1月1日	1,094	2,205	149	70
Gain (loss) from changes in fair value of equity instruments at FVTPL	按公允價值計入損益之股權工具的公允價值變動所產生的收益(虧損)	-	83	2	(11)
Fair value gain on investments in equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具投資的公允價值收益	282	-	-	-
Transfer out of level 3 (Note)	自級別3轉出(附註)	-	-	-	(59)
Investments	投資	110	132	1,057	-
Disposals	出售	(1,300)	(45)	(721)	-
At 31 December 2024	於2024年12月31日	186	2,375	487	-
Gain from changes in fair value of equity instruments at FVTPL	按公允價值計入損益之股權工具的公允價值變動所產生的收益	-	196	9	-
Fair value gain on investments in equity instruments at FVTOCI	按公允價值計入其他全面收入之股權工具投資的公允價值收益	32	-	-	-
Investments	投資	12	739	12,044	-
Disposals	出售	(1)	(467)	(11,378)	-
At 31 December 2025	於2025年12月31日	229	2,843	1,162	-

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

43. FINANCIAL INSTRUMENTS – continued

(c) Fair value measurements of financial instruments – continued

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis – continued

Reconciliation of Level 3 fair value measurements of financial assets – continued

Note: During the year ended 31 December 2024, certain equity securities were transferred out of Level 3 of the fair value hierarchy upon the listing of the equity securities or expiration of the period that trading of the relevant shares was prohibited on the relevant stock exchanges.

All gains and losses included in OCI relate to equity instruments at FVTOCI held at the end of the reporting period and are reported as changes of "FVTOCI reserve".

(ii) Fair value of financial assets and financial liabilities that are not measured at fair value on a recurring basis

Except for bank borrowings at fixed rates, the directors of the Company consider that the carrying amounts of financial assets and financial liabilities measured at amortised cost in the consolidated financial statements approximate their fair values.

The fair values of the bank borrowings (categorised with Level 2 hierarchy) have been determined in accordance with generally accepted pricing models based on a discounted cash flow analysis, with the most significant inputs being the discount rates that reflects the credit risk of the relevant entities of the Group.

43. 金融工具 – 續

(c) 金融工具公允價值計量 – 續

(i) 按經常性基準以公允價值計量本集團的金融資產及金融負債的公允價值 – 續

金融資產級別3公允價值計量之對賬 – 續

附註：截至2024年12月31日止年度，若干股權證券於股權證券上市或於相關證券交易所禁止買賣相關股份期間屆滿後自公允價值層級級別3轉出。

計入其他全面收入的所有收益及虧損均與報告期末持有的按公允價值計入其他全面收入之股權工具相關，並呈報為「按公允價值計入其他全面收入之儲備」的變動。

(ii) 並非按經常性基準以公允價值計量的金融資產及金融負債的公允價值

除定息銀行借款外，本公司董事認為以攤銷成本計入綜合財務報表之金融資產及金融負債之賬面值接近其公允價值。

上述銀行借款（分類為級別2層級）的公允價值根據公認定價模式按貼現現金流分析而釐定，其中最重要的輸入數據為反映本集團相關實體信貸風險的貼現利率。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

44. RELATED PARTY DISCLOSURES

During the year, in addition to the related party transactions disclosed elsewhere in the consolidated financial statements, the Group also has the following transactions with related parties:

44. 關連人士披露

本年度，除綜合財務報表其他地方所披露關連人士之交易外，本集團亦與關連人士進行以下交易：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Associates	聯營公司		
Sales of finished goods and service fee income	產成品銷售及服務費收入	477	576
Joint ventures	合資企業		
Service fee paid	支付服務費用	-	4
Sales of finished goods and service fee income	產成品銷售及服務費收入	3	4
Other related parties	其他關連人士		
Sale of automobile components to a related party (Note (i))	銷售汽車零部件予一名關連人士(附註(i))	3	6
Sale of electronic products to a related party (Note (iii))	銷售電子產品予一名關連人士(附註(iii))	95	89
Interest income arising from loan receivables from related parties (Note (i))	來自關連人士應收貸款之利息收入(附註(i))	15	14
Consultancy fee paid to a substantial shareholder of the Company	支付予本公司一位主要股東之顧問費用	3	3
Service fees paid for the development of a software system (Note (i))	支付開發軟件系統之服務費用(附註(i))	-	4
Provision of rental and property management services to related parties (Note (i))	向關聯人士提供租賃及物業管理服務(附註(i))	6	5

Notes:

- (i) The relevant related parties are associates of a substantial shareholder of the Company. Please refer to sections headed "Connected Transactions/Contracts of Significance with Controlling Shareholder" in the Directors' Report for the details.
- (ii) The relevant related party is controlled by the spouse of a director of the Company. Please refer to the section headed "Connected Transactions/Contracts of Significance with Controlling Shareholder" in the Directors' Report for details.

附註：

- (i) 相關關連人士為本公司一位主要股東的聯繫人士。有關該交易的詳情，請參閱董事會報告「關連交易／與控股股東的重大合同」一節。
- (ii) 相關關連人士由本公司一名董事之配偶控制。有關該交易的詳情，請參閱董事會報告「關連交易／與控股股東的重大合同」一節。

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綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

44. RELATED PARTY DISCLOSURES – continued

Compensation of key management personnel

The remuneration of directors and other members of key management including chief executive of the Company during the year was as follows:

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Short-term benefits	短期福利	53	68
Post-employment benefits	離職後福利	1	1
Share-based payments	股份基礎給付	71	14
		125	83

The remuneration of directors and key management is reviewed by the Remuneration Committee having regard to the responsibilities and performance of the relevant individuals and market trends.

44. 關連人士披露 – 續

主要管理人員酬金

本公司董事及其他主要管理成員包括主要行政人員於本年度內之酬金如下：

薪酬委員會將參考有關個別人士之責任及表現以及市場趨勢，對董事及主要管理人員之酬金進行審閱。

45. PARTICULARS OF PRINCIPAL SUBSIDIARIES

The following lists the subsidiaries of the Company as at 31 December 2025 and 2024 which, in the opinion of the directors of the Company, principally affected the results or assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

45. 主要附屬公司資料

下列是本公司於2025年及2024年12月31日之附屬公司，本公司董事認為該等附屬公司對本集團之業績或資產有主要影響，及提供其他附屬公司之資料將導致資料冗長。

Name of subsidiaries 附屬公司名稱	Place of incorporation/ establishment/operation 註冊／成立／經營地點	Issued and fully paid share capital/ paid up registered capital 已發行及繳足股本／ 繳足註冊資本	Effective interest held by the Company (Note (a)) 本公司持有之實際權益 (附註(a))		Principal activities 主要業務
			2025 2025 年	2024 2024 年	
Skyworth Holdings Limited 創維控股有限公司	Samoa/Hong Kong 薩摩亞／香港	Ordinary share US\$1 普通股1美元	100%	100%	Investment holding 投資控股
Skyworth Enterprises Limited 創維實業有限公司	Samoa/Hong Kong 薩摩亞／香港	Ordinary share US\$1 普通股1美元	100%	100%	Investment holding 投資控股
Skyworth Investment (Holdings) Limited 創維投資(控股)有限公司	The British Virgin Islands/ Hong Kong 英屬處女群島／香港	Ordinary shares HK\$893 Preference shares HK\$990 普通股港幣893元 優先股港幣990元	100%	100%	Investment holding 投資控股
Winform Inc.	The British Virgin Islands/ Hong Kong 英屬處女群島／香港	Ordinary share US\$1 普通股1美元	100%	100%	Property holding 物業控股

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45. PARTICULARS OF PRINCIPAL SUBSIDIARIES – continued

45. 主要附屬公司資料 – 續

Name of subsidiaries 附屬公司名稱	Place of incorporation/ establishment/operation 註冊/成立/經營地點	Issued and fully paid share capital/ paid up registered capital 已發行及繳足股本/ 繳足註冊資本	Effective interest held by the Company (Note (a)) 本公司持有之實際權益 (附註(a))		Principal activities 主要業務
			2025 2025 年	2024 2024 年	
Skyworth Display Technology Holdings Limited 創維光顯科技控股有限公司	Bermuda/Hong Kong 百慕達/香港	Ordinary shares HK\$100,000 普通股港幣 100,000 元	100%	100%	Investment holding 投資控股
Skyworth Electronic Appliance Limited 創維電器有限公司	Hong Kong 香港	Ordinary shares HK\$93,114,000 普通股港幣 93,114,000 元	100%	100%	Investment holding 投資控股
Skyworth TV Holdings Limited 創維電視控股有限公司	Hong Kong 香港	Ordinary shares HK\$30,600,000 Non-voting deferred shares HK\$2,500,000 (Note (b)) 普通股港幣 30,600,000 元 無投票權遞延股份 港幣 2,500,000 元 (附註(b))	100%	100%	Investment holding 投資控股
Weirong International Limited 維融國際有限公司	Hong Kong 香港	Ordinary shares HK\$10,000 普通股港幣 10,000 元	100%	100%	Manufacture and sale of consumer electronic products 消費類電子產品之生產及銷售
Skyworth Overseas Development Limited 創維海外發展有限公司	Hong Kong 香港	Ordinary shares HK\$10,000 普通股港幣 10,000 元	100%	100%	Manufacture and sale of consumer electronic products 消費類電子產品之生產及銷售
Skyworth Overseas Limited 創維海外有限公司	Hong Kong 香港	Ordinary shares HK\$24,882,018 普通股港幣 24,882,018 元	70%	100%	Trading of consumer electronic products 消費類電子產品之貿易
Skyworth Financial Management Company Limited 創維財資管理有限公司	Hong Kong 香港	Ordinary shares HK\$500,000,000 普通股港幣 500,000,000 元	100%	100%	Treasury management and investment holding 資金管理及投資控股
深圳創維顯示科技有限公司	PRC 中國	Registered capital RMB1,000,000,000 註冊資本人民幣 1,000,000,000 元	70%	100%	Sale of consumer electronic products 消費類電子產品之銷售

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FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

45. PARTICULARS OF PRINCIPAL SUBSIDIARIES – continued

45. 主要附屬公司資料 – 續

Name of subsidiaries 附屬公司名稱	Place of incorporation/ establishment/operation 註冊/成立/經營地點	Issued and fully paid share capital/ paid up registered capital 已發行及繳足股本/ 繳足註冊資本	Effective interest held by the Company (Note (a)) 本公司持有之實際權益 (附註(a))		Principal activities 主要業務
			2025 2025 年	2024 2024 年	
深圳創維 – RGB 電子有限公司	PRC (Note (c)) 中國 (附註(c))	Registered capital RMB18,500,000,000 註冊資本 人民幣 18,500,000,000 元	100%	100%	Manufacture and sale of consumer electronic products 消費類電子產品之生產及銷售
新創維電器(深圳)有限公司	PRC (Note (d)) 中國 (附註(d))	Registered capital US\$21,180,000 註冊資本 21,180,000 美元	100%	100%	Manufacture of consumer electronic products and property holding 消費類電子產品之生產及物業控股
呼和浩特市創維建設發展有限公司	PRC (Note (d)) 中國 (附註(c))	Registered capital RMB50,870,000 註冊資本 人民幣 50,870,000 元	100%	100%	Manufacture and sale of consumer electronic products 消費類電子產品之生產及銷售
創維集團科技園管理有限公司	PRC (Note (d)) 中國 (附註(c))	Registered capital RMB292,461,520 註冊資本 人民幣 292,461,520 元	100%	100%	Manufacture of consumer electronic products and property holding 消費類電子產品之生產及物業控股
創維集團有限公司	PRC (Note (d)) 中國 (附註(c))	Registered capital RMB1,830,000,000 註冊資本人民幣 1,830,000,000 元	100%	100%	Investment holding 投資控股
Skyworth Digital 創維數字	PRC (Note (f)) 中國 (附註(f))	Registered capital RMB1,141,595,579 註冊資本人民幣 1,141,595,579 元	52.95% (Note (g)) (附註(g))	52.55% (Note (g)) (附註(g))	Investment holding 投資控股
深圳創維數字技術有限公司	PRC (Note (e)) 中國 (附註(e))	Registered capital RMB2,027,034,113.53 註冊資本人民幣 2,027,034,113.53 元	52.95% (Note (g)) (附註(g))	52.55% (Note (g)) (附註(g))	Manufacture and sale of consumer electronic products and research and products development 消費類電子產品之生產及銷售及研究及產品開發
Strong Media Group Limited	The British Virgin Islands/ Austria 英屬處女群島/奧地利	Registered capital US\$100 註冊資本 100 美元	52.95% (Note (g)) (附註(g))	52.55% (Note (g)) (附註(g))	Sale and distribution of reception facilities of digital televisions 數字電視接收設施之銷售及分銷

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45. PARTICULARS OF PRINCIPAL SUBSIDIARIES – continued

45. 主要附屬公司資料 – 續

Name of subsidiaries 附屬公司名稱	Place of incorporation/ establishment/operation 註冊/成立/經營地點	Issued and fully paid share capital/ paid up registered capital 已發行及繳足股本/ 繳足註冊資本	Effective interest held by the Company (Note (a)) 本公司持有之實際權益 (附註(a))		Principal activities 主要業務
			2025 2025 年	2024 2024 年	
深圳市酷開網絡科技股份 有限公司	PRC (Note (e)) 中國 (附註(e))	Registered capital RMB360,009,000 註冊資本人民幣 360,009,000 元	56.95%	56.95%	Manufacturing and sale of consumer electronic products 消費類電子產品之生產及銷售
創維液晶器件(深圳)有限公司	PRC (Note (d)) 中國 (附註(d))	Registered capital RMB200,000,000 註冊資本人民幣 200,000,000 元	52.95% (Note (g)) (附註(g))	52.55% (Note (g)) (附註(g))	Manufacture and sale of consumer electronic products and research and products development 消費類電子產品之生產及銷售 及研究及產品開發
創維電器股份有限公司	PRC (Note (e)) 中國 (附註(e))	Registered capital RMB300,000,000 註冊資本人民幣 300,000,000 元	72.44%	72.44%	Manufacture and sale of consumer electronic products and research and products development 消費類電子產品之生產及銷售 及研究及產品開發
深圳創維光伏科技有限公司 ("Skyworth Photovoltaic") (「創維光伏」)	PRC 中國	Registered capital RMB200,000,000 註冊資本人民幣 200,000,000 元	70%	70%	Investment holding and trading of photovoltaic products 投資控股及買賣光伏產品
南京創維光伏科技有限公司	PRC 中國	Registered capital RMB10,000,000 註冊資本人民幣 10,000,000 元	70%	70%	Trading of photovoltaic products 買賣光伏產品
創維集團建設發展有限公司	PRC 中國	Registered capital RMB675,000,000 註冊資本人民幣 675,000,000 元	100%	100%	Investment holding and property developments 投資控股及物業發展
創維集團財務有限公司	PRC (Note (d)) 中國 (附註(d))	Registered capital RMB1,223,450,000 註冊資本人民幣 1,223,450,000 元	97.28%	97.26%	Financing 融資
深圳創維科技諮詢有限公司	PRC (Note (d)) 中國 (附註(d))	Registered capital RMB355,000,000 註冊資本人民幣 355,000,000 元	100%	100%	Investment holding 投資控股

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45. PARTICULARS OF PRINCIPAL SUBSIDIARIES – continued

Notes:

- (a) The Company directly holds the entire interest in Skyworth Holdings Limited. The interests of all other companies are indirectly held by the Company.
- (b) The non-voting deferred shares practically carry no rights to dividends nor receive notice of nor to attend or vote at any general meeting of the relevant company nor to participate in any distribution on winding up.
- (c) The subsidiaries are sino-foreign equity joint ventures registered in the PRC.
- (d) The subsidiaries are wholly foreign owned enterprises registered in the PRC.
- (e) The subsidiary is a joint stock limited company registered in the PRC.
- (f) The subsidiary is a joint stock limited company established under the law of the PRC whose shares are listed on the Shenzhen Stock Exchange.
- (g) The effective interest held by the Company included 0.01% (2024: 0.01%) equity interest held under treasury shares of a subsidiary of the Company for the purpose of the restricted share incentive scheme of Skyworth Digital as set out in note 34.

None of the subsidiaries had issued any debt securities outstanding at 31 December 2025 and 2024 or at any time during the year.

At the end of the reporting period, the Company has other subsidiaries that are considered to be not material to the Group. A majority of these subsidiaries operate in the PRC.

45. 主要附屬公司資料 – 續

附註：

- (a) 本公司直接持有創維控股有限公司之全部權益。所有其他公司之權益為本公司間接持有。
- (b) 無投票權遞延股份實際上無權享有股息、亦無權收取有關公司之股東大會通告、無權參加相關公司之任何股東大會並在會上無投票權，以及在該公司解散時不能參與分派。
- (c) 該等附屬公司乃於中國註冊之中外合資企業。
- (d) 該等附屬公司乃於中國註冊之全外資企業。
- (e) 該附屬公司乃於中國註冊成立之股份有限公司。
- (f) 該附屬公司乃根據中國法律成立之股份有限公司，其股份於深圳證券交易所上市。
- (g) 本公司持有之實際權益包括於本公司一家附屬公司庫存股份就附註34所載創維數字之限制性股份激勵計劃而持有之0.01%（2024年：0.01%）權益。

於2025年及2024年12月31日或本年度內任何時間，各附屬公司均無發行任何未償還之債務證券。

於報告期末，本公司擁有其他對本集團而言並不重大的附屬公司。大多數該等附屬公司於中國運營。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

46. NON WHOLLY-OWNED SUBSIDIARIES THAT HAVE MATERIAL NON-CONTROLLING INTERESTS

The table below shows details of non wholly-owned subsidiaries of the Company that have material non-controlling interests:

46. 具有重大不具控制力權益之非全資附屬公司

下表列出了本公司具有重大不具控制力權益之非全資附屬公司之詳情：

Name of subsidiaries 附屬公司名稱	Place of incorporation/ establishment/ operation 註冊／成立／ 經營地點	Proportion of ownership interests and voting rights held by non-controlling interests 不具控制力權益持有的 擁有權及投票權比例		Profit allocated to non-controlling interests 不具控制力權益 分佔之溢利		Accumulated non-controlling interests 累計不具控制力權益	
		2025	2024	2025	2024	2025	2024
		2025 年	2024 年	2025 年 RMB million 人民幣百萬元	2024 年 RMB million 人民幣百萬元	2025 年 RMB million 人民幣百萬元	2024 年 RMB million 人民幣百萬元
Skyworth Digital Individually immaterial subsidiaries with non-controlling interest	創維數字 具有不具控制力權益 但就單獨而言 不重要的附屬公司	PRC 中國	47.45%	47.05%	76	104	3,021
					405	488	2,560
					481	592	5,581
							3,039
							1,861
							4,900

Summarised financial information in respect of the Group's subsidiaries that have material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

本集團具有重大不具控制力權益之附屬公司之財務資料概要呈列如下。下述的財務資料概要為集團內抵銷前金額。

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

46. NON WHOLLY-OWNED SUBSIDIARIES THAT HAVE MATERIAL NON-CONTROLLING INTERESTS - continued

46. 具有重大不具控制力權益之非全資附屬公司 - 續

		Skyworth Digital 創維數字	
		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Non-current assets	非流動資產	2,705	2,425
Current assets	流動資產	9,047	8,232
Current liabilities	流動負債	(5,095)	(4,036)
Non-current liabilities	非流動負債	(192)	(197)
		6,465	6,424
Equity attributable to owners of the Company	本公司股權持有人應佔之權益	3,444	3,385
Non-controlling interests of Skyworth Digital	創維數字之不具控制力權益	3,061	3,056
Non-controlling interest of subsidiaries of Skyworth Digital	創維數字旗下附屬公司之不具控制力權益	(40)	(17)
		6,465	6,424
Revenue	收入	8,770	8,648
Expenses	支出	(8,599)	(8,413)
Profit for the year	本年度溢利	171	235
Profit (loss) attributable to:	應佔溢利(虧損)：		
Owners of the Company	本公司股權持有人	95	131
Non-controlling interests of Skyworth Digital	創維數字之不具控制力權益	85	119
Non-controlling interests of subsidiaries of Skyworth Digital	創維數字旗下附屬公司之不具控制力權益	(9)	(15)
Profit for the year	本年度溢利	171	235
Other comprehensive income attributable to:	應佔其他全面收入：		
Owners of the Company	本公司股權持有人	17	3
Non-controlling interests of Skyworth Digital	創維數字之不具控制力權益	15	2
Other comprehensive income for the year	本年度之其他全面收入	32	5

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

46. NON WHOLLY-OWNED SUBSIDIARIES THAT HAVE MATERIAL NON-CONTROLLING INTERESTS – continued

46. 具有重大不具控制力權益之非全資附屬公司 – 續

		Skyworth Digital 創維數字	
		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Total comprehensive income (expense) attributable to:	應佔全面收入(支出)總額：		
Owners of the Company	本公司股權持有人	112	134
Non-controlling interests of Skyworth Digital	創維數字之不具控制力權益	100	121
Non-controlling interests of subsidiaries of Skyworth Digital	創維數字旗下附屬公司之不具控制力權益	(9)	(15)
Total comprehensive income for the year	本年度之全面收入總額	203	240
Dividends paid to non-controlling interest of Skyworth Digital	已付創維數字不具控制力權益之股息	70	81
Net cash (outflow) inflow from:	現金(流出)流入淨額：		
Operating activities	經營業務	(257)	334
Investing activities	投資業務	(260)	(476)
Financing activities	融資業務	120	(180)
Net cash outflow	現金流出淨額	(397)	(322)

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

47. FINANCIAL INFORMATION OF THE COMPANY

The following is the statement of financial position of the Company:

47. 本公司財務資料

本公司之財務狀況表如下：

		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元
Non-current Asset	非流動資產		
Interests in subsidiaries	附屬公司的權益	7,346	7,402
Current Assets	流動資產		
Other receivables	其他應收款項	1	1
Amounts due from subsidiaries	應收附屬公司款項	14	15
Bank balances and cash	銀行結餘及現金	20	137
		35	153
Current Liabilities	流動負債		
Other payables	其他應付款項	83	102
Amounts due to subsidiaries	應付附屬公司款項	3,079	2,442
		3,162	2,544
Net Current Liabilities	淨流動負債	(3,127)	(2,391)
Total Assets less Current Liabilities	總資產減流動負債	4,219	5,011
Non-current Liability	非流動負債		
Amounts due to subsidiaries	應付附屬公司款項	-	1,112
Net Assets	淨資產	4,219	3,899
Capital and Reserves	股本及儲備		
Share capital	股本	203	235
Reserves	儲備	4,016	3,664
		4,219	3,899

Notes to the Consolidated Financial Statements

綜合財務報表附註

FOR THE YEAR ENDED 31 DECEMBER 2025 截至2025年12月31日止年度

47. FINANCIAL INFORMATION OF THE COMPANY – continued

The followings are the movements in reserves of the Company for both years:

47. 本公司財務資料 – 續

本公司之儲備於兩個年度的變動如下：

		Share premium	Treasury shares	Share option reserve	Share award reserve	Shares held for share award scheme 就股份獎勵計劃持有的股份	Surplus account	Accumulated profits	Total
		股份溢價 RMB million 人民幣百萬元	庫存股份 RMB million 人民幣百萬元	購股權儲備 RMB million 人民幣百萬元	股份獎勵儲備 RMB million 人民幣百萬元	股份獎勵計劃持有的股份 RMB million 人民幣百萬元	盈餘賬 RMB million 人民幣百萬元	累計溢利 RMB million 人民幣百萬元	總額 RMB million 人民幣百萬元
Balance at 1 January 2024	於2024年1月1日之結餘	1,315	-	39	23	(55)	1,006	1,928	4,256
Loss and total comprehensive expense for the year	本年度虧損及全面開支總額	-	-	-	-	-	-	(40)	(40)
Recognition of equity-settled share-based payments (note 34)	確認以權益結算的股份基礎給付(附註34)	-	-	-	29	-	-	-	29
Lapsed on share options (note 34)	購股權失效(附註34)	-	-	(39)	-	-	-	39	-
Exercise of share options	行使購股權	1	-	-	-	-	-	-	1
Purchase of shares for unvested shares under share award scheme	根據股份獎勵計劃就未歸屬股份購買股份	-	-	-	-	(19)	-	-	(19)
Allotment of share awards	股份獎勵配發	-	-	-	(52)	42	-	10	-
Repurchase of shares	購回股份	(445)	(7)	-	-	-	-	-	(452)
Dividend recognised as distribution	確認為分派之股息	-	-	-	-	-	-	(111)	(111)
Balance at 31 December 2024	於2024年12月31日之結餘	871	(7)	-	-	(32)	1,006	1,826	3,664
Profit and total comprehensive income for the year	本年度溢利及全面收入總額	-	-	-	-	-	-	1,261	1,261
Recognition of equity-settled share-based payments (note 34)	確認以權益結算的股份基礎給付(附註34)	-	-	-	101	-	-	-	101
Purchase of shares for unvested shares under share award scheme	根據股份獎勵計劃就未歸屬股份購買股份	-	-	-	-	(64)	-	-	(64)
Allotment of share awards	股份獎勵配發	-	-	-	(76)	91	-	(15)	-
Repurchase of shares	購回股份	(871)	7	-	-	-	-	(82)	(946)
Dividend recognised as distribution	確認為分派之股息	-	-	-	-	-	-	-	-
Balance at 31 December 2025	於2025年12月31日之結餘	-	-	-	25	(5)	1,006	2,990	4,016

48. EVENT AFTER THE REPORTING PERIOD

Pursuant to an announcement of the Company on 20 January 2026, the Company proposes to, subject to certain pre-conditions, distribute the shares of Skyworth Photovoltaic held by the Company to all shareholders. Skyworth Photovoltaic will apply for listing of its shares on the Main Board of the Stock Exchange by way of introduction; and, subject to satisfaction or waiver (as applicable) of the relevant conditions, the shares of the Company will be delisted from the Stock Exchange. All of the said distribution of the shares of Skyworth Photovoltaic, the listing of the shares of Skyworth Photovoltaic and delisting of the shares of the Company will take place on or about the same day. As at the date of this report, all of the relevant pre-conditions remain outstanding.

48. 報告期後事項

根據本公司於2026年1月20日發出的公告，本公司建議（須待若干先決條件達成後）向全體股東分派其持有的創維光伏股份，而創維光伏將以介紹方式申請將其股份於聯交所主板上市；及在相關條件達成或獲豁免（如適用）後，本公司股份將於聯交所退市。上述分派創維光伏股份、創維光伏股份上市及本公司股份退市將於同日或大致於同日發生。於本報告日期，所有相關先決條件尚未達成。

Financial Summary

財務概要

RESULTS

業績

		For the year ended 31 December 截至 12 月 31 日止年度				
		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元	2023 2023 年 RMB million 人民幣百萬元	2022 2022 年 RMB million 人民幣百萬元	2021 2021 年 RMB million 人民幣百萬元
Revenue	營業額	70,324	65,013	69,031	53,491	50,928
Cost of sales	銷售成本	(61,311)	(56,205)	(59,629)	(45,284)	(42,380)
Gross profit	毛利	9,013	8,808	9,402	8,207	8,548
Other income	其他收入	1,003	1,235	1,009	1,201	1,284
Other gains and losses	其他收益及虧損	(18)	(160)	(64)	44	724
Selling and distribution expenses	銷售及分銷費用	(4,112)	(3,749)	(3,452)	(3,439)	(3,981)
General and administrative expenses	一般及行政費用	(1,985)	(1,807)	(1,921)	(1,654)	(1,479)
Research and development expenses	研發費用	(2,071)	(2,086)	(2,127)	(2,116)	(2,097)
Finance costs	融資成本	(457)	(480)	(522)	(432)	(461)
Share of results of associates and joint ventures	分佔聯營公司及 合資企業之業績	(2)	(23)	(2)	8	14
Profit before taxation	除稅前溢利	1,371	1,738	2,323	1,819	2,552
Income tax expense	所得稅費用	(534)	(578)	(557)	(412)	(587)
Profit for the year	本年度溢利	837	1,160	1,766	1,407	1,965
Attributable to:	歸屬於：					
Owners of the Company	本公司股權持有人	356	568	1,069	827	1,634
Non-controlling interests	不具控制力權益	481	592	697	580	331
		837	1,160	1,766	1,407	1,965

ASSETS AND LIABILITIES

資產及負債

		As at 31 December 於 12 月 31 日				
		2025 2025 年 RMB million 人民幣百萬元	2024 2024 年 RMB million 人民幣百萬元	2023 2023 年 RMB million 人民幣百萬元	2022 2022 年 RMB million 人民幣百萬元	2021 2021 年 RMB million 人民幣百萬元
Total consolidated assets	綜合資產總值	76,504	70,008	67,161	64,410	60,881
Total consolidated liabilities	綜合負債總額	(53,444)	(46,870)	(44,404)	(42,516)	(39,795)
Net assets	淨資產	23,060	23,138	22,757	21,894	21,086
Attributable to:	歸屬於：					
Owners of the Company	本公司股權持有人	17,479	18,238	18,139	17,867	18,045
Non-controlling interests	不具控制力權益	5,581	4,900	4,618	4,027	3,041
		23,060	23,138	22,757	21,894	21,086

Financial Review

財務回顧

Amounts Expressed In Rmb Millions (Except For Share Data And Items Specifically Stated)
以人民幣百萬元列值 (每股股份資料及另有列明項目除外)

		Year ended 31 December 截至12月31日止年度				
		2025 2025年	2024 2024年	2023 2023年	2022 2022年	2021 2021年
OPERATING RESULTS	經營業績					
Revenue	營業額	70,324	65,013	69,031	53,491	50,928
EBIT	經營溢利 (未扣除利息及稅項)	1,828	2,218	2,845	2,251	3,013
Profit attributable to owners of the Company	本公司股權持有人 應佔溢利	356	568	1,069	827	1,634
DATA PER SHARE	每股資料					
Earnings per share – Basic (RMB cents)	每股盈利 – 基本 (人民幣仙)	17.79	24.59	43.15	31.97	62.11
Dividend per share (HK cents)	每股股息 (港仙)	-	-	8.0	3.0	23.0
Dividend payout ratio	派息比率	0.0%	0.0%	16.2%	8.5%	30.4%
KEY STATISTICS	主要統計數字					
Equity attributable to owners of the Company	本公司股權持有人 應佔之權益	17,479	18,238	18,139	17,867	18,045
Working capital****	營運資金****	8,775	12,388	11,249	10,899	13,725
Cash position*	現金狀況*	12,270	11,785	12,575	12,407	12,739
Borrowings	借款	19,511	16,383	15,315	15,257	14,262
Corporate bonds (inclusive of interest)	公司債券 (含利息)	-	-	-	-	921
Convertible bonds (inclusive of interest)	可轉換債券 (含利息)	-	-	-	-	962
Bills receivables	應收票據	2,014	2,343	1,769	1,990	2,996
Trade receivables	應收貿易款項	9,809	10,991	9,698	8,066	9,146
Inventories	存貨	15,644	10,829	9,894	8,947	7,791
Depreciation and amortisation	折舊及攤銷	1,095	980	973	1,082	906
KEY RATIOS	主要比率					
ROE (%)	本公司股權持有人 回報率 (百分比)	2.0	3.1	5.9	4.6	9.5
ROA (%)	總資產回報率 (百分比)	1.1	1.7	2.7	2.2	3.4
Debt to equity (%)**	負債與股權比率 (百分比)**	84.6	70.8	67.3	69.7	76.6
Current ratio (times)	流動比率 (倍)	1.2	1.3	1.3	1.3	1.4
Trade receivables turnover period excluding portion arising from discounted bills receivables (days)***	應收貿易款項周轉期， 但不包括已貼現 應收票據 (日數)***	65	70	57	76	92
Inventories turnover period (days)***	存貨周轉期 (日數)***	80	69	60	71	64
Gross profit margin (%)	毛利率 (百分比)	12.8	13.5	13.6	15.3	16.8
EBITDA margin (%)	未扣除利息、稅項、 折舊及攤銷之溢利率 (百分比)	3.7	4.4	5.0	5.6	7.1
EBIT margin (%)	經營溢利率 (未扣除 利息及稅項) (百分比)	2.6	3.4	4.1	4.2	5.9
Profits margin (%)	純利率 (百分比)	1.2	1.8	2.6	2.6	3.9

- * Cash position refers to pledged and restricted bank deposits, cash and cash equivalents
- ** (Bank borrowings + other interest-bearing borrowings + corporate bonds + convertible bonds)/total equity
- *** Calculation based on average inventory; average sum of bills receivables and trade receivables
- **** Excluding assets and liabilities associated with assets classified as held for sale

- * 現金狀況指已抵押及受限銀行存款、現金及現金等值
- ** (銀行借款 + 其他有息借款 + 公司債券 + 可轉換債券) / 權益總額
- *** 根據平均存貨、平均應收票據及應收貿易款項之加總金額計算
- **** 不包括分類為持作出售資產相關的資產及負債

Completed Properties for Sale

已落成之待售物業

	Property name 物業名稱	Location 地址
1	Skyworth Lehuocheng 創維樂活城	No. 26, Tuanshan West Road, Lishui Economic Development Zone, Nanjing City, Jiangsu Province 江蘇省南京市溧水經濟開發區團山西路26號
2	Skyworth Wenhuiyuan 創維文匯苑	No. 1 Qunli Road, Lishui Economic Development Zone, Nanjing City, Jiangsu Province 江蘇省南京市溧水經濟開發區群力路1號
3	Phase 1 of Chuangwei Jingyuan 創維環園一期	Plot 2-1, No. 29 Jingfa Avenue, Yichun City, Jiangxi Province 江西省宜春市經發大道29號2-1地塊
4	Phase 2 of Chuangwei Jingyuan 創維環園二期	Plot 2-2, No. 29 Jingfa Avenue, Yichun City, Jiangxi Province 江西省宜春市經發大道29號2-2地塊
5	Phase 1 of Ruyi Shijia 如意世家一期	South of Chenguang Street and East of Keerqin South Road, Saihan District, Hohhot, Inner Mongolia 內蒙古呼和浩特市賽罕區晨光街以南、科爾沁南路以東
6	Ningbo Skyworth Shuangzhi Shuangchuang Industrial Park 寧波雙智雙創產業園	East of Zhaolong Road, South of Planned First Road and West of Planned Second Road, Zhuangshi Street, Zhenhai District, Ningbo City, Zhejiang Province 浙江省寧波市鎮海區莊市街道兆龍路東側、規劃一路南側、規劃二路西側
7	Ningbo Chongwen Garden 寧波崇文花園	East of Zhaolong Road, South of Qingquan Road, West of Planned Fourth Road and North of Planned First Road, Zhuangshi Street, Zhenhai District, Ningbo City, Zhejiang Province 浙江省寧波市鎮海區莊市街道兆龍路東側、清泉路南側、規劃四路西側、 規劃一路北側
8	Skyworth Yuyuan 創維瑜園	South of Jinyuan Road and West of Jingdu Road, Yichun Economic and Technological Development Zone, Jiangxi Province 江西省宜春經濟技術開發區金園路南側、經都路西側地段
9	Skyworth Yunxitai 創維雲熙台	South of Yuanshan East Road and East of Duoshenglou Road, Yichun City, Jiangxi Province 江西省宜春市袁山東路南側、多勝樓路東側地段
10	Wuhan Hanhua Shijia (Lot 1-2) 武漢漢華世家一標—二標段	West of Xincheng 14th Road and North of Jinshan Avenue, Dongxihu District, Wuhan City, Hubei Province 湖北省武漢市東西湖區新城十四路以西、金山大道以北
11	Skyworth Wenhuiyuan (Phase 6) 創維文匯苑(第六期)	No. 1 Qunli Road, Lishui Economic Development Zone, Nanjing City, Jiangsu Province 江蘇省南京市溧水經濟開發區群力路1號
12	Phase 1 and Phase 2 of Skyworth Wenyuefu 創維文悅府一期及二期	North of Qingnian Road and West of Zhongling North Road, Yongyang Street, Lishui District, Nanjing City, Jiangsu Province 江蘇省南京市溧水區永陽街道青年路以北、鐘靈北路以西
13	Phase 1 of Skyworth Guanhuayan 創維觀湖苑一期	Quanjiao County Development Zone, Chuzhou City, Anhui Province 安徽省滁州市全椒縣開發區

Completed Properties for Sale

已落成之待售物業

Year of lease expiry 滿約年份	Group's interest 集團 所佔權益	Gross floor area attributable to the Group 集團所佔 樓面面積約數	Gross floor area attributable to the Group (square metre) 集團所佔樓面面積約數 (平方米)					Land lot No. 宗地編號
			Residential 住宅	Commercial 商業	Kindergarten 幼兒園	Carpark 停車場	Others 其他	
2082	100%	8,422.88	-	-	-	8,422.88	-	24108005054-1\241080054-2
2086	100%	17,517.62	-	225.35	-	16,675.54	616.73	320117103021G800014\320117103021G800015
2082	100%	6,340.72	-	3,136.72	-	3,204.00	-	360902002001G800108
2082	100%	8,537.98	-	7,249.98	-	1,288.00	-	360902002001G800233
2090	100%	3,559.70	361.88	1,905.27	-	873.60	418.95	150105401002G800056
2059	100%	22,602.98	-	12,284.90	-	10,318.08	-	330211004007G800350
2089	100%	9,263.78	-	187.66	-	9,076.12	-	330211004007G800349
2088	100%	62,784.68	52,722.68	-	-	10,062.00	-	360902002001G800235
2090	100%	26,912.89	23,857.89	-	-	3,055.00	-	360902006007G800611
2092	100%	60,511.74	49,561.92	2,408.60	-	8,541.22	-	441302015008GB10887W00000000
2056	100%	1,908.40	-	1,908.40	-	-	-	320117103021G800015
2091	100%	41,157.95	35,348.35	-	-	5,327.49	482.11	320117100039G800026
2058/2088	100%	31,784.31	30,366.01	1,418.30	-	-	-	341124013010G800001\00008\00010\00011

Properties under Development

在發展中物業

Location 地址	Property name 物業名稱	Year of lease expiry 滿約年份	Group's interest 集團所佔權益 (%)	Site area 地盤面積約數 (square metre) (平方米)
1 Skyworth Guanhuayuan Project, Quanjiao County Development Zone, Chuzhou City, Anhui Province 安徽省滁州市全椒縣開發區創維觀湖苑項目	Phase 2 and Phase 3 of Skyworth Guanhuayuan 創維觀湖苑二期及三期	2058/2088	100%	497,559.00
2 North of Qingnian Road and West of Zhongling North Road in Yongyang Street, Lishui District, Nanjing City, Jiangsu Province 江蘇省南京市溧水區永陽街道青年路以北、鐘靈北路以西	Phase 3 of Skyworth Wenyuefu 創維文悅府三期	2091	100%	42,539.94
3 South of Chenguang Street and East of Keerqin South Road, Saihan District, Hohhot, Inner Mongolia 內蒙古呼和浩特市賽罕區晨光街以南、科爾沁南路以東	Phase 2 of Ruyi Shijia 如意世家二期	2090	100%	64,279.30
4 West of Xincheng 14th Road and North of Jinshan Avenue, Dongxihu District, Wuhan City, Hubei Province 湖北省武漢市東西湖區新城十四路以西、金山大道以北	Wuhan Hanhua Shijia (Lots 3-6) 武漢漢華世家三標 - 六標段	2092	100%	113,916.72
5 Plot ZKC-063-16, East of Wucun River Area, Tonghu Ecological and Smart Zone, Zhongkai District High-Tech Zone, Huizhou City, Guangdong Province 廣東省惠州市仲愷高新區潼湖生態智慧區梧桐河東片區 ZKC-063-16 號地塊	Huizhou Wenyuefu Garden 惠州文悅府花園	2093/2094	100%	52,819.00

Properties under Development

在發展中物業

Gross floor area attributable to the Group (square metre) 集團所佔樓面面積約數 (平方米)	Gross floor area attributable to the Group (square metre) 集團所佔樓面面積約數 (平方米)					Stage of completion 完成階段	Estimated completion date 估計完成日期	Land lot No. 宗地編號
	Residential 住宅	Commercial 商業	Carpark 停車場	Kindergarten 幼兒園	Others 其他			
889,230.00	663,715.00	22,329.00	42,146.00	-	161,040.00	The project is divided into three phases, with Phase 1 completed 項目分三期，一期已完工	The completion date of Phase I is August 2024, and other completion dates undetermined 一期完工日期2024年8月，其他完工日期未定	3411240130106800001(00008) 00010(00011)
840.35	-	840.35	-	-	-	Phase 1 and Phase 2 completed, Phase 3 under construction 一期及二期已完工，三期正在施工	Part of the project was completed in January 2025, and the remaining part is expected to be completed in June 2027 部分已於2025年1月完工，剩餘部分預計2027年6月完工	3201171000396800026
179,851.05	116,381.68	4,140.12	34,386.90	3,174.50	21,767.85	The above works are currently under construction 上述工程現正施工	July 2026 2026年7月	1501054010026800056
244,402.63	171,592.72	2,139.05	65,413.73	-	5,257.13	The above works are currently under construction 上述工程現正施工	1. Lot 1 and Lot 2 have been transferred to completed properties for sale 2. Lots 3 to 6 have not yet commenced construction 1. 一、二標段已轉入到已完成之待售物業 2. 三標段至六標段尚未開工	4201124090036800068
254,473.93	179,837.52	3,640.27	68,478.29	-	2,517.85	Planning and design stage 規劃設計階段	Completion date undetermined 完工日期未定	4413020150086810887W00000000

Investor Relations

投資者關係

CALENDAR OF MAJOR IR ACTIVITIES

主要投資者關係活動月曆

January – December 2025

2025年1月至12月

Month 月份	Events 活動
March 3月	2024 Annual Results Announcement 2024年全年業績公佈
May 5月	- Annual General Meeting 股東周年大會 - Special General Meeting 股東特別大會
August 8月	"BOCHK Corporate Low Carbon Environmental Leadership Awards" 2024 Ceremony and 2025 Launch Ceremony hosted by FHKI 香港工業總會「中銀香港企業低碳環保領先大獎2024頒獎暨2025開展禮」 2025 Interim Results Announcement 2025年中期業績公佈
September 9月	- Small Group Investor Meeting 投資者小組會議 "2025 China Capital Market Development Forum" and "2025 China Listed Companies Yinghua Award" Presentation Ceremony hosted by China Fund 中國基金報「2025中國資本市場發展論壇暨中國上市公司英華示範案例」揭曉盛典
October 10月	- Investor's Company Visit 投資者參訪 《Capital》"Outstanding AI and Technology Awards 2025" Presentation Ceremony 《資本雜誌》「傑出人工智能及科技大獎2025」頒獎典禮

Investor Relations 投資者關係

Month 月份	Events 活動
November 11月	• CICC 2025 Annual Conference 中金公司2025年度投資策略會 • "2026 Bloomberg Green Watchlist" Presentation Ceremony hosted by Bloomberg Businessweek 《商業周刊》彭博綠金「2026值得關注榜單發佈典禮」 • "The Year Ahead 2026 Outlook Summit" hosted by Bloomberg Businessweek 彭博《商業周刊》The Year Ahead 2026展望峰會
December 12月	• "TVB ESG Awards 2025" Presentation Ceremony TVB環境社會及管治大獎2025頒獎典禮

Corporate Information

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Lin Jin (*Chairman of the Board*)
Mr. Shi Chi (*Chief Executive Officer*)
Ms. Lin Wei Ping
Mr. Wu Qinan (*Appointed with effect from 1 February 2025*)
Mr. Lam Shing Choi, Eric

Independent Non-executive Directors

Mr. Li Weibin (*Resigned with effect from 28 September 2025*)
Mr. Cheong Ying Chew, Henry
Mr. Hung Ka Hai, Clement
Mr. Sun Wei Yung, Kevin (*Appointed with effect from 28 September 2025*)

MEMBERS OF COMMITTEES

Audit Committee

Mr. Cheong Ying Chew, Henry (*Chairperson*)
Mr. Li Weibin (*Resigned with effect from 28 September 2025*)
Mr. Hung Ka Hai, Clement
Mr. Sun Wei Yung, Kevin (*Appointed with effect from 28 September 2025*)

Executive Committee

Mr. Lin Jin (*Chairman of the Board*)
Mr. Shi Chi (*Chief Executive Officer*)
Ms. Lin Wei Ping
Mr. Wu Qinan (*Appointed with effect from 1 February 2025*)
Mr. Lam Shing Choi, Eric
Mr. Wu Wei
Mr. Ying Yiming

Nomination Committee

Mr. Hung Ka Hai, Clement (*Chairperson*)
Mr. Li Weibin (*Resigned with effect from 28 September 2025*)
Mr. Cheong Ying Chew, Henry
Mr. Sun Wei Yung, Kevin (*Appointed with effect from 28 September 2025*)
Ms. Lin Wei Ping

Remuneration Committee

Mr. Li Weibin (*Chairperson*) (*Resigned with effect from 28 September 2025*)
Mr. Sun Wei Yung, Kevin (*Chairperson*)
(*Appointed with effect from 28 September 2025*)
Mr. Cheong Ying Chew, Henry
Mr. Hung Ka Hai, Clement
Ms. Lin Wei Ping

董事會

執行董事

林勁先生 (董事會主席)
施馳先生 (行政總裁)
林衛平女士
吳后楠先生 (自 2025 年 2 月 1 日起獲委任)
林成財先生

獨立非執行董事

李偉斌先生 (辭任於 2025 年 9 月 28 日生效)
張英潮先生
洪嘉禧先生
孫偉勇先生 (自 2025 年 9 月 28 日起獲委任)

委員會成員

審核委員會

張英潮先生 (主席)
李偉斌先生 (辭任於 2025 年 9 月 28 日生效)
洪嘉禧先生
孫偉勇先生 (自 2025 年 9 月 28 日起獲委任)

執行委員會

林勁先生 (董事會主席)
施馳先生 (行政總裁)
林衛平女士
吳后楠先生 (自 2025 年 2 月 1 日起獲委任)
林成財先生
吳偉先生
應一鳴先生

提名委員會

洪嘉禧先生 (主席)
李偉斌先生 (辭任於 2025 年 9 月 28 日生效)
張英潮先生
孫偉勇先生 (自 2025 年 9 月 28 日起獲委任)
林衛平女士

薪酬委員會

李偉斌先生 (主席) (辭任於 2025 年 9 月 28 日生效)
孫偉勇先生 (主席)
(自 2025 年 9 月 28 日起獲委任)
張英潮先生
洪嘉禧先生
林衛平女士

Corporate Information

公司資料

COMPANY SECRETARY

Mr. Lam Shing Choi, Eric

AUTHORISED REPRESENTATIVES

Ms. Lin Wei Ping
Mr. Lam Shing Choi, Eric

AUDITOR

Deloitte Touche Tohmatsu
Certified Public Accountants
Registered Public Interest Entity Auditors

LEGAL ADVISORS

Kirkland & Ellis
CFN Lawyers

PRINCIPAL BANKERS

Bank of China Limited
Bank of Communications Co., Ltd.
China CITIC Bank International Limited
China Construction Bank Corporation
China Development Bank
DBS Bank (Hong Kong) Limited
Industrial and Commercial Bank of China Limited
Postal Savings Bank of China Co., Ltd.
Standard Chartered Bank (Hong Kong) Limited
The Export-Import Bank of China

REGISTERED OFFICE

Clarendon House
2 Church Street
Hamilton HM 11
Bermuda

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Rooms 1601-04 Westlands Centre
20 Westlands Road
Quarry Bay
Hong Kong

BERMUDA PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Corporate Services (Bermuda) Limited
Clarendon House
2 Church Street
Hamilton HM 11
Bermuda

公司秘書

林成財先生

授權代表

林衛平女士
林成財先生

核數師

德勤•關黃陳方會計師行
執業會計師
註冊公眾利益實體核數師

法律顧問

凱易律師事務所
陳馮吳律師事務所

主要往來銀行

中國銀行股份有限公司
交通銀行股份有限公司
中信銀行(國際)有限公司
中國建設銀行股份有限公司
國家開發銀行
星展銀行(香港)有限公司
中國工商銀行股份有限公司
中國郵政儲蓄銀行股份有限公司
渣打銀行(香港)有限公司
中國進出口銀行

註冊辦事處

Clarendon House
2 Church Street
Hamilton HM 11
Bermuda

香港主要營業地點

香港
鰂魚涌
華蘭路20號
華蘭中心1601-04室

百慕達股份登記及過戶總處

Conyers Corporate Services (Bermuda) Limited
Clarendon House
2 Church Street
Hamilton HM 11
Bermuda

Corporate Information

公司資料

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Computershare Hong Kong Investor Services Limited
Shops 1712-16
17th Floor, Hopewell Centre
183 Queen's Road East
Wan Chai, Hong Kong

SHARES LISTING

Shares of the Company are listed on
The Stock Exchange of Hong Kong Limited
Stock Code: 00751

IMPORTANT INFORMATION

Results Announcement Date
Annual Results: 27 March 2026

COMPANY WEBSITE

<http://www.skyworth.com>

香港股份登記及過戶分處

香港中央證券登記有限公司
香港灣仔
皇后大道東 183 號
合和中心 17 樓
1712-16 號舖

股份上市

本公司股份於香港聯合交易所有限公司上市
股份代號：00751

重要資訊

業績公佈日期
年度業績：2026 年 3 月 27 日

公司網頁

<http://www.skyworth.com>

SKYWORTH 創維

創維集團有限公司

Skyworth Group Limited

Stock Code 股份代號 : 00751.HK

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香港鰂魚涌華蘭路20號
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