



百福控股

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

Stock Code 股份代號: 1488

ANNUAL REPORT 2025年報





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CORPORATE INFORMATION 公司資料

Board of Directors

Executive directors

Mr. Zhao John Huan (*Chairman*)
Mr. Wang Xiaolong
Mr. Jing Shen

Independent non-executive directors

Mr. Leung Kwai Kei
Mr. Lo Wei-Ren
Ms. Zhuo Ping

Audit Committee

Mr. Leung Kwai Kei (*Chairman*)
Mr. Lo Wei-Ren
Ms. Zhuo Ping

Remuneration Committee

Mr. Leung Kwai Kei (*Chairman*)
Mr. Wang Xiaolong
Mr. Lo Wei-Ren

Nomination Committee

Mr. Zhao John Huan (*Chairman*)
Mr. Leung Kwai Kei
Ms. Zhuo Ping

Authorised Representatives

Mr. Jing Shen
Mr. So Wai Yin

Company Secretary

Mr. So Wai Yin

Registered Office

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman, KY1-1111
Cayman Islands

董事會

執行董事

趙令歡先生(主席)
王小龍先生
景慎先生

獨立非執行董事

梁貴基先生
羅維仁先生
卓平女士

審核委員會

梁貴基先生(主席)
羅維仁先生
卓平女士

薪酬委員會

梁貴基先生(主席)
王小龍先生
羅維仁先生

提名委員會

趙令歡先生(主席)
梁貴基先生
卓平女士

授權代表

景慎先生
蘇偉賢先生

公司秘書

蘇偉賢先生

註冊辦事處

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman, KY1-1111
Cayman Islands

CORPORATE INFORMATION (CONTINUED)

公司資料(續)

Principal Office

Suite 11, 70/F
Two International Finance Centre
No. 8 Finance Street
Central, Hong Kong

Principal Bankers

Hong Kong:

Citibank, N.A.
China Merchants Bank Co., Ltd.

Mainland China:

Industrial and Commercial Bank of China
China Merchants Bank Co., Ltd.

Auditor

PricewaterhouseCoopers
Certified Public Accountants
Registered Public Interest Entity Auditor
22/F, Prince's Building
Central, Hong Kong

Principal Share Registrar and Transfer Office

Suntera (Cayman) Limited
Suite 3204, Unit 2A, Block 3
Building D, P.O. Box 1586
Gardenia Court, Camana Bay
Grand Cayman KY1-1110
Cayman Islands

Hong Kong Branch Share Registrar and Transfer Office

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

Stock Code

1488

Website

<http://www.bestfoodholding.com>

總辦事處

香港中環
金融街8號
國際金融中心二期
70樓11室

主要往來銀行

香港：

花旗銀行有限公司
招商銀行股份有限公司

中國內地：

中國工商銀行
招商銀行股份有限公司

核數師

羅兵咸永道會計師事務所
執業會計師
註冊公眾利益實體核數師
香港中環
太子大廈22樓

主要股份過戶登記處

Suntera (Cayman) Limited
Suite 3204, Unit 2A, Block 3
Building D, P.O. Box 1586
Gardenia Court, Camana Bay
Grand Cayman KY1-1110
Cayman Islands

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

股份代號

1488

網址

<http://www.bestfoodholding.com>

CHAIRMAN'S STATEMENT 主席報告

Dear shareholders,

On behalf of the board (the “**Board**”) of directors (the “**Directors**”) of Best Food Holding Company Limited (the “**Company**” or “**Best Food**”), I am pleased to present the annual report of the Company and its subsidiaries (collectively, the “**Group**” or “**Best Food Group**”) for the year ended 31 December 2025.

Business Review

In 2025, the scale of China's catering market maintained modest growth with a sluggish consumption recovery. The market witnessed an imbalance between supply and demand, fierce competition across segments, and an accelerated industry reshuffle, while online consumption eroded the profits of in-store dining. Nevertheless, the recovery of the capital market has brought new opportunities for the capitalization and overseas expansion of chain catering enterprises.

Against this backdrop, Best Food adhered to its core model of investment plus operational empowerment, guided by the dual-drive strategy of operational empowerment and investment management. We steadily advanced the consolidation of existing businesses, the breakthrough of incremental businesses and the layout of ecological development, successfully addressing industry challenges and seizing development opportunities.

In response to industry changes, the Group implemented differentiated strategies for each brand, achieving remarkable results in improving the quality and efficiency of existing businesses. The Group's capacity for investment empowerment continued to unleash, with outstanding development performance from its joint venture brands. We built the “Co-creation Camp” resource integration platform and established the “Shendianbao” joint venture enterprise, systematically exploring high-quality catering investment opportunities, fostering new growth drivers for performance, and continuously improving the layout of the new catering ecological chain.

尊敬的股東：

本人謹代表百福控股有限公司（「本公司」或「百福」）董事（「董事」）會（「董事會」）欣然提呈本公司及其附屬公司（「本集團」或「百福集團」）截至二零二五年十二月三十一日止年度的年度報告。

業務回顧

2025年中國餐飲市場規模保持低位元增長，消費復蘇乏力，供需失衡、賽道競爭白熱化，行業洗牌加快，線上消費擠壓堂食利潤。然而資本市場回暖也為連鎖餐飲資本化、海外佈局帶來新機遇。

在此背景下，百福集團堅守投資加運營賦能核心模式，以運營賦能與投資管理雙輪驅動為戰略指引，在存量穩固、增量突破、生態佈局上穩步推進，順利應對行業挑戰並把握發展機遇。

面對行業變局，集團對各品牌實施差異化戰略，存量業務提質增效成效顯著。集團投資賦能能力持續釋放，聯營品牌發展亮眼，集團搭建「共創營」資源整合平台，成立「神店寶」合夥企業，系統性挖掘優質餐飲投資機會，培育業績新增長點，持續完善新餐飲生態鏈佈局。

CHAIRMAN'S STATEMENT (CONTINUED) 主席報告(續)

Prospects and Future Planning

The Group remains fully confident in the long-term potential and development opportunities of China's catering market as always. The industry reshuffle and restructuring are, in essence, the elimination of inefficient models and the empowerment of high-quality enterprises. Going forward, catering enterprises with capabilities in chain operation, digitalization and ecological development will embrace broader development space. Best Food will continue to uphold the pragmatic business philosophy, closely follow industry development trends, and with keener market insights, more efficient operational capabilities and a more open ecological mindset, we will continuously consolidate our core competitiveness, seize the long-term development opportunities of the industry, achieve steady growth amid industry transformation and create greater value.

Appreciation

On behalf of the Board, I would like to extend our sincere gratitude to the shareholders of the Company (the **"Shareholders"**), customers and business partners of the Group for their strong support throughout the year. In addition, I would also like to take this opportunity to thank all colleagues and staff for their persistent contribution to the Group.

On behalf of the Board
Zhao John Huan
Chairman

Hong Kong, 30 March 2026

展望及未來規劃

本集團一如既往地對中國餐飲市場長期潛力和發展機遇充滿信心，行業的洗牌與調整，本質是對低效模式的出清、對優質企業的賦能，未來具備連鎖化、數位化、生態化能力的餐飲企業，將迎來更大的發展空間。百福集團將繼續秉持腳踏實地的經營理念，緊扣行業發展趨勢，以更敏銳的市場洞察、更高效的運營能力、更開放的生態思維，持續夯實核心競爭力，把握行業長期發展機遇，在行業變革中實現穩步發展，創造更大價值。

鳴謝

本人謹代表董事會，向本公司股東（「股東」）、本集團客戶及業務夥伴於本年度給予的鼎力支持，表示衷心致意。此外，本人亦藉此機會感謝各位員工努力不懈為本集團作出貢獻。

代表董事會
趙令歡
主席

香港，2026年3月30日

MANAGEMENT DISCUSSION AND ANALYSIS 管理層討論與分析

Performance Review

Best Food Holding Company Limited (the “**Company**” or “**Best Food**”) and its subsidiaries (collectively the “**Group**”) are engaged in the operation of, and investment in, food and beverage business under several brands, including “Xinladao” fish hot pot, “HHG” Chinese fast food, “Xiao Noodles” Sichuan and Chongqing style fast food, “Paotsai King” claypot rice, “Yuepin” Vietnamese cuisine, “Foook” malatang, “Dafulan” Hunan rice noodles and snacks and “Panda Hot Pot” small hot pot.

For the year 2025, the Group’s total system sales, including sales of all restaurants, both owned and franchised under the brands of the Group and its associates, amounted to RMB3,740.0 million, representing an increase of 7% compared to the corresponding period of 2024. As at 31 December 2025, the number of stores under all the brands of the Group and its associates was 1,149, which is flat compared with that as at 31 December 2024. For the year 2025, the revenue as recorded in the consolidated financial statements of the Group amounted to RMB399 million, representing an decrease of 15.8% over the corresponding period of 2024.

In 2025, China’s catering market maintained low single-digit growth, with weaker consumption recovery than in previous years. Market differentiation was pronounced, and consumption in first-tier cities in the PRC remained under persistent pressure. The industry suffered from supply-demand imbalance, both inadequate demand for mid-to-high-end catering and oversupply in the mid-to-low-end segment accelerated industry reshuffling, resulting in high number of annual store closures. Consumers trended toward consumption downgrade and preference for fresh, made-to-order food. Major food delivery platforms competed for traffic, driving up online consumption while eroding dine-in foot traffic and profitability. As the secondary capital market rebounded, large-scale catering chains pressed ahead with IPOs and steadily expanded into overseas markets.

Beijing’s fast-food market is fiercely competitive, with non-local chain brands accelerating expansion in the city, while local fast-food brands have adjusted their strategies to respond. “HHG”, a Chinese rice-based fast-food brand, proactively adapted to consumer demand, strengthened its core positioning of fresh, on-site cooking and stir-frying, and maintained steady product launch rhythm. It also capitalized on the traffic boom on food delivery platforms, implemented refined control over operating costs and expenses, and improved operational efficiency and market competitiveness.

業績回顧

百福控股有限公司(「**本公司**」或「**百福**」)及其附屬公司(統稱「**本集團**」)運營及投資「新辣道」魚火鍋、「和合谷」中式快餐、川渝風味快餐「遇見小麵」、「煲仔皇」煲仔飯、「越品」越南菜、「福客」麻辣燙、「大弗蘭」湖南米粉小吃、「熊貓燙」小火鍋等多個食品與飲料行業品牌。

本集團2025年度系統銷售總額(包括本集團及聯營公司旗下所有品牌的直營和特許經營餐廳的銷售額)為人民幣3,740.0百萬元，與2024年同期相比上升7%；本集團及聯營公司旗下所有品牌截至2025年12月31日門店數達到1,149家，與2024年同期基本持平。2025年度本集團綜合財務報表收入為人民幣399百萬元，同比2024年下降15.8%。

2025年中國餐飲市場規模保持低個位數增長，整體消費復蘇力度弱於往年。市場分化突出，國內一線城市餐飲消費持續承壓。行業供需失衡，中高端餐飲需求不足，中低端餐飲供給過剩，行業洗牌加快，導致年度閉店數量多。消費者呈現消費降級及偏好新鮮現制的趨勢，幾大外賣平臺爭奪流量拉升線上消費，侵蝕堂食人流與利潤。二級資本市場回暖，規模連鎖餐飲企業借機推進上市，並穩步佈局海外市場。

當前北京速食市場競爭白熱化，外地連鎖品牌加速在京擴張佈局，本地速食品牌紛紛調整戰略以應對市場競爭。「和合穀」中式米飯速食主動順應消費需求，持續強化新鮮現制現炒核心定位，穩定產品上新頻次。同時緊抓外賣平臺流量爆發的機遇，精細化管控各項運營成本和費用，提升經營效率與市場競爭力。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

The hot pot sector, where “Xinladao” operates, has become hyper-competitive. It carried out strategic optimization and scaled back its presence to focus on the Beijing market. To match shifting consumer demand, it centered on core competitiveness of fresh, on-site cut ingredients, highlighted seasonal specialty products, and drove innovation and upgrades in brand image and in-store dining scenarios. Leveraging a resource-efficient model and internal-external joint venture partnerships, it worked to sustain its competitiveness in the Beijing regional market.

Among Best Food investments of joint venture brands, many recorded steady growth. Notably, “Xiao Noodles” successfully listed on The Stock Exchange of Hong Kong Limited at the end of 2025. Supported by the rapid expansion of store network and optimized regional layout, the numbers of stores of the brand exceeded 500, further diluting headquarters operating costs and achieving record profit levels. “Paotsai King” innovated and promoted a clay pot rice round-table stove business model, continuously refined its store model, and steadily deepened direct-operated business and expanded franchising on the basis of its existing 200-plus stores, realizing scalable brand growth.

Best Food adheres to a dual-wheel drive strategy of catering operation empowerment and investment management. Drawing on years of practical experience in the catering industry, the Group accurately identifies industry developments and future trends. It has built an industry resource integration platform through its “Co-Creation Camp” (共創營) program, with training empowerment and investment in new-concept stores as core value drivers. The Group specially established “Shendianbao” (神店寶) partnership enterprise to systematically explore new investment opportunities, focus on the investment and layout of high-quality catering stores, and foster new growth engines for the Group’s performance.

「新辣道」品牌所處的火鍋賽道競爭已進入白熱化階段，「新辣道」實施戰略優化調整，收縮戰線，聚焦北京市場。為適配消費者需求變化，聚焦食材新鮮現切核心競爭力，突出時令特色產品供應，推動品牌形象及門店就餐場景的創新優化。依託資源利舊模式以及內外部聯營合夥機制，「新辣道」努力穩住北京區域市場競爭力。

百福投資的眾多聯營品牌中仍不乏有穩步發展的品牌。其中，「遇見小麵」于25年底成功在香港聯合交易所有限公司上市。依託門店網路的快速擴張及區域佈局結構的優化，該品牌門店數量突破500家，進一步攤薄了總部運營成本，實現利潤規模再創新高。「煲仔皇」創新並推廣煲仔飯圍爐經營模式，持續打磨門店模型，在現有200餘家門店的基礎上，穩步推進直營業務深化與加盟業務拓展，實現品牌規模增長。

百福集團堅守餐飲運營賦能與投資管理雙輪驅動戰略，依託多年餐飲行業積累的實踐經驗，精準洞察行業發展變化與未來趨勢。集團通過「共創營」專案搭建行業資源整合平臺，以培訓賦能及新模式門店投資為價值實現路徑，專門成立「神店寶」合夥企業，系統性挖掘新投資機會，專注於優質餐飲門店的投資佈局，培養集團業績新的增長點。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Management Discussion and Analysis

Revenue

Revenue of the Group decreased by 15.8% from RMB474.2 million for the year ended 31 December 2024 to RMB399.2 million for the corresponding period of 2025, among which revenue from restaurant operations decreased by 41.0% from RMB213.2 million for the year ended 31 December 2024 to RMB125.7 million for the corresponding period of 2025, and revenue from delivery business increased by 3.7% from RMB168.6 million for the year ended 31 December 2024 to RMB174.9 million for the corresponding period of 2025. The decrease in restaurant operations revenue is primarily due to intense market competition, the Group's own strategic transformation which resulted in a reduction in the number of directly operated stores and an increase in the number of franchise stores. Revenue from delivery business increased due to boosted consumer demand driven by concentrated platform promotions.

Raw materials and consumables used

Raw materials and consumables used decreased by 9.8% from RMB199.3 million for the year ended 31 December 2024 to RMB179.7 million for the corresponding period of 2025, which was mainly attributable to the decline in sales amount. Raw materials and consumables used as a percentage of revenue were 42.0% for the year ended 31 December 2024 and 45.0% for the corresponding period of 2025, respectively.

Online platform service charges and delivery fees

Online platform service charges and delivery fees decreased by 4.8% from RMB33.6 million for the year ended 31 December 2024 to RMB32.0 million for the corresponding period of 2025. Online platform service charges and delivery fees as a percentage of revenue from delivery business decreased from 19.9% for the year ended 31 December 2024 to 18.3% for the corresponding period of 2025.

管理層討論與分析

收入

本集團收入從截至2024年12月31日止年度的人民幣474.2百萬元減少至2025年同期的人民幣399.2百萬元，下降15.8%。其中餐廳經營收入從截至2024年12月31日止年度的人民幣213.2百萬元減少至2025年同期的人民幣125.7百萬元，下降41.0%；外賣業務收入從截至2024年12月31日止年度的人民幣168.6百萬元增加至2025年同期的人民幣174.9百萬元，上升3.7%。餐廳經營收入下降主要由於市場競爭激烈，集團自身戰略轉型，致使直營店數量減少，加盟店數量增加；外賣業務收入受到平臺集中爆發的刺激，消費需求提升而增加。

使用的原材料及耗材

使用的原材料及耗材從截至2024年12月31日止年度的人民幣199.3百萬元減少至2025年同期的人民幣179.7百萬元，下降了9.8%，主要由於報告期內銷售額的減少。就使用的原材料及耗材所佔收入百分比，截至2024年12月31日止年度為42.0%，2025年同期為45.0%。

在線平台服務費及配送費

線上平台服務費及配送費從截至2024年12月31日止年度的人民幣33.6百萬元減少至2025年同期的人民幣32.0百萬元，下降了4.8%。就線上平台服務費及配送費所佔外賣業務收入百分比，從截至2024年12月31日止年度的19.9%下降至截至2025年同期的18.3%。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Employee benefit expense

Employee benefit expense decreased by 25.3% from RMB144.1 million for the year ended 31 December 2024 to RMB107.7 million for the corresponding period of 2025, which was mainly attributable to expense control and cost reduction during the reporting period, and employee benefit expense as a percentage of revenue decreased from 30.4% for the year ended 31 December 2024 to 27.0% for the corresponding period of 2025.

Depreciation of right-of-use assets

Depreciation of right-of-use assets decreased by 19.9% from RMB55.7 million for the year ended 31 December 2024 to RMB44.6 million for the corresponding period of 2025, which was mainly due to the closure of certain underperforming restaurants during the reporting period; depreciation of right-of-use assets as a percentage of revenue decreased from 11.7% for the year ended 31 December 2024 to 11.2% for the corresponding period of 2025.

Depreciation and amortisation of other assets

Depreciation and amortisation of other assets decreased by 31.0% from RMB16.8 million for the year ended 31 December 2024 to RMB11.6 million for the corresponding period of 2025, which was mainly due to the closure of certain underperforming restaurants and disposal of underlying assets with lower revenue contribution during the reporting period. Depreciation and amortisation of other assets as a percentage of revenue decreased from 3.5% for the year ended 31 December 2024 to 2.9% for the corresponding period of 2025.

Property rentals and other related expenses

Property rentals and other related expenses decreased by 34.7% from RMB14.7 million for the year ended 31 December 2024 to RMB9.6 million for the corresponding period of 2025, property rentals and other related expenses as a percentage of revenue decreased from 3.1% for the year ended 31 December 2024 to 2.4% for the corresponding period of 2025.

僱員福利開支

僱員福利開支從截至2024年12月31日止年度的人民幣144.1百萬元減少至2025年同期的人民幣107.7百萬元，下降了25.3%，主要由於報告期內費用控制和成本節降。就所佔收入百分比，僱員福利開支從截至2024年12月31日止年度的30.4%下降至2025年同期的27.0%。

使用權資產折舊

使用權資產折舊從截至2024年12月31日止年度的人民幣55.7百萬元減少至2025年同期的人民幣44.6百萬元，下降了19.9%，主要由於報告期內關閉了部分表現不佳的餐廳；就所佔收入百分比，使用權資產折舊從截至2024年12月31日止年度的11.7%下降至2025年同期的11.2%。

其他資產折舊及攤銷

其他資產折舊及攤銷截至2024年12月31日止年度的人民幣16.8百萬元減少至2025年同期的人民幣11.6百萬元，下降了31.0%，主要由於報告期內關閉了部分業績未達預期的餐廳並處置了收益貢獻較低的相關資產。就所佔收入百分比，其他資產折舊及攤銷從截至2024年12月31日止年度的3.5%下降至2025年同期的2.9%。

物業租金及其他相關開支

物業租金及其他相關開支從截至2024年12月31日止年度的人民幣14.7百萬元減少至2025年同期的人民幣9.6百萬元，下降了34.7%。就所佔收入百分比，物業租金及其他相關開支從，截至2024年12月31日止年度為3.1%下降至2025年同期的2.4%。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Other expenses

Other expenses decreased by 38.3% from RMB51.5 million for the year ended 31 December 2024 to RMB31.8 million for the corresponding period of 2025, which was mainly due to the recovery of operating activities and attributable to (i) the daily maintenance expenses decreased by RMB5.3 million; and (ii) business development expenses decreased by RMB2.4 million; (iii) impairment of property, plant and equipment and right-of-use assets decreased by an aggregated amount of RMB4.9 million during the reporting period. Other expenses as a percentage of revenue decreased from 10.9% for the year ended 31 December 2024 to 8.0% for the corresponding period of 2025.

Finance expenses — net

Finance expenses — net (which includes finance income, interest on convertible bonds and other financial expenses) increased by 1.9% from RMB47.5 million for the year ended 31 December 2024 to RMB48.4 million for the corresponding period of 2025.

Income tax expense/credit

Income tax expense amounted to RMB8.8 million for the year ended 31 December 2025, as compared to income tax credit of RMB7.9 million for the corresponding period of 2024, which was mainly due to the withholding income tax on dividends received from associates and gain on partial disposal of investment in an associate; and the increase in net deferred income tax charge during the reporting period.

Loss for the year attributable to equity holders of the Company

The Group recorded a loss for the year attributable to equity holders of the Company of approximately RMB5.2 million for the year ended 31 December 2025, as compared to loss attributable to equity holders of the Company of approximately RMB241.8 million for the year ended 31 December 2024.

The substantial decrease of net loss is primarily attributable to (i) a reduction in the impairment losses of intangible assets and investment in associates by approximately RMB110.5 million; (ii) the recognition of a dilution gain arising from the listing of an associate on the Main Board of The Stock Exchange of Hong Kong Limited of approximately RMB66.0 million; (iii) gain on partial disposal of investment in an associate of approximately RMB41.6 million; and (iv) an increase in the share of profits from associates of approximately RMB26.3 million.

其他開支

其他開支從截至2024年12月31日止年度的人民幣51.5百萬元減少至2025年同期的人民幣31.8百萬元，下降了38.3%，主要由於經營活動的恢復，(i)日常維護費減少了人民幣5.3百萬元；(ii)業務開發開支減少了人民幣2.4百萬元；(iii)報告期內物業、廠房及設備減值及使用權資產減值合計減少人民幣4.9百萬元。就所佔收入百分比，其他開支從截至2024年12月31日止年度的10.9%下降至2025年同期的8.0%。

財務費用淨額

財務費用淨額(財務收入、可換股債券利息及其他財務費用)從截至2024年12月31日止年度的人民幣47.5百萬元上升至2025年同期的人民幣48.4百萬元，上升了1.9%。

所得稅開支／抵免

截至2025年12月31日止年度的所得稅開支為人民幣8.8百萬元，2024年同期為所得稅抵免為人民幣7.9百萬元，主要是由於從聯營企業收取股息時預提所得稅及部分處置聯營公司投資收益時預提所得稅；及報告期內遞延所得稅費用淨額的增加。

本公司權益持有人應佔年內虧損

截至2025年12月31日止年度本集團錄得本公司權益持有人應佔年內虧損約人民幣5.2百萬元，截至2024年12月31日止年度錄得本公司權益持有人應佔虧損為約人民幣241.8百萬元。

虧損大幅減少主要由於(i)因無形資產減值和一家聯營公司減值導致減值虧損減少約人民幣110.5百萬元；(ii)因一家聯營公司於香港聯合交易所有限公司主板上市而確認的攤薄收益約人民幣66.0百萬元；(iii)部分處置一家聯營公司投資收益約人民幣41.6百萬元；及(iv)應佔聯營公司溢利增加約人民幣26.3百萬元。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Non-GAAP Financial Measure

Adjusted profit/(loss) for the year

The adjusted profit/(loss) for the year is an additional financial measure, which is not required by, or presented in accordance with the HKFRS Accounting Standards. It is calculated as an additional financial measure to the loss for the year to supplement the consolidated financial statements to evaluate the financial performance of the Group by excluding the impact of certain non-operating, non-recurring and non-cash items which the Group does not consider to be indicative of the operating performance of the Group, including interest on convertible bonds, impairment of intangible assets, impairment of investment in associates, gain on dilution of investment in an associate, tax impact in respect of the impairment of intangible assets and effect of deferred income tax in respect of the gain on dilution of investment in an associate.

The table below sets forth the reconciliation of loss for the year to adjusted profit/(loss) for the year:

非公認會計準則財務計量

年內經調整溢利／(虧損)

該指標作為年度虧損之外的補充財務衡量標準進行計算，旨在通過撇除包括可換股債券利息、無形資產減值、聯營公司投資減值、攤薄一家聯營公司投資收益、無形資產減值之稅務影響以及攤薄聯營公司投資收益之遞延所得稅影響後的年內溢利／(虧損)計算，撇除集團認為不能反映其運營績效的某些非經營性、非經常性以及非現金項目的影響，對集團財務表現進行評估，並作為合併財務報表的補充說明。

下表載列年內虧損與年內經調整溢利／(虧損)之對賬：

		Year ended 31 December 截至12月31日止年度	
		2025 2025年 RMB'000 千人民幣	2024 2024年 RMB'000 千人民幣
Loss for the year	年內虧損	(9,207)	(257,851)
Interest on convertible bonds (i)	可換股債券利息(i)	42,447	39,811
Impairment of intangible assets (ii)	無形資產減值(ii)	44,554	93,528
Impairment of investment in associates (iii)	聯營公司投資減值(iii)	9,902	71,385
Gain on dilution of investment in an associate (iv)	攤薄一家聯營公司投資收益(iv)	(65,997)	—
Tax impact in respect of the impairment of intangible assets (ii)	無形資產減值之稅務影響(ii)	(11,138)	(23,382)
Effect of deferred income tax in respect of the gain on dilution of investment in an associate (iv)	攤薄聯營公司投資收益之遞延所得稅影響(iv)	6,600	—
Adjusted profit/(loss) for the year	年內經調整溢利／(虧損)	17,161	(76,509)

Notes:

(i) Interest on convertible bonds: Considering that the Convertible Bonds are financial liabilities solely arising from the Company's fundraising activities, the Company considered that this adjusting item was non-operating and not indicative of the operating performance of the principal business of the Group.

附註：

(i) 可轉換債券利息：可轉換債券純屬本公司融資活動產生的金融負債，本公司認為該調整項目屬於非經營性事項，不能反映集團主營業務的運營成果。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

- (ii) Impairment of intangible assets and the related tax impact: The Company made impairment on trademarks as disclosed in Note 22 to the consolidated financial statements, which set out the related assumptions, assessment and calculation of the impairment on trademarks. The impairment loss in respect of the CGUs was determined based on FVLCOB which was higher than VIU. The decrease of FVLCOB was mainly triggered by (1) the underperformed enterprise value/sales multiples of selected comparable listed companies engaging in catering businesses and (2) the decrease of revenue for the year ended 31 December 2025 as a result of the closure of restaurants and the underperformance of certain restaurants. Therefore, the Company considered that the impairment loss was not directly related to the operating performance of the Group.
- (iii) Impairment of investment in associates: During the year ended 31 December 2025, the Group recognised impairment losses amounting to approximately RMB9.9 million on its investment in an associate, after considering relevant factors in determining the recoverable amount of the investment in the associate including the deterioration of its business and the corresponding financial performance and financial condition as well as the decrease in the enterprise value to sales multiples of comparable companies of the associate. The Company considered that such impairment loss was non-operating in nature and not directly related to the operating performance of the Group.
- (iv) Gain on dilution of investment in an associate and the effect of deferred income tax: During the year ended 31 December 2025, the Group recognised gain on dilution of investment in an associate of approximately RMB66.0 million in respect of the listing of an associate on the Main Board of The Stock Exchange of Hong Kong. The Company considered that such gain was non-recurring and non-cash in nature.
- (ii) 無形資產減值及相關稅務影響：本公司對商標計提減值，在本報告內本公司綜合財務報表附註22列明了相關假設、評估及減值計算過程。相關現金產出單元的減值損失金額系由FVLCOB高於使用價值VIU確定。FVLCOB的下降則歸因於雙重因素(1)可比公司企業價值倍數不佳；(2) 2025年部分餐廳停業及經營不善導致年度收入減少。因此，本公司認為該減值損失與業務運營無直接關聯。
- (iii) 聯營企業投資減值：於2025年度，集團對一家聯營企業投資計提減值損失人民幣約9.9百萬元，這是在考慮了確定聯營公司投資可收回金額的相關因素後得出的，包括其業務惡化及相應的財務表現和財務狀況，以及聯營公司可比公司的企業價值與銷售倍數的下降。本公司認為相關減值損失為非經營性項目且與業務運營無直接關聯。
- (iv) 攤薄一家聯營公司投資收益及相關遞延所得稅影響：於2025年度，本集團因一家聯營企業於香港聯合交易所主板上市確認攤薄投資收益人民幣約66.0百萬元。本公司認為相關收益為非經常性項目及非現金項目。

Such non-GAAP financial measure has limitation as an analytical tool, and should be considered in addition to, not as a substitute for, analysis of the Company's financial performance prepared in accordance with HKFRS Accounting Standards. This non-GAAP financial measure may be defined differently from similar terms used by other companies. The Group's presentation of this non-GAAP financial measure should not be construed as an inference that the Group's future results will be unaffected by these items.

Right-of-use assets

Under HKFRS 16 Lease ("HKFRS 16"), the Group recognised right-of-use assets with respect to its property leases. The right-of-use assets are depreciated over the leasing term or the useful life of the underlying asset, whichever the shorter. As of 31 December 2025, the Group recognised right-of-use assets with an amount of RMB65.6 million (2024: RMB95.3 million) and the decrease was mainly due to the closure of certain underperforming restaurants.

該非公認會計準則財務計量作為分析工具存在局限性，且應被視為根據香港財務報告會計準則編製的本公司財務表現分析的補充而非替代計量。該等非公認會計準則財務計量的定義可能與其他公司所用的類似詞匯有所不同。本集團呈列該非公認會計準則財務計量不應被詮釋為本集團日後業績將不會受到該等項目的影響。

使用權資產

根據香港財務報告準則第16號租賃（「香港財務報告準則第16號」），本集團就物業租賃確認使用權資產。我們的使用權資產於相關資產的租賃期間或可使用年期（按較短者為準）折舊。截至2025年12月31日，本集團確認使用權資產人民幣65.6百萬元（截至2024年12月31日：人民幣95.3百萬元），其減少主要由於報告期內關閉了部分表現不佳的餐廳。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Investments accounted for using the equity method

Total investments accounted for using the equity method amounted to RMB208.7 million as at 31 December 2025, as compared to RMB153.8 million as of 31 December 2024, representing an increase of 35.7%, which was mainly attributable to the increased share of profits from associates and the successful listing of one associate in 2025, partly offset by the impairment losses recognised on investment in an associate. For further details regarding the gain on partial disposal of investment in an associate and dilution of investment in an associate, please refer to notes 10 and 11 to the consolidated financial statements of the Company in this report.

Trademarks

Net book amount of the Group's trademarks decreased by 16.0% from RMB279.5 million as of 31 December 2024 to RMB234.9 million as of 31 December 2025, which was attributable to the recognized impairment loss of trademarks for the year ended 31 December 2025 of RMB44.6 million (2024: RMB93.5 million). For further details, please refer to note 22 to the consolidated financial statements of the Company in this report.

Upon completion of the acquisition of Beijing Xinladao Catering Management Ltd. ("Xinladao") and its subsidiaries (the "Xinladao Group") in November 2018 (the "Acquisition"), (i) the excess amount of the total consideration for the Acquisition over the fair value of the net identifiable assets of the Xinladao Group was recognized as goodwill, which amounted to approximately RMB535.0 million; and (ii) acquired identifiable intangible assets of approximately RMB400.0 million represented trademark of Xinladao Group. Details of the Acquisition are set out in the announcements of the Company dated 19 June 2018, 18 October 2018 and 30 November 2018, and the circular of the Company dated 2 October 2018.

Since completion of the Acquisition, management of the Company has been conducting annual impairment review on the goodwill and trademarks with indefinite useful life attributable to the Xinladao Group in accordance with HKAS 36 "Impairment of assets", or more frequently if events or changes in circumstances indicate potential impairment. For the purpose of conducting the impairment assessment, the recoverable amount of the Xinladao Group is determined as the higher of value in use ("VIU") and fair value less costs of disposal ("FVLCD"). VIU is calculated using the discounted cash flow method based on the business plan of the Xinladao Group as approved by the management, while FVLCD is primarily affected by the market condition of the chain-restaurant industry in which the Xinladao Group operates.

按權益法入賬的投資

截至2025年12月31日，對按權益法入賬的投資總額為人民幣208.7百萬元，截至2024年12月31日為人民幣153.8百萬元，上升35.7%，主要由於2025年度應佔聯營公司盈利增加且一家聯營公司成功上市，部分被對聯營公司投資確認減值虧損抵銷。有關部分出售一家聯營公司投資收益及攤薄一家聯營公司投資收益的進一步詳情請參閱本報告內本公司綜合財務報表附註10和11。

商標

本集團商標之賬面淨值從2024年12月31日的人民幣279.5百萬元下降到2025年12月31日的人民幣234.9百萬元，下降16.0%。因截至2025年12月31日止年度對商標確認減值虧損人民幣44.6百萬元(2024年：93.5百萬元)。進一步詳情請參閱本報告內本公司綜合財務報表附註22。

於2018年11月完成收購北京新辣道餐飲管理有限公司(「新辣道」)及其附屬公司(「新辣道集團」)(「收購事項」)後，(i)收購事項之代價總額超出新辣道集團可識別資產淨額之公允價值之差額確認為商譽，約為人民幣535.0百萬元；及(ii)所收購可識別無形資產約人民幣400.0百萬元指新辣道集團之商標。有關收購事項的詳情載於本公司日期為2018年6月19日、2018年10月18日及2018年11月30日的公告以及本公司日期為2018年10月2日的通函。

自收購完成後，本公司管理層根據香港會計準則第36號「資產減值」每年對歸屬於新辣道集團之商譽及具有無限使用年期的商標進行減值檢討，或當有事件出現或有情況變化顯示可能出現減值時，則進行更頻密的檢討。就進行減值評估而言，新辣道集團的可收回金額按使用價值(「使用價值」)與公允價值減出售成本(「公允價值減出售成本」)之較高者釐定。使用價值乃根據經管理層批准之新辣道集團業務計劃按折現現金流量法計算。公允價值減出售成本則主要受新辣道集團經營所在連鎖餐飲業的市況所影響。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

In 2025, national catering revenue rose 3.2% year on year (2024: 5.3%), indicating a significant moderation in demand growth. In 2025, the Xinladao Group accelerated the transformation of its business model to cope with changes in the consumer market and the macro-economy, pushed forward the implementation of the strategy of integrating its direct-sales and franchising businesses. The Xinladao Group also restructured its owned store network by steadily operating profitable stores and closing those with unsatisfactory operating results, while investing in the expansion of its franchised store network.

For the purpose of the impairment review conducted as at 31 December 2025, the management of the Company has taken into account the situation of comparable companies in the capital markets, as well as Xinladao's results of operations for the year 2025 and future expectations, including (1) in respect of the calculation of the FVLCO, the management noted that as at 31 December 2025, the market statistics for the minimum enterprise value to sales ratios ("**enterprise value to sales ratios**") among the selected comparable companies listed on the Stock Exchange have not improved when compared to that as at 31 December 2024, both are 0.31, while revenue of the Xinladao Group decreased during the year ended 31 December 2025; and (2) for the purpose of VIU calculations, the management has updated the Xinladao Group's business plan based on its business objectives in line with the operating scale in 2025, which mainly consists of the number of directly operated and franchised restaurants. The retention rate of franchise stores needs to be improved, and the results of franchise business expansion have been limited. Taking into account the impact of the business model restructuring failed to meet expectations and intensified market competition, the management decided to adjust downward the target number of restaurants as well as comparable same-store performance of the Xinladao Group's directly operated restaurants and franchised restaurants during the forecast period, which resulted in a decrease in the projected revenue for the forecast period.

According to the management's assessment of impairment based on the higher of (1) the FVLCO calculated in accordance with the market approach using key inputs as at 31 December 2025; and (2) the VIU calculated based on the Xinladao Group's updated business plan as at 31 December 2025, an impairment loss on trademark of RMB44.6 million was recorded for the year ended 31 December 2025.

2025年，全國餐飲收入同比增長3.2%（2024年：5.3%），需求增速明顯放緩。於2025年，新辣道集團適應消費市場及宏觀經濟的變化，加快業務模式轉型，著力推動直營和特許經營業務一體化戰略落實。調整直營門店網絡，穩健運營盈利門店並關停運營效果不達預期的門店。同時投入資源拓展特許經營門店網絡。

就於2025年12月31日進行減值檢討，本公司管理層已考慮資本市場中可資比較公司情況及新辣道於2025年度經營業績及未來預期，包括(1)就公允價值減出售成本的計算而言，管理層注意到於2025年12月31日，於聯交所上市之若干可資比較公司的企業價值與銷售額比率（「**企業價值與銷售額比率**」）市場統計數據之中的最小值較2024年12月31日未見改善，均為0.31，而新辣道集團於截至2025年12月31日止年度的收入降低；及(2)就使用價值的計算而言，管理層已按2025年度經營規模更新新辣道集團根據其業務目標所制定的業務計劃，主要包含直營及特許經營餐廳的數量。加盟門店維持率有待提升，加盟業務拓展成果有限。考慮到業務模式轉型不及預期及市場競爭加劇影響，管理層決定於預測期間下調新辣道集團的直營及特許經營門店目標餐廳數量及可比同店表現，因而導致預測期間的預測收入下降。

根據管理層按照(1)於2025年12月31日使用主要輸入數據按市場法計算的公允價值減出售成本及(2)於2025年12月31日以新辣道集團經更新業務計劃計算的使用價值中較高者所進行的減值評估，截至2025年12月31日止年度錄得商標減值虧損人民幣44.6百萬元。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Inventories

Inventories mainly represented the food ingredients used in restaurant operations. Inventories decreased from RMB23.3 million as of 31 December 2024 to RMB17.1 million as of 31 December 2025. For the years ended 31 December 2024 and 2025, the turnover days of inventories, calculated based on the average inventory at the beginning of the year and that at the end of the year divided by the costs of raw materials and consumables during the same year and multiplied by 365 days, decreased from 43 days to 35 days.

Trade and other receivables

Trade and other receivables decreased by 11.7% from RMB62.3 million as of 31 December 2024 to RMB55.0 million as of 31 December 2025, among which, other receivables decreased by 15.6% from RMB54.6 million as of 31 December 2024 to RMB46.1 million as of 31 December 2025.

Trade and other payables

Trade and other payables decreased from RMB116.3 million as of 31 December 2024 to RMB112.9 million as of 31 December 2025, among which, trade payables increased from RMB36.6 million as of 31 December 2024 to RMB39.1 million as of 31 December 2025, and the turnover days of trade payables decreased from 79 days for the year ended 31 December 2024 to 77 days for the corresponding period of 2025.

Borrowings

As of 31 December 2025, the Group had borrowings of RMB15.6 million (as of 31 December 2024: RMB20.9 million).

Convertible bonds

As of 31 December 2025, convertible bonds and related interests totalled RMB608.8 million, representing a decrease of RMB39.0 million as compared to RMB647.8 million as of 31 December 2024. The decrease in convertible bonds as of 31 December 2025 was mainly attributable to the decrease in carrying amount of convertible bonds as a result of the extension of the maturity date and the effect of change in exchange rate during the reporting period which was partially offset by the interest incurred during the reporting period. For further details regarding the movement in convertible bonds, please refer to note 24 to the consolidated financial statements of the Company in this report.

存貨

存貨主要為餐廳經營所用的食材。存貨於2024年12月31日及2025年12月31日穩定於人民幣23.3百萬元及人民幣17.1百萬元。截至2024年和2025年12月31日止年度的存貨周轉天數按年初和年末存貨的平均值除以同年的原材料及易耗品成本再乘以365天計算，從43天下降至35天。

應收貿易及其他款項

應收貿易及其他款項從2024年12月31日的人民幣62.3百萬元減少至2025年12月31日的人民幣55.0百萬元，下降11.7%。其中其他應收款項從2024年12月31日的人民幣54.6百萬元減少至2025年12月31日的人民幣46.1百萬元，下降15.6%。

應付貿易及其他款項

應付貿易及其他款項從2024年12月31日的人民幣116.3百萬元減少至2025年12月31日的人民幣112.9百萬元，其中應付貿易款項從2024年12月31日的人民幣36.6百萬元增加至2025年12月31日的人民幣39.1百萬元，應付貿易款項周轉天數從截至2024年12月31日止年度的79天下降至2025年同期的77天。

借款

截至2025年12月31日，本集團的借款為人民幣15.6百萬元（截至2024年12月31日：人民幣20.9百萬元）。

可換股債券

截至2025年12月31日，可換股債券及相關利息總額為人民幣608.8百萬元，較截至2024年12月31日的人民幣647.8百萬元減少人民幣39.0百萬元。截至2025年12月31日，可換股債券的減少主要由於可換股債券的到期日延期所導致的賬面值下降及匯率變動影響，並被報告期內產生的利息部分抵銷。關於可換股債券變動的進一步詳情請參閱本報告內本公司綜合財務報表附註24。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Lease liabilities

As of 31 December 2025, the total lease liabilities amounted to RMB74.1 million, representing a decrease of 28.6% as compared to RMB103.8 million as of 31 December 2024. Such decrease in lease liabilities was mainly attributable to the rent payment for existing lease and the closure of certain restaurants during the year ended 31 December 2025.

租賃負債

截至2025年12月31日，租賃負債總額人民幣74.1百萬元，較截至2024年12月31日的人民幣103.8百萬元下降28.6%，租賃負債的減少主要由於截至2025年12月31日止年度內現有租賃的租金付款和關閉部分餐廳。

Future Prospects

The catering market will continue to evolve amid intense competition over time, and the overall industry is gradually presenting trend of steady yet moderate growth alongside quality upgrading and efficiency enhancement. The Group maintains unwavering confidence in the catering industry's recovery momentum and robust long-term growth potential, and will continue to implement operation and investment-driven strategy to pursue value creation and deliver returns to shareholders, including but not limited to:

未來前景

餐飲市場一段時期內會持續變化而且競爭激烈，整體逐步呈現出穩增緩速和提質增效的態勢。本集團認為餐飲業的復蘇態勢和長期增長潛力依然堅定，將繼續貫徹運營和投資驅動的戰略，實現價值創造，回饋股東，包括但不限於：

- (i) Consolidate existing business, strengthen empowerment through brand operation, and elevate operational profitability;
- (ii) Develop the incremental business “Shendianbao”, deepen investment management, realize value conversion and cash inflow, and boost the Group's overall performance; and
- (iii) Build an ecosystem platform enterprise centered on the new catering sector.

- (i) 穩固存量業務，強化品牌運營賦能，提升運營盈利水準；
- (ii) 開拓增量業務「神店寶」，深耕投資管理，實現價值轉化與現金流入，提振集團業績；及
- (iii) 打造圍繞新餐飲的生態鏈平臺企業。

Final Dividend

The Board has resolved not to declare final dividend for the year ended 31 December 2025 (2024: nil).

末期股息

董事會議決不宣派截至2025年12月31日止年度之末期股息(2024年：無)。

Liquidity, Financial Resources and Capital Structure

The total deficit of the Group as at 31 December 2025 was RMB152.5 million (31 December 2024: RMB220.2 million). As at 31 December 2025, the Group had current assets of RMB180.2 million (31 December 2024: RMB152.7 million) and current liabilities of RMB240.9 million (31 December 2024: RMB897.7 million).

流動資金、財務資源及資本結構

於2025年12月31日，本集團的赤字總額為152.5百萬元人民幣(2024年12月31日：220.2百萬元人民幣)。於2025年12月31日，本集團的流動資產為180.2百萬元人民幣(2024年12月31日：152.7百萬元人民幣)，而流動負債則為240.9百萬元人民幣(2024年12月31日：897.7百萬元人民幣)。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

The Group generally finances its operations and possible redemption with internally generated cash flow, bank borrowings, loans from a related party and convertible bonds. As at 31 December 2025, the Group had outstanding borrowings of RMB15.6 million (31 December 2024: RMB20.9 million). As at 31 December 2025, the Group maintained cash and cash equivalents of RMB41.4 million (31 December 2024: RMB21.3 million).

As at 31 December 2025, the Group had outstanding convertible bonds of RMB608.8 million (31 December 2024: RMB647.8 million). Please refer to note 24 to the consolidated financial statements of the Company for further details.

The Group's ability to meet its commitments and working capital requirements is supported by its future operating cash flow generation capacity and financing facilities. The Directors have reasonable expectation that the Group will maintain sufficient liquidity. The related party financing commitment in terms of a letter of support was provided to ensure the Group's operational continuity by supplying financial resources as needed. By enabling the Group to settle liabilities and avoid operational curtailments, the Directors believe that adequate funding is available to fulfil the Group's debt obligations and capital expenditure requirements for the next 12-month period commencing from 30 March 2026.

The capital structure of the Group consists of debts, which include convertible bonds, lease liabilities and borrowings, and equity attributable to equity holders of the Company, comprising share capital and reserves.

Key financial ratios of the Group are listed as below:

本集團一般以內部產生的現金流、銀行借款、來自關聯方的貸款以及可換股債券作為業務營運及可能贖回的資金。於2025年12月31日，本集團未償還借款為15.6百萬元人民幣(2024年12月31日：20.9百萬元人民幣)。於2025年12月31日，本集團現金及現金等價物為41.4百萬元人民幣(2024年12月31日：21.3百萬元人民幣)。

於2025年12月31日，本集團尚未行使的可換股債券為608.8百萬元人民幣(2024年12月31日：647.8百萬元人民幣)。進一步詳情請參閱本公司綜合財務報表附註24。

本集團由未來經營活動產生的現金流及現有融資安排共同支持其履約能力及營運資金需求。董事會合理預期集團將維持充足的流動性。關聯方已通過書面支援函形式提供融資承諾以維持業務連續性。通過上述安排得以確保債務清償及避免經營受限，董事會認為集團自2026年3月30日起的未來12個月內，擁有充足資金履行債務償付義務及資本支出需求。

本集團的資本結構包含債務，當中包括可換股債券、租賃負債及借款，以及歸屬於本公司權益持有人之權益(由股本及儲備組成)。

本集團之主要財務比率列示如下：

	As at 31 December 於2025年12月31日				
	2025 2025年	2024 2024年	2023 2023年	2022 2022年	2021 2021年
Current ratio ⁽¹⁾ 流動比率 ⁽¹⁾	0.74	0.17	0.68	0.67	0.69
Net cash-to-equity ratio ⁽²⁾ 淨現金對權益比率 ⁽²⁾	(0.17)	(0.002)	0.53	0.09	0.13

Notes:

- (1) Calculated based on total current assets as at the end of the relevant year divided by total current liabilities as at the end of the corresponding year.
- (2) Calculated based on our cash and cash equivalents net of total borrowings at the end of the relevant year over shareholders' deficit/equity as at the end of the corresponding year.

附註：

- (1) 按相關年度年末之流動資產合計除以該年度年末之流動負債合計計算。
- (2) 按相關年度年末之現金及現金等價物減借款總額除以該年度年末之赤字／權益計算。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Capital Commitments

As at 31 December 2025, the Group had no capital expenditure contracted for but not provided in the consolidated financial statements in respect of property, plant and equipment (31 December 2024: nil).

資本承擔

於2025年12月31日，本集團並無有關物業、廠房及設備的已訂約而未計入綜合財務報表的資本性支出(2024年12月31日：無)。

Significant Investments

As of 31 December 2025, the significant investments held by the Group were the investments in Guangzhou Xiao Noodles Catering Management Co., Ltd. ("Xiao Noodles") and Tianshuilai (Beijing) Catering Trade Management Co. Ltd ("Tianshuilai"), of which the individual carrying amount of such investments was more than 5% of the Group's total assets.

重大投資

截至2025年12月31日，本集團持有的重大投資包括廣州遇見小麵餐飲股份有限公司(「遇見小麵」)及天水來(北京)餐飲貿易管理有限公司(「天水來」)，該等投資賬面價均超過本集團總資產的5%。

The following table summarises the information regarding the Group's investments in Xiao Noodles and Tianshuilai:

下表概述本集團於「遇見小麵」及「天水來」投資的相關資訊：

		Percentage of			Percentage of carrying value		Dividends	Realised	Unrealised
	Number of shares	shareholding as			relative to the Company's		received during	gain during	gain during
	held as of	of 31 December	Carrying value calculated using the		total assets as at		the year ended	the year ended	the year ended
	31 December 2025	2025	equity method as at 31 December		31 December		31 December 2025	31 December 2025	31 December 2025
	截至2025年	截至2025年			截至2025年		截至2025年	截至2025年	截至2025年
	12月31日	12月31日	截至12月31日按權益法		截至12月31日，帳面價值佔		12月31日止年度內	12月31日止年度	12月31日止年度
	持有的股份量	的持股比例	計算的帳面價值		公司總資產的百分比		收到的股息	已實現損益	未實現損益
			2025	2024	2025	2024			
Xiao Noodles	94,725,310 shares	13.33%	RMB125.3 million	RMB56.7 million	15.7%	7.1%	RMB7.9million	RMB41.6 million ⁽¹⁾	RMB83.6 million ⁽²⁾
「遇見小麵」	94,725,310股		人民幣125.3百萬元	人民幣56.7百萬元			人民幣7.9百萬元	人民幣41.6百萬元 ⁽¹⁾	人民幣83.6百萬元 ⁽²⁾
Tianshuilai	N/A	25.03%	RMB55.4 million	RMB54.3 million	7.0%	6.8%	RMB1.2 million	—	RMB3.5 million ⁽³⁾
「天水來」	不適用		人民幣55.4百萬元	人民幣54.3百萬元			人民幣1.2百萬元		人民幣3.5百萬元 ⁽³⁾

Notes:

附註：

- (1) Represented the gain on partial disposal of investment in Xiao Noodles during the year ended 31 December 2025. Please refer to note 10 to the consolidated financial statements in this annual report for further details of the gain on partial disposal of investment in Xiao Noodles.
- (2) Represented the share of profit of Xiao Noodles and gain on dilution of investment in Xiao Noodles during the year ended 31 December 2025. Please refer to note 11 to the consolidated financial statements in this annual report for further details of the gain on dilution of investment in Xiao Noodles.
- (3) Represented the share of profit of Tianshuilai during the year ended 31 December 2025.

- (1) 截至2025年12月31日止年度，部分處置遇見小麵投資收益。有關部分處置遇見小麵投資收益之進一步詳情，請參閱本年報綜合財務報表附註10。
- (2) 截至2025年12月31日止年度，應佔遇見小麵溢利及攤薄遇見小麵投資收益。有關攤薄遇見小麵投資收益之進一步詳情，請參閱本年報綜合財務報表附註11。
- (3) 截至2025年12月31日止年度，應佔天水來溢利。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Xiao Noodles is a Chinese fast-food chain brand specializing in Sichuan-Chongqing style noodles and snacks. Its signature dish, Chongqing noodles, is complemented by a variety of regional specialties such as Sichuan snacks, braised meats, desserts and beverages. Xiao Noodles is listed on the Main Board of the Stock Exchange (stock code: 2408). As of 2025, the brand has expanded its network to over 500 stores worldwide, primarily focusing on first-tier and new first-tier cities, gradually expanding into second and third-tier cities, while exploring Hong Kong and Singapore market. Its outlets are strategically located across diverse commercial settings, including shopping malls, transportation hubs and residential communities, ensuring broad accessibility and convenience. The cost of the Group's investment in Xiao Noodles is RMB30.8 million as at 31 December 2025.

Tianshuilai, operating the renowned "Paotsai King" claypot rice brand, specializes in freshly prepared multi-flavor clay pot rice, served alongside slow-cooked soups and side dishes to focus on improving product satisfaction. The brand continuously refines its product offerings and store models, leveraging economies of scale to drive supply chain efficiency improvements and achieve cost reduction and operational efficiency. As of 2025, the company has expanded its footprint to over 200 stores nationwide, primarily operating through direct-owned stores. Its strategic presence focuses on first-tier and new first-tier cities, with gradual penetration into high-consumption second-tier cities to capture growing demand for premium dining experiences. The cost of the Group's investment in Tianshuilai is RMB42.1 million as at 31 December 2025.

In recent years, the Group has established a multi-brand investment matrix based on cross-region, cross-sector and multiple business forms. The Group has implemented internal control measures to ensure effective monitoring of its investments. With a focus on generating investment returns and enhancing value, the Group is committed to leverage the platform synergy to support the growth of associates' businesses across diverse catering categories.

Material Acquisitions and Disposals of Subsidiaries, Associates and Joint Ventures

Save as disclosed in this annual report, the Group had no material acquisition or disposal of subsidiaries, associates or joint ventures during the year ended 31 December 2025.

「遇見小麵」是一家專注於川渝風味麵食的中式速食連鎖品牌。主打產品以重慶小面為招牌，延伸至多種等川渝特色小吃，搭配滷味、甜品和飲品。遇見小麵已於香港證券交易所主板上市(股票代號：2408)。截至2025年，門店網路擴展至全球門店數超500家，重點佈局一線及新一線城市，向二三線城市下沉，並開拓香港及新加坡市場。場景覆蓋購物中心、交通樞紐、社區等多業態場景。本集團於2025年12月31日對「遇見小麵」的投資成本為人民幣30.8百萬元。

「天水來」運營中國知名的煲仔飯連鎖餐飲品牌煲仔皇，以多口味現製煲仔飯為核心，搭配燉湯及小菜，關注提升產品滿意度，品牌持續打磨產品和門店模型，以規模效應帶動供應鏈效率提升與降本增效。截至2025年，全國門店數超200家，以直營為主，重點佈局一線及新一線城市，逐步向高消費力二線城市滲透。本集團於2025年12月31日對「天水來」的投資成本為人民幣42.1百萬元。

近年來，本集團已構建起基於跨區域、跨行業及多元業態的多品牌投資矩陣，並通過實施內部控制措施確保對投資項目進行有效監控。以提升投資回報及實現價值增值為核心目標，本集團將持續公司發展餐飲集團平台效應，助力旗下不同品類聯營企業發展。

重大收購及出售附屬公司、聯營公司及合資公司

除本年報所披露者外，於截至2025年12月31日止年度，本集團並無重大收購、出售附屬公司、聯營公司或合資公司。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Future Plans for Material Investments and Capital Assets

The Group currently has no definite plans for material investments and capital assets as at the date of this report.

重大投資及資本資產的未來計劃

於本報告日期，本集團目前並無重大投資及資本資產的明確計劃。

Charge on Assets

As at 31 December 2025 and 2024, there was no charge over the assets of the Group.

資產抵押

於2025年及2024年12月31日，本集團概無任何資產抵押。

Contingent Liabilities

As at 31 December 2025 and 2024, the Group did not have any material contingent liabilities.

或然負債

於2025年及2024年12月31日，本集團概無任何重大或然負債。

Gearing Ratio

The Group's gearing ratios are listed as below:

資產負債比率

本集團之資產負債比率列示如下：

	As at 31 December 於2025年12月31日				
	2025 2025年	2024 2024年	2023 2023年	2022 2022年	2021 2021年
Gearing ratio 資產負債比率	135%	152%	92%	72%	56%

This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including borrowings and convertible bonds as shown in the consolidated balance sheet) less cash and cash equivalents. Total capital is calculated as "deficit/equity" as shown in the consolidated balance sheet plus net debt.

資產負債比率乃按債務淨額除以資本總額計算。債務淨額乃按借貸總額(包括綜合資產負債表所示之借款以及可換股債券)減現金及現金等值物計算。資本總額乃按綜合資產負債表所示之「赤字／權益」加債務淨額計算。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Foreign Exchange Exposure

The Group's businesses are principally conducted in HK dollars and RMB which are exposed to foreign currency risk with respect to transactions denominated in currencies other than HK dollars and RMB. Foreign exchange risk arises from recognised assets and liabilities and net investments in foreign operations. The Group did not enter into any forward contract to hedge its exposure to foreign currency risk for the year ended 31 December 2025 (2024: nil).

外匯風險

本集團的業務主要以港元及人民幣進行，而以港元及人民幣以外的貨幣計值的交易須承受外匯風險。外匯風險來自已確認資產及負債以及海外業務的投資淨額。截至2025年12月31日止年度，本集團並無訂立任何遠期合約以對沖其外匯風險(2024年：無)。

Principal Risks and Uncertainties

Risks related to quality control and food safety

The catering service industry as a whole can be negatively impacted by reports and negative publicity related to food safety and quality incidents. Our business, results of operations and financial condition can be negatively impacted if the catering service industry experiences slower growth from concerns over food safety and quality related issues even if such concerns are through no fault of our own or are not related to our business.

主要風險及不確定性

與品質控制及食品安全相關風險

餐飲服務業整體可因與食品安全及品質事件相關的報告及負面報道而受負面影響。即使有關食品安全及品質相關關注事項並非我們本身的過錯，或與我們的業務無關，但如有關關注事項令餐飲服務業增長放緩，我們的業務、營運業績及財務狀況可能會受到負面影響。

The Company has always adhered to food safety and quality assurance, by establishing and improved food safety risk assessment and control mechanisms covering different aspects of our operations, including procurement, food processing, storage, logistics and restaurant operations. We also continuously provide training programs to our restaurant staff to ensure that they have clear understanding on operating procedures and quality standards.

本公司始終堅守食品安全和質量保證，建立完善食品安全風險評估及管控機制，涵蓋我們營運的不同範疇，包括採購，食品加工，儲藏，物流及餐廳營運。我們亦持續為餐廳員工提供培訓課程，確保他們清楚了解營運程序及品質標準。

Risks related to discretionary spending and increased competition

Declining economic conditions in the markets where the Group's operations are located may adversely affect the average spending per customer. Any material decline in customers' disposable income may have a negative impact on our business, results of operations and financial condition.

與消費者可支配收入下降及競爭加劇相關風險

餐廳營運所處市場經濟狀況低迷或會對人均消費水準產生不利影響。顧客可支配支出金額的任何重大減少均會對我們的業務、經營業績及財務狀況產生不利影響。

In the event of a material decline in sales, we will adjust our strategies to mitigate the impact on our business. For example, we may adopt a more prudent restaurant opening strategy and introduce meal sets so customers can experience the value for money that the brand provides.

在銷售發生嚴重下滑時，我們將調整自身策略以抵銷其對我們業務的影響，例如，我們可能採取更加審慎的開店策略，以及推出套餐讓顧客能獲得高性價比的體驗。

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

管理層討論與分析(續)

Human Resources

As at 31 December 2025, the Group had a workforce of about 1,128 people (2024: about 1,582 people). The Group maintains a good relationship with its employees, and provides them with proper training and competitive compensation and incentives. The staff are remunerated based on their work performance, professional experience and prevailing market situation.

Remuneration packages comprise salary and bonuses based on individual merits. In addition, the Company has adopted a share award scheme on 11 November 2019 to provide incentives to the employees of the Group and to recognise their contributions to the Group.

人力資源

於2025年12月31日，本集團員工約1,128名(2024年：約1,582名)。本集團與員工關係一向良好，並為員工提供足夠培訓、優厚福利及獎勵計劃。員工酬金乃按彼等之工作表現、專業經驗及當時之市場狀況而釐定。

薪酬包括薪金及按員工表現發放的花紅。此外，本公司於2019年11月11日採納一項股份獎勵計劃，向本集團僱員提供獎勵，以確認彼等對本集團的貢獻。

CORPORATE GOVERNANCE REPORT

企業管治報告

Corporate Governance Practices

Throughout the year ended 31 December 2025, the Company had complied with the code provisions set out in Part 2 of 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**”) in force.

Directors’ Securities Transactions

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) as set out in Appendix C3 to the Listing Rules as its own securities dealing code to regulate all dealings by Directors and relevant employees of securities in the Company and other matters covered by the Model Code. The Company has made specific enquiry with all Directors and they have confirmed that they have complied with the Model Code throughout the year ended 31 December 2025.

Board of Directors

Composition and role

During the year ended 31 December 2025 and as at the date of this annual report, the Board comprises:

Executive Directors

Mr. Zhao John Huan (*Chairman*)
Mr. Wang Xiaolong (*Chief Executive Officer*)
Mr. Jing Shen

Independent non-executive Directors

Mr. Leung Kwai Kei
Mr. Lo Wei-Ren
Ms. Zhuo Ping

As at the date of this annual report, the Board comprises three executive Directors (one of whom is the chairman of the Board) and three independent non-executive Directors. The three independent non-executive Directors represent more than one-third of the Board. In addition, all the independent non-executive Directors possess appropriate business or professional accounting qualifications and expertise.

企業管治常規

截至2025年12月31日止整個年度內，本公司已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所載企業管治守則(「**企業管治守則**」)第二部份內之生效守則條文。

董事之證券交易

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易之標準守則(「**標準守則**」)，作為董事及本公司相關僱員進行所有證券交易以及標準守則所涵蓋其他事宜之證券交易守則。本公司已向全體董事作出具體查詢，本公司已向全體董事作出具體查詢，而全體董事確認彼等已於截至2025年12月31日止整個年度內遵守標準守則。

董事會

架構及角色

截至2025年12月31日止年度及本年度報告日，董事會包括：

執行董事

趙令歡先生(主席)
王小龍先生(行政總裁)
景慎先生

獨立非執行董事

梁貴基先生
羅維仁先生
卓平女士

於本年度報告日，董事會包括三名執行董事(其中一名為董事會主席)及三名獨立非執行董事。三名獨立非執行董事佔董事會成員三分之一以上。此外，所有獨立非執行董事分別具適當之商業或專業會計師資格和經驗。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

As at 31 December 2025 and up to the date of this annual report, there were no relationship (including financial, business, family or other material/relevant relationship) between members of the Board.

The principal focus of the Board is on the overall strategic development of the Group. The Board also monitors the financial performance, as well as the risk management and the internal controls of the Group's business operations.

The Company has distinguished the roles of the chairman of the Board and chief executive officer of the Company in accordance with code provision C.2.1 of Part 2 of the CG Code. The chairman of the Board and chief executive officer of the Company are Mr. Zhao John Huan and Mr. Wang Xiaolong, respectively.

於2025年12月31日及直至本年報日期，董事會成員之間概無任何關係(包括財務、業務、家族或其他重大／相關關係)。

董事會主要著眼於本集團之整體策略發展。董事會亦監察本集團之財務表現及經營業務之風險管理及內部監控。

本公司已根據企業管治守則條文第二部分第C.2.1條對董事會主席及本公司行政總裁之職責加以區分。本公司董事會主席及行政總裁分別為趙令歡先生及王小龍先生。

Independent Views and Input to the Board

The Company has established mechanisms to ensure independent views and input are available to the Board. The Board shall at all times comprise at least three independent non-executive Directors that represent at least one-third of the Board, such that there is always a strong element of independence on the Board which can exercise independent judgement.

The Company's nomination committee ("**Nomination Committee**") is authorised to assess the independence of the independent non-executive Directors. The independent non-executive Directors are required to provide an annual confirmation of their independence to the Company and to notify the Company as soon as possible of any subsequent change of circumstances that may affect their independence.

All Directors, including the independent non-executive Directors, are given equal opportunity and channels to communicate and express their views to the Board and have separate and independent access to the management of the Group in order to make informed decisions. The chairman of the Board should hold at least one meeting every year, with the independent non-executive Directors and without the presence of other Directors, to discuss significant matters and area of concerns.

向董事會提出獨立觀點及意見

公司已建立機制，以確保董事會能夠獲得獨立觀點和意見。董事會應始終由至少三名獨立非執行董事組成，且至少佔董事會席位的三分之一，因此董事會始終具有較高的獨立性，可以行使獨立判斷。

本公司提名委員會(「**提名委員會**」)有權評估獨立非執行董事的獨立性。獨立非執行董事須向本公司提供其獨立性的年度確認書，並盡快通知本公司任何可能影響獨立性的後續情況變化。

包括獨立非執行董事在內的所有董事，均用平等的機會和渠道向董事會溝通和表達觀點，並有單獨和獨立的機會接觸集團管理層，以便做出知情決定。董事會主席應每年至少與獨立非執行董事舉行一次沒有其他董事出席的會議，討論重大事項和關注領域。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Where a Director has a conflict of interest in a matter to be considered by the Board which the Board has determined to be material, the matter will be dealt with by a physical Board meeting rather than by written resolutions. Such Director will be required to abstain from voting on the relevant board resolution. Independent non-executive Directors who, and whose close associates, have no interest in the matter should attend the Board meeting.

The Board reviews the implementation and effectiveness of the above mechanisms on an annual basis. During the year ended 31 December 2025, the Board reviewed and considered that such mechanisms in place were effective to ensure that independent views and input are provided to the Board.

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board is responsible for leadership and control of the Company and oversees the businesses, strategic decisions and performance of the Group and is collectively responsible for promoting the success of the Company by directing and supervising its affairs. Directors of the Board take decisions objectively in the interests of the Company.

All Directors, including the independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning.

All Directors have full and timely access to all the information of the Company. The Directors may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses for discharging their duties to the Company.

The Directors shall disclose to the Company details of other offices held by them and the Board regularly reviews the contribution required from each Director to perform his/her responsibilities to the Company.

The Board reserves the discretion to decide on all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and coordinating the daily operation and management of the Company are delegated to the management.

若有董事在董事會將予考慮的事項中存有董事會認為重大的利益衝突，有關事項應以舉行董事會會議（而非書面決議）方式處理。該董事將被要求對相關董事會決議放棄表決權。在事項中本身及其緊密聯繫人均沒有利益的獨立非執行董事應該出席有關的董事會會議。

董事會每年檢討上述機制的執行情況及有效性。於截至2025年12月31日止年度內，董事會檢討並認為該等現有機制有效，以確保向董事會提供獨立的觀點和意見。

董事會及管理層職責、問責及貢獻

董事會負責領導及控制本公司並監督本集團的業務、決策及表現，並為通過指導及監管本公司事務而促進本公司的成功集體負責。董事會各董事為本公司利益作出客觀決定。

全體董事（包括獨立非執行董事）均為董事會的高效及有效運作帶來廣泛的寶貴商業經驗、知識及專業。

全體董事均可全面及時查閱本公司所有資料。董事可應要求在適當情況下尋求獨立專業意見，其因履行本公司職務的開支由本公司承擔。

董事須向本公司披露彼等擔任的其他職務的詳情，而董事會亦會定期審閱各董事向本公司履行其職責時作出的貢獻。

董事會保留對與政策事宜、策略及預算、內部監控及風險管理、重大交易（特別是或會涉及利益衝突的事宜）、財務數據及委任董事有關的所有重要事宜以及本公司其他重大營運事宜的酌情決策權。有關執行董事會決策、指導及協調本公司日常營運及管理的職責轉授予管理層。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

The independent non-executive Directors also serve the important function of ensuring and monitoring the basis for an effective corporate governance framework. The Board is satisfied with the independence of each of the independent non-executive Directors with reference to the factors set out in Rule 3.13 of the Listing Rules and considers that each independent non-executive Director is independent in character and judgment. The Company has received from each independent non-executive Director an annual confirmation of his independence. The independent non-executive Directors are explicitly identified in all of the Company's corporate communications.

Each of the independent non-executive Directors has entered into an appointment letter with the Company for a term of three years.

In accordance with the Company's articles of association, all Directors are subject to retirement by rotation and re-election at annual general meeting at least once every three years and any Director appointed by the Board to fill a casual vacancy or as an addition to the Board shall hold office until the first annual general meeting of the Company after his/her appointment and shall then be eligible for re-election at such meeting.

The chairman of the Board is responsible for drawing up and approving the agenda for each board meeting in consultation with all the Directors. Notice of at least 14 days will be given to the Directors for all regular board meetings and the Directors can include matters for discussion in the agenda if necessary. Agenda and accompanying board papers in respect of regular board meetings are sent out in full to all the Directors within reasonable time and at least 3 days before the meeting. Draft minutes of all board meetings are circulated to Directors for comment within a reasonable time prior to finalization.

Minutes of Board meetings and Board committee meetings are kept by the duly appointed secretary of each meeting. All the Directors have access to board papers and related materials, and are provided with adequate information in a timely manner, which enable the Board to make an informed decision on matters placed before it.

獨立非執行董事亦在確保及監察有效企業管治之架構中擔當非常重要的角色。董事會經參考上市規則第3.13條所載的因素後，信納各獨立非執行董事的獨立性，並認為每一名獨立非執行董事均有其獨立性及判斷力。本公司已接獲各獨立非執行董事所作出之年度獨立性確認函。獨立非執行董事均可在本公司所有企業通訊內明確識別。

每名獨立非執行董事與本公司訂立委聘書，任期為三年。

根據本公司組織章程細則，所有董事均須每三年最少輪值退任一次並於股東週年大會上膺選連任，而為填補臨時空缺而獲董事會委任的任何董事或作為董事會額外成員的任何董事，其任期自委任起直至本公司首屆年度股東大會為止，並須於該大會上膺選連任。

董事會主席經徵詢全體董事，負責草擬及審批每次董事會會議之議程。開會通知最少於常務會議14天前發送予董事，如需要，董事可要求在議程內加插討論事項。一套有關董事會常務會議之完整議程連同董事會開會文件會在開會前至少3天之合理時間內發送予各董事。所有董事會會議的草擬會議紀錄亦會於合理時間內送交各董事傳閱以供發表意見，方予最終確認。

董事會及董事委員會之會議紀錄由各會議所委任之秘書保存。所有董事均有權查閱董事會文件及相關資料及適時地獲提供足夠資料，使董事會可於決策事項前作出有根據的判斷。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

During the year ended 31 December 2025, five full Board meetings and one general meeting were held and the attendance of each Director is set out below:

於截至2025年12月31日止年度內，已召開五次全體董事會會議及一次股東大會，各董事出席情況詳列如下：

Name of Director	董事姓名	Number of board meetings attendance 出席董事會 會議次數	Annual general meeting held on 24 June 2025 於2025年6月24日 舉行之股東週年大會
Mr. Zhao John Huan (<i>Chairman</i>)	趙令歡先生(主席)	5/5	1/1
Mr. Wang Xiaolong	王小龍先生	5/5	1/1
Mr. Jing Shen	景慎先生	5/5	1/1
Mr. Leung Kwai Kei	梁貴基先生	5/5	1/1
Mr. Lo Wei-Ren	羅維仁先生	5/5	1/1
Ms. Zhuo Ping	卓平女士	5/5	1/1

Each newly appointed Director receives comprehensive, formal and tailored induction on his/her appointment, so as to ensure that he/she has appropriate understanding of the business and operations of the Group and that he/she is fully aware of his/her responsibilities and obligations under the Listing Rules and relevant regulatory requirements. There are also arrangements in place for providing continuing briefing and professional development to Directors at the Company's expenses.

各新委任董事獲委任時均會獲得一項全面、正規及切合個人需要的入職指引，以確保彼對本集團業務及運作有恰當的了解，並全面知悉其根據上市規則及有關法例規定下之職責及責任。本公司亦會安排向董事提供持續簡介及專業發展，費用由本公司承擔。

The Company provides regular updates and presentations on changes and developments relating to the Group's business and the legislative and regulatory environments to the Directors at board meetings or through emails.

本公司就本集團業務發展以及立法及監管環境之變動，於董事會會議內或通過發送電子郵件向董事提供定期更新及呈列。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

The Directors are committed to complying with code provision C.1.4 of Part 2 of the CG Code on Directors' training. All Directors have participated in continuous professional development to develop and refresh their knowledge and skills and provided a record of training they received for the year ended 31 December 2025 to the Company. The types of training received are summarized below:

董事承諾遵守企業管治守則第二部分有關董事培訓之守則條文第C.1.4條，截至2025年12月31日止年度，全體董事均有參與發展及更新彼等知識及技能之持續專業發展，並已向本公司提供彼等所接受培訓的記錄。所接受培訓的類型概述如下：

Name of Director	董事姓名	Reading regulatory updates 閱讀監管規定 更新資料	Attending external seminars/ programmes 參與外界機構舉 辦研討會／活動
Executive Directors	執行董事		
Mr. Zhao John Huan (<i>Chairman</i>)	趙令歡先生(主席)	✓	✓
Mr. Wang Xiaolong	王小龍先生	✓	✓
Mr. Jing Shen	景慎先生	✓	✓
Independent non-executive Directors	獨立非執行董事		
Mr. Leung Kwai Kei	梁貴基先生	✓	✓
Mr. Lo Wei-Ren	羅維仁先生	✓	✓
Ms. Zhuo Ping	卓平女士	✓	✓

Audit Committee

The Company's audit committee (the "Audit Committee") was established in 2011 and its current members include three independent non-executive Directors:

Mr. Leung Kwai Kei (*Chairman of the Audit Committee*)
Mr. Lo Wei-Ren
Ms. Zhuo Ping

The Board considers that each Audit Committee member has extensive commercial experience and there is a suitable mix of expertise in the fields of accounting and business. The composition and members of the Audit Committee satisfy the requirements under Rule 3.21 of the Listing Rules.

The terms of reference of the Audit Committee were adopted in March 2012 and amended with effect from January 2019, a copy of which is posted on the Company's website.

審核委員會

本公司審核委員會(「審核委員會」)於2011年成立，其現時成員包括三名獨立非執行董事：

梁貴基先生(審核委員會主席)
羅維仁先生
卓平女士

董事會認為各審核委員會成員均具備廣泛營商經驗，當中兼備合適之會計及商業專業。審核委員會之架構及成員符合上市規則第3.21條之規定。

審核委員會的職權範圍已於2012年3月被採納且自2019年1月修訂生效，並已刊載於本公司網頁內。

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

The Audit Committee meets regularly to perform its duty, including to review the Group's financial reporting and other information to Shareholders, the system of internal controls, risk management and the effectiveness and objectiveness of the audit process. The Audit Committee also provides an important link between the Board and the Company's auditors in matters coming within the scope of its terms of reference and keeps under review the independence and objectivity of the auditors.

The Audit Committee has reviewed with the management the accounting principles and practices adopted by the Group and discussed risk management, internal controls and financial reporting matters.

There was no disagreement between the Board and the Audit Committee on the selection, appointment, resignation or dismissal of the external auditor.

During the year under review, three Audit Committee meetings were held. The following matters were discussed and considered during the three Audit Committee meetings:

- (a) reviewed the annual report of the Company for the year ended 31 December 2024 and the interim report of the Company for the six months ended 30 June 2025, discussed audit planning for the annual report of the Company for the year ended 31 December 2025;
- (b) discussed with the external auditor of the Company on the independent auditor's report;
- (c) reviewed the Company's internal control system and risk management system and discussed with the management on the effectiveness of these systems; and
- (d) reviewed the effectiveness of the Company's internal audit function.

審核委員會定期開會以履行其職責，包括檢討本集團之財務匯報及給予股東之其他資料、內部監控系統、風險管理及審核過程之有效性及客觀性。審核委員會並為董事會及本公司核數師之間之重要橋樑，在其職權範圍內持續檢討核數師之獨立性及客觀性。

審核委員會已與管理層檢討本集團所採納之會計原則及慣例，並已就風險管理、內部監控及財務匯報等事項進行討論。

董事會與審核委員會於甄選、委任、辭任或罷免外聘核數師方面並無意見分歧。

於回顧年度內，共召開三次審核委員會會議。於舉行的三次審核委員會會議中已討論及考慮下列事項：

- (a) 審閱本公司截至2024年12月31日止年度的年報及本公司截至2025年6月30日止六個月的中期報告，討論截至2025年12月31日止年度之年報審計計劃；
- (b) 與本公司外聘核數師討論獨立核數師報告；
- (c) 審閱本公司的內部監控系統及風險管理系統並與管理層討論該等系統的有效性；及
- (d) 審閱本公司的內部審核職能的有效性。

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

The individual attendance of each member is set out below:

各名個別成員的出席情況載列如下：

Name of Director	董事姓名	Number of attendance 出席次數
Mr. Leung Kwai Kei	梁貴基先生	3/3
Mr. Lo Wei-Ren	羅維仁先生	3/3
Ms. Zhuo Ping	卓平女士	3/3

Remuneration Committee

The Company's remuneration committee (the "**Remuneration Committee**") was established in 2011 and its current members include one executive Director and two independent non-executive Directors:

Mr. Leung Kwai Kei (*Chairman of the Remuneration Committee*)
Mr. Wang Xiaolong
Mr. Lo Wei-Ren

The Remuneration Committee advises the Board on the Group's overall policy and structure for the remuneration of Directors and senior management. The Remuneration Committee ensures that no Director or any of his associate is involved in deciding his own remuneration. The terms of reference of the Remuneration Committee were adopted in March 2012 and amended in December 2023 to conform with the relevant code provisions of the CG Code, a copy of which is posted on the Company's website.

The Company has in place a policy on Directors' remuneration to ensure that there is an appropriate level of remuneration to attract and retain people of high calibre to oversee the Group's business and development.

The Remuneration Committee makes recommendations to the Board on the remuneration packages of individual executive Directors and senior management.

薪酬委員會

本公司薪酬委員會(「**薪酬委員會**」)於2011年成立，其現時成員包括一名執行董事及兩名獨立非執行董事：

梁貴基先生(薪酬委員會主席)
王小龍先生
羅維仁先生

薪酬委員會為本集團董事及高級管理層之薪酬之整體政策及架構向董事會作出建議。薪酬委員會確保概無董事或其任何聯繫人參與釐定其自身之薪酬。為符合企業管治守則之相關守則條文，薪酬委員會的職權範圍已於2012年3月被採納且於2023年12月修訂，並已刊載於本公司網頁內。

本公司制定了董事薪酬政策，以確保有適當的薪酬水平可以吸引和留用優秀人才，來監督集團的業務和發展。

薪酬委員會就個別執行董事及高級管理層的薪酬待遇向董事會提出建議。

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

In determining the emolument payable to the Directors, the Remuneration Committee takes into consideration factors such as salaries paid by comparable companies, time commitment and responsibilities of the Directors, employment conditions of the Group and the desirability of performance-based remuneration. The remuneration of the Directors is reviewed at least annually.

The Remuneration Committee held one meeting during the year ended 31 December 2025 to make recommendations to the Board on the Company's policy for the remuneration of executive Directors, assess performance of executive Directors and certain senior management, and approve the remuneration of the new independent non-executive Director. The individual attendance of each member is set out below:

在釐定應付予董事之酬金時，薪酬委員會考慮各項因素，包括可資比較公司所支付薪金水平，董事所奉獻之時間及其職責，本集團的僱傭情況及與表現掛鈎之酬金。至少每年檢討一次董事薪酬。

薪酬委員會於截至2025年12月31日止年度舉行一次會議，以就本公司執行董事的薪酬政策向董事會提出建議，評估執行董事及若干高級管理層的表現，並批准新聘任獨立非執行董事的薪酬。各名個別成員的出席情況載列如下：

Name of Director	董事姓名	Number of attendance 出席次數
Mr. Wang Xiaolong	梁貴基先生	1/1
Mr. Wang Xiaolong	王小龍先生	1/1
Mr. Lo Wei-Ren	羅維仁先生	1/1

No material matter was reviewed or approved by the Remuneration Committee relating to share schemes of the Company during the year ended 31 December 2025.

薪酬委員會並無審閱或批准任何有關本公司截至2025年12月31日止年度的股份計劃的重大事宜。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Remuneration of Senior Management

高級管理層的薪酬

The remuneration payable to the senior management of the Company, including those members of senior management who are also Directors, is shown in the following table by band:

應付予本公司高級管理層包括同時擔任董事的高級管理層成員的薪酬按等級於下表列示：

(HKD) (港元)	During the year ended 31 December 於截至12月31日止年度	
	2025 (members of senior management of the Company) (本公司高級管理層成員)	2024 (members of senior management of the Company) (本公司高級管理層成員)
1–1,000,000	3	0
>1,000,000	0	3

Note: During the years ended 31 December 2024 and 2025, each of Mr. Zhao John Huan, Mr. So Wai Yin and Mr. Li Jian was not entitled to any emoluments.

附註：於截至2024年12月31日和2025年12月31日止年度，趙令歡先生、蘇偉賢先生及李劍先生均不享有任何酬金。

Auditors' Remuneration

核數師薪酬

For the year ended 31 December 2025, the fees payable to the Company's external auditor in respect of audit and non-audit services provided to the Group are set out below:

於截至2025年12月31日止年度，就本集團獲提供的審計及非審計服務向本公司外聘核數師應付的費用載列如下：

		RMB'000 千人民幣
Audit services	審計服務	1,800
Non-audit services (tax and ESG-related consultation services)	非審計服務(稅務及ESG相關諮詢服務)	365
		2,165

Nomination Committee

提名委員會

The Nomination Committee was established according to the Listing Rules, with a written terms of reference. The Nomination Committee's current members include one executive Director and two independent non-executive Directors:

本公司已按照上市規則成立提名委員會，並訂立書面職責範圍。提名委員會現時成員包括一名執行董事及兩名獨立非執行董事：

Mr. Zhao John Huan (*Chairman of the Nomination Committee*)
Mr. Leung Kwai Kei
Ms. Zhuo Ping

趙令歡先生(提名委員會主席)
梁貴基先生
卓平女士

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

The principal duties of the Nomination Committee include reviewing the Board structure, size and composition, identifying individuals suitably qualified to become Board members, making recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, and assessing the independence of independent non-executive Directors.

The terms of reference of the Nomination Committee were adopted in March 2012 and revised in August 2013, a copy of which is posted on the Company's website.

Nomination Policy

When making recommendations regarding the appointment of any proposed candidate to the Board or re-appointment of any existing member(s) of the Board, the Nomination Committee shall consider a variety of factors including without limitation the following in assessing the suitability of the proposed candidate:

- (a) reputation for integrity;
- (b) accomplishment, experience and reputation in the food and beverage industry and other related industries;
- (c) whether he/she has undertaken to devote sufficient time and attention to the Company's business;
- (d) diversity in all aspects, including but not limited to gender, age, cultural and educational background, experience (professional or otherwise), skills and knowledge;
- (e) the ability to assist and support management and make significant contributions to the Company's success;
- (f) compliance with the criteria of independence as prescribed under Rule 3.13 of the Listing Rules for the appointment of an independent non-executive Director; and
- (g) any other relevant factors as may be determined by the Nomination Committee or the Board from time to time.

The appointment of any proposed candidate to the Board or re-appointment of any existing member(s) of the Board shall be made in accordance with the Company's articles of association and other applicable rules and regulations.

提名委員會的主要職責包括檢討董事會的架構、規模及組成，物色有資格成為董事會成員的人士，就委任或重新委任董事以及董事繼任計劃向董事會提出建議，以及評估獨立非執行董事的獨立性。

提名委員會的職權範圍已於2012年3月被採納且於2013年8月修訂，並已刊載於本公司網頁內。

提名政策

當向董事會建議委任任何建議人選或重新委任任何現任董事會成員時，提名委員會於評估合適建議人選時須考慮多項因素，其中包括但不限於下列者：

- (a) 誠信聲譽；
- (b) 於餐飲業及其他相關行業之成就、經驗及聲譽；
- (c) 是否承諾投入充足時間及精力處理本公司業務；
- (d) 於各方面均具備多元化特質，包括但不限於性別、年齡、文化及教育背景、經驗(專業或其他方面)、技能及知識；
- (e) 有能力協助及支援管理層，並對本公司的成功作出重大貢獻；
- (f) 符合上市規則第3.13條所訂明就委任獨立非執行董事之獨立性準則；及
- (g) 提名委員會或董事會不時釐定之任何其他相關因素。

向董事會建議委任任何建議人選或重新委任任何現任董事會成員須根據本公司組織章程細則及其他適用規則及規定進行。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Nomination Procedure

The secretary of the Nomination Committee shall convene a meeting, and invite nominations of candidates from Board members (if any), for consideration by the Nomination Committee. The Nomination Committee may also nominate candidates for its consideration.

In the context of appointment of any proposed candidate to the Board, the Nomination Committee shall undertake adequate due diligence in respect of such individual and make recommendations for the Board's consideration and approval.

In the context of re-appointment of any existing member(s) of the Board, the Nomination Committee shall make recommendations to the Board for its consideration and recommendation, for the proposed candidates to stand for re-election at a general meeting.

The Board shall have the final decision on all matters relating to its recommendation of candidates to stand for election at a general meeting.

In recommending candidates for appointment to the Board, the Nomination Committee will consider candidates objectively with due regards to the board diversity policy of the Company (the “**Board Diversity Policy**”). Diversity of the Board will be considered from a number of perspectives, including but not limited to age, gender, cultural and educational background, professional experience, as well as other attributes and strengths that relate to the Company's business model and specific needs from time to time. The recommendations of the Nomination Committee will be reported formally to the Board for decision.

The Nomination Committee held one meeting during the year ended 31 December 2025 and reviewed the structure, size and composition of the Board, assessed the independence of independent non-executive Directors, recommend to set measurable targets to achieve board diversity, made recommendation to the Board on the appointment or re-appointment of Directors.

提名程序

提名委員會秘書須召開會議，並邀請董事會成員提名人選(如有)以供提名委員會考慮。提名委員會亦可提名人選以供考慮。

向董事會建議委任任何建議人選時，提名委員會須負責就該人士進行適當之盡職審查，並向董事會提供意見以供董事會考慮及批准。

於重新委任任何現任董事會成員時，提名委員會須向董事會提供意見以供董事會考慮及提出建議以及供建議人選於股東大會參與重選。

董事會就有關建議人選於股東大會參與選舉之所有事宜擁有最終決定權。

於推薦人選以委任加入董事會時，提名委員會將客觀考慮人選，並適度顧及本公司董事會成員多元化政策(「**董事會成員多元化政策**」)。董事會成員多元化將從多個方面進行考慮，包括但不限於年齡、性別、文化及教育背景、專業經驗以及與本公司業務模式及不時的具體需求有關的其他特質及能力。提名委員會之建議將正式報告董事會以作決定。

提名委員會於截至2025年12月31日止年度舉行一次會議，檢討董事會的架構、規模及組成，評估獨立非執行董事的獨立性，建議訂立可計量的目標以實現董事會成員多元化，以及向董事會提供董事委任或重新委任的推薦建議。

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

The individual attendance of each member is set out below:

各名個別成員的出席情況載列如下：

Name of Director	董事姓名	Number of attendance 出席次數
Mr. Zhao John Huan	趙令歡先生	1/1
Mr. Leung Kwai Kei	梁貴基先生	1/1
Ms. Zhuo Ping	卓平女士	1/1

Board Diversity

During the year ended 31 December 2025, the Board continued to monitor its composition with regard to the Board Diversity Policy which requires that appointment of Directors to be made based on merit and candidates should be considered against objective criteria, including diversity aspects such as gender, age, cultural and educational background and professional experience. In order to maintain an appropriate mix and balance of talent, skills, experience and background on the Board, the Nomination Committee developed measurable objectives to implement this policy and monitored progress towards achieving these objectives during the year ended 31 December 2025.

The current Board composition was also evaluated by reference to, among other things, the age, gender, cultural and educational background and professional experience of each Director, against the Company's business model and specific needs.

The Directors believe diversity is important to enhance the Board's effectiveness by encouraging a diversity of perspectives and to maintain high standards of corporate governance. The Directors will continue to monitor and develop new objectives for implementing and achieving improved diversity on the Board as and when it considers appropriate with regard to the specific needs of the Company and the market from time to time.

董事會成員多元化

截至2025年12月31日止年度，董事會繼續就董事會成員多元化政策監察其組成，該政策要求董事會以用人唯才的原則委任成員，並應以客觀條件(包括性別、年齡、文化及教育背景以及專業經驗等多元化方面)考慮董事人選。截至2025年12月31日止年度，提名委員會為維持適當的才能、技能、經驗和背景之組合及平衡，已訂立可計量目標以實施上述政策，並監察達成有關目標的進度。

本公司亦參照每名董事的年齡、性別、文化及教育背景以及專業經驗等方面，因應本公司的業務模式及具體需求評核現時董事會的組成。

董事深信，多元化政策能夠鼓勵不同觀點百花齊放，對提升董事會效能及維持高水平企業管治至關重要。董事將繼續因應本公司和市場不時的具體需求，在其認為有需要時監察及訂立新目標，藉以執行及達致董事會成員多元化。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Gender Diversity

The Company has achieved gender diversity at the Board level with the presence of a female Director and aims to maintain at least the current level of female representation. The Board will continue to seek opportunities to increase female representation on the Board. The Company will ensure that gender diversity is taken into account when recruiting staff members of mid to senior levels and ensure that sufficient resources are available for providing appropriate trainings and career development to develop a pipeline of potential successors to the Board and maintain gender diversity.

The Group encourages gender diversity across its workplace. To achieve diversity at workforce level, the Group has put in place appropriate recruitment and selection practices such that a diverse range of candidates are considered. The Group has also established talent management and training programs to provide career development guidance and promotion opportunities to develop a broad and diverse pool of skilled and experienced employees. During the year ended 31 December 2025, the Board was not aware of any mitigating factors or circumstances which make achieving gender diversity across the workforce (including senior management) more challenging or less relevant. For details of gender ratio in the workforce (including senior management), please refer to the section headed "Employee Development and Training Indicators" in the Environmental, Social and Governance Report contained in this report.

Corporate Governance Functions

The Board is responsible for performing the functions set out in code provision A.2.1 of Part 2 of the CG Code.

The Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance with the Model Code, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

成員性別多元化

本公司董事會已達成成員性別多元化目標，目前有一位女性董事任職，並致力於維持不低於當前水平的女性董事比例。董事會並將繼續尋求機會增加女性在董事會成員中的代表性。公司將確保在招聘中高層員工時考慮到性別多元化，並確保有足夠的資源用於提供適當的培訓和職業發展，以培養董事會的潛在繼任者，並保持成員性別多元化。

本集團鼓勵工作場所性別多元化。為了實現員工層面的多元化，集團制定了適當的招聘和選拔方法，以考慮多樣化的候選人。集團還制定了人才管理和培訓計劃，為職業發展提供指導和晉升機會，發展廣泛和多樣化的技術和經驗豐富的人才庫。於截至2025年12月31日止年度，董事會未知悉任何會令全體員工(包括高級管理人員)達到性別多元化更具挑戰或較不相干的因素及情況。有關員工(包括高級管理人員)性別比例的詳細信息，請參閱本報告所載《環境、社會及管治報告》中題為「員工發展及培訓類指標」的部分。

企業管治職能

董事會負責履行企業管治守則第二部分的守則條文第A.2.1條所載的職能。

董事會已檢討本公司的企業管治政策及常規、董事及高級管理層的培訓及持續專業發展、本公司在遵守法例及監管規定方面的政策及常規、遵守標準守則以及本公司遵守企業管治守則及於本企業管治報告中作出的披露。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Risk Management and Internal Controls

The Board has the overall responsibility for the Group's risk management and internal control systems and reviewing their effectiveness. The Board is committed to implementing an effective and sound risk management and internal control systems to safeguard the interests of Shareholders and the Group's assets. The Board has delegated to executive management the implementation of the risk management and internal control systems and reviewing all relevant financial, operational, compliance controls and risk management function within an established framework at least annually.

The risk management and internal control systems of the Group include a defined management structure and the delineated limit to its powers. The purpose of the systems is to assist the Group in identifying and managing significant risks faced in achieving its business objectives, safeguarding assets from unauthorized diversion or disposal, and ensuring maintenance of proper accounting records to provide reliable financial information for internal use or publication, and to ensure the compliance with relevant laws and regulations. The above monitoring systems are designed to manage rather than to eliminate the risks of the operating systems failure of the Group or the failure to achieve business objectives, and can only provide reasonable assurance against major misrepresentation or loss, rather than absolute assurance.

The Group has established an internal audit function to assist the Board and the Audit Committee in continuously reviewing the effectiveness of the system of risk management and internal controls of the Group. The Group has integrated risk management into its core business practices. The relevant operating units of the Group continuously review and assess the potential risk conditions that may affect their achievement of the business objectives of the unit and/or the Group. The review process includes assessing whether the current internal control system is still appropriate, whether the potential risks have been adequately addressed, and/or whether it needs to be updated.

風險管理及內部監控

董事會全面負責本集團之風險管理及內部監控系統及檢討其有效性。董事會致力實行有效及完善之風險管理及內部監控系統以保障股東利益及本集團的資產。董事會已指派執行管理層在設定之範疇內實行風險管理及內部監控系統及至少每年度檢討所有相關財政、營運、合規監控及風險管理功能。

本集團的風險管理及內部監控系統包括界定管理架構及其權力的限制，旨在協助本集團識別及管理實現業務目標所面對之重大風險、保障資產免於未經授權挪用或處置、確保維護妥當之會計記錄以提供可靠之財務資料供內部使用或作發表之用，以及確保遵守相關法律及法規。上述監控系統旨在管理而非消除本集團營運系統失靈或未能達成業務目標的風險，而且只能就重大的失實陳述或損失作出合理而非絕對的保證。

本集團已設立內部審核職能協助董事會及審核委員會持續檢討本集團風險管理及內部監控系統的成效。本集團已將風險管理融入業務的核心營運常規。本集團的相關營運單位持續檢討及評估可能影響其實現該單位及／或本集團經營目標的潛在風險狀況。該檢討過程包括評估現行內部監控系統是否仍然適當、潛在風險是否得到充分處理，及／或是否需要增補。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

The Board, through the Audit Committee, conducted an annual review of the effectiveness of the Group's risk management and internal control systems for the year ended 31 December 2025. Members of the management team confirmed the effectiveness of the risk management and internal control systems in their responsible areas during the year. The Board periodically receives (at least once a year) reports from the Group's management regarding financial, operational and compliance controls, as well as the establishment, review and assessment of the internal control and risk management functions of the Group. The Board believes that, in the absence of any evidence to the contrary, the risk management and internal control systems maintained by the Group throughout the year ended 31 December 2025 provided reasonable assurance against material financial misstatements or loss, including the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation and regulation, and the identification and containment of business risks. The Board confirmed the effectiveness of the Group's risk management and internal control systems, including sufficient resources, appropriate qualifications and experience of employees, and staff training courses, and adequate budget for accounting, internal auditing and financial reporting functions. No significant areas of concern have been identified, and the Board considered the systems effective and adequate.

The Group has formulated inside information policies and regularly reminds its directors and employees to properly comply with all policies concerning inside information. In order to ensure sufficient attention for all reports received, the Group has established a notification mechanism to handle and discuss internal reports on financial, operational, internal controls and fraud, etc. Major internal control deficiencies or reports will be reported to the Audit Committee.

董事會已透過審核委員會就本集團截至2025年12月31日止年度之風險管理及內部監控系統之有效性進行年度檢討。管理團隊成員確認年內彼等負責範圍內之風險管理及內部監控系統之有效性。董事會定期(至少每年一次)收到本集團管理層關於本集團的財務、營運及合規控制，以及建立、檢討及評估內部監控及風險管理職能的報告。董事會確信，在沒有任何相反證據的情況下，本集團於截至2025年12月31日止年度所依循的風險管理及內部監控系統提供了合理的保證，可避免發生任何重大財務錯報或損失，包括資產的保護、適當會計記錄的保存、財務資料的可靠性、遵守適當的法律法規，以及辨別與控制商業風險等。董事會確認風險管理及內部監控系統的成效，包括具備充足資源、適當的員工資歷及經驗和員工培訓課程，並在會計、內部審核及財務匯報職能方面有足夠的預算。董事會並無發現任何重大關注領域，故認為系統屬有效充分。

本集團已制定內幕消息政策，並定期提醒董事及僱員妥善遵守所有有關內幕消息的政策。為確保各項舉報得到足夠的關注，本集團設立了通報機制以處理及討論關於財務、營運、內部監控和舞弊等方面的內部舉報，重大內部監控缺陷或舉報將匯報至審核委員會。

CORPORATE GOVERNANCE REPORT (CONTINUED)

企業管治報告(續)

Company Secretary

Mr. So Wai Yin has been engaged by the Company as its company secretary. Mr. So confirmed that he had undertaken no less than 15 hours of relevant professional training and relevant updates during the year ended 31 December 2025.

公司秘書

蘇偉賢先生已獲本公司委任為其公司秘書。蘇先生確認，彼於截至2025年12月31日止年度接受不少於15小時的相關專業培訓及相關更新。

Directors' Responsibility Statement

The Directors are responsible for the preparation of accounts for each financial period which give a true and fair view of the state of affairs of the Group and of the results and cash flow for that period. In preparing the accounts for the year ended 31 December 2025, the Directors have selected suitable accounting policies and applied them consistently; adopted appropriate Hong Kong Financial Reporting Standards and Hong Kong Accounting Standards; made adjustments and estimates that are prudent and reasonable; and have prepared the accounts on the going concern basis. The Directors are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group.

董事的責任聲明

董事須負責編製各財政期間能真實與公正地反映本集團之財政狀況及該期間之業績及現金流量之賬目。在編製截至2025年12月31日止年度之賬目時，董事已貫徹採用合適之會計政策，採納合適的香港財務報告準則及香港會計準則，作出審慎及合理的調整及評估，及按持續經營基準編製賬目。董事亦須負責保存適當之會計紀錄，以能在任何時候合理準確地披露本集團之財務狀況。

Shareholders' Rights

The Company has only one class of ordinary shares of HK\$0.10 each (the "**Shares**"). All Shares have the same voting rights and are entitled to the dividend declared. The rights of the Shareholders are set out in Company's articles of association.

股東權利

本公司僅擁有一類每股面值為0.10港元的普通股(「**股份**」)，所有股份均擁有相同的投票權並可獲派已宣派之股息。股東的權利載於本公司組織章程細則。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Dividend Policy

We have adopted a general dividend policy of declaring and paying dividends. In determining or recommending the frequency, amount and form of any declaration and payment of dividend in any financial year/period, the Board shall consider factors including, but not limited to, our actual and expected results of operations and financial performance of our Group, current and future working capital and cash position, future business and earnings and capital requirement of our Group, our business strategies, development, operations and prospects, economic outlook and other factors that our Board deems to be appropriate. However, we do not have a fixed dividend payout ratio.

There is no assurance that dividends will be declared and paid in the amount set out in any plan of the Board or at all. As we are a holding company incorporated under the laws of the Cayman Islands, the payment and amount of any future dividends will be subject to certain restrictions under Cayman Islands law, namely that our Company may only pay dividends either out of profits and/or share premium account, and provided always that in no circumstances may a dividend be paid out of share premium if this would result in our Company being unable to pay its debts as they fall due in the ordinary course of business. Our future declarations of dividends may or may not reflect our historical declarations of dividends. The Directors may reassess our dividend policy in the future.

Convening an Extraordinary General Meeting by Shareholders

Pursuant to Article 64 of the articles of association of the Company, extraordinary general meetings can be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one tenth of the paid up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Directors or the secretary of the Company for the purpose of requiring an extraordinary general meeting to be called by the Directors for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within twenty-one (21) days of such deposit the Directors fail to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Directors shall be reimbursed to the requisitionist(s) by the Company.

股息政策

本公司已採納宣派及派付股息之一般性股息政策。在釐定或建議任何財政年度／期間股息之宣派及派付頻率、金額及形式時，董事會將考慮之因素包括(但不限於)：本集團之實際及預期經營業績與財務表現、本集團現時及未來之營運資金及現金狀況、本集團未來業務、盈利及資金需求、本公司業務策略、發展、經營狀況及前景、經濟展望、現金流量及財務狀況、整體業務環境及業務策略，以及董事會認為合適之其他因素。然而，本公司並無固定股息派發比率。

吾等無法保證將會按董事會任何計劃所載金額宣派及派付股息，或甚至會作出任何股息宣派及派付。由於本公司為根據開曼群島法律註冊成立之控股公司，未來任何股息之派付及金額將受開曼群島法律之若干限制所規限，即本公司僅可從利潤及／或股份溢價賬中撥付股息，惟在任何情況下，若導致本公司無法於日常業務過程中償還到期債務，則不得從股份溢價賬中派付股息。本公司未來之股息宣派可能會或可能不會反映歷史股息宣派情況。董事日後可對本公司之股息政策作出重新評估。

股東召開股東特別大會

根據本公司組織章程細則第64條，股東特別大會可按一名或以上於遞交要求當日持有有權於股東大會投票的本公司繳足股本不少於十分之一的股東要求召開。有關要求須以書面向董事會或本公司秘書提出，述明要求董事召開股東特別大會以處理有關要求內訂明的任何事項。該大會須於遞交有關要求後兩個月內召開。倘於遞交要求後二十一(21)日內，董事未有召開該大會，則遞交要求人士可自行以同樣方式召開大會，而遞呈要求人士因董事未有召開大會而產生的所有合理開支應由本公司向遞呈要求人士償付。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Putting Forward Proposals at General Meetings

There are no provisions in the articles of association of the Company or the Companies Act of the Cayman Islands for Shareholders to move new resolutions at general meetings. Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph.

於股東大會上提呈議案

本公司組織章程細則或開曼群島公司法並無有關股東於股東大會上提呈新決議案的條文。欲提呈新決議案的股東可根據前一段所載程序要求本公司召開股東大會。

Putting Forward Enquiries to the Board

For putting forward any enquiries to the Board of the Company, Shareholders may send written enquiries to the Company. The Company will not normally deal with verbal or anonymous enquiries.

向董事會作出查詢

為向本公司董事會作出任何查詢，股東可將書面查詢發送至本公司。本公司通常不會處理口頭或匿名的查詢。

Contact Details

Shareholders may send their enquiries or requests as mentioned above to the following:

Address: Suite 11, 70/F, Two International Finance Centre, No. 8 Finance Street Central, Hong Kong (For the attention of the Company Secretary)

For the avoidance of doubt, Shareholders must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by law.

聯絡資料

股東可將上述查詢或要求發送到下列聯絡方法：

地址：香港中環金融街8號國際金融中心二期70樓11室(註明收件人為公司秘書)

為免生疑問，股東必須交存及發出正式簽署的書面要求、通知或聲明或查詢(視情況而定)的正本到上述地址，並提供彼等全名、聯絡詳情及身份，以使之生效。股東資料可能根據法律規定而予以披露。

CORPORATE GOVERNANCE REPORT (CONTINUED) 企業管治報告(續)

Investor Relations and Communication

The Company has in place a shareholders' communication policy. The Board is committed to providing clear and full information about the Group's performance to the Shareholders through the publication of interim results and annual results in a timely manner. In addition to dispatching circulars, notices and financial reports to the Shareholders, additional information is also available to the Shareholders on the website of the Company.

The Company's general meeting provides a useful platform for the Shareholders to raise comments and exchange views with the Board. Shareholders are encouraged to attend the Company's general meetings for which adequate notice will be given in accordance with the articles of association of the Company. The chairman of the Board, respective chairman each Board committee, or, in their absence, other members of the respective Board committees, Directors and external auditors will be available at the general meetings to answer questions on the Company's businesses at such meetings.

Separate resolutions are proposed at the Company's annual general meeting on each substantially separate issue, including the election of individual Directors. In addition, the procedures of voting by poll are included in the annual general meeting circular to be despatched to the Shareholders.

During the year ended 31 December 2025, the Company has maintained sufficient contact details for Shareholders to put forward enquiries to the Board. In addition, the Company held an annual general meeting on 24 June 2025 at which Shareholders were able to communicate their views with the chairman of the Board. Corporate communications were published on the websites of the Company and the Stock Exchange in a timely manner. Based on the above, the Board considers the Company's shareholders communication policy to be effective.

Constitutional Documents

There was no significant change in the Company's constitutional documents during the year ended 31 December 2025.

The latest version of the Company's memorandum of association and articles of association is published on the websites of the Stock Exchange (www.hkexnews.com) and the Company (www.bestfoodholding.com).

投資者關係及溝通

本公司制定了股東溝通政策。董事會致力透過按時刊發中期業績及年度業績，向股東提供有關本集團表現之清晰及全面資料。除發送通函、通告及財務報告予股東外，股東亦可透過本公司網頁獲取額外資訊。

本公司股東大會提供一個良好的平台讓股東向董事會發表及交流意見。本公司鼓勵股東出席公司股東大會，將根據公司章程發出充分通知。董事會主席、各董事會委員會之各自主席，或在其缺席的情況下，各自董事會委員會之其他成員、董事及外聘核數師均會列席股東大會以便回答本公司業務上之提問。

各重大獨立事項(包括個別董事之選任)均會於本公司股東週年大會上單獨提呈決議案。此外，載有投票表決程序之股東週年大會通函將會寄發予股東。

截至2025年12月31日止年度，公司保留了足夠的聯絡資料供股東向董事會提出查詢。此外，公司於2025年6月24日舉行了股東週年大會，股東可於會上與董事會主席交流意見。公司通訊及時在公司及聯交所網站上發佈。基於上述情況，董事會認為公司的股東溝通政策是有效的。

組織章程文件

本公司之組織章程文件於截至2025年12月31日止年度並無重大變動。

本公司現行最新版本的公司章程含組織大綱及細則在聯交所網站(www.hkexnews.com)及本公司網站(www.bestfoodholding.com)中公佈。

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層簡介

Executive Directors

Mr. ZHAO John Huan, aged 63, an executive Director and the chairman of the Company, has joined the Group since 9 August 2016. Mr. Zhao is currently the chairman of Hony Capital. Mr. Zhao also serves as a non-executive director of Legend Holdings Corporation (HKSE: 3396), a non-executive director of Lenovo Group Limited (HKSE: 992), and the chairman and executive director of Goldstream Investment Limited (HKSE: 1328).

Mr. Zhao was previously the chairman of the board and non-executive director of Hospital Corporation of China Limited (HKSE listed), a non-executive director of Eros STX Global Corporation (NYSE listed), Shanghai Jin Jiang International Hotels Company Limited (Shanghai Stock Exchange listed), ENN Natural Gas Co., Ltd. (Shanghai Stock Exchange listed), Simcere Pharmaceutical Group Limited (HKSE listed) and Zoomlion Heavy Industry Science and Technology Co., Ltd (HKSE and Shenzhen Stock Exchange listed).

Mr. Zhao holds a Master of Business Administration degree from the Kellogg School of Management at Northwestern University, Master's degrees in Electronic Engineering and Physics from Northern Illinois University, and a Bachelor's degree in Physics from Nanjing University.

Mr. WANG Xiaolong, aged 50, an executive Director, has joined the Group since 9 August 2016, and has served as the chief executive officer of the Company since 26 August 2019. Mr. Wang also served as the chairman of Xinladao since 8 May 2019, and the chairman of Beijing HHG Restaurant Management Co., Ltd* (北京和合谷餐飲管理有限公司) ("HHG") since 25 April 2021. Mr. Wang is currently the managing director of Hony Capital, and joined Hony Capital in 2003 and has been consistently focusing on investment in the consumer and retail sector during the past 20 years, with a particular emphasis on subsectors of retail, fast-moving consumer goods (FMCG), catering and fast food franchise. Prior to joining Hony Capital, Mr. Wang served in Lenovo Group Limited. Mr. Wang holds a Master of Business Administration degree from Tsinghua University School of Economics and Management in collaboration with Massachusetts Institute of Technology, and a Bachelor of Engineering degree from Shanghai Jiao Tong University, Youth Talented Program.

執行董事

趙令歡先生，63歲，本公司執行董事兼主席，自2016年8月9日起加入本集團。趙先生現任弘毅投資董事長。趙先生亦擔任聯想控股股份有限公司(香港聯交所代號：3396)非執行董事、聯想集團有限公司(香港聯交所代號：992)非執行董事及金涌投資有限公司(香港聯交所代號：1328)董事會主席及執行董事。

趙先生曾出任弘和仁愛醫療集團有限公司(香港聯交所上市)的董事會主席及非執行董事，以及Eros STX Global Corporation(紐約證券交易所上市)、上海錦江國際酒店股份有限公司(上海證券交易所上市)、新奧天然氣股份有限公司(上海證券交易所上市)、先聲藥業集團有限公司(香港聯交所上市)及中聯重科股份有限公司(香港聯交所及深圳證券交易所上市)的非執行董事。

趙先生獲美國西北大學凱洛格商學院工商管理碩士學位、美國北伊利諾伊州大學電子工程及物理學碩士學位及南京大學物理系學士學位。

王小龍先生，50歲，執行董事，於2016年8月9日加入本集團，並於2019年8月26日起出任本公司行政總裁。王先生還於2019年5月8日起擔任新辣道董事會主席，並於2021年4月25日起擔任北京和合谷餐飲管理有限公司(「和合谷」)主席。王先生現任弘毅投資董事總經理，彼於2003年加入弘毅投資，在過去20年一直致力於消費品、零售行業的投資，尤其著重零售、快速消費品、餐飲及快餐連鎖領域。在加入弘毅投資之前，王先生曾就職於聯想集團有限公司。王先生擁有清華大學經濟管理學院與麻省理工大學聯合工商管理碩士學位，及上海交通大學(少年班)工學學士學位。

* for identification purposes only

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

董事及高級管理層簡介(續)

Mr. JING Shen, aged 46, an executive Director and chief financial officer of the Company, has joined the Group since November 2016. Mr. Jing has over 10 years of experience in the consumer and retail business. He is responsible for managing the company's finances, including financial planning, management of financial risks, record-keeping, and reporting. Mr. Jing has also served as an executive director of HHG since 7 November 2017, executive director of Xinladao since 30 October 2018, executive director of Tianjin Hanfangweiye Food Limited* (天津漢方偉業食品有限公司) since 30 June 2017, and the general manager of Hongfu Restaurant Management (Shenzhen) Co., Ltd* (宏福餐飲管理(深圳)有限公司) since 10 April 2017, each being a subsidiary of the Group. From April 2014 to October 2016, Mr. Jing held the position of chief executive officer at Beijing Niologie Commercial and Trading Co., Ltd. In 2008, Mr. Jing joined Hony Capital and was eventually promoted to vice president. Mr. Jing obtained a Master's degree in business administration from China Europe International Business School in February 2008 and a bachelor's degree from Beijing Foreign Studies University in July 2002.

景慎先生，46歲，執行董事兼本公司財務總監，自2016年11月起加入本集團。景先生於消費者及零售業務具有逾10年的經驗。彼負責管理公司財務，包括財務規劃、財務風險管理、保存會計記錄及編製財務報告。景先生於2017年11月7日起擔任和合谷執行董事；於2018年10月30日起擔任新辣道執行董事；於2017年6月30日起擔任天津漢方偉業食品有限公司執行董事；並於2017年4月10日起擔任宏福餐飲管理(深圳)有限公司總經理。以上各公司均為本集團之附屬公司。自2014年4月至2016年10月，景先生於Beijing Niologie Commercial and Trading Co., Ltd.擔任行政總裁一職。景先生於2008年加入弘毅投資並最終獲晉升為副總裁。景先生於2008年2月於中歐國際工商學院取得工商管理碩士學位，並於2002年7月於北京外國語大學取得學士學位。

Independent Non-Executive Directors

Mr. LEUNG Kwai Kei, aged 64, has been appointed as an independent non-executive Director since 4 January 2017. Mr. Leung has over 30 years of work experience in the food and beverage industry and retail industry in Hong Kong and China. Mr. Leung worked in McDonald's Restaurants (HK) Limited and McDonald's China Company Limited from 1988 and used to play managerial roles in various departments for more than 20 years. Mr. Leung also held executive positions in other multinationals including Walmart China Company Limited as the Senior Vice President of business development and as country manager for Regus Property (Shanghai) Company Limited. Mr. Leung currently works in Mei-Xin Food (Guangzhou) Company Limited as general manager for their China headquarters and Japanese restaurant business. Mr. Leung holds a master of management degree from Macquarie University and a bachelor of economics degree from the University of Sydney.

獨立非執行董事

梁貴基先生，64歲，於2017年1月4日起獲委任為獨立非執行董事。梁先生於香港及中國餐飲行業及零售行業累積逾30年工作經驗。梁先生自1988年起於香港麥當勞有限公司及麥當勞中國有限公司任職，並曾於不同部門擔任管理角色超過20年。梁先生亦曾於其他跨國企業擔任行政人員職位，包括擔任沃爾瑪中國有限公司業務開發部高級副總裁，以及雷格斯物業(上海)有限公司全國經理。梁先生現時擔任美心食品(廣州)有限公司中國總部及日式餐廳業務總經理。梁先生持有Macquarie University的管理學碩士學位及悉尼大學的經濟學學士學位。

* for identification purposes only

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

董事及高級管理層簡介(續)

Mr. LO Wei-Ren (also known as Mr. Lo Lobo), aged 66, has been appointed as an independent non-executive Director since 27 April 2021. Mr. Lo has over 30 years of experience in the international restaurant chain business. Mr. Lo served as Senior Advisor in Unitas Capital from May 2014 to January 2016, and was appointed as Chairman of Babela Group from June 2014 to February 2016. From October 2012 to September 2014, Mr. Lo served as Chief Strategic Advisor for the Beijing Xinladao restaurant group who is mainly responsible for brand re-positioning, organization functionality restructuring and brand strategic development. From May 2008 to January 2009, Mr. Lo served as the Executive Board Director for China Grand Automotive Services Group Co., Ltd., a portfolio company of Texas Pacific Group. Mr. Lo served as Brand General Manager for Pizza Hut & Pizza Delivery Home Service brands from May 1997 to May 2008 and was promoted to the Vice President and Brand General Manager for Yum China Inc. from November 2003 to May 2008, with a total of 11 years' tenure in Yum China from 1997 to 2008. Mr. Lo obtained an Associate degree in Hotel & Restaurant management from Katherine Gibbs Business School in New York in July 1993 and attended the Executive Management program from Wharton Business School in November 2007.

Ms. Zhuo Ping, aged 55, has been appointed as an independent non-executive Director of the Company since 13 December 2024. Ms. Zhuo currently serves as a partner at Beijing Qianke Accounting Firm (General Partnership) (北京千科會計師事務所(普通合夥)). Ms. Zhuo holds a Bachelor's degree in Management Information Systems from Beijing Information Science and Technology University, a Master's degree in Accounting and a Master's degree in Business Administration from The Pennsylvania State University. Ms. Zhuo is a Certified Public Accountant in China, the United States and Hong Kong. Ms. Zhuo possesses extensive experience in audit and internal control. From July 2003 to September 2017, Ms. Zhuo successively worked as an auditor at Deloitte Touche Tohmatsu CPA Ltd. in its Baltimore office, a senior auditor, audit manager, senior audit manager and a director in its Beijing office, where she was primarily responsible for auditing, internal control attestation, financial due diligence, and assisting multiple companies in their IPO processes. From September 2017 to March 2021, Ms. Zhuo served as the director of internal audit for the China region of Cummins Inc., a Fortune Global 500 multinational company specializing in power and energy.

羅維仁先生，66歲，於2021年4月27日起獲委任為獨立非執行董事。羅先生於國際連鎖餐廳業務擁有逾30年經驗。羅先生於2014年5月至2016年1月擔任聯宇投資基金高級顧問，並於2014年6月至2016年2月獲委任為巴貝拉集團主席。於2012年10月至2014年9月，羅先生擔任北京新辣道餐飲集團首席策略顧問，主要負責品牌重新定位、重組機構職能及品牌策略發展。於2008年5月至2009年1月，羅先生擔任廣匯汽車服務集團股份公司(為德州太平洋集團之投資組合公司)的董事會執行董事。羅先生於1997年5月至2008年5月擔任必勝客及披薩配送到家服務品牌之品牌總經理，並於2003年11月至2008年5月晉升為Yum China Inc.副總裁兼品牌總經理，於1997年至2008年在Yum China之任期共11年。羅先生於1993年7月取得紐約Katherine Gibbs商學院的酒店及餐廳管理副學士學位，並於2007年11月參加華頓商學院的行政管理課程。

卓平女士，55歲，於2024年12月13日起獲委任為本公司獨立非執行董事。卓平女士現任北京千科會計師事務所(普通合夥)合夥人。卓女士擁有北京信息科技大學管理信息系統學士學位，美國賓夕法尼亞州立大學會計學碩士學位和工商管理碩士學位。卓女士為中國註冊會計師、美國註冊會計師及香港註冊會計師。卓女士具備多年的和審計和內控工作經驗。2003年7月至2017年9月，卓女士先後任職於德勤華永會計師事務所美國巴爾的摩分所擔任審計師，任職於德勤華永會計師事務所北京分所擔任高級審計師，審計經理，審計高級經理和總監，從事審計、內控鑒證和財稅盡調工作，協助多家公司上市。2017年9月至2021年3月，卓女士任職於Cummins Inc.，一家專注於動力能源的全球500強跨國公司中國區擔任內審總監。

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

董事及高級管理層簡介(續)

Senior Management

Mr. So Wai Yin, aged 51, company secretary of the Company, has over 20-year experience in financial reporting, management accounting, auditing, tax planning and regulatory compliance, treasury, corporate finance and company secretarial practice of listed companies. Mr. So has been appointed as the company secretary of the Company since 9 August 2016. Prior to joining Hony Capital in September 2008, Mr. So worked as the qualified accountant and company secretary at Golden Resorts Group Limited (now known as Kingston Securities Limited, HKSE: 1031) where he was overseeing overall financial control and reporting functions, treasury, corporate finance, and regulatory compliance matters. Before joining Kingston, Mr. So worked in Deloitte where he engaged in audit assignments for various public/private companies and leading several initial public offer (IPO) projects. Mr. So is a certified public accountant of Hong Kong Institute of Certified Public Accountant and a fellow member of Association of Chartered Certified Accountant.

Mr. Zhao Jingjing, aged 44, the vice chairman of the board and chief Manager of HHG, joined the Group in 25 October 2016. Mr. Zhao joined HHG in 2007, and started at the bottom. He has been working in marketing, operation, R&D department successively, and accumulated Plentiful experience of marketing, operation management, product design and development, informationization construction, establishing new model etc. Mr. Zhao has been appointed as the chief manager since October 2015 and the vice chairman of the board since 25 April 2021 of HHG. He has been rated as “Excellent Friends of Workers”, “The Best Emerging Enterpriser of Chinese Food Industry”, “Top Ten Catering Entrepreneur of Beijing” and “Outstanding Party Member in Community Field of Beijing”. He is also a member of the 14th session of Central Peoples’ Political Consultative Conference of Xicheng District, Beijing.

高級管理層

蘇偉賢先生，51歲，本公司公司秘書，在上市公司財務申報、管理會計、核數、稅項管理及法律合規、財資、企業融資及公司秘書方面擁有逾20年經驗。蘇先生於2016年8月9日起獲委任為本公司公司秘書。於2008年9月加入弘毅投資之前，蘇先生於黃金集團有限公司(現稱金利豐金融集團有限公司，香港聯交所代號：1031)擔任合資格會計師及公司秘書，彼負責監督整體財務控制及申報職能、財資、企業融資及法律合規事宜。在加入金利豐之前，蘇先生在德勤工作，負責多間公營／私營公司的核數任務，並於多個首次公開發售項目擔任領導角色。蘇先生為香港會計師公會執業會計師及英國特許公認會計師公會資深會員。

趙京晶先生，44歲，和合谷董事會副主席兼總經理，於2016年10月25日加入本集團。趙先生於2007年入職和合谷從門店一線員工開始做起，並先後在市場部、營運部、研發部任職，在市場宣傳、運營管理、產品設計與研發、資訊化建設與應用、新模式設計等方面積累了豐富的經驗。趙先生於2015年10月起獲委任和合谷總經理，並於2021年4月25日起獲委任和合谷董事會副主席。曾被評為「優秀職工之友」、「最佳中餐新銳人物」、「北京餐飲十大企業家」、「北京市社會領域優秀黨務工作者」，彼亦為北京市西城區第十四屆中國人民政治協商會議委員。

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

董事及高級管理層簡介(續)

Mr. Li Jian, aged 51, is the co-founder and the vice chairman of the board of Xinladao, and joined the Group since 30 November 2018. Mr. Li is primarily responsible for the strategic developments and monitoring budgets of Xinladao, and is involved in major decisions of Xinladao, including the appointment of executives of Xinladao. Mr. Li has been appointed as the chairman of Xinladao, being responsible for overall development of Xinladao since its establishment, and was involved in the business operation of the Xinladao until 2015. Mr. Li has over 19 years in the food and beverage industry as well as catering industry and restaurant operation business. Prior to establishing Xinladao, Mr. Li established his own restaurant business under the name Beijing Yuanpin Catering Co., Ltd in 2000 to provide catering services. Mr. Li has successively won the titles of, among others, “Outstanding Figure of Chinese Catering Industry for 30 years” in May 2017 awarded by China Cuisine Association, “Outstanding Entrepreneur of Chinese Catering Industry” in November 2016 awarded by China Hospitality Association and “The Most Influential Entrepreneur of Chinese Hotpot Industry” in 2015 awarded by China Cuisine Association. Mr. Li has been the president of China Crayfish Association since April 2018. Mr. Li completed a secretarial program at Linyi Teacher Training College (currently known as Linyi University) in July 1995.

Members of the senior management of the Company also include the executive Directors. Biographical details of Mr. Zhao John Huan, Mr. Wang Xiaolong and Mr. Jing Shen are set out under “Executive Directors” in this section.

As at the date of this annual report, there is no relationship between members of the Board and the senior management.

李劍先生，51歲，新辣道共同創辦人兼董事會副主席，於2018年11月30日加入本集團。李先生主要負責新辣道之戰略開發、監測預算並參與新辣道之主要決策，包括委任新辣道之行政人員。李先生自新辣道之成立日期起獲委任為主席，主要負責新辣道之整體發展，且彼參與新辣道的業務運營直至2015年。李先生於餐飲服務業及餐廳經營業務擁有逾19年的經驗。成立新辣道前，李先生於2000年在北京沅品餐飲有限公司名下建立其自有的餐廳業務以提供餐飲服務。李先生先後獲得以下稱號(其中包括)，2017年5月獲得中國烹飪協會授予的「中國餐飲30年傑出人物獎」、2016年11月獲得中國飯店協會授予的「中國餐飲業優秀企業家」、2015年獲得中國烹飪協會授予的「中國火鍋業最具影響力企業家」。李先生自2018年4月起任中國小龍蝦協會會長。李先生於1995年7月於臨沂師範學院(現稱為臨沂大學)完成秘書課程。

本公司高級管理層成員還包括執行董事。趙令歡先生、王小龍先生和景慎先生的履歷詳情在執行董事章節中進行列示。

於本年報日期，董事會成員與高級管理層之間概無任何關係。

DIRECTORS' REPORT 董事會報告

The Directors hereby present the annual report and the audited consolidated financial statements of the Group for the year ended 31 December 2025.

董事會謹此提呈本集團截至2025年12月31日止年度之年報及經審核綜合財務報表。

Principal Activities

The Company is an investment holding company. The principal activities of its principal subsidiaries are set out in note 37 to the consolidated financial statements in this annual report.

主要業務

本公司為一間投資控股公司。其主要附屬公司之主要業務載於本年報綜合財務報表附註37。

Results and Appropriations

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on pages 80 of this annual report.

業績及分派

本集團截至2025年12月31日止年度之業績載於本年報第80頁之綜合損益及其他全面收益表。

The Board resolved not to declare final dividend for the year ended 31 December 2025.

董事會決定不就截至2025年12月31日止年度宣派末期股息。

As at the date of this annual report, there was no arrangement under which a Shareholder had waived or agreed to waive any dividends.

於本年報日期，股東概無根據任何安排放棄或同意放棄任何股息。

Tax Relief and Exemption

The Company is not aware of any tax relief and exemption available to Shareholders by reason of their holding of the Company's securities.

稅項減免及豁免

就本公司所知，概無股東因持有本公司證券而獲得任何稅項減免及豁免。

Management Contract

No contracts concerning the management and administration of the whole or substantial part of the business of the Company were entered into or existed during the year ended 31 December 2025.

管理合約

截至2025年12月31日止年度並無訂立或存有與本公司全部或大部分業務有關的管理及行政合約。

Equity-Linked Agreements

Save as disclosed in this annual report, the Company has not entered into any equity-linked agreement during the year ended 31 December 2025.

股票掛鈎協議

除本年度報告披露外，本公司於截至2025年12月31日止年度並無訂立任何股票掛鈎協議。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Share Capital

As at 31 December 2025, the Company had 1,578,664,000 Shares in issue.

Details of the movements in the share capital of the Company during the year ended 31 December 2025 are set out on page 85 of this annual report.

股本

於2025年12月31日，本公司擁有1,578,664,000股已發行股份。

本公司於截至2025年12月31日止年度之股本變動詳情載於本年報第85頁。

Debentures

The Company did not issue any debentures during the year ended 31 December 2025.

債權證

截至2025年12月31日止年度，本公司並無發行任何債權證。

Distributable Reserves

As at 31 December 2025, the Company had no reserve available for distribution to Shareholders (2024: nil).

可供分派儲備

於2025年12月31日，本公司概無可供分派給股東之儲備(2024年：無)。

Five Year Financial Summary

A summary of the results and the assets and liabilities of the Group for the last five financial years is set out on page 221 of this annual report.

五年財務概要

本集團近五個財政年度之業績及資產負債概要載於本年報第221頁。

Directors

The Directors during the year ended 31 December 2025 and up to the date of this annual report are:

Executive Directors

Mr. Zhao John Huan (*Chairman*)
Mr. Wang Xiaolong
Mr. Jing Shen

Independent non-executive Directors

Mr. Leung Kwai Kei
Mr. Lo Wei-Ren
Ms. Zhuo Ping

The term of office of each of the independent non-executive Directors is the period up to his retirement as required by the Company's articles of association.

董事

於截至2025年12月31日止年度及截至本年報日止，董事為：

執行董事

趙令歡先生(主席)
王小龍先生
景慎先生

獨立非執行董事

梁貴基先生
羅維仁先生
卓平女士

各獨立非執行董事之任期為直至其須根據本公司組織章程細則之規定退任為止。

DIRECTORS' REPORT (CONTINUED) 董事會報告(續)

Directors' Service Contracts

None of the Directors offering for re-election at the forthcoming annual general meeting of the Company has a service contract with the Company which is not determinable within one year without payment of compensation other than statutory compensation.

董事之服務合約

於本公司應屆股東週年大會上重選連任的董事概無與本公司訂立不可於一年內終止而毋須支付法定補償以外補償的服務合約。

Interests and Short Positions of Directors and Chief Executives

At 31 December 2025, the interests of the Directors and the chief executive of the Company in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of part XV of the Securities and Future Ordinance (Chapter 571 of the laws of Hong Kong) (the "SFO")) as recorded in the register required to be kept by the Company pursuant to section 352 of the SFO, or as otherwise to the Company and the Stock Exchange pursuant to the Model Code were as follows:

董事及高級行政人員之權益及淡倉

於2025年12月31日，本公司之董事及高級行政人員於本公司或其相聯法團（定義見香港法例第571章證券及期貨條例（「證券及期貨條例」）第XV部）之股份、相關股份或債權證中，擁有記錄於本公司根據證券及期貨條例第352條須存置之登記冊之權益，或根據標準守則須另行知會本公司及聯交所之權益如下：

Name of Director/ chief executive	Capacity	Number of issued Shares	Number of underlying Shares	Number of Shares (including issued Shares and underlying Shares) (Note 1) 股份數目(包括 已發行股份及 相關股份) (附註1)	Approximate percentage of interest in the Company (Note 2) 佔本公司權益的 概約百分比 (附註2)
董事／高級行政人員 姓名	身份	已發行股份數目	相關股份數目		
Mr. Zhao John Huan 趙令歡先生	Interest in controlled corporation (Note 3) 受控法團權益(附註3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Mr. Wang Xiaolong 王小龍先生	Beneficial owner 實益擁有人	—	37,098,604 (L) (Note 4) (附註4)	37,098,604 (L)	2.35%
Mr. Jing Shen 景慎先生	Beneficial owner 實益擁有人	—	12,629,312 (L) (Note 5) (附註5)	12,629,312 (L)	0.80%

Notes:

- The letter "L" denotes the person's long position in such Shares.
- Based on 1,578,664,000 Shares in issue as at 31 December 2025.

附註：

- 字母「L」指該人士於該等股份中的好倉。
- 根據於2025年12月31日已發行的1,578,664,000股股份計算。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

3. Sonic Tycoon Limited is a non-wholly owned subsidiary of Fortune Eight Alps Limited, which is a wholly owned subsidiary of Hony Capital Fund VIII (Cayman), L.P., an exempted limited partnership managed by Hony Capital Fund VIII GP (Cayman), L.P. (as sole general partner), which is managed by its sole general partner, Hony Capital Fund VIII GP (Cayman) Limited. Hony Capital Fund VIII GP (Cayman) Limited is wholly owned by Hony Group Management Limited, which is in turn owned as to 80% by Hony Managing Partners Limited, which is wholly owned by Exponential Fortune Group Limited. Mr. Zhao John Huan owns 49% of Exponential Fortune Group Limited. As at 31 December 2025, Sonic Tycoon Limited held 1,183,998,000 shares in the Company and was beneficially interested in convertible bonds in the principal amount of HK\$610,676,480 which is convertible into 517,522,440 Shares at the initial conversion price of HK\$1.18 per Share.
4. These underlying shares represent the 27,626,620 awarded shares and the shares underlying the 9,471,984 share options that the Board resolved to grant to Mr. Wang Xiaolong pursuant to the share award scheme adopted by the Board on 11 November 2019 and the Company's share option scheme adopted on 18 May 2011.
5. These underlying shares represent the 7,893,320 awarded shares and the shares underlying the 4,735,992 share options that the Board resolved to grant to Mr. Jing Shen pursuant to the share award scheme by the Board adopted on 11 November 2019 and the Company's share option scheme adopted on 18 May 2011.
3. 捷亨有限公司為Fortune Eight Alps Limited之非全資附屬公司，而Fortune Eight Alps Limited為Hony Capital Fund VIII (Cayman), L.P. (一家由Hony Capital Fund VIII GP (Cayman), L.P. (為唯一普通合夥人)管理之獲豁免有限合夥企業)之全資附屬公司。Hony Capital Fund VIII GP (Cayman), L.P.由其唯一普通合夥人Hony Capital Fund VIII GP (Cayman) Limited管理。Hony Capital Fund VIII GP (Cayman) Limited由Hony Group Management Limited全資擁有。Hony Managing Partners Limited擁有Hony Group Management Limited 80%權益。Hony Managing Partners Limited由Exponential Fortune Group Limited全資擁有。趙令歡先生擁有Exponential Fortune Group Limited 49%權益。於2025年12月31日，捷亨有限公司持有本公司1,183,998,000股股份，並於本金額為610,676,480港元之可換股債券中擁有實益權益，該可換股債券可轉換為517,522,440股股份，首次轉換價為每股1.18港元。
4. 該等相關股份指董事會議決根據董事會於2019年11月11日採納的股份獎勵計劃及本公司於2011年5月18日採納的購股權計劃授予王小龍先生的27,626,620股獎勵股份及9,471,984份購股權所涉股份。
5. 該等相關股份指董事會議決根據董事會於2019年11月11日採納的股份獎勵計劃及本公司於2011年5月18日採納的購股權計劃授予景慎先生的7,893,320股獎勵股份及4,735,992份購股權所涉股份。

Arrangements to Purchase Shares or Debentures

Save as disclosed below and note 33 to the consolidated financial statements in this annual report, during the year ended 31 December 2025, neither the Company, its holding company nor any of its subsidiaries and fellow subsidiaries, a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

(a) Employee Share Option Scheme

On 18 May 2011, the Company has adopted a share option scheme (the “**Employee Share Option Scheme**”) in which the Company's Directors and employees are entitled to participate. Details of the Employee Share Option Scheme are set out in note 33 to the consolidated financial statements in this annual report. No options were granted under the Employee Share Option Scheme during the year ended 31 December 2025. As at 1 January 2025, 31 December 2025 and the date of this annual report, the Employee Share Option Scheme has expired and no further option may be granted pursuant thereto.

購買股份或債權證之安排

除下文及載於本年報綜合財務報表附註33外，本公司、其控股公司或其任何附屬公司或同系附屬公司於截至2025年12月31日止年度概無參與任何安排，使董事藉購入本公司或任何其他法人團體之股份或債權證而獲得利益。

(a) 僱員購股權計劃

於2011年5月18日，本公司已採納一項購股權計劃（「**僱員購股權計劃**」），本公司董事及僱員有權參與該計劃。有關僱員購股權計劃的詳情載於本年報綜合財務報表附註33。於截至2025年12月31日止年度，概無根據僱員購股權計劃授出購股權。於2025年1月1日、2025年12月31日及本年度報告日期，僱員購股權計劃已屆滿並且不得據此進一步授出購股權。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

On 11 November 2019, share options carrying the rights to subscribe for up to a total of 31,573,280 new Shares (the “Options”) were offered to be granted to three grantees (collectively, the “Grantees”, and each a “Grantee”) under the Employee Share Option Scheme with an exercise price of HK\$1.08 per Share which shall be vested in the following vesting schedule: (i) 20% shall be vested on 31 December 2019; (ii) 20% shall be vested on 31 December 2020; (iii) 20% shall be vested on 31 December 2021; (iv) 20% shall be vested on 31 December 2022; and (v) the remaining 20% shall be vested on 31 December 2023. The Options shall be valid from the date of offer (i.e. 11 November 2019) up to 30 December 2028, both dates inclusive.

Details of the outstanding Options granted under the Employee Share Option Scheme are set out below:

於2019年11月11日，根據僱員購股權計劃，附有可認購最多共31,573,280股新股份權利之購股權(「購股權」)獲提呈授予三名受讓人(統稱為「受讓人」，各自為一名「受讓人」)，行使價為每股股份1.08港元，並須按以下歸屬時間表歸屬：(i)20%須於2019年12月31日歸屬；(ii)20%須於2020年12月31日歸屬；(iii)20%須於2021年12月31日歸屬；(iv)20%須於2022年12月31日歸屬；及(v)餘下20%須於2023年12月31日歸屬。購股權將自提呈日期(即2019年11月11日)起至2028年12月30日(包括首尾兩日)有效。

根據現存僱員購股權計劃授出之購股權詳情載列如下：

Name of Grantee	Date of grant	Outstanding Options as at 1 January 2025 截至2025年1月1日 尚未行使之購股權	Changes during the year ended 31 December 2025 截至2025年12月31日止年度之變動					Outstanding Options as at 31 December 2025 截至2025年12月31日 尚未行使之購股權
			Granted	Exercised	Cancelled	Lapsed	Expired	
受讓人名稱	授予日		已授出	已行使	已註銷	已失效	已過期	
Directors	董事							
Mr. Wang Xiaolong	王小龍先生	11 November 2019 2019年11月11日	12,629,312	—	—	—	(3,157,328)	9,471,984
Mr. Jing Shen	景慎先生	11 November 2019 2019年11月11日	6,314,656	—	—	—	(1,578,664)	4,735,992
			18,943,968	—	—	—	(4,735,992)	14,207,976

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

(b) Share Award Scheme

On 11 November 2019, the Company adopted a share award scheme (the “**Share Award Scheme**” or the “**Scheme**”), to attract new and motivate existing talents and retaining both. The Board shall not make any further award under the Share Award Scheme which will result in the total number of Shares awarded by the Board under the Share Award Scheme exceeding 4% of the issued share capital of the Company from time to time. As at the date of this annual report, the Share Award Scheme has expired and no further award may be granted pursuant thereto.

Subject to the rules of the Share Award Scheme (the “**Scheme Rules**”), the Board may select the employee to participate in the Scheme (the “**Selected Employee(s)**”) and determine the number of shares to be awarded (the “**Awarded Shares**”) to the respective Selected Employee(s), the applicable vesting date and make an award out of the pool of issued Shares held by a professional trustee (the “**Trustee**”) to be appointed to administer the Scheme to any Selected Employee. Subject to the compliance with all applicable laws and regulations (including the Listing Rules and the public float requirements thereunder, there is no maximum entitlement of each participant under the rules of the Share Award Scheme. The Awarded Shares will only comprise existing Shares which are purchased from the open market by the Trustee out of cash contributed by the Company. The Awarded Shares do not comprise any issuance and allotment of new Shares. There is no provision in the Scheme Rules regarding the amount payable on application or acceptance of the Awarded Shares or the basis of determination of the purchase price of the Awarded Shares.

The Scheme Rules do not provide for the maximum entitlement of each participant under the Scheme. The Board will be entitled to determine the number of Shares to be awarded to the respective Selected Employee(s) subject to the Scheme Rules, the maximum entitlement of each participant under the Share Award Scheme, applicable vesting date, vesting period and conditions for vesting of the awarded shares (e.g. the amount, if any, payable on application or acceptance of the award and the period within which payments must or may be made or loans for such purposes must be repaid, the purchase price or any general basis of determination of the purchase price of shares awarded), as it deems appropriate in its absolute discretion.

(b) 股份獎勵計劃

本公司於2019年11月11日採納股份獎勵計劃(「**股份獎勵計劃**」或「**該計劃**」)以吸引新人才及激勵本集團現有人才並挽留。倘董事會根據股份獎勵計劃授出之獎勵股份總數超過本公司不時已發行股本之4%，董事會不得根據股份獎勵計劃進一步授出獎勵股份。於本年報日期，該獎勵計劃已到期並不再授予任何獎勵。

根據股份獎勵計劃規則(「**計劃規則**」)，董事會可選定參加該計劃的僱員(「**選定僱員**」)，並釐定將向各自選定僱員授出的股份數目(「**獎勵股份**」)、適用的歸屬日期，及自將委任作該計劃管理人的專業受託人(「**受託人**」)所持有已發行股份池中向任何選定僱員授出獎勵。在遵守所有適用法律及規例(包括上市規則及其項下的公眾持股量規定)的前提下，股份獎勵計劃規則項下每位參與者並無最高權益限額。獎勵股份將僅包括受託人以本公司貢獻的現金自公開市場上購買的現有股份。獎勵股份不包括任何發行及配發新股份。計劃規則並無關於申請或接受獎勵股份時應支付的金額或釐定獎勵股份購買價格的基準的條文。

計劃規則並無規定計劃中每位參與者的最高權益限額。根據計劃規則，董事會將有權全權酌情釐定其認為屬適當的授予相關選定僱員的股份數目、股份獎勵計劃項下每位參與者的最高權益限額、適用的歸屬日期、歸屬期及歸屬獎勵股份的條件(例如申請或接納獎勵時應付的金額(如有)、必須付款或可能作出付款的期限或就上述目的償還貸款的期限、購買價或釐定獎勵股份購買價的任何一般原則)。

DIRECTORS' REPORT (CONTINUED) 董事會報告 (續)

In respect of a Selected Employee's employment or service with the Company or any member of the Group is terminated for cause or due to resignation at any time prior to or on the vesting date, all the Awarded Shares that have not yet been vested of the relevant Selected Employee shall become returned shares for the purposes of the Share Award Scheme.

The Scheme shall terminate on the earlier of (i) the 5th anniversary date of the adoption date of the Scheme (i.e. 11 November 2024); and (ii) such date of early termination as determined by the Board provided that such termination shall not affect any subsisting rights of any selected grantee under the Scheme.

Details of the Share Award Scheme are set out in the announcement of the Company dated 11 November 2019 and note 33 to the consolidated financial statements in this annual report.

On 11 November 2019, the Board resolved to grant an aggregate of 43,413,260 Awarded Shares (representing approximately 2.75% of the total issued share capital of the Company as at 31 December 2025) to three Selected Employees (the "**Awardees**") pursuant to the Share Award Scheme, the details of which are set out below:

倘於歸屬日期前任何時間或當日，選定僱員因一定理由或因辭任而終止受僱或在本公司或本集團任何成員公司之服務，則有關選定僱員所有尚未歸屬之獎勵股份將就股份獎勵計劃而言成為退回股份。

該計劃應於以下日期較早者終止：(i)該計劃採納日期之第5個週年日(即2024年11月11日)；及(ii)董事會決定提早終止之有關日期，惟相關終止不得影響該計劃項下任何選定受讓人之任何現時權利。

有關股份獎勵計劃的詳情載於本公司日期為2019年11月11日的公告及本年報綜合財務報表附註33。

於2019年11月11日，董事會議決根據股份獎勵計劃規則向三名選定僱員(「**獲授人**」)合共授出43,413,260股獎勵股份(相當於本公司於2025年12月31日已發行股本總數之約2.75%)之詳情載列如下：

Changes during the year ended 31 December 2025 截至2025年12月31日止年度之變動								
	Date of grant 授予日	Number of unvested Awarded Shares as at 1 January 2025 截至2025年 1月1日 尚未歸屬獎勵 股份數目	Granted 已授出	Vested 已歸屬	Forfeited 已沒收	Lapsed 已失效	Number of unvested Awarded Shares as at 31 December 2025 截至2025年 12月31日 尚未歸屬獎勵 股份數目	
Directors	董事							
Mr. Wang Xiaolong	王小龍先生	11 November 2019 2019年11月11日	27,626,620	—	—	—	—	27,626,620
Mr. Jing Shen	景慎先生	11 November 2019 2019年11月11日	7,893,320	—	—	—	—	7,893,320
			35,519,940	—	—	—	—	35,519,940

DIRECTORS' REPORT (CONTINUED) 董事會報告(續)

Save as disclosed above, no share awards were granted, exercised, lapsed or cancelled during the year ended 31 December 2025.

The amount of contribution by the Awardees for the Awarded Shares shall be HK\$0.54 per Awarded Share, being 50% of the average closing price per Share of approximately HK\$1.08 for 20 business days immediately preceding the grant of the Awarded Shares.

Assuming all the vesting criteria and conditions have been fulfilled, the Awarded Shares granted shall be vested in the respective Awardees in five equal tranches on 31 December 2019, 2020, 2021, 2022 and 2023 respectively. As at the date of this report, no Awarded Shares have been vested.

The number of awards available for grant under the Scheme limit as at 1 January 2025 and 31 December 2025 was nil.

As no option or award was granted during the year ended 31 December 2025, the number of shares that may be issued in respect of options and awards granted under all schemes during the year ended 31 December 2025 divided by the weighted average number of shares in issue for the year ended 31 December 2025 is nil.

除上文所披露者外，截至2025年12月31日止年度內概無股份獎勵獲授出、行使、失效或註銷。

獲授人就獎勵股份作出的金額將為每股獎勵股份0.54港元(即股份於緊接授出獎勵股份前20個營業日之每股平均收市價約1.08港元之50%)。

假設所有歸屬標準及條件已獲達成，授出之獎勵股份須分別於2019年、2020年、2021年、2022年及2023年12月31日分五個相等批次向各自獲授人歸屬。於本報告日期，尚未歸屬任何獎勵股份。

截至2025年1月1日及2025年12月31日，根據計劃限額可供授予的獎勵數量為零份。

由於截至2025年12月31日止年度內並無授出購股權或獎勵，因此，於截至2025年12月31日止年度，根據所有計劃授出的購股權及獎勵可予發行的股份數目除以截至2025年12月31日止年度已發行股份的加權平均數為零。

DIRECTORS' REPORT (CONTINUED) 董事會報告 (續)

Interests and Short Positions of Substantial Shareholders

主要股東之權益及淡倉

As at 31 December 2025, as far as the Directors were aware, persons (other than Directors or chief executive of the Company) who had interests and short positions in the Shares or underlying Shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO were as follows:

於2025年12月31日，據董事所知，以下人士（本公司董事或高級行政人員除外）於本公司之股份或相關股份中，擁有已記錄於根據證券及期貨條例第336條須由本公司存置之登記冊之權益及淡倉如下：

Long positions in the Shares

於股份之好倉

Name of Shareholder	Capacity	Number of Issued Shares	Number of underlying Shares	Number of Shares (including issued Shares and underlying Shares) (Note 1)	Approximate percentage of interest in the Company (Note 2)
股東名稱	身份	已發行股份數目	相關股份數目	股份數目 (包括已發行股份及相關股份) (附註1)	佔本公司權益的概約百分比 (附註2)
Exponential Fortune Group Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Exponential Fortune Group Limited	受控法團權益(附註3)				
Hony Managing Partners Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Hony Managing Partners Limited	受控法團權益(附註3)				
Hony Group Management Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Hony Group Management Limited	受控法團權益(附註3)				
Hong Capital Fund VIII GP (Cayman) Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Hong Capital Fund VIII GP (Cayman) Limited	受控法團權益(附註3)				
Hony Capital Fund VIII GP (Cayman), L.P.	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Hony Capital Fund VIII GP (Cayman), L.P.	受控法團權益(附註3)				
Hony Capital Fund VIII (Cayman), L.P.	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Hony Capital Fund VIII (Cayman), L.P.	受控法團權益(附註3)				
Fortune Eight Alps Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
Fortune Eight Alps Limited	受控法團權益(附註3)				
Sonic Tycoon Limited	Interest in controlled corporation (Note 3)	1,183,998,000 (L)	517,522,440 (L)	1,701,520,440 (L)	107.78%
捷亨有限公司	受控法團權益(附註3)				

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Notes:

1. The letter "L" denotes the person's long position in such Shares.
2. Based on 1,578,664,000 Shares in issue as at 31 December 2025.
3. Sonic Tycoon Limited is a non-wholly owned subsidiary of Fortune Eight Alps Limited, which is a wholly owned subsidiary of Hony Capital Fund VIII (Cayman), L.P., an exempted limited partnership managed by Hony Capital Fund VIII GP (Cayman), L.P. (as sole general partner), which is managed by its sole general partner, Hony Capital Fund VIII GP (Cayman) Limited, Hony Capital Fund VIII GP (Cayman) Limited is wholly owned by Hony Group Management Limited, which is in turn owned as to 80% by Hony Managing Partners Limited, which is wholly owned by Exponential Fortune Group Limited. Mr. Zhao John Huan owns 49% of Exponential Fortune Group Limited. As at 31 December 2025, Sonic Tycoon Limited held 1,183,998,000 shares in the Company and was beneficially interested in convertible bonds in the principal amount of HK\$610,676,480 which is convertible into 517,522,440 Shares at the initial conversion price of HK\$1.18 per Share.

附註：

1. 字母「L」指該人士於該等股份中的好倉。
2. 根據於2025年12月31日已發行的1,578,664,000股股份計算。
3. 捷亨有限公司為Fortune Eight Alps Limited之非全資附屬公司，而Fortune Eight Alps Limited為Hony Capital Fund VIII (Cayman), L.P. (一家由Hony Capital Fund VIII GP (Cayman), L.P.為唯一普通合夥人)管理之獲豁免有限合夥企業)之全資附屬公司。Hony Capital Fund VIII GP (Cayman), L.P.由其唯一普通合夥人Hony Capital Fund VIII GP (Cayman) Limited管理。Hony Capital Fund VIII GP (Cayman) Limited由Hony Group Management Limited全資擁有。Hony Managing Partners Limited擁有Hony Group Management Limited 80%權益。Hony Managing Partners Limited由Exponential Fortune Group Limited全資擁有，趙令歡先生擁有Exponential Fortune Group Limited 49%權益。於2025年12月31日，捷亨有限公司持有本公司1,183,998,000股股份，並於本金額為610,676,480港元之可換股債券中擁有實益權益，該可換股債券可轉換為517,522,440股股份，首次轉換價為每股1.18港元。

Connected Transactions

The following transactions were conducted between the Company with its connected person(s) (as defined in the Listing Rules) during the year ended 31 December 2025 which constituted continuing connected transactions that were not exempt from annual reporting requirement under Chapter 14A of the Listing Rules:

關連交易

截至2025年12月31日止年度，本公司與其關連人士(定義見上市規則)進行以下構成上市規則第14A章項下持續關連交易，惟不獲豁免遵守年度報告規定的交易：

The QJC Agreements

On 30 December 2024, the Company and Quan Jin Cheng Food Processing (Beijing) Co., Ltd.* (權金城食品加工(北京)有限公司) ("Quan Jin Cheng") entered into the framework agreement (the "**QJC Food Ingredients and Condiments Purchase Agreement**") in relation to the provision of food ingredients and condiments by Quan Jin Cheng to the Group for a term from 1 January 2025 to 31 December 2025 with an annual cap of RMB2,700,000.

權金城協議

於2024年12月30日，本公司與權金城食品加工(北京)有限公司(「權金城」)簽訂了框架協議(「權金城食材及調味品採購協議」)，內容有關權金城向本集團供應食材及調味品，協議期為2025年1月1日至2025年12月31日，年度上限為人民幣2,700,000元。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

On the same day, Beijing Xinladao Trading Co., Ltd.* (北京新辣道商貿有限公司) (“**Xinladao Trading**”), a non-wholly owned subsidiary of the Company, and Quan Jin Cheng entered into the framework agreement (the “**QJC Ingredient Processing Services Agreement**”) in relation to the provision of ingredient processing services by Quan Jin Cheng to Xinladao Trading for a term of 1 January 2025 to 31 December 2025 with an annual cap of RMB2,200,000.

For the year ended 31 December 2025, the actual transaction amounts under the QJC Food Ingredients and Condiments Purchase Agreement and QJC Ingredient Processing Services Agreement (collectively, the “**QJC Agreements**”) were RMB675,000 and RMB475,000, respectively, which did not exceed the annual cap under the respective QJC Agreements.

Quan Jin Cheng is an indirect non-wholly owned subsidiary of Hony Capital Fund V, L.P., whose general partner is indirectly held as to 80% by Exponential Fortune Group Limited, which is in turn held as to 49% by Mr. Zhao John Huan, being an executive Director. Accordingly, Quan Jin Cheng is regarded as an associate of Mr. Zhao John Huan and a connected person of the Company under Chapter 14A of the Listing Rules, and the transactions contemplated under the QJC Agreements constitute continuing connected transactions of the Company.

For further details, please refer to the announcement of the Company dated 30 December 2024.

After reviewing the QJC Agreements which were due to expire on 31 December 2025 and the business demand, the Company and Quan Jin Cheng did not enter into renewed agreements.

Pursuant to Rule 14A.55 of the Listing Rules, the independent non-executive Directors have reviewed the above continuing connected transactions of the Company and confirmed that such continuing connected transactions have been entered into:

- (i) in the ordinary and usual course of business of the Group;
- (ii) on normal commercial terms or better; and
- (iii) in accordance with the relevant agreements governing the respective transactions on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

於同日，北京新辣道商貿有限公司(「**新辣道商貿**」)，本公司的非全資子公司，與權金城簽訂了框架協議(「**權金城底料加工服務協議**」)，內容有關權金城向新辣道商貿提供的底料加工服務，協議期為2025年1月1日至2025年12月31日，年度上限為人民幣2,200,000元。

截至2025年12月31日止年度，權金城食材及調味品採購協議和權金城底料加工服務協議(統稱「**權金城協議**」)的實際交易金額分別為人民幣675,000元和人民幣475,000元，均未超過權金城協議各自的年度上限。

權金城為Hony Capital Fund V, L.P.的間接非全資附屬公司，其普通合夥人由Exponential Fortune Group Limited間接持有80%權益，而Exponential Fortune Group Limited則由執行董事趙令歡先生持有49%權益。因此，根據上市規則第14A章，權金城被視為趙令歡先生的聯繫人及本公司的關連人士，且權金城協議項下擬進行之交易構成本公司之持續關連交易。

有關進一步詳情，請參閱本公司日期為2024年12月30日之公告。

經審閱於2025年12月31日到期的權金城協議及業務發展需要，本公司未與權金城訂立重續協議。

根據《上市規則》第14A.55條規定，獨立非執行董事已審閱本公司上述持續關連交易，並確認該等持續關連交易乃按以下條款訂立：

- (i) 於本集團日常及一般業務過程中進行；
- (ii) 按正常商業條款或更佳條款訂立；及
- (iii) 依據規管各項交易之相關協議，按公平合理且符合全體股東整體利益之條款進行。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

PricewaterhouseCoopers, the Company's auditor, was engaged to report on the Group's 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 (Revised) "Auditor's Letter on Continuing Connected Transactions 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 non-exempt continuing connected transactions in accordance with Rule 14A.56 of the Listing Rules.

The Company has followed its pricing policies when determining the price and terms of continuing connected transactions conducted during the financial year.

本公司核數師羅兵咸永道會計師事務所獲委聘就本集團之持續關連交易，按照香港會計師公會頒佈之香港核證聘用準則第3000號(修訂本)「歷史財務資料審核或審閱以外的核證聘用」，並參照實務說明第740號(修訂本)「關於香港上市規則項下持續關連交易之核數師函件」作出匯報。核數師已發出無保留意見函件，當中載有其根據上市規則第14A.56條之有關不獲豁免持續關連交易之調查及結論。

本公司於釐定本年度內進行之持續關連交易之價格及條款時，已遵照其定價政策。

Formation of Partnership

On 10 November 2025, Shenzhen Qianhai Youfu Network Technology Co., Ltd.* (深圳前海友福網絡科技有限公司) ("**Qianhai Youfu**"), a wholly-owned subsidiary of the Company, entered into a partnership agreement (the "**Partnership Agreement**") with Beijing Shendianbao Management Consulting Centre (General Partnership) (北京神店寶管理諮詢中心(普通合夥)) ("**Beijing Shendianbao**"), Yancheng Baihe Management Consulting Partnership (Limited Partnership) (鹽城百和管理諮詢合夥企業(有限合夥)) ("**Yancheng Baihe**") and six independent third party participating limited partners (the "**Other Participating Limited Partners**"), pursuant to which, the parties intend to jointly establish Shenzhen Shendianbao Catering Management Partnership Enterprise (Limited Partnership)* (深圳神店寶餐飲管理合夥企業(有限合夥)) ("**Shenzhen Shendianbao**").

The total capital contribution of Shenzhen Shendianbao shall be RMB50,000,000, of which RMB19,949,000 shall be contributed by Qianhai Youfu (as a limited partner), RMB100,000 shall be contributed by Beijing Shendianbao (as the general partner), RMB10,951,000 shall be contributed by Yancheng Baihe (as a limited partner) and the remaining RMB19,000,000 shall be contributed by the six Other Participating Limited Partners (as limited partners) respectively.

合夥企業之設立

於2025年11月10日，本公司全資附屬公司深圳前海友福網絡科技有限公司(「前海友福」)與北京神店寶管理諮詢中心(普通合夥)(「北京神店寶」)、鹽城百和管理諮詢合夥企業(有限合夥)(「鹽城百和」)以及六名獨立第三方參與有限合夥人(「其他參與有限合夥人」)訂立合夥協議(「合夥協議」)。據此，各方擬共同設立深圳神店寶餐飲管理合夥企業(有限合夥)(「深圳神店寶」)。

深圳神店寶之資本出資總額為50,000,000元人民幣，其中前海友福(作為有限合夥人)出資19,949,000元人民幣、北京神店寶(作為普通合夥人)出資100,000元人民幣、鹽城百和(作為有限合夥人)出資10,951,000元人民幣，其餘19,000,000元人民幣分別由六名其他參與有限合夥人(作為有限合夥人)出資。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

As at the date of this annual report, (i) Beijing Shendianbao is an indirect non-wholly owned subsidiary of the Company and the partnership interest of Beijing Shendianbao is held as to 51% by the Company and 49% by Yancheng Baihe; (ii) the general partner of Beijing Shendianbao is Yancheng Baihe; (iii) Yancheng Baihe is a limited partnership owned as to approximately 59.50% by Mr. Wang Xiaolong, an executive Director and the chief executive officer of the Company, and 30.00% by Mr. Jin Shen, an executive Director, as limited partners; and (iv) Shanghai Shiduojian Guang Enterprise Management Co., Ltd. (上海食多見廣企業管理有限公司), which is in turn owned as to 90% by Mr. Wang Xiaolong and 10% by Mr. Jing Shen, is the general partner of Yancheng Baihe. Accordingly, Yancheng Baihe is an associate of each of Mr. Wang Xiaolong and Mr. Jing Shen, and thus is a connected person of the Company pursuant to Rule 14A.07 of the Listing Rules. In addition, Beijing Shendianbao is a connected subsidiary of the Company pursuant to Rule 14A.16 of the Listing Rules. Therefore, the transactions contemplated under the Partnership Agreement constitute a connected transaction of the Company pursuant to Chapter 14A of the Listing Rules.

For details, please refer to the announcement of the Company dated 10 November 2025.

於本年報日期，(i)北京神店寶為本公司之間接非全資附屬公司，其合夥權益由本公司持有51%及由鹽城百和持有49%；(ii)北京神店寶之普通合夥人為鹽城百和；(iii)鹽城百和為一間有限合夥企業，其約59.50%由本公司執行董事兼首席執行官王小龍先生作為有限合夥人持有，30.00%由執行董事景慎先生作為有限合夥人持有；及(iv)上海食多見廣企業管理有限公司(由王小龍先生持有90%及景慎先生持有10%)為鹽城百和之普通合夥人。因此，鹽城百和為王小龍先生及景慎先生各自之聯繫人，故根據上市規則第14A.07條構成本公司之關連人士。此外，北京神店寶根據上市規則第14A.16條為本公司之關連附屬公司。因此，合夥協議項下擬進行之交易根據上市規則第14A章構成本公司之關連交易。

有關詳情，請參閱本公司日期為2025年11月10日之公告。

Related Party Transactions and Connected Transactions

Related party transactions entered into by the Group for the year ended 31 December 2025 are disclosed in note 36 to the consolidated financial statements in this annual report in accordance with the applicable accounting standards adopted for preparing the Company's consolidated financial statements for the year ended 31 December 2024.

Save as disclosed in the section headed "Connected Transactions" above, as at 31 December 2025, there were no other related party transactions which fall under the definition of "connected transaction" or "continuing connected transaction" in Chapter 14A of the Listing Rules. The Company has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules.

關聯方交易及關連交易

於截至2025年12月31日止年度，本集團訂立的關聯方交易於本年報綜合財務報表附註36披露，此乃根據編製本公司截至2024年12月31日止年度綜合財務報表所採納之適用會計準則編製。

除上文中「關連交易」節所披露外，於2025年12月31日，概無任何其他關聯方交易獲定義為上市規則第14A章項下「關連交易」或「持續關連交易」。本公司已遵守上市規則第14A章項下之披露規定。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Directors' Interest in Contracts of Significance

Save as disclosed in this annual report, no transaction, arrangement or contract of significance to which the Company, its holding company or any of its fellow subsidiaries and subsidiaries was a party and in which a Director had a material interest, whether directly and indirectly, subsisted at the end of the year or at any time during the year ended 31 December 2025.

Controlling Shareholders' Interest in Contracts of Significance

Save as disclosed in this annual report, no contract of significance was entered into between the Company or any of its subsidiaries and the Company's controlling shareholders or any of its subsidiaries during the year ended 31 December 2025.

Business Review and Performance

A review and outlook of the business of the Company, a discussion and analysis of the Group's performance using financial key performance indicators during the year ended 31 December 2025 and the material factors underlying its results and financial position, an indication of likely future development in the Company's business and events occurred after the reporting period are provided in the Chairman's Statement and Management Discussion and Analysis respectively from pages 4 to 5 and pages 6 to 22 of this annual report.

Details of principal risks and uncertainties facing the Company are set out in Management Discussion and Analysis from pages 6 to 22 of this annual report and note 3 to the consolidated financial statements.

A review of the Company's environmental policies and performance, the Company's compliance with relevant laws and regulations, and an account of the Company's key relationship with its employees, customers, and suppliers and others that have a significant impact on the Company and on which the Company's success depends on are provided in the Environmental, Social and Governance Report and the Corporate Governance Report from pages 222 to 320 and pages 23 to 42 respectively of this annual report.

董事於重大合約中之權益

除本年報所披露外，本公司、其控股公司或其任何同系附屬公司及附屬公司於年終或截至2025年12月31日止年度任何時間概無參與訂立與董事有直接或間接重大權益的重大交易、安排或合約。

控股股東於重大合約中之權益

除本年報所披露外，截至2025年12月31日止年度，本公司或其任何附屬公司並無與本公司控股股東或其任何附屬公司訂立任何重大合約。

業務回顧及表現

本公司業務回顧及前景、使用關鍵績效指標討論與分析本集團於截至2025年12月31日止年度的表現、影響其業績及財務狀況之重要因素、本公司未來可能業務發展之指示及報告期後發生之事件，分別載列於本年報第4至5頁的主席報告及第6至22頁的管理層討論與分析。

有關本公司面臨之主要風險及不確定因素之詳情載於本年報第6至22頁之管理層討論與分析及綜合財務報表附註3。

有關本公司環境政策及表現之審閱、本公司對相關法律及法規之遵守情況，以及本公司與其僱員、客戶及供應商以及對本公司具有重大影響力且本公司達致成功所依賴之其他人士之主要關係，均載於本年報第222至320頁之環境、社會及管治報告以及第23至42頁之企業管治報告。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Major Customers and Suppliers

During the year, the aggregate sales attributable to the Group's five largest customers were less than 30% of the Group's total sales.

During the year, the aggregate purchases attributable to the Group's five largest suppliers were less than 30% of the Group's total purchases.

None of the Directors, their close associates (as defined in the Listing Rules) or any Shareholders which, to the knowledge of the Directors, owned more than 5% of the Company's issued share capital had any interest in the share capital of any of the five largest customers or suppliers of the Group.

主要客戶及供應商

年內，本集團之五大客戶之累計銷售佔本集團之總銷售額比例低於30%。

年內，本集團之五大供應商之累計購貨佔本集團總購貨額比例低於30%。

概無董事、彼等之聯繫人(定義見上市規則)或就董事所知擁有本公司已發行股本5%以上之任何股東，擁有本集團任何五大客戶或供應商之任何股本權益。

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

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares).

As at 31 December 2025, the Company did not hold any treasury shares.

購買、出售或贖回本公司之上市證券

本公司及其任何附屬公司於截至2025年12月31日止年度概無購買、出售或贖回任何本公司之上市證券(包括出售庫存股)。

於2025年12月31日，本公司未持有庫存股。

Convertible Bonds

The HK\$1,500,000,000 Convertible Bonds

Reference is made to the announcements of the Company dated 18 September 2016, 10 October 2016, 13 November 2016, 22 September 2017 and 22 March 2019, and the circular of the Company dated 29 October 2016 in relation to the convertible bonds with an aggregate principal amount of HK\$1,500,000,000 issued by the Company under a specific mandate pursuant to the investment agreement dated 18 September 2016 entered into between the Company and Sonic Tycoon Limited (the "Investor"). As at 31 December 2025, the proceeds from issuing the above convertible bonds had been fully utilised in accordance with the intended use.

可換股債券

1,500,000,000 港元之可換股債券

茲提述本公司日期為2016年9月18日、2016年10月10日、2016年11月13日、2017年9月22日及2019年3月22日之公告以及本公司日期為2016年10月29日之通函，內容有關本公司根據本公司與捷亨有限公司(「投資者」)所訂立日期為2016年9月18日之投資協議按特別授權發行總本金額為1,500,000,000港元之可換股債券。於2025年12月31日，發行上述可換股債券之所得款項已根據擬定用途全數動用。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Extension of the Convertible Bonds in the Principal Amount of HK\$610,676,480

Reference is also made to the announcement of the Company dated 3 April 2025 and the circular of the Company dated 30 May 2025. The above HK\$1,500,000,000 convertible bonds involved the issue of four tranches of convertible bonds to the Investor, details of which are set out in the circular of the Company dated 30 May 2025. During the year ended 31 December 2025, convertible bond in the principal amount of HK\$610,676,480 bearing interest at the rate of 3% per annum (the “**Convertible Bond**”) remained outstanding, which would originally mature and be repayable in full with accrued interests on 23 November 2025. Having considered the reasons set out in the circular of the Company dated 30 May 2025 under the paragraph headed “Reasons for and Benefits of the Extension”, on 3 April 2025, the Company and the Investor entered into an extension deed (the “**Extension Deed**”) to extend the maturity date of the Convertible Bond by 25 months from 23 November 2025 to 23 December 2027.

The initial conversion price of the Convertible Bond shall be HK\$1.18 per conversion share, subject to adjustment pursuant to the terms and conditions of the Convertible Bond. The conversion price represents: (i) a premium of approximately 22.9% over the closing price of HK\$0.96 per Share as quoted on the Stock Exchange on the date of the Extension Deed; and (ii) a premium of approximately 23.69% over the average closing price of HK\$0.954 per Share as quoted on the Stock Exchange for the five trading days immediately prior to the date of the Extension Deed.

Based on the initial conversion price of HK\$1.18 and assuming full conversion of the outstanding principal amount of the Convertible Bonds of HK\$610,676,480 at the initial conversion price, the Convertible Bonds may be convertible into 517,522,440 Shares, representing approximately 32.78% of the existing issued share capital of the Company as at the date of this report and approximately 24.69% of the issued share capital of the Company as enlarged by the issue of the conversion shares.

本金總額610,676,480港元可換股債券之展期

亦請參閱本公司日期為2025年4月3日之公告及日期為2025年5月30日之通函。上述1,500,000,000港元可換股債券涉及向投資者發行四批可換股債券，有關詳情載於本公司日期為2025年5月30日之通函。於截至2025年12月31日止年度，本金額為610,676,480港元、年利率3%之可換股債券（「**可換股債券**」）仍未償還，其原訂於2025年11月23日到期，並須悉數償還連同應計利息。經考慮本公司日期為2025年5月30日之通函內「延長之理由及裨益」一段所載理由後，本公司與投資者於2025年4月3日訂立延長契據（「**延長契據**」），將該可換股債券之到期日由2025年11月23日延長25個月至2027年12月23日。

該可換股債券之初始換股價為每股換股股份1.18港元，可根據該可換股債券之條款及條件作出調整。該換股價相當於：(i)較聯交所於延長契據日期所報每股股份收市價0.96港元溢價約22.9%；及(ii)較緊接延長契據日期前五個交易日聯交所所報每股股份平均收市價0.954港元溢價約23.69%。

按初始換股價1.18港元計算，並假設未償還本金額610,676,480港元之可換股債券按初始換股價悉數轉換，該可換股債券可轉換為517,522,440股股份，相當於本報告日期本公司現有已發行股本之約32.78%，及經發行換股股份擴大後本公司已發行股本之約24.69%。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Set out below is the dilution effect on equity interest of the substantial shareholder upon the full conversion of the outstanding Convertible Bond:

以下載列於未償還可換股債券悉數轉換後，對主要股東股權之攤薄影響：

Substantial Shareholder 主要股東	As at 31 December 2025 於2025年12月31日		Immediately after the conversion of the whole of the principal amount of the Convertible Bond by the bondholder 於債券持有人將可換股債券之 全部本金悉數轉換後即時	
	No. of Shares 股份數	% 百分比	No. of Shares 股份數	% 百分比
Sonic Tycoon Limited 捷亨有限公司	1,183,998,000	75.00	1,701,520,440	81.17

Dilution Impact on Loss per Share

Basic and diluted loss per share for the year ended 31 December 2025 is RMB0.33 cent. The Group was making loss from its operations during the years ended 31 December 2025 and 2024 and the inclusion of the dilutive potential ordinary shares would therefore be anti-dilutive. Hence, the diluted loss per share is same as the basic loss per share for the respective years.

Based on the implied internal rate of returns of the Convertible Bond, the Company's share prices at the future dates at which it would be equally financially advantageous for the holder of the Convertible Bond to convert were as follows:

對每股虧損之攤薄影響

截至2025年12月31日止年度之基本及攤薄每股虧損為人民幣0.33分。本集團於截至2025年及2024年12月31日止年度之經營業務均產生虧損，因此計入具攤薄潛力普通股將產生反攤薄效應。故此，各年度之攤薄每股虧損與基本每股虧損相同。

根據可換股債券之內部回報率隱含值，於未來日期，本公司股價達至下述水平時，對可換股債券持有人而言，行使轉換權於財務上具有同等優勢：

Date 日期	Share price 股價
30 June 2026 2026年6月30日	HK\$1.18 1.18港元
31 December 2026 2026年12月31日	HK\$1.18 1.18港元

Based on the total assets as at 31 December 2025 of the Group of approximately RMB797 million, the Company has the ability to meet its redemption obligation under the Convertible Bond.

基於本集團於2025年12月31日之總資產約為797百萬元人民幣，本公司具備能力履行可換股債券項下之贖回責任。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

During the year ended 31 December 2025, none of the Convertible Bonds was converted. The issued share capital of the Company were 1,578,664,000 Shares. The Investor holds an aggregate of 1,183,998,000 Shares, representing approximately 75.00% of the number of issued Share. The Company is able to, and will ensure to, comply with the public float requirement under Rule 8.08(1)(a) of the Listing Rules.

The Company has been exploring appropriate business development by acquisitions and/or expansion of existing business. The Group will keep evaluating its financial position and resources, and may consider to raise further funds for long-term development and strengthening financial position of the Group as appropriate.

Pre-Emptive Rights

There are no provision for pre-emptive rights under the Company's articles of association, or the laws of the Cayman Islands, which would oblige the Company to offer new shares on a pro-rata basis to existing Shareholders.

Appointment of Independent Non-Executive Directors

The Company has received, from each of the independent non-executive Directors, an annual confirmation of his independence. The Company considers that all of the independent non-executive Directors are independent with reference to the factors set out in Rule 3.13 of the Listing Rules.

Emolument Policy

The emolument policy of the employees of the Group is set up by the Remuneration Committee on the basis of their merit, qualifications and competence.

The emoluments of the Directors are decided by the Remuneration Committee, having regard to the Company's operating results, individual performance and comparable market statistics.

The Company has adopted a share option scheme and a share award scheme as an incentive to Directors and eligible employees. Details of the schemes are set out in note 33 to the consolidated financial statements in this annual report.

截至2025年12月31日止年度，並無可換股債券獲轉換。本公司已發行股本為1,578,664,000股股份，投資者持有合共1,183,998,000股股份，佔已發行股份數目約75.00%。本公司能夠並將確保遵守上市規則第8.08(1)(a)條的公眾持股量規定。

本公司一直在尋找透過收購和／或擴大現有業務來實現適當的業務發展。本集團將不斷評估其財務狀況及資源，並可能考慮進一步籌集資金，以促進長期發展及適時加強本集團的財務狀況。

優先購股權

本公司之組織章程細則或開曼群島法例均無有關優先購股權條文，規定本公司須按持股比例向現有股東發售新股份。

委任獨立非執行董事

本公司已自每名獨立非執行董事收取年度獨立性確認。參照上市規則第3.13條所載之因素，本公司認為所有獨立非執行董事確屬獨立人士。

酬金政策

本集團僱員之酬金政策由薪酬委員會設立，乃以僱員之功績、專業資格及才能為基準。

董事之酬金由薪酬委員會按本公司之經營業績、其個人之工作表現及可資比較市場統計數據而釐定。

本公司已採納一項購股權計劃及一項股份獎勵計劃，作為董事及合資格僱員之獎勵，計劃詳情載於本年報綜合財務報表附註33。

DIRECTORS' REPORT (CONTINUED)

董事會報告(續)

Pension Scheme

Details of the Group's pension scheme are set out in note 40(r)(ii) to the consolidated financial statements in this annual report. No forfeited contributions are available to reduce the contribution payable by the Group in the future years.

養老金計劃

有關本集團養老金計劃之詳情載於本年報綜合財務報表附註40(r)(ii)。概無已沒收供款可用作扣減本集團於未來年度應付之供款。

Sufficiency of Public Float

According to the information that is publicly available to the Company and within the knowledge of the Directors, the Company has maintained a sufficient public float throughout the year ended 31 December 2025 and up to the date of this annual report.

足夠公眾持股量

根據本公司公開獲得的資訊及董事所知，本公司於截至2025年12月31日止整個年度內及直至本年報日期皆保持足夠公眾持股量。

Permitted Indemnity Provision

The Company has arranged for appropriate insurance cover for Directors' and officers' liabilities in respect of legal actions against its Directors and senior management arising out of corporate activities. The permitted indemnity provision is in force for the benefit of the Directors as required by the provisions of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong).

獲准許彌償條文

本公司已就其董事及高級管理人員可能面對因企業活動產生之法律行動之責任作適當之投保安排。根據香港法例第622章公司條例的條文所規定以董事為受益人的獲准許彌償條文現在生效。

Competing Business

Save as disclosed below, during the year ended 31 December 2025 and up to the date of this report, none of the Directors had any interest in any business (apart from the Group's business) which competes or may compete, either directly or indirectly, with the businesses of the Group, as defined in the Listing Rules.

競爭業務

除下文所披露者外，截至2025年12月31日止年度及直至本報告日期，概無董事於直接或間接與本集團業務出現或可能出現競爭(定義見上市規則)之任何業務(本集團業務除外)中擁有任何權益。

Mr. Leung Kwai Kei, an independent non-executive Director, is currently the General Manager of Mei-Xin Food (Guangzhou) Company Limited ("Mei-Xin"), responsible for their China headquarters and Japanese restaurant business.

獨立非執行董事梁貴基先生現為美心食品(廣州)有限公司(「美心」)之總經理，負責該公司之中國總部及日式餐廳業務。

Although the business carried out by Mei-Xin is of a similar nature as that carried out by the Group, Mr. Leung does not hold other positions in the Company apart from being an independent non-executive Director, and Mr. Leung also does not control the Board. The Board therefore is of the view that the Group is capable of carrying on its businesses independently of, and at arm's length from the business carried out by Mei-Xin.

儘管美心經營之業務與本集團所經營者性質類似，惟梁先生並無於本公司擔任除獨立非執行董事以外之其他職務，且梁先生亦無董事會之控制權。因此，董事會認為本集團有能力獨立於美心的業務並按公平原則經營本身業務。

DIRECTORS' REPORT (CONTINUED) 董事會報告(續)

Charitable Donations

The Group did not make any donations for the year ended 31 December 2025 (2024: nil).

慈善捐款

截至2025年12月31日止年度，本集團未作出任何捐贈(2024年：無)。

Changes in Director's and Chief Executive's Biographical Details under Rule 13.51B(1) of the Listing Rules

Save as disclosed in the section headed "Profile of Directors and Senior Management", there is no other change in Directors' biographical details which is required to be disclosed pursuant to rule 13.51B(1) of the Listing Rules.

根據上市規則第13.51B(1)條更改董事及高級行政人員履歷詳情

除「董事及高級管理層簡介」一節所披露外，並無其他根據上市規則第13.51B(1)條須予披露的董事履歷詳情變動。

Events after the Reporting Period

No significant event affecting the Group took place after 31 December 2025 and up to the date of this annual report.

報告期後事項

於2025年12月31日後及直至本年報日期並無發生影響本集團的重大事項。

Auditor

The financial statements have been audited by PricewaterhouseCoopers. PricewaterhouseCoopers shall retire and, being eligible, offer themselves for re-appointment, and a resolution to this effect will be proposed at the annual general meeting.

There was no change in the external auditor of the Company for the three years preceding the date of this annual report.

核數師

本財務報表已經由羅兵咸永道會計師事務所審核。羅兵咸永道會計師事務所將退任，並符合資格願意膺選連任，就此將於股東週年大會上提呈有關決議案。

於本年報日期前三年，本公司之外聘核數師概無變動。

On behalf of the Board
Mr. Zhao John Huan
Chairman

Hong Kong, 30 March 2026

代表董事會
主席
趙令歡先生

香港，2026年3月30日

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告



羅兵咸永道

To the Shareholders of Best Food Holding Company Limited
(incorporated in the Cayman Islands with limited liability)

致百福控股有限公司股東
(於開曼群島註冊成立的有限公司)

Opinion

What we have audited

The consolidated financial statements of Best Food Holding Company Limited (the "Company") and its subsidiaries (the "Group"), which are set out on pages 80 to 220, comprise:

- the consolidated balance sheet as at 31 December 2025;
- the consolidated statement of profit or loss and other comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

意見

我們已審計的內容

百福控股有限公司(以下簡稱「貴公司」)及其附屬公司(以下統稱「貴集團」)列載於第80至220頁的綜合財務報表，包括：

- 於2025年12月31日的綜合資產負債表；
- 截至該日止年度的綜合損益及其他全面收益表；
- 截至該日止年度的綜合權益變動表；
- 截至該日止年度的綜合現金流量表；及
- 綜合財務報表附註，包括重大會計政策信息及其他解釋信息。

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INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Our opinion

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") as 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

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.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were 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 these matters.

Key audit matters identified in our audit are summarised as follows:

- Impairment assessments of goodwill and trademarks with indefinite useful life
- Impairment assessment of investments accounted for using the equity method

我們的意見

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其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》的披露規定妥為擬備。

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。

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。

獨立性

根據香港會計師公會頒佈的《專業會計師道德守則》(以下簡稱「守則」)中適用於公眾利益實體財務報表審計的相關要求，我們獨立於貴集團。我們亦已履行守則中的其他專業道德責任。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。這些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。我們不會對這些事項提供單獨的意見。

我們在審計中識別的關鍵審計事項概述如下：

- 商譽及具有無限使用年期的商標減值評估
- 按權益法入賬的投資減值評估

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Key Audit Matter 關鍵審計事項

How our audit addressed the Key Audit Matter 我們的審計如何處理關鍵審計事項

Impairment assessments of goodwill and trademarks with indefinite useful life

商譽及具有無限使用年期的商標減值評估

Refer to Notes 4(a) and 22 to the consolidated financial statements.

請參閱綜合財務報表附註4(a)及22。

The Group has a significant balance of goodwill and trademarks with indefinite useful life arising primarily from the acquisition of Beijing HHG Restaurant Management Co., Ltd. (the "HHG Group") in 2016 and the acquisition of Beijing Xinladao Catering Management Ltd. (the "Xinladao Group") in 2018. As at 31 December 2025, the carrying amounts of goodwill and trademarks with indefinite useful life amounted to approximately RMB45 million and RMB235 million, respectively. 貴集團的商譽及具有無限使用年期的商標有重大結餘，其主要來自於2016年收購北京和合谷餐飲管理有限公司（「和合谷集團」）及於2018年收購北京新辣道餐飲管理有限公司（「新辣道集團」）。於2025年12月31日，商譽及具有無限使用年期的商標的賬面價值分別約45百萬元人民幣及235百萬元人民幣。

Goodwill and trademarks with indefinite useful life are subject to impairment assessment annually or more frequently when there is an indication of impairment. For the purpose of assessing impairment, goodwill and trademarks with indefinite useful life are allocated to the cash generating unit ("CGU") of the HHG Group (the "HHG Group CGU") and the CGU of the Xinladao Group (the "Xinladao Group CGU") (collectively, the "CGUs"). The recoverable amounts of the CGUs are determined by the higher of the fair value less cost of disposal ("FVLCD") and value in use ("VIU").

商譽及具有無限使用年期的商標須每年及在存在減值跡象時進行更頻繁的減值評估。就評估減值而言，商譽及具有無限可使用年期之商標分配至和合谷集團之現金產生單位（「和合谷集團現金產生單位」）及新辣道集團之現金產生單位（「新辣道集團現金產生單位」）（統稱為「現金產生單位」）。現金產生單位之可收回金額乃根據公允價值減出售成本（「公允價值減出售成本」）與使用價值（「使用價值」）兩者之較高者釐定。

Management has engaged an independent external valuer to assist them in performing the impairment assessments. 管理層已聘請獨立外部估值師協助進行減值評估。

In response to this key audit matter, we have performed the following procedures:

為應對該關鍵審計事項，我們已執行以下程序：

- Obtained an understanding of the management's key processes of the impairment assessments of goodwill and trademarks with indefinite useful life, and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and the level of other inherent risk factors;
了解了管理層對商譽及具有無限可使用年期之商標進行減值評估的關鍵流程，並通過考慮估計不確定性的程度及其他固有風險因素的水平，評估重大錯報的固有風險；
- Evaluated the competence, capabilities and objectivity of the independent external valuer engaged by the Group;
評估了 貴集團聘用的獨立外部估值師的資格、能力及客觀性；
- Assessed the appropriateness of the methodologies applied in the impairment assessments;
評估了減值評估所用方法的適當性；
- For calculation of FVLCD of the CGUs, evaluated the appropriateness of the comparable companies as selected and also the key assumptions used including the valuation multiples, DLOM, control premium and estimated cost of disposal, by comparing the business profiles of the CGUs with those of the respective comparable companies, and with reference to the available historical and market information;
對於現金產生單位之公允價值減出售成本的計算，通過比較現金產生單位之業務概況與相應可資比較公司之業務概況，並參考可獲取的歷史及市場信息，評估了選擇可資比較公司及關鍵假設的適當性，包括估值倍數、缺乏市場流通性折讓、控制權溢價及估計出售成本；

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Key Audit Matter 關鍵審計事項

For calculation of FVLCO, the market approach is used. Significant management's judgements and assumptions are involved in the valuation model, including the selection of appropriate comparable companies and the use of appropriate valuation multiples (such as enterprise value to sales multiple), discount for lack of marketability ("DLOM"), control premium and estimated cost of disposal for the calculation.

對於公允價值減出售成本的計算已採用市場法。估值模型涉及管理層重大判斷及假設，包括選擇適當的可資比較公司以及在計算中使用適當的估值倍數（例如企業價值對銷售額倍數）、缺乏市場流通性折讓（「缺乏市場流通性折讓」）、控制權溢價及估計出售成本。

For calculation of VIU, significant management's judgements and assumptions are involved to estimate the future cash flows of the CGUs, including the use of appropriate revenue growth rates, gross margins, long term growth rate and the discount rates for the calculation.

對於使用價值之計算，涉及管理層重大判斷及假設以估計現金產生單位的未來現金流量，包括在計算中使用適當的收入增長率、毛利率、長期增長率及折現率。

Based on the results of the impairment assessments conducted by the Group, it is determined that (1) for the HHG Group CGU, there is no impairment of goodwill and trademarks with indefinite useful life as at 31 December 2025; and (2) for the Xinlao Group CGU, a provision for impairment loss of approximately RMB45 million is recognised on the trademarks with indefinite useful life for the year ended 31 December 2025. 根據 貴集團進行的減值評估結果，確定(1)對於和合谷集團現金產生單位，商譽及具有無限可使用年期之商標於截至2025年12月31日止年度並無減值；而(2)對於新辣道集團現金產生單位，截至2025年12月31日止年度，具有無限可使用年期之商標確認減值損失撥備約45百萬元人民幣。

We focus on this matter because significant management's judgements and assumptions are applied in the impairment assessments.

我們關注該領域，是由於減值評估中應用了重大管理層判斷及假設。

How our audit addressed the Key Audit Matter 我們的審計如何處理關鍵審計事項

- For calculation of VIU of the CGUs, evaluated the reasonableness of the key assumptions used, including:

對於現金產生單位之使用價值的計算，評估了所使用的關鍵假設的合理性，主要涉及：

- the revenue growth rates and gross margins, by comparing them with actual historical financial data and business plans of the CGUs; 收入增長率和毛利率，將其與實際歷史財務數據和現金產生單位之業務規劃進行比較；
- the long term growth rate, by comparing it with the relevant economic forecasts; and 長期增長率，將其與相關經濟預測進行比較；及
- the discount rates, by comparing them to those of the comparable companies; and 折現率，將其與可資比較公司的比率進行比較；及

- Evaluated management's sensitivity calculations to consider the impact of changes in assumptions on the impairment assessments, focusing on those key assumptions to which the calculations were most sensitive.

評估了管理層的敏感度計算並考慮對減值評估的影響，並將重點放在計算該等最敏感的關鍵假設。

Based on the above procedures performed, we considered that the key management's judgements and assumptions applied in the impairment assessments were supportable by the evidence obtained.

根據執行的上述程序，我們認為獲得的證據足以支持管理層就減值評估所使用的重要判斷及假設。

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Key Audit Matter 關鍵審計事項

How our audit addressed the Key Audit Matter 我們的審計如何處理關鍵審計事項

Impairment assessment of investments accounted for using the equity method

按權益法入賬的投資減值評估

Refer to Notes 4(b) and 21 to the consolidated financial statements.

請參閱綜合財務報表附註4(b)及21。

The Group has significant investments accounted for using the equity method, which amounted to approximately RMB209 million as at 31 December 2025.

貴集團按權益法入賬的投資金額重大，於2025年12月31日約為209百萬元人民幣。

These investments are subject to impairment assessment when there is an indication of impairment. Management has assessed and concluded that impairment indicators were identified on the Group's investment in an associate (the "associate") as at 31 December 2025. The recoverable amount of the investment in the associate is determined by the higher of the FVLCOB and VIU of the investment.

該等投資須在存在減值跡象時進行減值評估。於2025年12月31日，管理層已評估並認為貴集團對一間聯營公司的投資已識別出減值跡象。該聯營公司投資的可回收金額乃根據公允價值減出售成本與使用價值兩者之較高者釐定。

Management has engaged an independent external valuer to assist them in performing the impairment assessment.

管理層已聘請獨立外部估值師協助進行減值評估。

In response to this key audit matter, we have performed the following procedures:

為應對該關鍵審計事項，我們已執行以下程序：

- Obtained an understanding of the management's key processes of the impairment assessment of investments accounted for using the equity method, and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and the level of other inherent risk factors;
了解了管理層對按權益法入賬的投資進行減值評估的關鍵流程，並通過考慮估計不確定性的程度及其他固有風險因素的水平，評估重大錯報的固有風險；
- Inquired with management as to whether any indication of impairment exist as at 31 December 2025 and corroborated their assessment by considering relevant evidence, including any significant adverse changes in the market or economic environment affecting the investee companies, and any significant or prolonged decline in their fair value below cost; 詢問了管理層有關截至2025年12月31日是否存在任何減值跡象的評估，並通過考慮相關證據，包括對被投資公司產生影響的市場或經濟環境的重大不利變化以及該等長期股權投資的公允價值顯著或持續下降且低於成本，以證實管理層的評估；

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Key Audit Matter 關鍵審計事項

For calculation of FVLCOB, market approach is used. Significant management's judgements and assumptions are involved in the valuation model, including the selection of appropriate comparable companies and the use of appropriate valuation multiples (such as enterprise value to sales multiple), DLOM and estimated cost of disposal for the calculation.

對於公允價值減出售成本的計算已採用市場法。估值模型涉及管理層重大判斷及假設，包括選擇適當的可資比較公司以及在計算中使用適當的估值倍數（例如企業價值對銷售額倍數）、缺乏市場流通性折讓及估計出售成本。

For calculation of VIU, significant management's judgements and assumptions are involved to estimate the Group's share of the future cash flows of the associate, including the use of appropriate revenue growth rate, gross margin, long term growth rate and the discount rate for the calculation.

對於使用價值之計算，涉及管理層重大判斷及假設以估計貴集團應佔聯營公司未來現金流量，包括在計算中使用適當的收入增長率、毛利率、長期增長率及折現率。

Based on the results of the impairment assessment conducted by the Group, a provision for impairment loss of approximately RMB10 million is recognised on the investment in the associate for the year ended 31 December 2025.

根據貴集團進行的減值評估結果確定，於截至2025年12月31日止年度對該聯營公司的投資確認減值損失撥備約10百萬元人民幣。

How our audit addressed the Key Audit Matter 我們的審計如何處理關鍵審計事項

- Evaluated the competence, capabilities and objectivity of the independent external valuer engaged by the Group;
評估了貴集團聘用的獨立外部估值師的資格、能力及客觀性；
- Assessed the appropriateness of the methodologies applied in the impairment assessment;
評估了減值評估所用方法的適當性；
- For calculation of FVLCOB of the investment in the associate, evaluated the appropriateness of the comparable companies as selected and also the key assumptions used including the valuation multiples, DLOM and estimated cost of disposal, by comparing the business profiles of the associate with those of the comparable companies, and with reference to the available historical and market information; and
對於聯營公司投資之公允價值減出售成本的計算，通過比較聯營公司之業務概況與可資比較公司之業務概況，並參考可獲取的歷史及市場信息，評估了選擇可資比較公司及關鍵假設的適當性，包括估值倍數、缺乏市場流通性折讓及估計出售成本；及

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

Key Audit Matter 關鍵審計事項	How our audit addressed the Key Audit Matter 我們的審計如何處理關鍵審計事項
We focus on this matter because significant management's judgements and assumptions are applied in the impairment assessment. 我們關注該領域，是由於減值評估中應用了重大管理層判斷及假設。	• For calculation of VIU of the investment in the associate, evaluated the reasonableness of the key assumptions used, including: 在計算聯營公司投資的使用價值時，評估了所使用的關鍵假設的合理性，主要涉及： — the revenue growth rate and gross margin, by comparing them with actual historical financial data and business plan of the associate; 收入增長率及毛利率，將其與實際歷史財務數據和聯營公司業務規劃進行比對； — the long term growth rate, by comparing it with the relevant economic forecasts; and 長期增長率，將其與相關經濟預測進行比較；及 — the discount rate, by comparing it to those of the comparable companies. 折現率，將其與可資比較公司的比率進行比較。 Based on the above procedures performed, we considered that the key management's judgements and assumptions applied in the impairment assessment were supportable by the evidence obtained. 根據執行的上述程序，我們認為獲得的證據足以支持管理層就減值評估所使用的重要判斷及假設。

INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告(續)

Other Information

The directors of the Company are responsible for the other information. The other information comprises all of the information included in Best Food Holding Company Limited 2025 Annual Report (the "annual report") other than the consolidated financial statements and our auditor's report thereon. We have obtained some of the other information including the Chairman's Statement, Management Discussion and Analysis, Corporate Governance Report, Profile of Directors and Senior Management, Directors' Report and Financial Summary prior to the date of this auditor's report. The remaining other information, including the Environmental, Social and Governance Report and the other sections to be included in the annual report, is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the remaining other information to be included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Audit Committee of the Company and take appropriate action considering our legal rights and obligations.

其他信息

貴公司董事須對其他信息負責。其他信息包括所有包含在百福控股有限公司2025年年報(「年報」)除綜合財務報表及我們的核數師報告外的信息。我們在本核數師報告日前已取得部份其他信息包括主席報告、管理層討論及分析、企業管治報告、董事及高級管理層簡介、董事會報告及財務概要。餘下的其他信息，包括環境、社會及管治報告及將包括在年報內的其他部分，將預期會在本核數師報告日後取得。

我們對綜合財務報表的意見並不涵蓋其他信息，我們既不也將不對該等其他信息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，我們的責任是閱讀上述的其他信息，在此過程中，考慮其他信息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。

基於我們對在本核數師報告日前取得的其他信息所執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

當我們閱讀該等將包括在年報內餘下的其他信息後，如果我們認為其中存在重大錯誤陳述，我們需將有關事項與貴公司審核委員會溝通，並考慮我們的法律權利和義務後採取適當行動。

INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告(續)

Responsibilities of Directors and Audit Committee 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.

The Audit Committee of the Company is responsible for overseeing the Group's financial reporting process.

董事及審核委員會就綜合財務報表須承擔的責任

貴公司董事須負責根據香港會計師公會頒佈的《香港財務報告會計準則》及香港《公司條例》的披露規定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。

貴公司審核委員會須負責監督 貴集團的財務報告過程。

INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告(續)

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. We report our opinion solely to you, as a body, 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 HKSAs 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 HKSAs, we exercise professional judgment and maintain professional scepticism 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.

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，並出具包括我們意見的核數師報告。我們僅向閣下(作為整體)報告我們的意見，除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。合理保證是高水平的保證，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滙總起來可能影響綜合財務報表使用者依賴綜合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。

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

獨立核數師報告(續)

- 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.
- 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 consolidated 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.
- 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。
- 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交易和事項。
- 計劃和執行集團審計，以獲取關於 貴集團內實體或業務單位財務信息的充足和適當的審計憑證，以對綜合財務報表形成審計意見提供基礎。我們負責指導、監督和覆核為集團審計而執行的審計工作。我們為審計意見承擔總體責任。

We communicate with the Audit Committee of the Company 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 the Audit Committee of the Company 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.

除其他事項外，我們與 貴公司審核委員會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 貴公司審核委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，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，用以消除對獨立性產生威脅的行動或採取的防範措施。

INDEPENDENT AUDITOR'S REPORT (CONTINUED) 獨立核數師報告(續)

From the matters communicated with the Audit Committee of the Company, 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 WONG, Cheuk Kay (practising certificate number: P05656).

從與 貴公司審核委員會溝通的事項中，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的審計項目合夥人是黃焯棋(執業證書編號：P05656)。

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 30 March 2026

羅兵咸永道會計師事務所
執業會計師

香港，2026年3月30日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

綜合損益及其他全面收益表

			Year ended 31 December	
			截至12月31日止年度	
		Note	2025	2024
		附註	RMB'000	RMB'000
			千人民幣	千人民幣
Revenue	收入	5	399,160	474,209
Other income	其他收入	6	12,190	21,307
Raw materials and consumables used	使用的原材料及耗材		(179,718)	(199,329)
Online platform service charges and delivery fees	線上平台服務費及配送費		(31,968)	(33,570)
Employee benefit expenses	僱員福利開支	17	(107,722)	(144,108)
Depreciation of right-of-use assets	使用權資產折舊	13	(44,573)	(55,684)
Depreciation and amortisation of other assets	其他資產折舊及攤銷	13	(11,552)	(16,783)
Utility expenses	公共事業費用		(13,905)	(17,499)
Property rentals and other related expenses	物業租金及其他相關開支	13	(9,550)	(14,682)
Other expenses	其他支出	7	(31,823)	(51,479)
Provision for expected credit loss allowance for financial assets, net	金融資產的預期信用損失撥備淨額	3.1(b)	(5,198)	(2,358)
Impairment of intangible assets	無形資產減值	22	(44,554)	(93,528)
Other gains/(losses), net	其他收益／(虧損)淨額	8	3,691	(2,964)
Gain on partial disposal of investment in an associate	部分處置聯營公司投資收益	10	41,639	—
Gain on dilution of investment in an associate	攤薄聯營公司投資收益	11	65,997	—
Share of profit/(loss) of associates and a joint venture	應佔聯營公司及合營公司溢利／(虧損)	21	15,831	(10,420)
Impairment loss on investment in associates	聯營公司投資的減值虧損	21	(9,902)	(71,385)
Finance income	財務收入	9	107	228
Interest on convertible bonds	可換股債券利息	9	(42,447)	(39,811)
Other finance expenses	其他財務費用	9	(6,100)	(7,909)
Loss before taxation	除稅前虧損		(397)	(265,765)
Income tax (expense)/credit	所得稅(開支)／抵免	12	(8,810)	7,914
Loss for the year	年內虧損		(9,207)	(257,851)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
(CONTINUED)
綜合損益及其他全面收益表(續)

		Year ended 31 December	
		截至12月31日止年度	
	Note 附註	2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Other comprehensive (loss)/income	其他全面(虧損)/收益		
Item that may be reclassified subsequently to profit or loss:	其後可能會重新分類至損益之項目：		
Currency translation differences	貨幣換算差額	(3,745)	5,727
Item that will not be reclassified subsequently to profit or loss:	其後不會重新分類至損益之項目：		
Currency translation differences	貨幣換算差額	15,724	(13,510)
Other comprehensive income/(loss) for the year, net of tax	年內其他全面收益/(虧損)扣除稅項	11,979	(7,783)
Total comprehensive income/(loss) for the year	年內全面收益/(虧損)總額	2,772	(265,634)
Loss for the year attributable to:	年內虧損歸屬於：		
— Equity holders of the Company	— 本公司權益持有人	(5,246)	(241,826)
— Non-controlling interest	— 非控股權益	(3,961)	(16,025)
		(9,207)	(257,851)
Total comprehensive income/(loss) for the year attributable to:	年內全面收益/(虧損)總額歸屬於：		
— Equity holders of the Company	— 本公司權益持有人	6,733	(249,609)
— Non-controlling interests	— 非控股權益	(3,961)	(16,025)
		2,772	(265,634)
Loss per share for loss attributable to equity holders of the Company:	歸屬於本公司權益持有人之虧損之每股虧損：		
Loss per share (RMB cents)	每股虧損(人民幣分)		
— basic	— 基本	14 (0.33)	(15.32)
Loss per share (RMB cents)	每股虧損(人民幣分)		
— diluted	— 稀釋	14 (0.33)	(15.32)

CONSOLIDATED BALANCE SHEET

綜合資產負債表

			As at 31 December 於12月31日	
			2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
	Note 附註			
Non-current assets		非流動資產		
Property, plant and equipment	18	物業、廠房及設備	37,584	44,353
Right-of-use assets	19	使用權資產	65,576	95,303
Investments accounted for using the equity method	21	按權益法入賬的投資	208,727	153,759
Goodwill	22	商譽	45,495	45,495
Intangible assets	22	無形資產	236,322	281,196
Deferred income tax assets	29	遞延所得稅資產	15,018	18,757
Other receivables	23	其他應收款項	7,093	9,112
Other non-current assets	27	其他非流動資產	1,154	961
Financial assets at fair value through profit or loss	26	按公允價值計量且其變動計入損益之金融資產	2,940	—
			619,909	648,936
Current assets		流動資產		
Inventories	20	存貨	17,116	23,335
Trade and other receivables	23	應收貿易及其他款項	47,925	53,209
Other current assets	27	其他流動資產	35,021	30,776
Financial assets at fair value through profit or loss	26	按公允價值計量且其變動計入損益之金融資產	35,687	23,505
Cash and cash equivalents	25	現金及現金等價物	41,373	21,325
Restricted cash	25	受限制現金	168	596
			177,290	152,746
Total assets		資產總額	797,199	801,682
Current liabilities		流動負債		
Trade and other payables	28	應付貿易及其他款項	112,925	116,282
Contract liabilities	31	合約負債	59,006	60,750
Lease liabilities	19	租賃負債	31,315	46,473
Borrowings	30	借款	15,632	20,860
Current income tax liabilities		當期所得稅負債	5,215	5,535
Convertible bonds — due within one year	24	可換股債券—一年內到期	16,785	647,780
			240,878	897,680

CONSOLIDATED BALANCE SHEET (CONTINUED)

綜合資產負債表(續)

			As at 31 December 於12月31日	
			2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
	Note 附註			
Non-current liabilities		非流動負債		
Convertible bonds	24	可換股債券	592,021	—
Lease liabilities	19	租賃負債	42,831	57,344
Deferred income tax liabilities	29	遞延所得稅負債	66,516	66,814
Other non-current liabilities	32	其他非流動負債	7,500	—
Deferred government grants		遞延政府補助	—	21
			708,868	124,179
Total liabilities		負債總額	949,746	1,021,859
Capital and reserves		資本及儲備		
Share capital	35	股本	133,023	133,023
Reserves		儲備	(311,058)	(382,649)
Deficit attributable to equity holders of the Company		歸屬於本公司權益持有人之 赤字	(178,035)	(249,626)
Non-controlling interests		非控股權益	25,488	29,449
Total deficit		赤字總額	(152,547)	(220,177)
Total liabilities and deficit		負債及赤字總額	797,199	801,682

The consolidated financial statements on pages 80 to 220 were approved and authorised for issue by the Board of Directors of the Company on 30 March 2026 and were signed on its behalf by:

載於第80至220頁的綜合財務報表經本公司董事會於2026年3月30日批准及授權刊發，並由以下人士代表簽署：

Zhao John Huan
趙令歡
CHAIRMAN
主席

Wang Xiaolong
王小龍
DIRECTOR
董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

		Attributable to equity holders of the Company 歸屬於本公司權益持有人									
		Share capital	Share premium	Non-distributable reserve	Asset revaluation reserve	Translation reserve	Special reserve	Accumulated losses	Sub-total	Non-controlling interests	Total
		股本	股份溢價	不可分派儲備	資產重估儲備	匯兌儲備	特別儲備	累計虧損	小計	非控股權益	合計
Notes		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
附註		千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣
At 1 January 2024	於2024年1月1日	133,023	693,388	929	5,572	(3,881)	179,489	(1,008,537)	(17)	46,770	46,753
Loss for the year	年內虧損	—	—	—	—	—	—	(241,826)	(241,826)	(16,025)	(257,851)
Other comprehensive loss for the year:	年內其他全面虧損：										
Currency translation differences	貨幣換算差額	—	—	—	—	(7,783)	—	—	(7,783)	—	(7,783)
Total comprehensive loss for the year	年內全面虧損總額	—	—	—	—	(7,783)	—	(241,826)	(249,609)	(16,025)	(265,634)
Appropriation of statutory reserve	提取法定儲備	—	—	—	—	—	7,621	(7,621)	—	—	—
Dividends paid to non-controlling shareholders of a subsidiary	支付給子公司少數股東的股利	—	—	—	—	—	—	—	—	(1,575)	(1,575)
Non-controlling interests arising on newly established subsidiaries	新成立子公司產生的非控制性權益	—	—	—	—	—	—	—	—	279	279
At 31 December 2024	於2024年12月31日	133,023	693,388	929	5,572	(11,664)	187,110	(1,257,984)	(249,626)	29,449	(220,177)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONTINUED)

綜合權益變動表(續)

		Attributable to equity holders of the Company 歸屬於本公司權益持有人										
										Non-controlling interests 非控股權益		Total 合計
		Share capital 股本	Share premium 股份溢價	Non-distributable reserve 不可分派儲備	Asset revaluation reserve 資產重估儲備	Translation reserve 匯兌儲備	Special reserve 特別儲備	Accumulated losses 累計虧損	Sub-total 小計			
		Notes	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		附註	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣
At 1 January 2025	於 2025 年 1 月 1 日		133,023	693,388	929	5,572	(11,664)	187,110	(1,257,984)	(249,626)	29,449	(220,177)
Loss for the year	年內虧損		—	—	—	—	—	—	(5,246)	(5,246)	(3,961)	(9,207)
Other comprehensive income for the year:	年內其他全面收益：											
Currency translation differences	貨幣換算差額		—	—	—	—	11,979	—	—	11,979	—	11,979
Total comprehensive income/(loss) for the year	年內全面收益／ (虧損)總額		—	—	—	—	11,979	—	(5,246)	6,733	(3,961)	2,772
Deemed contribution from shareholder arising from extension of convertible bonds	股東因可轉換債券 展期認列之認繳 出資額	24	—	—	—	—	—	64,858	—	64,858	—	64,858
At 31 December 2025	於 2025 年 12 月 31 日		133,023	693,388	929	5,572	315	251,968	(1,263,230)	(178,035)	25,488	(152,547)

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

		Year ended 31 December	
		截至12月31日止年度	
	Note	2025	2024
	附註	RMB'000	RMB'000
		千人民幣	千人民幣
Cash flows from operating activities	經營活動所得現金流量		
Cash generated from operations	經營業務所得現金 34(a)	36,338	34,434
Interest paid	已付利息	(1,947)	(1,555)
Interest received	已收利息	238	568
Income taxes paid	已付所得稅	(326)	(810)
Net cash generated from operating activities	經營活動所得現金淨額	34,303	32,637
Cash flows from investing activities	投資活動所得現金流量		
Proceeds from partial disposal of investment in an associate, net of related withholding income tax	部分處置聯營企業投資收到現金，扣除預繳所得稅後淨額 10	43,542	—
Dividends received from associates, net of related withholding income tax	從聯營公司收取的股息，扣除預繳所得稅後淨額	8,145	—
Proceeds from disposal of investment in an associate	處置聯營企業投資收到現金	1,500	—
Investments in associates	對聯營企業投資	(1,060)	(90)
Amount received in relation to capital reduction of an associate	聯營公司減資收到現金	—	8,995
Deposit refunded in relation to capital reduction of an associate	退還聯營公司減資有關的按金	—	(9,000)
Purchases of financial assets at fair value through profit or loss	購置按公允價值計量且其變動計入損益之金融資產 3.3	(123,280)	(95,371)
Proceeds from redemption of financial assets at fair value through profit or loss	贖回按公允價值計量且其變動計入損益之金融資產所得款項 3.3	108,954	108,759
Purchases of property, plant and equipment	購置物業、廠房及設備	(7,598)	(6,276)
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備所得款項	277	421
Purchases of intangible assets	購置無形資產	—	(95)
Loans granted to a related party	向關聯方提供貸款	(1,000)	—
Repayment of loans by related parties	收到關聯方償還貸款	1,450	1,197
Decrease in restricted cash	受限制現金減少	428	1,148
Repayment of loans by a third party	收到第三方償還貸款	200	—
Net cash generated from investing activities	投資活動所得現金淨額	31,558	9,688

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

綜合現金流量表(續)

		Year ended 31 December	
		截至12月31日止年度	
	Note	2025	2024
	附註	RMB'000	RMB'000
		千人民幣	千人民幣
Cash flows from financing activities	融資活動所得現金流量		
Repayment of bank borrowings	償還銀行借款	(15,000)	(12,000)
Proceeds from bank borrowings	銀行借款所得款項	10,000	12,600
Proceeds from loans provided by a related party	關聯方提供貸款所得款項	9,032	9,260
Repayment of loans to a related party	向關聯方償還貸款	(9,260)	—
Payment of lease liabilities	支付租賃負債	(48,793)	(65,073)
Investment from non-controlling shareholder	非控股股東投資	—	279
Contribution from fund investors	基金投資人出資	7,500	—
Dividends paid to non-controlling shareholders of a subsidiary	支付給子公司少數股東的股利	—	(1,575)
	32		
Net cash used in financing activities	融資活動所用現金淨額	(46,521)	(56,509)
Net increase/(decrease) in cash and cash equivalents	現金及現金等價物增加／(減少)淨額	19,340	(14,184)
Cash and cash equivalents at beginning of year	於年初之現金及現金等價物	21,325	35,636
Exchange gains/(losses) on cash and cash equivalents	現金及現金等價物匯兌收益／(虧損)	708	(127)
Cash and cash equivalents at end of year	於年末之現金及現金等價物	41,373	21,325

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

1 General information

Best Food Holding Company Limited (the “Company”) and its subsidiaries (collectively, the “Group”) are principally engaged in the operation of, and investment in, the food and beverage business under several brands.

The Company is a public limited company incorporated in the Cayman Islands under the Companies Law (Revised) Chapter 22 of the Cayman Islands and its shares are listed on The Stock Exchange of Hong Kong (the “Stock Exchange”). The Company’s immediate parent company is Sonic Tycoon Limited (the “Parent Company”), a company incorporated in the British Virgin Islands (“BVI”) and its ultimate parent company is Exponential Fortune Group Limited (“Exponential Fortune”), a company incorporated in the Cayman Islands. The ultimate controlling party of the Company is Mr. Zhao John Huan, who is also the Chairman of the Board of Directors of the Company. The address of the registered office of the Company is Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-111, Cayman Islands.

The functional currency of the Company is Hong Kong dollars (“HK dollars” or “HK\$”), while the Company’s primary subsidiaries are incorporated in the People’s Republic of China (the “PRC”), and these subsidiaries consider RMB as their functional currency. The consolidated financial statements are presented in Renminbi (“RMB”), unless otherwise stated.

1 一般事項

百福控股有限公司(「本公司」)及其附屬公司(統稱「本集團」)主要從事連鎖餐飲經營及若干餐飲行業品牌投資業務。

本公司根據開曼群島公司法(經修訂)第22章於開曼群島註冊成立為上市有限公司，且其股份於香港聯合交易所有限公司(「聯交所」)上市。其母公司為捷亨有限公司，一家於英屬維爾京群島(「英屬維爾京群島」)註冊成立的公司，而其最終控股公司為Exponential Fortune Group Limited(「Exponential Fortune」)，一家於開曼群島註冊成立的公司。本公司的最終控股方是趙令歡先生，彼亦為本公司董事會主席。本公司的註冊辦事處地址為Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-111, Cayman Islands。

本公司的功能貨幣為港元(「港元」)，而本公司的主要子公司在中華人民共和國(「中國」)註冊成立，且這些子公司將人民幣(「人民幣」)作為其功能貨幣。除另有說明外，本綜合財務報表以人民幣呈列。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies

2.1 Basis of preparation

(i) Compliance with HKFRS Accounting Standards and HKCO

The consolidated financial statements of the Group have been prepared in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants and the disclosure requirements of the Hong Kong Companies Ordinance Cap. 622 ("HKCO").

HKFRS Accounting Standards comprise the following authoritative literature:

- Hong Kong Financial Reporting Standards ("HKFRS"),
- Hong Kong Accounting Standards ("HKAS"), and
- Interpretations developed by the Hong Kong Institute of Certified Public Accountants.

The consolidated financial statements have been prepared under the historical cost convention, except for the certain financial assets and financial liabilities which are measured at fair value through profit or loss.

The preparation of financial statements in conformity with HKFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

2 編製基礎及會計政策變動

2.1 編製基礎

(i) 遵守香港財務報告準則(「香港財務報告準則」)和香港《公司條例》(第622章)(「香港公司條例」)

本集團之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(「香港財務報告準則」)及香港法例第 622 章《公司條例》(「香港公司條例」)之披露規定編製。

「香港財務報告準則」包括以下文件：

- 「香港財務報告準則」；
- 「香港會計準則」；
- 由香港會計師公會發佈的詮釋。

綜合財務業績乃按歷史成本慣例編製，惟下列者除外：按公允價值計量且其變動計入損益之金融資產及金融負債。

編製符合香港財務報告準則的財務報表需要使用若干關鍵會計估計，亦要求管理層在應用本集團會計政策的過程中行使其判斷力。涉及較高程度判斷或較複雜的範疇，或假設與估計對該等綜合財務報表而言屬重大的範疇，均於附註4中披露。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies (Continued)

2.1 Basis of preparation (Continued)

(ii) Going concern

As of 31 December 2025, the Group's current liabilities exceeded its current assets by RMB63,588,000. The significant decrease in net current liabilities of RMB681,346,000 was mainly due to the reclassification of the convertible bonds issued by the Company to the Parent Company (the "Convertible Bonds") as non-current liabilities as a result of the extension of the maturity date of the Convertible Bonds to 23 December 2027, as mentioned in Note 24.

The liquidity of the Group is primarily dependent on its ability to maintain adequate cash inflows from its operations and obtain sufficient financing from banks or related parties to meet its financial obligations as and when they fall due. The Group has taken the following measures to mitigate liquidity pressure:

- (1) The Group will continue to implement plans and measures to improve the operational performance of its chain restaurant business and control costs and expenses to generate operating cash inflow; and
- (2) The Group has secured the financial support from a related party (a wholly-owned subsidiary of Exponential Fortune which is an assets and wealth management financial institution) as and when the Group may have funding needs in the next 12 months from the date of approval of these consolidated financial statements (the "foreseeable future"). The related party has already confirmed its intention to provide adequate financial support for the continuing operations of the Group so as to enable the Group to meet its liabilities as they fall due and carry on its business without a significant curtailment of its operations in the foreseeable future.

2 編製基礎及會計政策變動(續)

2.1 編製基礎(續)

(ii) 持續經營

截至2025年12月31日，本集團的流動負債超過流動資產63,588,000元人民幣。流動負債淨額大幅減少681,346,000元人民幣，主要由於本公司發行予母公司之可轉換債券（「可轉換債券」）之到期日展期至2027年12月23日，於附註24提及將該等可轉換債券重分類至非流動負債所致。

本集團的流動性主要取決於其維持充足營運現金流入以及擁有自銀行和關聯方足夠融資以在財務債務到期時履行這些債務的能力。本集團已採取以下措施來緩解流動性壓力：

- (1) 本集團將繼續實施各項計劃和措施，以提升連鎖餐飲業務的經營業績，並控制成本和費用，從而產生營運現金流入；及
- (2) 本集團已獲得來自關聯方（一間從事資產及財富管理的金融機構，其為Exponential Fortune的全資子公司）的財務支持，為期自本合併財務報表批准之日起未來12個月內集團可能存在資金需求期間（「可預見未來」）。該關聯方已確認其有意向集團持續經營提供充足的財務支持，以確保集團能夠按期償付債務，並在可預見未來維持業務運營而不對其經營活動造成重大削減。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies (Continued)

2.1 Basis of preparation (Continued)

(ii) Going concern (Continued)

Management has prepared cash flow projections for not less than twelve months from 31 December 2025 to assess whether the Group will have sufficient funds to fulfil its financial obligations and continue as a going concern. The directors of the Company (the “Directors”) have reviewed the Group’s cash flow projections prepared by management and also after considering the financial support as confirmed by the abovementioned related party, the Directors believe that the Group will have adequate financial resources to fulfil its debt obligations and capital expenditure requirements for the next 12 months period commencing from 31 December 2025. Therefore, the Directors have prepared the consolidated financial statements on a going concern basis.

2.2 Changes in accounting policies

(i) Amended standards adopted by the Group

The Group has applied the following amendments and interpretation for the first time for the annual reporting period commencing 1 January 2025:

Amendments to HKAS 21	<i>Lack of exchangeability</i>

The amended standard listed above is not relevant to the Group and hence did not have any impact on the amounts recognised in prior periods and is not expected to significantly affect the current or future periods.

2 編製基礎及會計政策變動(續)

2.1 編製基礎(續)

(ii) 持續經營(續)

管理層已編製了自2025年12月31日起不少於十二個月的現金流量預測，以評估本集團是否將擁有足夠資金來履行其財務義務，並能持續作為一家持續經營的企業。董事們已審查了由管理層編製的本集團現金流量預測，同時考慮到上述關聯方已確認的財務支持，本公司董事相信，自2025年12月31日起的未來12個月內，本集團將有足夠的財務資源來履行其債務義務以及滿足資本支出需求。因此，董事已按持續經營基準編製本財務報表。

2.2 會計政策變動

(i) 本集團已採納的經修訂準則

本集團已於2025年1月1日起年報期內首次應用下列修訂本：

香港會計準則第21號	缺乏流動性
(修訂)	

上述經修訂準則與本集團無關，因此對前期確認的金額無影響，預計也不會對當期或未來期間產生重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies (Continued)

2.2 Changes in accounting policies (Continued)

(ii) New or amended standards and annual improvements not yet adopted

The following new or amended accounting standards and annual improvements have been published which are not mandatory for 31 December 2025 reporting periods and have not been early adopted by the Group:

2 編製基礎及會計政策變動(續)

2.2 會計政策變動(續)

(ii) 尚未採納之新增和修訂準則及年度改進

以下已發佈的新會計準則或經修訂會計準則及年度改進項目，對於2025年12月31日的報告期並非強制採用，且本集團未提前採用：

Amendments and annual improvements 修訂和年度改進	Effective date 生效日期
Amendments to HKFRS 9 and HKFRS 7— Amendments to the Classification and Measurement of Financial Instruments 《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 — 金融工具分類和計量修訂	1 January 2026 2026年1月1日
Amendments to HKFRS 9 and HKFRS 7— Amendments to the Contracts Referencing Nature-dependent Electricity 《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 — 參考依賴自然屬性電力的合同修訂	1 January 2026 2026年1月1日
Annual Improvements to HKFRS Accounting Standards — Volume 11 《香港財務報告準則會計準則年度改進項目 — 第11卷》	1 January 2026 2026年1月1日
HKFRS 18— Presentation and Disclosure in Financial Statements 《香港財務報告準則第18號 — 財務報表的列報和披露》	1 January 2027 2027年1月1日
HKFRS 19 and Amendment to HKFRS 19— Subsidiaries without Public Accountability: Disclosures 《香港財務報告準則第19號》及《香港財務報告準則第19號》修訂 — 無公眾受託責任的子公司：披露	1 January 2027 2027年1月1日
Amendment to HKAS 21— Translation to a Hyperinflationary Presentation Currency 《香港會計準則第21號》修訂 — 換算為惡性通貨膨脹列報貨幣	1 January 2027 2027年1月1日
Amendments to HKAS 28 and HKFRS 10— Sale or Contribution of Assets between an Investor and its Associate or Joint Venture 《香港會計準則第28號》及《香港財務報告準則第10號》修訂 — 投資者與其聯營企業或合營企業之間的資產出售或投入	To be determined 待定

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies (Continued)

2.2 Changes in accounting policies (Continued)

(ii) New or amended standards and annual improvements not yet adopted (Continued)

These new or amended accounting standards and annual improvements are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions, except that the adoption of HKFRS 18 upon its effective date is expected to have certain pervasive impact on the presentation and disclosures of the Group's financial statements as described below.

HKFRS 18 will replace HKAS 1 'Presentation of financial statements', introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of profit or loss and other comprehensive income and providing management-defined performance measures within the financial statements.

Management is in the process of assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. In addition to the high-level preliminary assessment as disclosed in the Group's annual consolidated financial statements for the year ended 31 December 2024, the following potential impacts have been identified based on the on-going assessment performed during the current reporting period:

- Although the adoption of HKFRS 18 will have no impact on the Group's net profit/loss, the Group will be required to present an operating profit subtotal in the consolidated statements of profit or loss and other comprehensive income. The Group is performing a detailed assessment to determine the appropriate classification of items to ensure that the operating profit subtotal will comply with the requirements of HKFRS 18.

2 編製基礎及會計政策變動(續)

2.2 會計政策變動(續)

(ii) 尚未採納之新增和修訂準則及年度改進(續)

預計這些新準則或經修訂會計準則及年度改進項目不會對本集團當期或未來報告期間以及可預見的未來交易產生重大影響，惟在《香港財務報告準則第18號》生效日期採用該準則預計會對本集團財務報表的列報和披露產生若干普遍影響，具體如下：

《香港財務報告準則第18號》將取代《香港會計準則第1號 — 財務報表的列報》，引入新的要求，有助於實現類似主體財務業績的可比性，並為使用者提供更相關的信息和更高的透明度。儘管《香港財務報告準則第18號》不會對財務報表中項目的確認或計量產生影響，但其對列報和披露的影響預計將是全面的，特別是與綜合損益及其他全面收益表相關的內容，以及在財務報表中提供管理層定義的業績指標方面。

管理階層正評估採用新準則對本集團合併財務報表之具體影響。除本集團截至2024年12月31日止年度合併財務報表所揭露之高層次初步評估外，依據本報告期間持續進行之評估作業，已辨識出以下潛在影響。

- 儘管採用《香港財務報告準則第18號》對本集團之淨損益並無影響，惟本集團須將全面收益表內的收入及開支項目按新類別分類將影響經營溢利的計算及報告。本集團正進行詳細評估，以決定各項目的適當分類，確保營業利益小計符合《香港財務報告準則第18號》之規定。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

2 Basis of preparation and changes in accounting policies (Continued)

2.2 Changes in accounting policies (Continued)

(ii) New or amended standards and annual improvements not yet adopted (Continued)

- The Group currently reports an adjusted profit or loss for the year (non-HKFRS measure) to the investors. The Group expects that this measure will meet the definition of a management-defined performance measure. The Group is performing an assessment of other measures that are currently being reported outside the consolidated financial statements and whether or not these meet the definition of a management-defined performance measure.
- From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The Group will apply HKFRS 18 from its mandatory effective date of 1 January 2027. At each subsequent reporting period, the Group will provide an update on the progress towards transition to HKFRS 18.

2 編製基礎及會計政策變動(續)

2.2 會計政策變動(續)

(ii) 尚未採納之新增和修訂準則及年度改進(續)

- 本集團目前向投資者披露年度調整後損益(非香港財務報告準則編列數值)。本集團預期該指標將符合管理層訂定之營運績效指標定義。本集團正針對目前於合併財務報表外揭露之其他指標，以及該等指標是否符合管理層訂定之營運績效指標定義，進行評估作業。
- 就現金流量表而言，利息收入及利息支出之揭露方式將有所變更。利息支出將列示為融資活動現金流量，利息收入則列示為投資活動現金流量，此與目前將其列示為營運活動現金流量之一部分之處理方式不同。

本集團將自《香港財務報告準則第18號》之強制生效日2027年1月1日起適用該準則。於其後各個報告期間，本集團將持續更新採用《香港財務報告準則第18號》之過渡進度。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management

3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including currency risk and cash flow interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

Risk management is carried out by the Group's finance department under policies approved by the Board of Directors of the Company. The Company's finance department identifies, evaluates financial risks in close co-operation with the Group's operating units. The Board of Directors of the Company provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

(a) Market risk

(i) Foreign exchange risk

The Group's businesses are principally conducted in HK dollars, US dollars and RMB, which is exposed to foreign currency risk with respect to transactions denominated in currencies other than HK dollars, RMB and US dollars. Foreign exchange risk arises from recognised assets and liabilities and net investments in foreign operations. The Group did not enter into any forward contract to hedge its exposure to foreign currency risk for the year ended 31 December 2025 and 2024.

3 財務風險管理

3.1 財務風險因素

本集團的業務面臨各種財務風險：市場風險（包括匯率風險和現金流量利率風險），信用風險和流動性風險。本集團之整體風險管理計劃集中於金融市場的不可預測性，致力於將本集團財務表現受到的潛在不利影響降至最低。

本集團財務部根據本公司董事會批准之政策執行風險管理。本公司財務部與本集團各經營單位緊密協作，辨識及評估財務風險。本公司董事會提供整體風險管理之書面原則，以及外匯風險、信用風險、衍生金融工具及非衍生金融工具的使用以及剩餘流動資金的投資等具體方面的書面政策。

(a) 市場風險

(i) 外匯風險

本集團業務主要以港元、美元及人民幣進行，而以港元、人民幣及美元以外貨幣計值的交易面臨外匯風險。外匯風險來自境外經營業務的已確認資產及負債以及投資淨額。截至2025年及2024年12月31日止年度，本集團並無訂立任何遠期合約以對沖所面臨的之外匯風險。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(a) Market risk (Continued)

(i) Foreign exchange risk (Continued)

As at 31 December 2025, the carrying amounts of the Group's monetary assets that are denominated in currency other than functional currencies of the respective group entities are as follows:

	As at 31 December 2025 於2025年12月31日		As at 31 December 2024 於2024年12月31日	
	US dollar 美元	RMB 人民幣	US dollar 美元	RMB 人民幣
	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣
Cash and bank balances 現金及銀行結餘	1,859	21,634	335	216
Trade and other receivables 應收貿易及其他款項	—	20,000	—	20,000

As at 31 December 2025, if RMB had been weakened/strengthened by 5% (2024: 5%) with all other variables held constant, pre-tax loss for the year would have been RMB908,000 (2024: RMB994,000) higher/lower, mainly as a result of foreign exchange losses/gains on translation of HK dollar and US dollar-denominated cash and bank balances, trade and other receivables.

(ii) Cash flow and fair value interest rate risk

The Group's interest rate risk arises from borrowings and convertible bonds. Borrowings obtained at variable rates expose the Group to cash flow interest rate risk which is partially offset by cash held at variable rates. As at each balance sheet date, the Group's convertible bonds were carried at a fixed interest rate while the borrowings were carried at floating interest rates based on the prevailing loan prime rate in the PRC.

Based on the simulations performed by the Group, if the interest rates for the floating-rate borrowings increased/decreased by 1 percentage point, post-tax loss for the year would have been RMB117,000 (2024: RMB156,000) higher/lower.

3 財務風險管理(續)

3.1 財務風險因素(續)

(a) 市場風險(續)

(i) 外匯風險(續)

於2025年12月31日，本集團以各本集團實體的功能貨幣以外貨幣計值之貨幣資產賬面值如下：

於2025年12月31日，倘人民幣轉弱／轉強5%（2024年：5%），而保持所有其他變量不變，年內除稅前虧損應增加／減少908,000元人民幣（2024年：994,000元人民幣），此乃主要由於兌換以港元及美元計值之現金及銀行結餘、應收貿易及其他款項導致之外匯虧損／收益。

(ii) 現金流量及公允價值利率風險

本集團的利率風險產生自來自借款及可換股債券。浮動利率借款令本集團面對部份被按浮動利率持有現金抵銷的現金流量利率風險。於各結算日，本集團的可換股債券按固定利率計息，而借款則根據中國現行貸款最優惠利率按浮動利率計息。

根據本集團進行之模擬測試，若浮動利率借款之利率上升／下降1個百分點，本年度稅後虧損將增加／減少117,000元人民幣（2024年：156,000元人民幣）。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(b) Credit risk

The Group has two types of financial assets that are subject to the expected credit loss model:

- trade receivables, and
- other receivables.

As at 31 December 2025, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties provided by the Group is arising from the carrying amount of the respective recognised financial assets as stated in the consolidated balance sheet. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

While cash and cash equivalents and restricted cash are also subject to the impairment requirements of HKFRS 9, management considered the expected credit loss rates to be immaterial and the identified impairment loss was immaterial as substantially all of the Group's bank deposits were deposited with high quality financial institutions with sound credit ratings which management believes the associated credit risk is insignificant.

The Group is also exposed to credit risk in relation to financial assets measured at fair value through profit or loss. The maximum exposure at the end of the reporting period is the carrying amount of these investments as set out in Note 26.

Trade receivables

The Group applies HKFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and ageing analysis.

3 財務風險管理(續)

3.1 財務風險因素(續)

(b) 信用風險

本集團持有如下兩種金融資產在預期信用損失模型之適用範圍內：

- 應收貿易款項，及
- 其他應收款項。

於2025年12月31日，本集團所面臨將會因交易對手未能履行責任及本集團所提供財務擔保而造成對本集團財務損失之最高信用風險乃產生自綜合資產負債表所列之相關已確認金融資產的賬面值。無論個別客戶、特定行業及／或地區均無信用風險顯著集中之情況。

現金及現金等價物以及受限制現金亦須遵循香港財務報告準則第9號之減值要求，惟管理層認為預期信用損失率並不重大且已確認的減值損失亦屬不重大，因為本集團絕大部分銀行存款均存放於信譽良好、信用評級穩健的高質量金融機構，管理層認為相關信用風險極低。

本集團亦面臨與按公允價值計入損益之金融資產相關之信用風險。於報告期末之最大風險敞口為附註 26 所載該等投資之賬面金額。

應收貿易款項

本集團採用香港財務報告準則第9號之簡化法計量預期信用損失，對所有應收貿易款項確認整個存續期預期損失撥備。為計量預期信用損失，根據共享信用風險特徵和賬齡分析，對應收貿易款項進行了分組。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(b) Credit risk (Continued)

Trade receivables (Continued)

For the restaurant operations and delivery business, the customers normally settle the transactions with the Group in cash, by credit card or through online payment platforms. For sales of food ingredients, a credit period not exceeding 180 days is granted to the majority of customers. The credit period provided to customers can vary based on a number of factors including nature of operations and Group's relationship with the customer.

The expected loss rates are based on the payment profiles of sales over corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on factors affecting the ability of the customers to settle the receivables.

The loss allowance as at 31 December 2025 and 2024 was determined as follows for trade receivables:

3 財務風險管理(續)

3.1 財務風險因素(續)

(b) 信用風險(續)

應收貿易款項(續)

就餐廳經營及外賣業務而言，本集團與其客戶之買賣主要以現金及信用卡結算。就銷售食材而言，向大多數客戶授予之除賬期不超過180天。給予客戶之除賬期因各種因素(包括經營性質及本集團與客戶之關係)而不同。

預期信用損失率是根據銷售回款情況和該期間所對應的歷史信用損失所計算的。歷史信用損失率經過調整，以反映當前和前瞻性因素的信息，這些因素影響客戶結算應收貿易款項的能力。

於2025年及2024年12月31日的損失撥備已按下列應收貿易款項釐定：

		Within 6 months 6個月以內	Over 6 months 超過6個月
As at 31 December 2025	於2025年12月31日		
Gross carrying amounts	總賬面值	6,249	5,403
Expected loss rates	預期損失率	13.38%	34.65%
Loss allowance	損失撥備	837	1,872
 As at 31 December 2024	 於2024年12月31日		
Gross carrying amounts	總賬面值	5,304	4,110
Expected loss rates	預期損失率	13.48%	23.82%
Loss allowance	損失撥備	715	979

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(b) Credit risk (Continued)

Other receivables

Other receivables mainly include consideration receivable in relation to partial disposal of investment in an associate, lease deposits, amounts due from related parties, loans receivables and others. The management of the Group makes periodic collective assessments as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experiences. The Group measures credit risk using Probability of Default (“PD”), Exposure at Default (“EAD”) and Loss Given Default (“LGD”). This is similar to the approach used for the purposes of measuring Expected Credit Loss (“ECL”) under HKFRS 9.

- Other receivables that are not credit-impaired on initial recognition are classified in ‘Stage 1’ and have their credit risk continuously monitored by the Group. The expected credit loss is measured on a 12-month basis.
- If a significant increase in credit risk (specifically, when the debtor is more than 30 day past due on its contractual payments) since initial recognition is identified, the financial instrument is moved to ‘Stage 2’ but is not yet deemed to be credit-impaired. The expected credit loss is measured on lifetime basis.
- If the financial instrument is credit-impaired (specifically, when the debtor is more than 90 days past due on its contractual payments), the financial instrument is then moved to ‘Stage 3’. The expected credit loss is measured on lifetime basis.

In view of the history of cooperation with the debtors and collection from them, the management of the Group believes that a majority of the Group’s other receivables are classified in Stage 1 as at 31 December 2025 and 2024 as there was no significant increase of credit risk since initial recognition, and the credit risk inherent in such receivables is not significant. As at 31 December 2025, the amounts classified in Stage 2 amounted to nil (2024: Nil). As at 31 December 2025, the amounts classified in Stage 3 amounted to approximately RMB32.7 million (2024: RMB29.4 million).

3 財務風險管理(續)

3.1 財務風險因素(續)

(b) 信用風險(續)

其他應收款項

其他應收款項主要包括有關部分出售聯營公司投資的應收代價、租賃按金、應收關聯方款項、應收貸款及其他。本集團管理層根據過往結算記錄及經驗，定期對其他應收款項之可收回性進行整體及個別評估。本集團採用違約概率(「違約概率」)、違約風險(「違約風險」)及違約損失(「違約損失」)計量信用風險，類似香港財務報告準則第9號用於計量預期信用損失(「預期信用損失」)之方法。

- 於初始確認時並無信用減值之其他應收款項歸類為「第一階段」，其信用風險由本集團持續監察。預期信用損失按十二個月為基準計量。
- 倘自初始確認後發現信用風險顯著增加(尤其是倘債務人逾期30天以上未按合約付款)，則將該金融工具轉入「第二階段」，但尚未被視為信用減值。預期信用損失按整個存續期為基準計量。
- 倘金融工具出現信用減值(尤其是倘債務人逾期90天以上未按合約付款)，則將該金融工具轉入「第三階段」。預期信用損失按整個存續期為基準計量。

鑒於與債務人之過往合作及向其收款之歷史，本集團管理層認為，由於自初始確認起，信用風險概無明顯增加，因此本集團大部分其他應收款項於2025年及2024年12月31日歸類為第一階段，且該等應收款項之固有信用風險並不重大。於2025年12月31日，歸類為第二階段之款項為零(2024年：零)。於2025年12月31日，歸類為第三階段之款項約為32.7百萬元人民幣(2024年：29.4百萬元人民幣)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(b) Credit risk (Continued)

Other receivables (Continued)

Based on the results of management's assessment, the Group has recognised full provision for expected credit loss allowance for other receivables of RMB32.7 million that are classified in Stage 3 (2024: RMB29.4 million). The overall average loss rate applied to the Group's other receivables as at the 31 December 2025 and 2024 were 43.11% and 36.01% respectively.

During the years ended 31 December 2025 and 2024, the following amounts were recognised in profit or loss:

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Provision for expected credit loss allowance for:	預期信用損失撥備：		
— trade receivables	— 應收貿易款項	(1,015)	(735)
— other receivables	— 其他應收款項	(4,183)	(1,623)
		(5,198)	(2,358)

(c) Liquidity risk

As mentioned in Note 2.1(ii), the Group had net current liabilities of approximately RMB63,588,000 as of 31 December 2025. In managing the liquidity risk, the Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and long term.

Currently, the Group mainly relies on net cash generated from its operating activities and the support from the related party as mentioned in Note 2.1(ii) as the main sources of funding to mitigate its liquidity pressure. The directors of the Company have reviewed the cash flow forecast of the Group and concluded that the Group will have adequate financial resources to meet its liabilities as and when they fall due and to fulfill its financial obligations and capital expenditure requirements in the foreseeable future.

3 財務風險管理(續)

3.1 財務風險因素(續)

(b) 信用風險(續)

其他應收款項(續)

基於管理層的評估，本集團已對進入第三階段的其他應收款項計提32.7百萬元人民幣的減值準備(2024年：29.4百萬元人民幣)。於2025年及2024年12月31日，本集團其他應收款項之整體平均損失率分別為43.11%及36.01%。

截至2025年及2024年12月31日止年度，下列金額已於損益確認：

(c) 流動資金風險

如附註2.1(ii)所載，於2025年12月31日，本集團之流動負債淨額約為63,588,000元人民幣。為管理流動資金風險，本集團之政策為定期監控其流動資金需求，確保維持充足現金準備，以應付短期及長期之流動資金需求。

目前，本集團主要依賴經營活動產生之現金淨額以及附錄2.1(ii)所提及關聯方支持作為管理流動資金之主要資金來源。本公司董事已審閱本集團之現金流量預測，並確信本集團將擁有充足財務資源，於可預見未來償付到期債務，並履行其財務責任及資本開支需求。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.1 Financial risk factors (Continued)

(c) Liquidity risk (Continued)

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 maturity dates for non-derivative financial liabilities are using the agreed repayment dates. To the extent that the interest flows are floating rate, the undiscounted amount is derived from the interest rate at the end of the reporting period.

		Within 1 year 1年內 RMB'000 千人民幣	Between 1 and 2 years 1年至2年 RMB'000 千人民幣	Between 2 and 5 years 2年至5年 RMB'000 千人民幣	Over 5 years 超過5年 RMB'000 千人民幣
As at 31 December 2025	於2025年12月31日				
Trade payables	應付貿易款項	39,055	—	—	—
Other payables and accruals (excluding non-financial liabilities)	其他應付款項及 預提費用(不包括 非金融負債)	55,650	—	—	—
Borrowings	借款	16,095	—	—	—
Convertible bonds	可換股債券	16,785	680,571	—	—
Lease liabilities	租賃負債	34,057	20,296	23,486	714
Total	合計	161,642	700,867	23,486	714
		Within 1 year 1年內 RMB'000 千人民幣	Between 1 and 2 years 1年至2年 RMB'000 千人民幣	Between 2 and 5 years 2年至5年 RMB'000 千人民幣	Over 5 years 超過5年 RMB'000 千人民幣
As at 31 December 2024	於2024年12月31日				
Trade payables	應付貿易款項	36,649	—	—	—
Other payables and accruals (excluding non-financial liabilities)	其他應付款項及 預提費用(不包括 非金融負債)	56,804	—	—	—
Borrowings	借款	21,366	—	—	—
Convertible bonds	可換股債券	685,547	—	—	—
Lease liabilities	租賃負債	50,616	27,829	29,258	4,003
Total	合計	850,982	27,829	29,258	4,003

3 財務風險管理(續)

3.1 財務風險因素(續)

(c) 流動資金風險(續)

下表詳列本集團非衍生金融負債之尚餘合同到期日。該表乃根據本集團須付款之最早日期之金融負債未折現現金流量編製。有關其他非衍生金融負債之到期日乃基於協定還款日期而定。倘利息現金流量為浮動利率，則未折現金額乃從報告期末的利率中產生。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.2 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt and raise new funding from its related parties.

Consistent with others in the industry, the Group monitors capital using the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including borrowings and convertible bonds as shown in the consolidated balance sheet) less cash and cash equivalents. Total capital is calculated as 'total deficit' as shown in the consolidated balance sheet plus net debt. As at 31 December 2025, the Group's gearing ratio was 135% (2024: 152%).

3.3 Fair value estimation

The table below analyses the Group's financial instruments carried at fair value as at 31 December 2025 by level of the inputs to valuation techniques used to measure fair value. Such inputs are categorised into three levels within a fair value hierarchy as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

3 財務風險管理(續)

3.2 資本管理

本集團管理資本目標為維持本集團持續經營能力，以為股東提供回報為其他利益相關方創造利益，並保最佳資本結構以減低資金成本。

為維持或調整資本結構，本集團可能會調整支付予股東之股息金額、將資本返還予股東、發行新股或股本或出售資產，以減少負債及從關聯方籌集資金。

本集團以資產負債比率為基準監察資本，與其他業內人士一致。資產負債比率乃按債務淨額除以資本總額計算。債務淨額乃按借貸總額(包括綜合資產負債表所示之借款以及可換股債券)減現金及現金等值物計算。資本總額乃按綜合資產負債表所示之「赤字」加債務淨額計算。於2025年12月31日，本集團資產負債比率為135%(2024年：152%)。

3.3 公允價值估計

下表按公允價值計量估值技術輸入數據等級分析本集團於2025年12月31日以公允價值計量的金融工具。有關輸入數據歸入以下公允價值層級之三個級別：

- 相同資產或負債活躍市場報價(未調整)(第1級)。
- 資產或負債輸入數據為可觀察第1級以外的報價，不論直接(即價格)或間接(即從價格派生)(第2級)。
- 資產或負債的輸入數據不是基於可觀察市場數據(即不可觀察輸入數據)(第3級)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.3 Fair value estimation (Continued)

The following table presents the Group's assets and liabilities measured at fair value at 31 December 2025.

		Level 1 第1級 RMB'000 千人民幣	Level 2 第2級 RMB'000 千人民幣	Level 3 第3級 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
Assets	資產				
Financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益之金融資產				
Investment in unlisted wealth management products	於非上市理財產品收益	—	—	35,687	35,687
Investments in debt instruments with non-guaranteed variable returns	投資於具非保證浮動回報之債務工具	—	—	2,940	2,940
Total	合計	—	—	38,627	38,627
Liabilities	負債				
Financial liabilities at fair value through profit or loss	按公允價值計量且其變動計入損益之金融負債				
Liabilities to fund investors (Note 32)	對基金投資人之負債(附註32)	—	—	7,500	7,500

The following table presents the Group's assets measured at fair value at 31 December 2024.

		Level 1 第1級 RMB'000 千人民幣	Level 2 第2級 RMB'000 千人民幣	Level 3 第3級 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
Assets	資產				
Financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益之金融資產				
Investment in unlisted wealth management products	於非上市理財產品收益	—	—	23,505	23,505

3 財務風險管理(續)

3.3 公允價值估計(續)

下表列示本集團於2025年12月31日以公允價值計量之資產及負債。

下表列示本集團於2024年12月31日以公允價值計量之資產。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.3 Fair value estimation (Continued)

Financial instruments in level 3

The following table presents the changes in level 3 instruments for the years ended 31 December 2025 and 2024.

3 財務風險管理(續)

3.3 公允價值估計(續)

第3級金融工具

下表列示截至2025年及2024年12月31日止年度之第3級工具變動。

		Financial assets at fair value through profit or loss (Note a) 按公允價值計量 且其變動計入 損益之金融資產 (附註a) RMB'000 千人民幣	Investments in debt instruments with non-guaranteed variable returns 投資於具非保證 浮動回報之 債務工具 RMB'000 千人民幣	Liabilities to fund investors (Note 32) 對基金投資人 之負債 (附註32) RMB'000 千人民幣
Opening balance as at 1 January 2025	於2025年1月1日 之期初結餘	23,505	—	—
Addition	添置	120,340	2,940	(7,500)
Redemption	購回	(108,954)	—	—
Change in fair value	公允價值變動	796	—	—
Closing balance as at 31 December 2025	於2025年12月31日 之期末結餘	35,687	2,940	(7,500)
Opening balance as at 1 January 2024	於2024年1月1日 之期初結餘	36,121	—	—
Addition	添置	95,371	—	—
Redemption	購回	(108,759)	—	—
Change in fair value	公允價值變動	772	—	—
Closing balance as at 31 December 2024	於2024年12月31日 之期末結餘	23,505	—	—

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

3 Financial risk management (Continued)

3.3 Fair value estimation (Continued)

Valuation inputs and relationships to fair value

The Group has a team that manages the valuation of level 3 instruments for financial reporting purposes. The team manages the valuation exercise of the investments on a case by case basis. At least once every year, the team would use valuation techniques to determine the fair value of the Group's level 3 instruments. External valuation experts will be involved when necessary.

- (a) All of the unlisted wealth management products are issued by state-owned or reputable national commercial banks in the PRC. These unlisted wealth management products are short-term investments that are denominated in RMB and redeemable on demand. The expected rate of return of these unlisted wealth management products ranged from 0.3% to 2.6% (2024: from 1.7% to 2.7%) per annum as at 31 December 2025 which are updated by the banks periodically on a quarterly or more frequent basis. Management uses the expected rate of return as an approximation for both cash flow assessment and the discount rate when evaluating the fair values of the unlisted wealth management products. An increase or decrease of the expected rate of return by 1 percentage point would increase or decrease the fair value by approximately RMB386,000 (2024: RMB230,000).

3 財務風險管理(續)

3.3 公允價值估計(續)

公允價值估值之輸入數據及其關係

本集團設有團隊，以就財務報告用途進行第3級工具評估。該團隊按個別項目基準管理投資之估值行動。該團隊將最少每年一次使用估值技術釐定本集團第3級工具之公允價值。本集團將於有需要時委任外部估值專家。

- (a) 所有該等非上市理財產品均由中國國有或聲譽良好之國家商業銀行保薦及管理。該等非上市理財產品為短期投資，以人民幣計值並可按要求贖回。於2025年12月31日，非上市理財產品之預期年回報率分別介乎0.3%至2.6% (2024年：1.7%至2.7%)，該等回報率由銀行定期按季度或更頻密更新。管理層於評估非上市理財產品之公允價值時，現金流量評估及折現率均採用預期回報率作為近似值。預期回報率增加或減少1個百分點將導致公允價值增加或減少386,000元人民幣(2024年：230,000元人民幣)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

4 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including reasonable expectations of future events under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(a) Impairment of goodwill and intangible assets with indefinite useful life

The Group tests annually whether goodwill and intangible assets with indefinite useful life have suffered any impairment, in accordance with the accounting policy stated in Note 22. The recoverable amounts of groups of cash-generating units ("CGUs") have been determined based on the higher of the fair value less cost of disposal ("FVLCD") and value in use ("VIU") calculations. These calculations involved significant management's judgement and estimates. Further details are given in Note 22.

(b) Impairment of investments accounted for using the equity method

The Group assesses whether there are any indicators of impairment for investments accounted for using the equity method at the end of each reporting period in accordance with HKAS 28. Investments accounted for using the equity method are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of interests in an associate or a joint venture exceeds its recoverable amount, which is determined based on the higher of the FVLCD and VIU calculations. These calculations involved significant management's judgment and estimates. Further details are given in Note 21.

4 關鍵會計估計及判斷

估計及判斷乃根據過往經驗及其他因素持續進行評估，該等因素包括在有關情況下相信對未來事件合理之預測。

本集團對未來作出估計及假設。顧名思義，會計估計很少等同相關實際情況。下文論述之估計及假設極有可能於下個財政年度內導致資產及負債之賬面值出現重大調整。

(a) 商譽及具有無限使用年期之無形資產減值

本集團每年根據附註22所述會計政策測試商譽及具有無限使用年期之無形資產是否出現減值。現金產生單位之可收回金額乃根據公允價值減出售成本及使用價值計算之較高者釐定。該等計算需要進行管理層重大判斷及估計。進一步詳情載於附註22。

(b) 按權益法入賬之投資減值

本集團根據香港會計準則第28號，於各報告期期末評估按權益法入賬之投資是否存在減值跡象。若存在賬面金額可能無法收回之跡象，本集團會對按權益法入賬之投資進行減值測試。當聯營企業或共同控制企業之權益賬面價值超過其可收回金額時，即存在減值情況；公允價值減出售成本與使用價值兩者之較高值確定。該等計算需要運用管理層重大判斷及估計。進一步詳情載於附註21。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

4 Critical accounting estimates and judgements (Continued)

(c) Intangible assets with indefinite useful lives

Management of the Group determines the estimated useful lives for intangible assets based on its historical experience in the industry and various studies and market research performed by it, which support that the trademark may have no foreseeable limit to the period over which the trademarked products are expected to generate net cash flows for the Group. It is possible that future results of operation may be affected by changes in this estimate. A change of useful lives of the trademarks from indefinite to finite would increase amortisation charges and decrease the carrying amounts of the non-current assets.

(d) Income taxes

The Group is subject to income taxes in various jurisdictions. Judgement is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

(e) Impairment of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amounts may not be recoverable. The recoverable amounts of property, plant and equipment and right-of-use assets have been determined based on the higher of FVLCOB and VIU calculations. These calculations involved management's judgment and estimates. Further details are given in Notes 18 and 19.

4 關鍵會計估計及判斷(續)

(c) 具有無限使用年期之無形資產

本集團管理層根據其行業歷史經驗及其完成之各項調研及市場研究釐定無形資產之估計可用年期，證明商標對商標產品預計為本集團帶來淨現金流量之期間並無可預見之限制。該估計之變動可能會影響未來之營運業績。商標可用年期由無限期改為有限期會使攤銷費用增加及非流動資產減少。

(d) 所得稅

本集團須於若干司法權區繳納所得稅。釐定所得稅撥備需要做出判斷。不少交易及計算之最終稅項均未能明確釐定。本集團根據會否需要繳納額外稅項之估計，確認對預期稅務審核事宜之責任。倘該等事宜之最終稅務結果與最初入賬金額有所不同，該等差額將影響稅務釐定期內之即期及遞延所得稅資產及負債。

(e) 物業、廠房及設備以及使用權資產減值

物業、廠房及設備以及使用權資產須於任何事件出現或情況改變顯示賬面值可能無法收回時進行減值測試。物業、廠房及設備以及使用權資產之可收回金額乃根據公允價值減出售成本及使用價值計算兩者之間較高者為準。有關計算需要使用管理層重大判斷和估計。進一步詳情載於附註18及19。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

5 Revenue and segment information

The Company's executive directors are identified as the chief operating decision makers (the "CODMs"). The CODMs periodically review the Group's internal reports to assess performance and allocate resources. The CODMs have determined the operating segments based on these reports. Operating segments are reported in a manner consistent with the internal reporting provided to the CODMs.

During the years ended 31 December 2025 and 2024, the CODMs focus on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment financial information is reviewed. Accordingly, no operating segment information is presented.

Disaggregation of revenue from contracts with customers:

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Restaurant operation	餐廳經營	125,737	213,244
Delivery business	外賣業務	174,941	168,593
Sale of food ingredients	銷售食材	98,482	92,372
		399,160	474,209

The Group's principal market is the PRC and its sales to overseas customers contributed to less than 10% of the Group's total revenue. Also, none of the Group's non-current assets is located outside the PRC. Accordingly, no geographical information is presented.

The Group has a large customer base. For the years ended 31 December 2025 and 2024, no revenue derived from transactions with a single external customer represented 10% or more of the Group's total revenue.

5 收入及分部資料

本公司之執行董事獲識別為主要營運決策者(「主要營運決策者」)。主要營運決策者會定期審閱本集團之內部報告，以評估表現及分配資源。主要營運決策者已根據該等報告釐定經營分部。經營分部之呈報方式與向主要營運決策者提供之內部報告一致。

於截至2025年及2024年12月31日止年度，由於本集團資源集中且並無審閱獨立經營分部財務資料，故主要經營決策者集中於本集團整體經營業績。因此，並無呈列經營分部資料。

來自客戶合約之收入明細：

本集團的主要市場在中國，向海外客戶的銷售額對本集團收入總額的貢獻不足10%，且本集團概無位於中國境外的非流動資產。因此，並無呈列地區資訊。

本集團客戶數量眾多。截至2025年及2024年12月31日止年度，概無來自單一外部客戶之交易收入佔本集團收入總額10%或以上。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

5 Revenue and segment information (Continued)

Accounting policies of revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, and represents amounts receivable for goods supplied, stated net of discounts, and the relevant value-added taxes.

(i) Revenue from restaurant operations and delivery business

The Group operates chain restaurants that sell fast food and hot pot dishes. Revenue from restaurant operations and the delivery business is recognised when a restaurant of the Group passes the food to the customer. Transactions are usually settled by customers in cash, or through the use of credit cards or online payment platforms.

Proceeds received from sales of the prepaid cards issued by the Group, which can be used for future restaurant consumption by the customers (i.e. stored-value membership cards), are recognised as contract liabilities in the consolidated balance sheet and revenues are recognised when the customers utilise the prepaid amounts for consumption in the restaurants.

The Group operates a customer loyalty programme for its restaurant operations where customers accumulate points for purchases made which entitle them to discounts on future purchases. The Group accounts for award credits as a separately identifiable component of the sales transactions in which they are granted (the “initial sale”). The fair value of the consideration received or receivable in respect of the initial sale is allocated between the award credits (based on fair value), which is credited to contract liabilities and the other components of the sales. Revenue from the award points is recognised when the points are redeemed. Revenue is based on the number of reward points redeemed relative to the total number expected to be redeemed.

(ii) Revenue from the sale of food ingredients

Revenue from the sale of food ingredients is recognised when control of the products has been transferred, which is when the products are delivered to the franchisee and there is no unfulfilled obligation that could affect the franchisee's acceptance of the products. The franchisee does not have a right of return upon receipt of the products. The Group does not operate any loyalty programmes for its franchisees.

5 收入及分部資料(續)

收入確認會計政策

收入按已收或應收代價之公允價值計量，即所提供商品之應收款項，經扣除折扣及相關營業稅和增值稅後列賬。

(i) 餐廳經營及外賣業務收入

本集團經營連鎖餐廳，出售快餐食品及火鍋食品。本集團餐廳經營及外賣業務收入在旗下餐廳向客戶交付食品時確認。零售銷售通常以現金、信用卡或在線支付平台進行。

本集團發行之預付卡(即儲值會員卡，可供客戶日後於餐廳消費)銷售所得款項，於綜合資產負債表內確認為合約負債，並於客戶使用預付金額於餐廳消費時確認收入。

本集團於其餐廳經營中推行客戶忠誠計劃，客戶於購物時累計積分數以便於日後購物時享有折扣。本集團之積分列賬為授出有關積分之銷售交易(「初始銷售」)之獨立可識別部分。與初始銷售有關之已收或應收代價公允價值於獎賞積分(基於公允價值)間分配，並記入合約負債及銷售之其他部分。獎賞積分之收入於積分被兌換時確認。收入金額乃基於兌換之獎賞積分數量相對於預期兌換之總數量。

(ii) 銷售食品原料之收益

銷售食品原料之收益於產品控制權轉移時確認，即產品交付予特許經營商且不存在可能影響特許經營商接納產品之未履行責任時。特許經營商於收取產品後無退貨權。本集團並無為其特許經營商設立任何客戶忠誠計劃。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

6 Other income

6 其他收入

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Franchise income (a)	特許經營收入(a)	7,394	14,894
Consulting service income	諮詢收入	1,677	1,847
Investment income on wealth management products (b)	理財產品投資收入(b)	796	772
Interest income on loans	貸款利息收入	131	340
Government grants (c)	政府補助(c)	74	232
Others	其他	2,118	3,222
		12,190	21,307

(a) Franchise income, which includes royalty fee income and franchising income, is recognised on an accrual basis over the period in accordance with the terms of the relevant agreements.

(b) For the year ended 31 December 2025, investment income on wealth management products included realized gains of RMB101,000 (2024: RMB253,000) and unrealized gains of RMB695,000 (2024: RMB519,000).

(c) For the year ended 31 December 2025 and 2024, there were no unfulfilled conditions or other contingencies attaching to these government grants.

Grants from the government are recognised at their fair values provided there is reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to operating costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are included in non-current liabilities as deferred government grants and are credited to the statement of comprehensive income as other income on a straight-line basis over the expected lives of the related assets.

(a) 特許經營收入，包括權利金收入及特許經營合作收入，乃根據有關協議之條款按應計基準於期內確認。

(b) 截至2025年12月31日止年度，理財產品投資收入包括已變現收益101,000元人民幣(2024年：253,000元人民幣)及未變現收益695,000元人民幣(2024年：519,000元人民幣)。

(c) 截至2025年及2024年12月31日止年度，該等政府補助並無附帶任何未滿足條件或其他突發事件。

當能合理確定將收到之政府補助，而本集團將遵守所有附帶條件時，補助按其公允價值確認。

有關經營成本之政府補助將被遞延，於與其擬定補償之成本配對在所需期間內於全面收益表中作為其他收入確認。

有關物業、廠房及設備之政府補助包括於非流動負債列為遞延政府補助，並按直線法於相關資產預期可使用年期在全面收益表中作為其他收入確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

7 Other expenses

7 其他開支

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Daily maintenance expenses	日常維護開支	7,243	12,522
Business development expense	業務開發開支	7,118	9,482
Advertising and marketing expenses	廣告及營銷開支	4,181	6,303
Professional fees	專業服務費用	5,979	6,269
(Reversal of impairment)/impairment of property, plant and equipment (Note 18)	物業、廠房及設備(減值轉回)/減值(附註18)	(893)	1,733
Impairment of right-of-use assets (Note 19)	使用權資產減值(附註19)	3,053	5,369
Auditors' remuneration	核數師酬金		
— Audit services	— 審計服務	1,800	1,800
— Non-audit services	— 非審計服務	365	118
Other expenses	其他開支	2,977	7,883
Total other expenses	其他開支總額	31,823	51,479

8 Other gains/(losses), net

8 其他利得/(虧損)淨額

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Gain/(loss) on termination of leases — net	終止租賃收益淨額	327	(450)
Gain on derecognition of lease liabilities arising from rent reduction (note)	因租金減免而終止確認租賃負債產生的收益(附註)	3,226	—
Net exchange gains/(loss)	匯兌收益/(虧損)	708	(127)
Loss on disposal of property, plant and equipment — net	出售物業、廠房及設備虧損 — 淨額	(753)	(1,912)
Loss on closure of restaurants — net	餐廳結業虧損 — 淨額	(475)	(163)
Others	其他	658	(312)
		3,691	(2,964)

Note:

The amount represented the gain on derecognition of lease liabilities arising from rent reduction as agreed by certain landlords during the year ended 31 December 2025. Refer to Note 19(iii) for the Group's accounting policies for leases.

附註：

該金額指本集團於截至2025年12月31日止年度內，因部分業主協議租金減免而終止確認租賃負債產生的收益。本集團之租賃會計政策詳見附註19(iii)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

9 Finance income and expenses

9 財務收入及費用

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Finance income	財務收入		
Interest income on bank deposits	銀行存款利息收入	107	228
Finance expenses	財務費用		
Interest on convertible bonds (Note 24)	可換股債券利息(附註24)	(42,447)	(39,811)
Interest on lease liabilities	租賃負債利息	(4,153)	(6,355)
Interest on bank borrowings	銀行借款利息	(308)	(336)
Interest on loans from a related party (Note 36)	關聯方借款利息(附註36)	(1,267)	(290)
Others	其他	(372)	(928)
		(48,547)	(47,720)
Finance expense, net	財務費用淨額	(48,440)	(47,492)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

10 Gain on partial disposal of investment in an associate

10 部分處置聯營公司投資收益

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Gain on partial disposal of investment in an associate	部分處置聯營公司投資收益	41,639	—

During the year ended 31 December 2025, the Group disposed of certain interests in Guangzhou Xiao Noodles Catering Management Co., Ltd. (廣州遇見小麵餐飲股份有限公司) ("Guangzhou Xiao Noodles"), an associate of the Group, to third parties for an aggregate consideration of RMB48 million. Upon completion of the disposal, the Group's percentage of shareholding in Guangzhou Xiao Noodles decreased from 17.16% to 15.44%. The Group recognised a pre-tax gain of approximately RMB41.6 million and Guangzhou Xiao Noodles continues to be an associate of the Group. After deducting the related withholding income tax of approximately RMB4.5 million (Note 12), the Group has received net proceeds of approximately RMB43.5 million from the disposal during the year ended 31 December 2025.

截至2025年12月31日止年度，本集團向第三方出售其於聯營公司廣州遇見小麵餐飲管理有限公司(「遇見小麵」)的若干權益，代價合計為48百萬元人民幣。出售事項完成後，本集團於遇見小麵的股權由17.16%減少至15.44%，並確認稅前收益約41.6百萬元人民幣。遇見小麵仍為本集團之聯營公司。扣除相關預扣所得稅約4.5百萬元人民幣後，本集團於截至2025年12月31日止年度自該出售事項收取淨所得款項約43.5百萬元人民幣。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

11 Gain on dilution of investment in an associate

11 攤薄聯營公司投資收益

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Gain on dilution of investment in an associate	攤薄聯營公司投資收益	65,997	—

In December 2025, Guangzhou Xiao Noodles issued new shares upon the listing on the Main Board of the Stock Exchange. Consequently, the Group's percentage of shareholding in Guangzhou Xiao Noodles were diluted from 15.44% to 13.33%. The Group's share of the increase in net assets of Guangzhou Xiao Noodles upon its listing, after netting of the decrease in existing carrying amount of the Group's investment, resulted in a dilution gain of approximately RMB66 million. After the dilution, Guangzhou Xiao Noodles continues to be an associate of the Group as the Group can exercise significant influence over Guangzhou Xiao Noodles through its representative in the board of directors of Guangzhou Xiao Noodles.

於2025年12月，遇見小麵於聯交所主板上市時發行新股，導致本集團於廣州遇見小麵的權益由15.44%攤薄至13.33%。遇見小麵上市後，本集團應佔其淨資產增加額，抵銷本集團原有投資賬面金額減少額後，產生攤薄收益約66百萬元人民幣。攤薄後，由於本集團可透過其於遇見小麵董事會的代表對其施加重大影響，遇見小麵仍為本集團之聯營公司。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

12 Income tax expense/(credit)

12 所得稅開支／(抵免)

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current income tax	即期所得稅		
Withholding income tax in relation to dividends received from associates and a subsidiary	從聯營企業及子公司收取股息時預提所得稅	905	743
Withholding income tax in relation to gain on partial disposal of investment in an associate (Note 10)	部分處置聯營企業投資收益時預提所得稅(附註10)	4,458	—
PRC enterprise income tax ("EIT")	中國企業所得稅(「企業所得稅」)	6	56
		5,369	799
Deferred income tax charge/(credit) (Note 29)	遞延所得稅費用／(抵免)(附註29)	3,441	(8,713)
Income tax expense/(credit)	所得稅開支／(抵免)	8,810	(7,914)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

12 Income tax expense/(credit) (Continued)

A reconciliation of income tax expense and the accounting loss multiplied by the PRC statutory EIT rate of 25% during the years ended 31 December 2025 and 2024 is as below:

12 所得稅開支／(抵免) (續)

截至2025年及2024年12月31日止年度，所得稅費用與按中國法定企業所得稅稅率25%乘以會計虧損之調節表列示如下：

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Loss before income tax	除所得稅前虧損	(397)	(265,765)
Tax calculated at applicable tax rates of 25% (2024: 25%)	按25% 適用稅率計稅 (2024年：25%)	(100)	(66,442)
Tax effects of:	以下項目之稅務影響：		
— Results of associates and a joint venture reported net of tax	— 聯營公司及一間合營公司之呈報業績(不含稅)	(3,958)	2,605
— Effect of different tax rates of the Company and certain subsidiaries	— 本公司及若干附屬公司不同稅率之影響	687	16,624
— Expenses not deductible for tax purposes	— 計稅時不可扣減之支出	78	193
— Utilization of previously unrecognized tax losses	— 應用先前未確認之稅務虧損	(2,421)	(701)
— Tax losses and temporary differences for which no deferred income tax asset was recognised	— 未確認遞延所得稅資產之暫時差額及稅務虧損	14,524	39,807
Income tax expense/(credit)	所得稅開支／(抵免)	8,810	(7,914)

Cayman Islands

The Company is incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Law of the Cayman Islands and accordingly, is exempted from the Cayman Islands income tax.

開曼群島

本公司於開曼群島根據開曼群島公司法註冊成立為獲豁免有限公司，因此，本公司毋須繳交開曼群島所得稅。

Hong Kong

Under the two-tiered profits tax rates regime, the first HK\$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK\$2 million will be taxed at 16.5%. The profits of group entities not qualifying for the two-tiered profits tax rate regime will continue to be taxed at a flat rate of 16.5% (2024: 16.5%).

香港

根據利得稅兩級制，合資格集團實體之首2百萬港元溢利將按8.25%徵稅，超過2百萬港元之溢利則按16.5%徵稅。不符合利得稅兩級制要求之集團實體溢利將繼續按統一稅率16.5%徵稅(2024年：16.5%)。

The PRC

Under the Law of the PRC on Enterprise Income Tax and Implementation Regulation of the EIT Law, the tax rate applicable to the PRC subsidiaries is 25%

中國

根據中國企業所得稅法及企業所得稅法實施條例，中國附屬公司之稅率為25%。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

12 Income tax expense/(credit) (Continued)

Withholding income tax

During the year ended 31 December 2025, Wonderful Dawn Holdings Limited ("Wonderful Dawn", a wholly owned subsidiary of the Company incorporated in Hong Kong) was subject to withholding income tax in respect of the following:

- Wonderful Dawn received dividends from two associates which are incorporated in the PRC. The taxable income is subject to withholding income tax at the rate of 10%; and
- Wonderful Dawn disposed of a portion of its investment in an associate that is incorporated in the PRC. The taxable income is subject to withholding income tax at the rate of 10%.

During the year ended 31 December 2024, Delightful Year Holdings Limited, a wholly owned subsidiary of the Company incorporated in Hong Kong, received dividends from a subsidiary in the PRC, which is subject to withholding tax at the rate of 10%.

12 所得稅開支／(抵免)(續)

預提所得稅

於截至2025年12月31日止年度，於香港註冊成立之本公司全資附屬公司奇昕控股有限公司，須繳納預提稅如下：

- 奇昕控股有限公司從兩家在中國註冊成立的聯營企業收取股息。該應課稅收入須按10%的稅率繳納預提稅；及
- 奇昕控股有限公司部分處置一家在中國註冊成立的聯營企業之投資收益。該應課稅收入須按10%的稅率繳納預提稅。

於截至2024年12月31日止年度，於香港註冊成立之本公司全資附屬公司喜年控股有限公司從一家在中國註冊成立的子公司收取股息。該應課稅收入須按10%的稅率繳納預提稅。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

13 Depreciation, amortisation, property rentals and other related expenses

13 折舊、攤銷、物業租金及其他相關開支

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Depreciation of right-of-use assets	使用權資產折舊	44,573	55,684
Depreciation of property, plant and equipment	物業、廠房及設備折舊	11,232	16,117
Amortisation of intangible assets	無形資產攤銷	320	666
Total depreciation and amortisation	短期折舊及攤銷總額	56,125	72,467
Short-term property rentals	短期物業租金		
— office premises (fixed payments)	— 辦公室物業(固定付款)	347	1,452
— restaurants	— 餐廳		
— fixed payments	— 固定付款	2,414	3,513
— variable lease payments	— 可變租賃付款	979	282
Property management fee	物業管理費	5,810	9,435
Total property rentals and other related expenses	物業租金及其他相關開支總額	9,550	14,682

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

14 Loss per share

14 每股虧損

		Year ended 31 December 截至12月31日止年度	
		2025 RMB cents 分人民幣	2024 RMB cents 分人民幣
Basic loss per share (a)	每股基本虧損(a)	(0.33)	(15.32)
Diluted loss per share (b)	每股稀釋虧損(b)	(0.33)	(15.32)

(a) Basic loss per share

Basic loss per share is calculated by dividing the loss attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the year.

(a) 每股基本虧損

每股基本虧損乃按歸屬於本公司權益持有人之虧損除以年內已發行普通股加權平均數計算。

		Year ended 31 December 截至12月31日止年度	
		2025	2024
Loss attributable to equity holders of the Company used in calculating basic loss per share (RMB in thousands):	計算每股基本虧損時所用之歸屬於本公司權益持有人之虧損(千人民幣)	(5,246)	(241,826)
Weighted average number of ordinary shares in issue (thousands)	已發行普通股加權平均數(千股)	1,578,664	1,578,664

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

14 Loss per share (Continued)

(b) Diluted loss per share

Diluted loss per share is calculated by adjusting the weighted average number of shares in issue to assume conversion of all dilutive potential shares. The Company's dilutive potential shares comprise shares to be issued under convertible bonds, share option scheme and share award scheme. In relation to shares issued under share option schemes, a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average market share price of the Company's shares during the year) based on the monetary value of the subscription rights attached to outstanding share options. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the exercise of the share options.

The Group was making loss from its operations during the years ended 31 December 2025 and 2024 and the inclusion of the dilutive potential ordinary shares would therefore be anti-dilutive. Hence, the diluted loss per share is same as the basic loss per share for the respective years.

14 每股虧損(續)

(b) 每股稀釋虧損

每股稀釋虧損乃通過調整已發行股份加權平均數計算，以假設悉數兌換潛在稀釋股份。本公司潛在稀釋股份包括根據可換股債券、購股權計劃及股份獎勵計劃而將予發行之股份。就根據購股權計劃已發行之股份而言，本公司作出計算，以釐定根據未行使購股權所附認購權之貨幣價值按公允價值(按本公司股份年內平均股份市價釐定)可能收購之股份數目。上述所計算之股份數目與假設行使購股權而可能發行之股份數目進行比較。

本集團於截至2025年及2024年12月31日止年度之經營業務均產生虧損，因此計入具攤薄潛力普通股將產生反攤薄效應。故此，各年度之攤薄每股虧損與基本每股虧損相同。

15 Dividends

The Board resolved not to declare any dividend for the year ended 31 December 2025 (2024: Nil).

15 股息

董事會議決不就截至2025年12月31日止年度宣派任何股息(2024年：無)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

16 Directors' and chief executive's emoluments

Directors' and chief executive's remuneration for the year, disclosed pursuant to the applicable Listing Rule and Companies Ordinance, is as follows:

2025

16 董事及行政總裁酬金

根據適用之上市規則及公司條例，年內董事及行政總裁之酬金披露如下：

2025年

		Fees	Salaries	Bonus	Contributions relating to social insurance, housing fund and retirement scheme 與社會保險、住房公積金及退休金計劃有關之供款	Other Benefit	Total
		袍金 RMB'000 千人民幣	薪金 RMB'000 千人民幣	花紅 RMB'000 千人民幣	RMB'000 千人民幣	其他福利 RMB'000 千人民幣	合計 RMB'000 千人民幣
<i>Executive directors</i>	執行董事						
Mr. Zhao John Huan (Chairman)	趙令歡先生(主席)	—	—	—	—	—	—
Mr. Wang Xiaolong (Chief Executive)	王小龍先生 (行政總裁)	—	713	—	164	—	877
Mr. Jing Shen	景慎先生	—	569	—	164	—	733
<i>Independent non-executive directors</i>	獨立非執行董事						
Ms. Zhuo Ping	卓平女士	145	—	—	—	—	145
Mr. Lo Wei-Ren	羅維仁先生	145	—	—	—	—	145
Mr. Leung Kwai Kei	梁貴基先生	145	—	—	—	—	145
Total	總額	435	1,282	—	328	—	2,045

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

16 Directors' and chief executive's emoluments (Continued)

16 董事及行政總裁酬金(續)

2024

2024 年

		Fees	Salaries	Bonus	Contributions relating to social insurance, housing fund and retirement scheme 與社會保險、住房公積金及退休金計劃有關之供款	Other Benefit	Total
		袍金 RMB'000 千人民幣	薪金 RMB'000 千人民幣	花紅 RMB'000 千人民幣	其他福利 RMB'000 千人民幣	合計 RMB'000 千人民幣	
<i>Executive directors</i>	<i>執行董事</i>						
Mr. Zhao John Huan (Chairman)	趙令歡先生(主席)	—	—	—	—	—	—
Mr. Wang Xiaolong (Chief Executive)	王小龍先生 (行政總裁)	—	1,541	—	161	—	1,702
Mr. Jing Shen	景慎先生	—	1,200	—	161	—	1,361
<i>Independent non-executive directors</i>	<i>獨立非執行董事</i>						
Ms. Zhuo Ping (i)	卓平女士(i)	8	—	—	—	—	8
Mr. Heng Victor Ja Wei (ii)	邢家維先生(ii)	139	—	—	—	—	139
Mr. Lo Wei-Ren	羅維仁先生	147	—	—	—	—	147
Mr. Leung Kwai Kei	梁貴基先生	147	—	—	—	—	147
Total	總額	441	2,741	—	322	—	3,504

(i) Ms. Zhuo Ping was appointed as an independent non-executive director of the Company on 13 December 2024.

(ii) Mr. Heng Victor Ja Wei resigned as an independent non-executive director of the Company on 13 December 2024.

(i) 卓平女士自2024年12月13日被任命為本公司獨立非執行董事。

(ii) 邢家維先生自2024年12月13日卸任本公司獨立非執行董事。

The executive directors' and independent non-executive directors' emoluments shown above were paid for their services in connection with the management of the affairs of the Company and the Group and for their services as directors of the Company, respectively. Among them, an executive director, Mr. Zhao John Huan, has received emoluments from an intermediate shareholder, a substantial part of which are in respect of his services rendered to the intermediate shareholder. No apportionment has been made as the qualifying services provided by him to the Company and its subsidiaries are incidental to his responsibilities to the intermediate shareholder.

上文所示執行董事及獨立非執行董事之酬金，分別就其於本公司及本集團事務管理之服務，以及其作為本公司董事之服務而支付。其中，執行董事趙令歡先生自中間控股股東收取酬金，當中大部分乃就其向該中間控股股東提供之服務而支付。由於其向本公司及其附屬公司提供之合資格服務僅為其對中間控股股東所負責任之附帶事項，故並無作出分攤。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

16 Directors' and chief executive's emoluments (Continued)

For the years ended 31 December 2025 and 2024, no emoluments were paid by the Group to the directors as an inducement to join or upon joining the Group or as a compensation for a loss of office.

The following disclosures are made pursuant to section 383(1)(a) to (f) of the Companies Ordinance Cap. 622 and Parts 2 to 4 of the Companies (Disclosure of Information about Benefits of Directors) Regulation Cap. 622G:

(a) Directors' retirement and termination benefits

No retirement or termination benefits have been paid to the Company's directors during the years ended 31 December 2025 and 2024.

(b) Consideration provided to third parties for making available directors' services

No consideration was provided to third parties for making available directors' services during the years ended 31 December 2025 and 2024.

(c) Information about loans, quasi-loans or other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors

There were no loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors during the years ended 31 December 2025 and 2024.

(d) Directors' material interests in transactions, arrangements or contracts

Save for the transactions with related parties as disclosed in Note 36, no other significant transactions, arrangements and contracts in relation to the Group's business to which the Group 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 year or at any time during the years ended 31 December 2025 and 2024.

16 董事及行政總裁酬金(續)

截至2025年及2024年12月31日止年度，本集團並無向董事支付任何酬金作為加入本集團或加入本集團時之獎勵或作為離職補償。

以下披露乃根據《公司條例》(第622章)第383(1)(a)至(f)條及《公司(董事所得利益資料披露)規例》(第622G章)第2至4部作出：

(a) 董事之退休及離職補償

於截至2025年及2024年12月31日止年度，本公司並無向董事支付任何退休或離職補償。

(b) 向第三方支付以提供董事服務之代價

於截至2025年及2024年12月31日止年度，本公司並無向第三方支付任何代價以取得董事服務。

(c) 有關向董事、其控制之法人團體及與其關連實體提供貸款、準貸款或其他交易之資料

於截至2025年及2024年12月31日止年度，本公司並無向董事、其控制之法人團體及與其關連實體提供任何貸款、準貸款或進行其他相關交易。

(d) 董事於交易、安排或合約中之重大權益

除於附註36所披露之關連方交易外，於截至2025年及2024年12月31日止年度年末或期間任何時間，本集團並無作為訂約方、且本公司任何董事直接或間接擁有重大權益之其他重大交易、安排及合約。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

17 Employees benefit expenses

17 僱員福利開支

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Wages and salaries	工資及薪金	87,701	119,060
Contributions to retirement benefits schemes	退休福利計劃供款	15,606	16,565
Staff benefit and welfare	僱員福利及福祉	4,415	8,483
		107,722	144,108

For the Group's defined contribution plan, no forfeited contributions are available to reduce the contribution payable by the Group in the future years.

就本集團之界定供款計劃而言，概無已沒收供款可用作扣減本集團於未來年度應付之供款。

One (2024: two) of the five individuals with the highest emoluments in the Group was a director of the Company whose emoluments are included in Note 16 above. The aggregate emoluments of the remaining four (2024: three) non-director highest paid individuals, were as follows:

本集團五名最高薪酬人士中一名(2024年：兩名)為本公司董事，其薪酬已載於上文附註16。餘下四名非董事(2024年：三名)最高薪酬人士之總酬金如下：

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Salaries and other benefits	薪金及其他福利	4,092	4,054
Contributions to retirement benefits schemes	退休福利計劃供款	523	379
		4,615	4,433

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

17 Employees benefit expenses (Continued)

Discretionary bonus was determined with reference to the Group's operating results, individual performance and comparable market statistics. During the year ended 31 December 2025, no discretionary bonus was paid by the Group to the highest paid employees (2024: Nil).

During the year ended 31 December 2025, no remuneration was paid by the Group to the highest paid employees as compensation for loss of office.

The emoluments of the aforesaid non-director highest paid individuals were within the following band:

17 僱員福利開支(續)

酌情花紅乃經參考本集團經營業績、個人表現及可資比較市場統計數據而釐定。截至2025年12月31日止年度，本集團並無向最高薪酬僱員支付任何酌情花紅(2024年：無)。

截至2025年12月31日止年度，本集團未向最高薪酬僱員支付酬金作為離職補償。

酬金於上述非董事最高薪酬人士介乎下列幅度：

		Year ended 31 December 截至12月31日止年度	
		2025 Number of employees 僱員數目	2024 Number of employees 僱員數目
Not exceeding HKD1,000,000	不超過1,000,000港元	1	—
HKD1,000,001 to HKD1,500,000	1,000,001港元至1,500,000港元	3	2
HKD2,000,001 to HKD 2,500,000	2,000,001港元至2,500,000港元	—	1
		4	3

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

18 Property, plant and equipment

18 物業、廠房及設備

		Machinery	Furniture fixtures and equipment 傢私、裝置 機器及設備	Motor vehicles 汽車	Buildings 樓宇	Leasehold improvements 租賃改良	Construction in progress 在建工程	Total 合計
		RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣	RMB'000 千人民幣
Year ended	截至2024年12月31日							
31 December 2024	止年度							
Opening net book amount	年初賬面淨值	2,743	12,143	1,051	22,249	21,624	372	60,182
Additions	添置	234	645	372	756	1,128	1,218	4,353
Disposals	出售	(307)	(679)	(49)	—	(1,297)	—	(2,332)
Transfer upon completion	完成時轉讓	—	—	—	—	501	(501)	—
Depreciation charge (Note 13)	折舊支出(附註13)	(583)	(3,619)	(250)	(1,096)	(10,569)	—	(16,117)
Impairment charge (Note 7)	減值支出(附註7)	(119)	(72)	—	—	(1,542)	—	(1,733)
Closing net book amount	年末賬面淨值	1,968	8,418	1,124	21,909	9,845	1,089	44,353
At 31 December 2024	於2024年12月31日							
Cost	成本	36,317	120,375	11,221	112,311	298,884	1,089	580,197
Accumulated depreciation and impairment	累計折舊及減值	(34,349)	(111,957)	(10,097)	(90,402)	(289,039)	—	(535,844)
Net book amount	賬面淨值	1,968	8,418	1,124	21,909	9,845	1,089	44,353

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

18 Property, plant and equipment (Continued) 18 物業、廠房及設備(續)

		Machinery	Furniture fixtures and equipment	Motor vehicles	Buildings	Leasehold improvements	Construction in progress	Total
		機器	傢私、裝置 及設備	汽車	樓宇	租賃改良	在建工程	合計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣	千人民幣
Year ended	截至2025年12月							
31 December 2025	31日止年度							
Opening net book amount	年初賬面淨值	1,968	8,418	1,124	21,909	9,845	1,089	44,353
Additions	添置	2,341	818	2	—	711	728	4,600
Disposals	出售	(647)	(50)	—	—	(333)	—	(1,030)
Transfer upon completion	完成時轉讓	—	—	—	895	756	(1,651)	—
Depreciation charge (Note 13)	折舊支出(附註13)	(551)	(2,577)	(272)	(1,091)	(6,741)	—	(11,232)
Impairment charge (Note 7)	減值支出(附註7)	—	—	—	—	893	—	893
Closing net book amount	年末賬面淨值	3,111	6,609	854	21,713	5,131	166	37,584
At 31 December 2025	於2025年12月31日							
Cost	成本	18,330	85,660	11,223	113,206	253,767	166	482,352
Accumulated depreciation and impairment	累計折舊及減值	(15,219)	(79,051)	(10,369)	(91,493)	(248,636)	—	(444,768)
Net book amount	賬面淨值	3,111	6,609	854	21,713	5,131	166	37,584

- (a) The carrying value of the Group's property interests comprises buildings on land under medium-term land use rights in the PRC.
- (b) As at 31 December 2025, none of the property, plant and equipment was pledged as securities for the Group's borrowings (2024: Nil).

- (a) 本集團物業權益之賬面值指在中國境內之中期土地使用權土地上之樓宇。
- (b) 於2025年12月31日，無樓宇作為本集團借款之抵押品(2024年：無)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

18 Property, plant and equipment (Continued)

- (c) Depreciation on assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

— Machinery	5–10 years
— Furniture, fixtures and equipment	3–10 years
— Motor vehicles	4–10 years
— Buildings	40–50 years
— Leasehold improvements	Shorter of remaining lease term or useful life

Impairment assessment

As at 31 December 2025, in view of the unsatisfactory performance for the periods and unfavourable future prospects of some restaurants, the management of the Group concluded there were indications for impairment and conducted impairment assessment on certain property, plant and equipment and right-of-use assets of those restaurants with impairment indicators identified. The Group estimated the recoverable amounts of such restaurants (each of which is an individual CGU) to which the asset belongs.

The recoverable amount of each restaurant has been determined using a VIU calculation. That calculation uses cash flow projections based on financial budgets approved by the management of the Group covering the remaining lease term and remaining useful lives of the respective items of property, plant and equipment with a pre-tax discount rate reflecting the specific risks relating to the relevant restaurants. The other key assumption for the VIU calculated is the annual revenue annual growth rates which are determined based on historical performance, and relevant operation plans. Long-term growth rate beyond 5 years is not applicable to the VIU calculation as none of the restaurants subject to impairment assessment has a remaining lease term that is longer than 5 years as at 31 December 2025.

18 物業、廠房及設備(續)

- (c) 資產之折舊以直線法計算，於其估計可使用年期將其成本分配至其剩餘價值，有關估計可使用年期如下：

— 機器	5–10年
— 家具、裝置及設備	3–10年
— 汽車	4–10年
— 樓宇	40–50年
— 租賃改良	餘下租期或可使用年期較短者

減值評估

於2025年12月31日，鑒於部分餐廳在這段期間的表現不盡如人意以及未來前景不佳的情況下，本集團管理層總結認為存在減值跡象並對若干物業、廠房及設備以及使用權資產進行減值評估。倘無法單獨估計可收回金額，則本集團估計該等餐廳（各自均為個別現金產生單位）所屬資產的可收回金額。

每間餐廳之可收回金額乃根據使用價值計算而釐定。該計算乃根據本集團管理層批准涵蓋各物業、廠房及設備之餘下租期及餘下可使用年期之財務預算採用現金流量預測進行，並採用反映了有關相關餐廳之特定風險之除稅前折現率。另一個計算使用價值之主要假設乃根據歷史表現、相關營運計劃等計算之收入年增長率而釐定。由於於2025年12月31日，須進行減值評估之餐廳之餘下租期均不超過5年，故超過5年之長期增長率並不適用於使用價值之計算。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED) 綜合財務報表附註(續)

18 Property, plant and equipment (Continued) 18 物業、廠房及設備(續)

Impairment assessment (Continued)

Key assumptions used for the VIU calculation of restaurants of the HHG brand as at 31 December 2025 and 2024 were as follows:

		2025	2024
Sales growth rate	銷售增長率	3%–5%	0%–6%
Gross profit margin	毛利率	43.7%	43.0%
Pre-tax discount rate	除稅前折現率	16.1%	16.0%

Key assumptions used for the VIU calculation of restaurants of the Xinlacao brand as at 31 December 2025 and 2024 were as follows:

		2025	2024
Sales growth rate (note)	銷售增長率(附註)	–13%–2%	2%–3%
Gross profit margin	毛利率	65.5%	68.0%
Pre-tax discount rate	除稅前折現率	16.0%	16.9%

Note:

As at 31 December 2025, the sales growth rate for each of the restaurants of the Xinlacao brand is -13% for the year ending 31 December 2026, and 2% for each of the years ending 31 December 2027 and 2030.

As at 31 December 2024, the sales growth rate for each of the restaurants of the Xinlacao brand is 2% for the year ending 31 December 2025, and 3% for each of the years ending 31 December 2026 and 2027.

減值評估(續)

於2025年和2024年12月31日，計算和合谷品牌餐廳使用價值所使用之主要假設如下：

於2025年和2024年12月31日，計算新辣道品牌餐廳使用價值所使用之主要假設如下：

附註：

於2025年12月31日，各新辣道品牌餐廳於截至2026年12月31日止年度的銷售增長率為–13%，於截至2027年及2030年12月31日止年度各年的銷售增長率為2%。

於2024年12月31日，各新辣道品牌餐廳於截至2025年12月31日止年度的銷售增長率為2%，於截至2026年及2027年12月31日止年度各年的銷售增長率為3%。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

18 Property, plant and equipment (Continued) 18 物業、廠房及設備(續)

Impairment assessment (Continued)

For the year ended 31 December 2025, net impairment losses totalling RMB2,160,000 (net of reversal of impairment of RMB893,000) (2024: RMB7,102,000) were recognised against property plant and equipment and right-of-use assets as the results of the aforesaid impairment assessments revealed that the carrying amounts of certain CGUs exceeded their respective recoverable amounts. Impairment losses were allocated to the assets in related restaurants which mainly included leasehold improvements and right-of-use assets on a pro-rata basis, and were recognised in profit or loss. Assets previously suffered an impairment have also been reviewed for possible reversal as part of the impairment assessment process.

減值評估(續)

截至2025年12月31日止年度，由於上述減值評估結果顯示若干現金產生單位之賬面金額超過其各自可收回金額，故就物業、廠房及設備以及使用權資產確認合共2,160,000元人民幣之減值虧損淨額(扣除減值撥回893,000元人民幣)(2024年：7,102,000元人民幣)。減值虧損按比例分配至相關餐廳之資產(主要包括租賃物業裝修及使用權資產)，並於損益中確認。先前已確認減值之資產亦於減值評估過程中就可能之撥回進行檢討。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

19 Right-of-use assets and lease liabilities

19 使用權資產及租賃負債

(i) Amounts recognised in the balance sheet

(i) 於資產負債表內確認之金額

The following amounts are recognised in the balance sheet:

以下金額確認於資產負債表內：

		Leased properties 租賃物業 RMB'000 千人民幣
Right-of-use assets	使用權資產	
At 1 January 2024	於2024年1月1日	
Cost	成本	594,635
Accumulated depreciation and impairment	累計折舊及減值	(445,667)
Closing net book amount	年末賬面淨值	148,968
Year ended 31 December 2024	截至2024年12月31日止年度	
Opening net book amount	年初賬面淨值	148,968
Additions	添置	19,264
Depreciation charge (Note 13)	折舊支出(附註13)	(55,684)
Termination of leases	終止租賃	(11,876)
Impairment charge (Notes 7 and 18)	減值支出(附註7及18)	(5,369)
Closing net book amount	年末賬面淨值	95,303
At 31 December 2024	於2024年12月31日	
Cost	成本	596,654
Accumulated depreciation and impairment	累計折舊及減值	(501,351)
Closing net book amount	年末賬面淨值	95,303
Year ended 31 December 2025	截至2025年12月31日止年度	
Opening net book amount	年初賬面淨值	95,303
Additions	添置	20,669
Depreciation charge (Note 13)	折舊支出(附註13)	(44,573)
Termination of leases	終止租賃	(2,770)
Impairment charge (Notes 7 and 18)	減值支出(附註7及18)	(3,053)
Closing net book amount	年末賬面淨值	65,576
At 31 December 2025	於2025年12月31日	
Cost	成本	607,313
Accumulated depreciation and impairment	累計折舊及減值	(541,737)
Closing net book amount	年末賬面淨值	65,576

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

19 Right-of-use assets and lease liabilities (Continued)

19 使用權資產及租賃負債(續)

(i) Amounts recognised in the balance sheet (Continued)

(i) 於資產負債表內確認之金額(續)

		31 December 2025 2025年 12月31日 RMB'000 千人民幣	31 December 2024 2024年 12月31日 RMB'000 千人民幣
Lease liabilities	租賃負債		
Current	流動	31,315	46,473
Non-current	非流動	42,831	57,344
		74,146	103,817

(ii) Amounts recognised in the statement of profit or loss and other comprehensive income

(ii) 於全面收益表內確認之金額

The following amounts are recognised in the statement of profit or loss and other comprehensive income:

以下金額確認與全面收益表內：

		For the year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Depreciation charge of right-of-use assets — Leased properties	使用權資產之折舊支出 — 租賃物業	44,573	55,684
Impairment loss of right-of-use assets	使用權資產減值虧損	3,053	5,369
Interest expense (included in finance expenses)	利息開支(計入財務費用)	4,153	6,355
Expenses relating to short-term leases	短期租賃相關費用	2,761	4,965
Expenses relating to variable lease payments not included in lease liabilities	不計入租賃負債之可變租賃付款相關費用	979	282
(Gain)/loss on termination of leases — net	終止租賃(收益)/損失 — 淨額	(327)	450
Gain on derecognition of lease liabilities arising from rent reduction	因租金減免而終止確認租賃負債之收益	(3,226)	—

The total cash outflow for leases in 2025 was RMB53,432,000 (2024: RMB70,487,000).

於2025年租賃現金流出總額為53,432,000元人民幣(2024年：70,487,000元人民幣)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

19 Right-of-use assets and lease liabilities (Continued)

(iii) Accounting policies of leases

The Group leases various offices, warehouses and restaurants. Rental contracts are typically made for fixed periods of 2 years to 9 years.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the lessor's security interests in the leased assets. Leased assets may not be used as collateral for borrowings.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at the leased asset becomes available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for real estate leases for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

The lease payments are discounted at the implicit interest rate. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received,

19 使用權資產及租賃負債(續)

(iii) 租賃會計政策

本集團租賃多個辦公室、倉庫及餐廳。租賃合約通常固定為期2年至9年。

租賃條款乃按個別基準商定並包括廣泛之不同條款及條件。除租賃資產中之抵押權益外，租賃協議並無施加任何契諾。租賃資產不得用作借款之抵押品。

租賃確認為使用權資產，並在租賃資產可供本集團使用之日確認相應負債。

合約可能包含租賃及非租賃組成部分。本集團按照租賃及非租賃組成部分相應的獨立價格，將合約代價分配至租賃及非租賃組成部分。然而，就本集團作為承租人之房地產租賃而言，其選擇將租賃及非租賃組成部分入賬為單一租賃組成部分，並無將兩者區分。

租賃付款採用租賃所隱含之利率予以貼現。倘無法輕易釐定該利率(為本集團租賃的一般情況)，則使用承租人之增量借款利率，即個別承租人在類似經濟環境中按類似條款和條件借入獲得與使用權資產具有類似價值的資產所需資金所必須支付的利率。

為釐定增量借款利率，本集團：

- 在可能情況下，使用個別承租人最近獲得的第三方融資為出發點作出調整，以反映自獲得第三方融資以來融資狀況之變動，

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

19 Right-of-use assets and lease liabilities (Continued)

(iii) Accounting policies of leases (Continued)

- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Company, which does not have recent third party financing, and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Right-of-use assets are generally depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

From time to time, lessors might agree to forgive some payments contractually due by the Group under the lease contracts, without changing the scope of the leases or other terms. The Group considers the rent reduction to be a partial extinguishment of the lease liabilities in accordance with HKFRS 9. The forgiveness is recognised as a gain in profit or loss (Note 8), with a corresponding reduction in the lease liabilities in the period in which the rent reduction is contractually agreed.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are those with a term of 12 months or less without a purchase option.

See Note 40(i) for the other accounting policies relevant to leases.

19 使用權資產及租賃負債(續)

(iii) 租賃會計政策(續)

- 使用累加法，首先就本公司所持有租賃之信用風險(最近並無第三方融資)調整無風險利率，及
- 進行特定於租賃之調整，例如期限、國家、貨幣及抵押。

使用權資產一般按資產可使用年期與租賃期兩者中之較短者，以直線法計提折舊。倘本集團有合理確定將行使購買選擇權，則使用權資產按相關資產之可使用年期計提折舊。

出租人不時可能同意豁免本集團根據租賃合約應付之部分款項，而不改變租賃範圍或其他條款。本集團根據香港財務報告準則第9號將有關租金減免視為租賃負債之部分終止確認。有關豁免於租金減免獲訂約雙方同意之期間內於損益中確認為收益(附註8)，並相應減少租賃負債。

與短期租賃及低價值資產租賃相關之付款以直線法於損益中確認為開支。短期租賃指租賃期為12個月或少於12個月且無購買權之租賃。

有關租賃之其他會計政策，請參閱附註40(i)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

19 Right-of-use assets and lease liabilities (Continued)

(iv) Variable lease payments

Some property leases contain variable payment terms linked to a restaurant's sales. For certain restaurants, up to 100% of lease payments are based on variable payment terms with percentages ranging from 7% to 30% of sales. Variable payment terms are used for a variety of reasons, including minimising the fixed costs base for newly established restaurants. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occurs.

A 10% increase in sales across all restaurants in the Group with such variable lease contracts would increase total lease payments for the year ended 31 December 2025 by approximately RMB335,000 (2024: RMB104,000).

19 使用權資產及租賃負債(續)

(iv) 可變租賃付款

部分物業租賃載有與餐廳銷售掛鉤之可變付款條款。就個別餐廳而言，基於可變付款條款之租賃付款最高可達100%，且銷售額百分比介乎7%至30%。可變付款條款基於各種原因而使用，包括將新開設餐廳之固定成本降至最低。視乎銷售額而定之可變租賃付款在觸發付款條件出現時於當期損益確認。

截至2025年12月31日止年度，倘本集團訂有該等可變租賃合約之所有餐廳銷售額增加10%，租賃付款總額將增加約335,000元人民幣(2024年：104,000元人民幣)。

20 Inventories

20 存貨

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Raw materials	原材料	11,664	15,130
Finished goods	產成品	5,452	8,205
		17,116	23,335

(i) Assigning costs to inventories

The costs of individual items of inventory are determined using weighted average costs.

(ii) Amounts recognised in profit or loss

Inventories recognised as an expense during the years ended 31 December 2025 and 2024 amounted to RMB179,718,000 and RMB199,329,000, respectively.

(i) 成本分攤至存貨

各項存貨之成本係加權平均成本法決定。

(ii) 於損益中確認之金額

截至2025年12月31日及2024年12月31日止年度，確認為費用之存貨金額分別為179,718,000元人民幣及199,329,000元人民幣。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method

21 按權益法入賬之投資

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
At beginning of the year	年初	153,759	229,848
Additions	添置	1,060	90
Share of profit/(loss) for the year (note)	應佔年內溢利/(虧損)(附註)	18,124	(10,420)
Dividends received	收到股息	(9,050)	—
Disposal of investment in Shenzhen Jiabaomimian Company Limited ("Jiabaomimian")	處置深圳市加寶米麵製品有限公司(「加寶米麵」)投資	(1,500)	—
Partial disposal of investment in Guangzhou Xiao Noodles (Note 10)	部分處置遇見小麵之投資(附註10)	(6,361)	—
Dilution gain from the increase in share of net assets of Guangzhou Xiao Noodles (Note 11)	攤薄遇見小麵淨資份額增加(附註11)	65,997	—
Impairment	減值	(9,902)	(71,385)
Currency translation differences	貨幣換算差額	(3,400)	5,626
At end of the year	年末	208,727	153,759

Note: During the year ended 31 December 2025, the total share of profit/(loss) of associates and a joint venture of the Group amounted to RMB15,831,000, which comprise the net amounts of (i) the share of net profit of associates in an aggregated amount of RMB18,124,000 with a corresponding increase in investments accounted for using the equity method as shown in the table above; and (ii) the share of loss of a joint venture of RMB2,293,000 with a corresponding increase in other payables (Note 28) as the Group has not yet paid up the subscribed capital to the joint venture as at 31 December 2025.

附註：於截至2025年12月31日止年度，本集團應佔聯營公司及一間合營企業之溢利/(虧損)總額為15,831,000元人民幣，當中包括下列淨額：(i)應佔聯營公司淨溢利合共18,124,000元人民幣，並如上表所示相應增加使用權益法入賬之投資；及(ii)應佔一間合營企業虧損2,293,000元人民幣，並相應增加其他應付款項(附註28)，原因為於2025年12月31日本集團尚未向該合營企業繳足認繳資本。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method (Continued)

21 按權益法入賬之投資(續)

Details of the Group's associates as at 31 December 2025 are as follows:

本集團聯營公司於2025年12月31日之詳情如下：

Name of entity 實體名稱	Place of business/ country of incorporation 經營地點／註冊成立國家	% of ownership interest 持股百分比		Measurement method 計量方式	Nature of the relationship 關係性質
		2025	2024		
Qidiantongzhou Restaurant Management (Beijing) Co., Ltd. ("Qidiantongzhou") (Note 1) 奇點同舟餐飲管理(北京)有限公司 (「奇點同舟」)(附註1)	The PRC 中國	19.92%	19.92%	Equity 權益法	Associate 聯營企業
Guangzhou Xiao Noodles (Note 1) 「遇見小麵」(附註1)	The PRC 中國	13.33%	17.16%	Equity 權益法	Associate 聯營企業
Jiezhi Restaurant Management Limited 深圳市捷智餐飲管理有限公司	The PRC 中國	20.00%	20.00%	Equity 權益法	Associate 聯營企業
Yuepin Restaurant Management Limited ("Yuepin") 深圳市越品餐飲管理有限公司(「越品」)	The PRC 中國	20.00%	20.00%	Equity 權益法	Associate 聯營企業
Tianshuilai (Beijing) Catering Trade Management Co. Ltd ("Tianshuilai") 北京天水來餐飲管理有限公司(「天水來」)	The PRC 中國	25.03%	25.03%	Equity 權益法	Associate 聯營企業
Shanghai Seesaw Coffee Company Limited ("Seesaw") 上海西舍咖啡有限公司(「西舍」)	The PRC 中國	21.43%	21.43%	Equity 權益法	Associate 聯營企業
Xinyi Technology (Beijing) Company Limited 芯易科技(北京)有限公司	The PRC 中國	42.86%	42.86%	Equity 權益法	Associate 聯營企業
Shenzhen SpicyFoook Food Chain Service Co., Ltd. ("SpicyFoook") 深圳市麻辣福客餐飲連鎖服務有限公司 (「麻辣福客」)	The PRC 中國	25.00%	25.00%	Equity 權益法	Associate 聯營企業
Jiabaomimian (Notes 1 and 2) 「加寶米麵」(附註1及2)	The PRC 中國	N/A	13.13%	Equity 權益法	Associate 聯營企業
Beijing Zhaocai Food Technology Co., Ltd. 北京召才食品科技有限公司	The PRC 中國	30.00%	30.00%	Equity 權益法	Associate 聯營企業
Shenzhen Panda Hot Catering Service Co., Ltd. 深圳市熊貓燙餐飲服務有限公司	The PRC 中國	40.00%	40.00%	Equity 權益法	Associate 聯營企業
Beijing Shiyun Catering Co., Ltd. 食韻(北京)餐飲有限責任公司	The PRC 中國	30.00%	30.00%	Equity 權益法	Associate 聯營企業
Beijing Yuanlai Yiju Catering Co., Ltd. 北京源來已玖餐飲有限公司	The PRC 中國	40.00%	40.00%	Equity 權益法	Associate 聯營企業
Beijing Mingrun Shishang Catering Management Co., Ltd. 北京明潤食尚餐飲管理有限公司	The PRC 中國	20.00%	20.00%	Equity 權益法	Associate 聯營企業
Prosperous Excellent Limited (Note 3) Prosperous Excellent Limited (附註3)	The BVI 英屬維爾京群島	51.00%	N/A	Equity 權益法	Joint venture 合營企業
Beijing Diancai Kuishou Catering Management Co., Ltd. 北京滇彩魁首餐飲管理有限公司	The PRC 中國	46.00%	N/A	Equity 權益法	Associate 聯營企業
Beijing Diancaixiang Catering Management Co., Ltd. 北京滇彩香餐飲管理有限公司	The PRC 中國	36.67%	N/A	Equity 權益法	Associate 聯營企業
Beijing Xianyufang Catering Management Co., Ltd. 北京鮮渝坊餐飲管理有限公司	The PRC 中國	30.00%	N/A	Equity 權益法	Associate 聯營企業

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method (Continued)

Notes:

- (1) Although the Group's shareholding in Qidiantongzhou, Guangzhou Xiao Noodles and Jiabaomimian is each less than 20%, the Group is able to exercise significant influence on these entities because it has the power to appoint its representatives in the board of directors of these investees under the Articles of Association of the respective investees.
- (2) The Group disposed of its entire interests in Jiabaomimian during the year ended 31 December 2025.
- (3) The Group has 51% equity interest in Prosperous Excellent Limited which is a company newly established in 2025 jointly controlled by the Group and Fast Upgrade Limited, a third-party company incorporated in British Virgin Islands. This investment is accounted for as investment in a joint venture as unanimous consent is required from all directors of the investee for approving certain relevant activities according to the memorandum and articles of association of the investee. Prosperous Excellent Limited and its subsidiaries are principally engaged in supply chain management services and sales of food products in the PRC.

Impairment assessment

The Group determines whether investments accounted for using the equity method are impaired by regularly reviewing for indications of impairment in accordance with HKAS 28.

When impairment indicators for investments accounted for using the equity method were identified, management determined the recoverable amounts by assessing the higher of the FVL COD and VIU for each investment. The valuation of FVL COD is considered within level 3 in the fair value hierarchy due to unobservable inputs used in the valuation.

For the year ended 31 December 2025, the management engaged an independent external valuer to assist in performing the impairment assessments of the investment in an associate with impairment indicators identified. The management assessed the FVL COD of the investment as at 31 December 2025, in which the key assumptions used included: enterprise value/sales multiple of 0.31 time, discount for lack of marketability ("DLOM") of 20% and cost of disposal of 1%.

21 按權益法入賬之投資(續)

附註：

- (1) 儘管本集團於奇點同舟、遇見小麵及加寶米麵持股少於20%，本集團可對奇點同舟、遇見小麵及加寶米麵行使重大影響力，乃由於根據該投資對象組織章程細則，本集團有權委任其董事會之董事。
- (2) 本集團於截至2025年12月31日止年度內完全處置其持有加寶米麵投資。
- (3) 本集團持有 Prosperous Excellent Limited 51%的股權權益，該公司於2025年新成立由本集團與於英屬維京群島註冊成立之第三方公司Fast Upgrade Limited共同控制。根據組織章程細則，就批准若干相關活動，需獲被投資方全體董事一致同意，因此本項投資按合營企業投資進行會計處理。Prosperous Excellent Limited及其附屬公司主要在中國境內從事供應鏈管理服務及食品銷售業務。

減值測試

本集團根據香港會計準則第28號，定期檢討採用權益法核算之投資是否存在減值跡象，以釐定其權益是否減值。

倘已識別採用權益法核算之投資之減值跡象，管理層通過評估投資的「公允價值減出售成本」與使用價值兩者之較高者來確定可收回金額。由於公允價值減出售成本的估值中使用了不可觀察的輸入，估值被視為公允價值層次結構中的第3級。

截至2025年12月31日止年度，管理層一名獨立的外部估值師協助對一家聯營公司投資進行減值評估。管理層評估了截至2025年12月31日這一項投資的公允價值減去處置費用後的淨額，用於確定投資於2025年12月31日的公允價值減出售成本的方法和關鍵假設包括企業價值／銷售額倍數為0.31倍、缺乏市場流通性折讓為20%和出售成本為1%。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method (Continued)

In addition, management also assessed the VIU of the investment in the associate with impairment indicators identified. The estimated cash flows projection used in the assessment was based on key assumptions, including pre-tax discount rate (15.7%), long-term growth rate (2.0%), forecasted revenue growth rates (compound growth rate of -14.2% during the 5-year forecast period, which are determined with reference to the business plans and prevailing market conditions).

Based on the assessment above, it is revealed that the carrying amount of the associate is below its recoverable amount as determined by the FVLCD calculation (which is higher than the recoverable amount as determined by the VIU calculation). Thus, the Group has recognised an impairment provision of approximately RMB9.9 million during the year ended 31 December 2025.

Summarised financial information for associates and joint venture

- (a) The following table illustrates the summarised financial information of the associates, Guangzhou Xiao Noodles and Tianshuilai, that are individually material to the Group which is extracted from the financial statements of the associates and adjusted to reflect adjustments made by the Group when using the equity method, such as fair value adjustments made at the time of acquisition and adjustments for differences in accounting policies, if any.

		Guangzhou Xiao Noodles 遇見小麵		Tianshuilai 天水來	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣	2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current assets	流動資產	879,177	262,256	146,601	98,751
Non-current assets	非流動資產	1,257,858	232,603	138,400	177,644
Current liabilities	流動負債	(555,787)	(204,907)	(180,382)	(136,910)
Non-current liabilities	非流動負債	(712,620)	(15,425)	(17,105)	(70,383)
Net assets	資產淨額	868,628	274,527	87,514	69,102
Revenue	收入	1,622,358	1,154,434	739,176	678,373
Profit for the year	年內溢利	106,677	58,980	13,782	19,266
Total comprehensive income	全面收益總額	106,677	58,980	13,782	19,266
Dividends received from associates	收到聯營公司股息	7,807	—	1,243	—

21 按權益法入賬之投資(續)

此外，管理層還評估了這一投資的使用價值。評估中採用的現金流預測基於的關鍵假設包括稅前折現率(15.7%)；長期增長率(2.0%)；五年預測期內的收入複合增長率(-14.2%，上述假設的制定參考了業務計畫和當前市場條件)。

根據評估結果，該投資的可收回金額以公允價值減去處置費用後的淨額為基準(其高於其帳面價值)。因此，截至2025年12月31日止年度本集團對這項投資計提約9.9百萬元人民幣的減值。

聯營公司及合營公司財務資料概要

- (a) 下表載列對本集團個別屬重大之聯營公司遇見小面及天水匯之匯總財務資料。有關資料摘錄自該等聯營公司之財務報表，並經調整以反映本集團採用權益法時所作出之調整，例如收購時之公允價值調整及會計政策差異調整(如有)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method (Continued)

Summarised financial information for associates and joint venture (Continued)

(a) (Continued)

Reconciliation of the above summarised financial information to the carrying amount of the interest in associate recognised in the consolidated financial statements:

21 按權益法入賬之投資(續)

聯營公司及合營公司財務資料概要(續)

(a) (續)

上列財務資料概要與於綜合財務報表內確認於聯營公司權益之賬面值之對賬：

		Guangzhou Xiao Noodles 遇見小麵		Tianshuilai 天水來	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣	2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Net assets of the associate	聯營公司之資產淨額	868,628	274,527	87,514	69,102
Proportion of the Group's direct ownership interests in the associate	本集團於聯營公司之直接擁有權比例	13.33%	17.16%	25.03%	25.03%
Net assets of interest in associate attributable to the Group	本集團應佔聯營公司權益之資產淨額	115,788	47,109	21,905	17,296
Goodwill	商譽	8,614	9,571	33,591	33,591
Effect on foreign currency difference	外幣差額之影響	905	62	(90)	3,442
Carrying amount of the Group's interest in the associate	本集團於聯營公司權益之賬面值	125,307	56,742	55,406	54,329

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

21 Investments accounted for using the equity method (Continued)

Summarised financial information for associates and joint venture (Continued)

(b) Individually immaterial associates and joint venture

In addition to the interests in associates disclosed above, the Group also has interests in a number of individually immaterial associates and joint venture that are accounted for using the equity method.

21 按權益法入賬之投資(續)

聯營公司及合營公司財務資料概要(續)

(b) 單獨並不重大之聯營公司及合營公司

除上文所披露於聯營公司之權益外，本集團亦於若干按權益法入賬且單獨並不重大之聯營公司及合夥公司擁有權益。

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Aggregate carrying amount of individually immaterial associates	單獨並不重大之聯營公司之賬面總值	28,014	42,688
Aggregate amounts of the Group's share of: Loss for the year	歸屬於本集團之 以下總額： 年度虧損	(2,926)	(25,362)
Total comprehensive loss	全面虧損總額	(2,926)	(25,362)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

22 Goodwill and intangible assets

22 商譽及無形資產

		Goodwill 商譽 RMB'000 千人民幣	Computer software 電腦軟件 RMB'000 千人民幣	Trademarks 商標 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
At 1 January 2024	於2024年1月1日				
Cost	成本	580,931	11,392	499,346	1,091,669
Accumulated amortisation and impairment	累計攤銷及減值	(535,436)	(8,969)	(126,318)	(670,723)
Net book amount	賬面淨值	45,495	2,423	373,028	420,946
Year ended 31 December 2024	截至2024年12月31日止年度				
Opening net book amount	年初賬面淨值	45,495	2,423	373,028	420,946
Additions	添置	—	95	—	95
Disposal	出售	—	(156)	—	(156)
Amortisation charge	攤銷支出	—	(666)	—	(666)
Impairment	減值	—	—	(93,528)	(93,528)
Closing net book amount	年末賬面淨值	45,495	1,696	279,500	326,691
At 31 December 2024	於2024年12月31日				
Cost	成本	580,931	11,331	499,346	1,091,608
Accumulated amortisation and impairment	累計攤銷及減值	(535,436)	(9,635)	(219,846)	(764,917)
Net book amount	賬面淨值	45,495	1,696	279,500	32,691
Year ended 31 December 2025	截至2025年12月31日止年度				
Opening net book amount	年初賬面淨值	45,495	1,696	279,500	32,691
Amortisation charge	攤銷支出	—	(320)	—	(320)
Impairment	減值	—	—	(44,554)	(44,554)
Closing net book amount	年末賬面淨值	45,495	1,376	234,946	281,817
At 31 December 2025	於2025年12月31日				
Cost	成本	580,931	11,331	499,346	1,091,608
Accumulated amortisation and impairment	累計攤銷及減值	(535,436)	(9,955)	(264,400)	(809,791)
Net book amount	賬面淨值	45,495	1,376	234,946	281,817

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(a) Useful life of intangible assets

Computer software is amortised on a straight-line basis over the expected useful life of 5 years.

The trademarks have a legal life of 10 years and are renewable every 10 years at minimal cost. The directors of the Company are of the opinion that the Group would renew the trademark on an ongoing basis and has the ability to do so. Various studies including product life cycle studies, market, competitive and environmental trends and brand extension opportunities have been performed by management of the Group, which support that the trademarks have no foreseeable limit to the period over which the trademarked products are expected to generate net cash flows for the Group.

As a result, the management of the Group considers the trademarks to have an indefinite useful life. The trademarks will not be amortised until the useful life is determined to be finite. Instead they will be tested for impairment annually and whenever there is an indication that they may be impaired.

(b) Impairment tests for goodwill and trademarks

For the purposes of impairment testing, goodwill and trademarks with indefinite useful life have been allocated to the CGUs of the relevant group of restaurants, which are owned and operated by: (1) Beijing HHG Restaurant Management Co., Ltd. ("HHG") and its subsidiaries (the "HHG Group") as acquired in 2016; and (2) Beijing Xinladao Catering Management Ltd. ("Xinladao") and its subsidiaries (the "Xinladao Group") as acquired in 2018.

As at 31 December 2025, management has conducted impairment reviews on the goodwill and trademarks with indefinite useful life of the HHG Group and the Xinladao Group in accordance with HKAS 36 "Impairment of assets", based on the updated forecasts and assumptions approved by management.

(a) 無形資產可使用年期

電腦軟件於預計可使用年期5年內以直線法攤銷。

商標之法定年期為10年，並可以微乎其微之成本每10年重續一次。本公司董事認為，本集團會持續重續商標，並認為其有能力如此行事。本集團管理層已進行多項研究，包括產品壽命週期研究、市場、競爭及環境趨勢以及擴展品牌機會。該等研究可支持商標就具有商標產品預期為本集團產生淨現金流量之期間並無可預見限制。

因此，本集團管理層認為商標具有無限可使用年期。商標在可明確釐定其可使用年期前並不會攤銷，惟將會進行年度減值測試，及出現可能減值之跡象時進行減值測試。

(b) 商譽及商標減值測試

就減值測試而言，商譽及具有無限可使用年期之商標乃分配至有關餐廳組別之現金產生單位，包括：(1)於2016年收購的北京和合谷餐飲管理有限公司(「和合谷」)及其附屬公司(「和合谷集團」)；及(2)於2018年收購的北京新辣道餐飲管理有限公司(「新辣道」)及其附屬公司(「新辣道集團」)。

於2025年12月31日，基於管理層所批准之最新預測及假設，管理層根據香港會計準則第36號「資產減值」對和合谷集團及新辣道集團之商譽及具有無限可使用年期之商標進行減值檢討。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(i) Impairment assessment for the HHG Group

For the CGU of the HHG Group (the "HHG Group CGU"), the VIU calculation used cash flow projections based on financial forecasts approved by management covering a five-year period. Management engaged an independent external valuer to assist them in performing the impairment assessments. Based on management's calculation, the VIU of the HHG Group CGU as at 31 December 2025 amounted to approximately RMB276 million (2024: RMB291 million), which was 9.5% (2024: 6.7%) higher than the carrying amount of the HHG Group CGU under this approach. Key assumptions used to determine the VIU of the HHG Group CGU were as follows:

(b) 商譽及商標減值測試(續)

(i) 和合谷集團減值評估

就和合谷集團的現金生成單元，（「和合谷現金生成單元」），其使用價值的計算基於管理層批准的五年期財務預測現金流。管理層聘請獨立外部評估機構協助執行減值評估。根據管理層測算，截至2025年12月31日，和合谷集團的使用價值約為276百萬元人民幣（2024年：291百萬元人民幣），較其賬面價值高9.5%（2024年：6.7%）。確定和合谷現金生成單元使用價值的關鍵假設包括：

	Key assumptions 主要假設		Approach to determining key assumptions 主要假設釐定方法
	2025	2024	
Revenue (% compound growth rate) 收入(複合增長率百分比)	11.5%	7.3%	Forecasted revenue growth rates and gross margins were determined based on past performance and the management's expectations for market development. 預測收入增長率及毛利率乃基於過往表現及管理層對市場發展預期得出。
Gross margins 毛利率	38.4%–39.6%	34.3%–41.1%	
Long-term growth rate (perpetual growth rate) 長期增長率 (永續增長率)	2.0%	2.0%	Estimated based on the relevant industry growth forecasts and does not exceed the average long-term growth rate for the relevant industry. 基於相關行業增長預測估計得出，且並不超出相關行業之平均長期增長率。
Pre-tax discount rate 除稅前折現率	16.1%	16.0%	Reflect specific risks relating to the relevant segment and the country in which the HHG Group operates. 反映有關相關分部及和合谷集團經營所在國家之特定風險。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(i) Impairment assessment for the HHG Group (Continued)

Sensitivity information for changes in key assumptions

- If the compound revenue growth rates used in the VIU calculation for the HHG Group CGU had been 2.5 percentage points lower than management's estimates at 31 December 2025 (i.e. 9.0% instead of 11.5%), the VIU of the HHG Group CGU would approximate its carrying amount.
- If the gross margins used in the VIU calculation for the HHG Group CGU had been 0.7 percentage point lower than management's estimates at 31 December 2025 (i.e. 37.7%–38.9% instead of 38.4%–39.6%), the VIU of the HHG Group CGU would approximate its carrying amount.
- If the pre-tax discount rate applied to the cash flow projections of the HHG Group CGU had been 1.2 percentage points higher than management's estimates (i.e. 17.3% instead of 16.1%), the VIU of the HHG Group CGU would approximate its carrying amount.

(b) 商譽及商標減值測試(續)

(i) 和合谷集團減值評估(續)

主要假設變動的敏感性信息

- 倘用作計算和合谷集團使用價值之複合收入增長率較管理層於2025年12月31日之估計減少2.5個百分點(即9.0%而非11.5%)，和合谷集團之使用價值將與其賬面值相若。
- 倘用作計算和合谷集團使用價值之毛利率較管理層於2025年12月31日之估計減少0.7個百分點(即37.7%–38.9%而非38.4%–39.6%)，和合谷集團之使用價值將與其賬面值相若。
- 倘就和合谷集團現金流量預測採用之除稅前折現率較管理層之估計增加1.2個百分點(即17.3%而非16.1%)，和合谷集團之使用價值將與其賬面值相若。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(i) Impairment assessment for the HHG Group (Continued)

In addition to the assessment of VIU, management also assessed the FVLCO of the HHG Group CGU with the assistance of the independent external valuer. Based on management's assessment, the FVLCO of the HHG Group CGU as at 31 December 2025 amounted to approximately RMB354 million, which was 50.4% higher than the corresponding carrying amount of the HHG Group CGU under this approach. The approach and key assumptions used to determine the FVLCO of the HHG Group CGU as at 31 December 2025 were as follows:

(b) 商譽及商標減值測試(續)

(i) 和合谷集團減值評估(續)

除了對使用價值的評估外，管理層還在獨立外部評估機構的協助下評估了和合谷集團的公允價值減去處置費用後的淨額。根據管理層測算，截至2025年12月31日，和合谷集團的公允價值減去處置費用後的淨額約為354百萬元人民幣，較其在該方法下對應的帳面價值高出50.4%。截至2025年12月31日用於確定該金額的方法及關鍵假設包括：

Valuation technique 估值技術	Unobservable inputs 不可觀察的輸入數據	Key assumptions 主要假設		Approach to determining key assumptions 主要假設釐定方法
		2025	2024	
Market approach 市場法	Enterprise value/sales multiple (times) 企業價值／銷售額倍數(倍)	1.30	0.91	As at 31 December 2025, the enterprise value/sales multiples represent the median of the enterprise value/sales multiples of selected comparable public companies (each of which is engaged in the catering business and listed on the Stock Exchange) as at the end of the reporting period. 於2025年12月31日，企業價值／銷售額倍數指於報告期末同一組經甄選可資比較上市公司(各自從事餐飲業務並於聯交所上市)之企業價值／銷售額倍數之相關中位數。
	Discount for lack of marketability ("DLOM") 缺乏市場流通性折讓	25%	20%	Quantified by the Black-Scholes option pricing model which is one of the methods commonly used in estimating DLOM. 按照布萊克－斯科爾斯期權定價模型進行量化，該方法為估計缺乏市場流通性折讓之常用方法之一。
	Control premium 控制權溢價	10%	10%	Estimated based on the median of the control premium adopted for comparable transactions. 根據可資比較交易採用之控制權溢價之中位數估計。
	Cost of disposal (% of fair value) 出售成本(公允價值百分比)	1%	1%	Estimated based on the Company's experience with disposal of assets and on industry benchmarks. 根據本公司出售資產之經驗及行業基準估計。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(i) Impairment assessment for the HHG Group (Continued)

Management has concluded that any reasonably possible changes in the above key assumptions would not result in any impairment charge on the carrying amount of the HHG Group CGU.

Based on above assessment, since both VIU and FVLCO of the HHG Group CGU exceeded the carrying amount of the HHG Group CGU, management of the Company is of the view that there is no impairment on the goodwill and intangible assets with indefinite useful life attributable to the HHG Group CGU has to be recognised as of 31 December 2025.

(ii) Impairment assessment for the Xinlacao Group

For the CGU of the Xinlacao Group (the “Xinlacao Group CGU”), management had determined the recoverable amount of the Xinlacao Group CGU by assessing the FVLCO of the Xinlacao Group CGU as at 31 December 2025 and 2024. The valuation was considered within level 3 in the fair value hierarchy due to unobservable inputs used in the valuation.

(b) 商譽及商標減值測試(續)

(i) 和合谷集團減值評估(續)

管理層已作出結論，上述主要假設任何合理可能出現的變動，均不會導致對和合谷集團現金產生單位的賬面金額計提任何減值虧損。

根據上述評估，和合谷集團的使用價值及公允價值減處置費用均高於其賬面價值，本公司管理層認為於2025年12月31日，和合谷集團之商譽及具有無限可使用年期之無形資產並無減值。

(ii) 新辣道集團減值評估

就新辣道集團現金產生單位(「新辣道集團現金產生單位」)而言，管理層已通過評估新辣道集團現金產生單位於2025年及2024年12月31日之公允價值減處置成本，釐定其可收回金額。由於該估值使用不可觀察的輸入數據，故被視為公允價值層級第3級之估值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(ii) Impairment assessment for the Xinladao Group (Continued)

Management engaged an independent external valuer to assist them in performing the impairment assessments. The approach and key assumptions used to determine the CGUs' FVLCOB as at 31 December 2025 and 2024 were as follows:

(b) 商譽及商標減值測試(續)

(ii) 新辣道集團減值評估(續)

管理層已聘請獨立外部估值師協助進行減值評估。於2025年12月31日及2024年12月31日，釐定現金產生單位之公允價值減出售成本所採用方法及主要假設如下：

Valuation technique 估值技術	Unobservable inputs 不可觀察的輸入數據	Key assumptions 主要假設		Approach to determining key assumptions 主要假設釐定方法
		2025	2024	
Market approach 市場法	Enterprise value/sales multiple (times) 企業價值／銷售額倍數(倍)	0.31	0.31	As at 31 December 2025, the enterprise value/sales multiples represent the minimum (2024: minimum) of the enterprise value/sales multiples of selected comparable public companies (each of which is engaged in the catering business and listed on the Stock Exchange) as at the end of the reporting period. 於2025年12月31日，企業價值／銷售額倍數指於報告期末同一組經甄選可資比較上市公司(各自從事餐飲業務並於聯交所上市)之企業價值／銷售額倍數之相關最小值(2024年：最小值)。
	Discount for lack of marketability ("DLOM") 缺乏市場流通性折讓	25%	25%	Quantified by the Black-Scholes option pricing model which is one of the methods commonly used in estimating DLOM. 按照布萊克－斯科爾斯期權定價模型進行量化，該方法為估計缺乏市場流通性折讓之常用方法之一。
	Control premium 控制權溢價	10%	10%	Estimated based on the median of the control premium adopted for comparable transactions. 根據可資比較交易採用之控制權溢價之中位數估計。
	Cost of disposal (% of fair value) 出售成本(公允價值百分比)	1%	1%	Estimated based on the Company's experience with disposal of assets and on industry benchmarks. 根據本公司出售資產之經驗及行業基準估計。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(ii) Impairment assessment for the Xinladao Group (Continued)

Based on the above approach and key assumptions, the FVLCD of the Xinladao Group CGU amounted to RMB12 million (2024: RMB25 million) and was RMB33 million (2024: RMB94 million) lower than the carrying amount of the Xinladao Group CGU under this approach.

As a result, the Group concluded that a further net impairment of RMB33 million is required to be recognised for the Xinladao Group CGU as at 31 December 2025, among which an impairment charge of approximately RMB44 million was recognised against the trademarks of the Xinladao Group with a corresponding credit to income tax expense of RMB11 million due to the reversal of deferred income tax liabilities as previously recognised on the initial recognition of the trademarks.

Management allocates the impairment loss to trademarks, and no impairment loss is allocated to other non-monetary assets of the Xinladao Group CGU (mainly including property, plant and equipment, and right-of-use assets), because management is of the view that the FVLCD or VIU is greater than the respective carrying value of these assets.

Following the further impairment as recognised during the year ended 31 December 2025, the Group reassessed the useful life of trademarks with indefinite useful life of the Xinladao Group and considered that their useful lives will not be affected following the impairment as the Xinladao brand remains a well recognised brand in the catering industry and the Group has formulated the business plan to continue to put significant resources to maintain and improve the operations of the Xinladao brand.

(b) 商譽及商標減值測試(續)

(ii) 新辣道集團減值評估(續)

根據上述方法及主要假設，新辣道集團現金產生單位之公允價值減出售成本為12百萬元人民幣(2024年：25百萬元人民幣)，較新辣道集團現金產生單位在此種方法下之賬面價值低33百萬元人民幣(2024年：94百萬元人民幣)。

據此本集團判定截至2025年12月31日，新辣道集團現金產生單位須確認減值虧損33百萬元人民幣；當中就新辣道集團商標確認約44,000,000元人民幣減值，並因撥回先前於初步確認商標時已確認之遞延所得稅負債，相應貸記11,000,000元人民幣之所得稅開支。

管理層將減值虧損分配至商標，而並無將減值虧損分配至新辣道集團現金產生單位之其他非貨幣資產(主要包括物業、廠房及設備以及使用權資產)，因為管理層認為該等資產之公允價值減出售成本或使用價值均高於其各自的賬面價值。

於2025年12月31日完成減值處理後，本集團重新評估新辣道集團擁之使用壽命不確定之商標使用壽命；並認為，因新辣道集團於餐飲業界仍為具知名度之品牌，且本集團已制訂業務計劃，將持續投入大量資源維護及提升新辣道品牌之營運，故此減值處理並不會影響該等商標之使用壽命。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(ii) Impairment assessment for the Xinladao Group (Continued)

Impact of possible changes in key assumptions

- If the enterprise value/sales multiple used in the FVLCO calculation for the Xinladao Group had been 0.05 time lower than management's estimates at 31 December 2025 (i.e. 0.26 time instead of 0.31 time), the Group would have had to recognise an additional impairment against the carrying amount of trademarks with indefinite life of approximately RMB2.7 million.
- If the DLOM used in the FVLCO calculation for the Xinladao Group had been 3.75 percentage points higher than management's estimates at 31 December 2025 (i.e. 28.75% instead of 25%), there would not be additional impairment against the carrying amount of trademarks with indefinite life.

(b) 商譽及商標減值測試(續)

(ii) 新辣道集團減值評估(續)

主要假設潛在變動的影響

- 倘若新辣道集團在計算公允價值減出售成本時所使用的企業價值／銷售額倍數比管理層於2025年12月31日估計的低0.03倍(0.26倍而非0.31倍)，則集團將不得不對無限期商標的賬面價值進行額外減值約2.7百萬元人民幣。
- 倘若新辣道集團在計算公允價值減出售成本時使用的缺乏市場流通性折讓比管理層於2025年12月31日的估計高出3.75個百分點(即28.75%而非25%)，則集團將無需確認對無限期有效期商標賬面價值的額外減值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(ii) Impairment assessment for the Xinladao Group (Continued)

Impact of possible changes in key assumptions (Continued)

As to the VIU calculations of the Xinladao Group CGU as at 31 December 2025 and 2024, management used cash flow projections based on financial forecast approved by management covering a five-year period from year 2026 to 2030 (2024: a five-year period from year 2025 to 2029). The key assumptions adopted in the VIU calculations were as follows:

(b) 商譽及商標減值測試(續)

(ii) 新辣道集團減值評估(續)

主要假設潛在變動的影響(續)

在計算新辣道集團現金產生單元截至2025年及2024年12月31日的使用價值時，管理層採用的現金流預測基於經批准的2026年至2030年的5年期財務預算(2024年：2025年至2029年)。使用價值計算採用的關鍵假設如下：

	Key assumptions 主要假設		Approach to determining key assumptions 主要假設釐定方法
	2025	2024	
Revenue (% compound growth rate) 收入(複合增長率百分比)	20.6%	6.8%	Forecasted revenue growth rates and gross margins were determined based on past performance and the management's expectations for market development. 預測收入增長率及毛利率乃基於過往表現及管理層對市場發展預期得出。
Gross margins 毛利率	49.4–58.5%	36–50%	
Long-term growth rate (perpetual growth rate) 長期增長率(永續增長率)	2.0%	2.0%	Estimated based on the relevant industry growth forecasts and does not exceed the average long-term growth rate for the relevant industry. 基於相關行業增長預測估計得出，且並不超出相關行業之平均長期增長率。
Pre-tax discount rate 除稅前折現率	16.1%	16.9%	Reflect specific risks relating to the relevant segment and the country in which the Xinladao Group operates. 反映有關相關分部及新辣道集團經營所在國家之特定風險。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(b) Impairment tests for goodwill and trademarks (Continued)

(ii) Impairment assessment for the Xinladao Group (Continued)

Impact of possible changes in key assumptions (Continued)

The results of the aforesaid impairment assessment reveal that the amount of impairment loss as calculated under the VIU calculation is higher than that as determined using the FVLCOB calculation. Therefore, management of the Company is of the view that a further impairment loss of RMB44 million (2024 : RMB94 million), being the carrying amount of the Xinladao Group CGU in excess of its FVLCOB, is required to be recognised on the trademarks with indefinite useful life for the Xinladao Group during the year ended 31 December 2025.

(c) Accounting policies of goodwill and intangible assets

(i) Goodwill

Goodwill arising on the acquisition of subsidiaries represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identified net assets acquired.

For the purpose of impairment testing, goodwill from a business combination is allocated to each of the CGUs, or groups of CGUs, that are expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which it is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

(b) 商譽及商標減值測試(續)

(ii) 新辣道集團減值評估(續)

主要假設潛在變動的影響(續)

上述減值評估結果顯示，按價值使用值計算的減值損失金額高於按可變現淨值減出售成本計算的金額。因此公司管理層認為，於截至2025年12月31日止年度，針對新辣道集團使用壽命不確定的商標，需進一步確認減值損失44百萬元人民幣(2024年：94百萬元人民幣)，該金額為新辣道集團賬面價值超過其可變現淨值減出售成本的部分。

(c) 商譽及無形資產會計政策

(i) 商譽

商譽於收購附屬公司時產生，即所轉讓代價、於被收購方之任何非控股權益金額及任何先前於被收購方之權益於收購日期之公允價值超出已收購可識別資產淨額之公允價值之差額。

就減值測試而言，業務合併所獲得之商譽會分配至預期將受益於合併協同效應之各現金產生單位或現金產生單位組別。商譽所分配之各單位或單位組別為實體內就內部管理目的而監察商譽之最低層次。商譽乃於經營分部層次進行監察。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

22 Goodwill and intangible assets (Continued) 22 商譽及無形資產(續)

(c) Accounting policies of goodwill and intangible assets (Continued)

(i) Goodwill (Continued)

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of VIU and the FVLCD. Any impairment is recognised immediately as an expense and is not subsequently reversed.

(ii) Trademarks

Separately acquired trademarks are shown at historical cost. Trademarks acquired in a business combination are recognised at fair value at the acquisition date. Trademarks have an indefinite useful life. Subsequent to initial recognition, intangible assets acquired in a business combination with finite useful lives are reported at cost less accumulated amortisation and any accumulated impairment losses, on the same basis as intangible assets acquired separately. Intangible assets with indefinite useful lives are carried at cost less any subsequent accumulated impairment loss (see the accounting policy in respect of impairment losses on non-financial assets (Note 40(d))).

(iii) Software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of five years.

(c) 商譽及無形資產會計政策(續)

(i) 商譽(續)

商譽每年進行減值檢討，或當有事件出現或情況改變顯示可能出現減值時，作出更頻密檢討。包含商譽之現金產生單位之賬面值與可收回金額作比較，可收回金額為使用價值與公允價值減出售成本之較高者。任何減值即時確認為開支，且其後不會撥回。

(ii) 商標

單獨收購之商標以歷史成本顯示。於業務合併中收購之商標於收購日期按公允價值確認。商標具有無限使用年期。於初始確認後，於業務合併中收購具有有限可使用年期之無形資產乃按成本減累計攤銷及任何累計減值虧損呈報，與單獨收購之無形資產相同。具有無限使用年期之無形資產按成本減任何其後累計減值虧損列賬(參見附註40(d))。

(iii) 軟件

所購買之電腦軟件使用權按購買成本及使該特定軟件可供運用所需產生之成本予以資本化。該等成本於五年之估計可使用年期內攤銷。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

23 Trade and other receivables

23 應收貿易及其他款項

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Trade receivables (a)	應收貿易款項(a)	11,652	9,414
Other receivables (b)	其他應收款項(b)	80,983	85,326
Total trade and other receivables	應收貿易及其他款項總額	92,635	94,740
Less: Provision for expected credit loss allowance for	減：預期信用損失撥備		
— trade receivables	— 應收貿易款項	(2,709)	(1,694)
— other receivables	— 其他應收款項	(34,908)	(30,725)
Trade and other receivables — net	應收貿易及其他款項 — 淨額	55,018	62,321
Including:	其中：		
Current portion	即期部分		
Trade receivables — net	應收貿易款項 — 淨額	8,943	7,720
Other receivables — net	其他應收款項 — 淨額	38,982	45,489
		47,925	53,209
Non-current portion	非即期部分		
Other receivables — net (c)	其他應收款項 — 淨額(c)	7,093	9,112
Trade and other receivables — net	應收貿易及其他款項 — 淨額	55,018	62,321

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

23 Trade and other receivables (Continued)

23 應收貿易及其他款項(續)

(a) Trade receivables

(a) 應收貿易款項

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Related parties (Note 36(b))	關聯方(附註36(b))	3,004	2,274
Third parties	第三方	8,648	7,140
Subtotal	小計	11,652	9,414
Less: Provision for expected credit loss allowance	減：預期信用損失撥備	(2,709)	(1,694)
Trade receivables — net	應收貿易款項 — 淨額	8,943	7,720

The aging analysis of trade receivables based on the invoice date at the end of the reporting period is as follows:

應收貿易款項於報告期末按發票日期之賬齡分析如下：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Within 6 months	6個月以內	6,249	5,304
Over 6 months	超過6個月	5,403	4,110
		11,652	9,414

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

23 Trade and other receivables (Continued)

(a) Trade receivables (Continued)

Movement for expected credit loss allowance

		Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
At beginning of the year	年初	1,694	959
Provision for expected credit loss allowance	預期信用損失撥備	1,015	735
At end of the year	年末	2,709	1,694

Trade receivables are all denominated in RMB.

For trade receivables, the carrying amounts are considered to be reasonable approximations of their fair values, due to their short-term nature.

The Group applies the HKFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

Information about the expected credit loss allowance for trade receivables and the Group's exposure to credit risk, foreign currency risk and interest rate risk can be found in Note 3.1.

23 應收貿易及其他款項(續)

(a) 應收貿易款項(續)

預期信用損失撥備變動

應收貿易款項均以人民幣計值。

由於流動應收款項之短期性質，其賬面值被視為與其公允價值相同。

本集團應用香港財務報告準則第9號之簡化法計量預期信用損失，其就所有應收貿易款項使用存續期預期損失撥備。

有關應收貿易款項預期信用損失撥備及本集團面臨之信用風險、外幣風險及利率風險之資料載於附註3.1。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

23 Trade and other receivables (Continued)

23 應收貿易及其他款項(續)

(b) Other receivables

(b) 其他應收款項

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Consideration receivable in relation to partial disposal of investment in an associate (i)	有關部分出售聯營公司投資之應收代價(i)	36,496	36,496
Lease deposits	租賃按金	17,423	20,126
Amount due from related parties (Note 36(b))	應收關聯方款項 (附註36(b))	15,936	17,383
Loans receivable due from third parties (ii)	應收第三方貸款(ii)	6,413	6,413
Advance to employees	墊款予僱員	646	684
Others	其他	4,069	4,224
		80,983	85,326
Less: Provision for expected credit loss allowance	減：預期信用損失撥備	(34,908)	(30,725)
Other receivables — net	其他應收款項 — 淨額	46,075	54,601

Movement for expected credit loss allowance

預期信用損失撥備變動表

		Year ended 31 December 12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
At beginning of the year	年初	30,725	29,102
Provision for expected credit loss allowance	預期信貸虧損撥備	4,183	1,623
At end of the year	年末	34,908	30,725

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

23 Trade and other receivables (Continued)

(b) Other receivables (Continued)

Movement for expected credit loss allowance (Continued)

Note:

- (i) The amount represented the consideration receivable in relation to the partial disposal of certain interest in Seesaw in prior years. At the same time, pursuant to the share purchase agreement, the Group had received a deposit of RMB20,000,000 from the purchaser which will be refunded to the purchaser immediately before the settlement of the above consideration, and such deposit was recorded as other payables in the consolidated balance sheet (Note 28).
 - (ii) As at 31 December 2025, the balance represented loans receivable of RMB6,413,000 (2024: RMB6,413,000) due from certain shareholders of an associate of the Group, which were past due and classified as Stage 3. Based on the results of management's assessment, an expected credit loss allowance of RMB6,413,000 were provided as at 31 December 2025 and 2024.
- (c) As at 31 December 2025 and 2024, the non-current portion mainly comprised of lease deposits and loans receivables due from related parties.
- (d) For the current portion of other receivables, the carrying amounts are considered to be reasonable approximations of their fair values, due to their short-term nature.

23 應收貿易及其他款項(續)

(b) 其他應收款項(續)

預期信用損失撥備變動表(續)

附註：

- (i) 該金額為以前年度部分出售西舍若干權益的應收對價。同時，根據股份購買協議，集團已從買方收取按金20,000,000元人民幣，並將於緊接上述代價結算前退還予買方，而該按金於綜合資產負債表內入賬列作其他應付款項(附註28)。
 - (ii) 於2025年12月31日，結餘為本集團應收若干聯營公司股東之貸款6,413,000元人民幣(2024年：6,413,000元人民幣)，該等貸款已逾期並已分類為「第三階段」。根據管理層評估，預計2025年及2024年12月31日撥備的信貨損失準備金為人民幣6,413,000元。
- (c) 於2025年及2024年12月31日，非即期部分主要包括租賃按金及應收關聯方貸款。
- (d) 由於流動其他應收款項之短期性質，其賬面值被視為與其公允價值相同。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

24 Convertible bonds

24 可換股債券

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current	流動部分		
Convertible bonds — due within one year	可換股債券 — 一年內到期	16,785	647,780
Non-current	非流動部分		
Convertible bonds	可換股債券	592,021	—

As disclosed in Note 2.1(ii), all of the carrying amounts of the Convertible Bonds were classified as current liabilities as at 31 December 2024 considering that the original maturity date of the Convertible Bonds was 23 November 2025 (the “Original CB Maturity Date”).

On 3 April 2025, in accordance with the terms and conditions of the Convertible Bonds, the Company and the Parent Company entered into a deed of amendment (the “Extension Deed”) to extend the Original CB Maturity Date by 25 months from 23 November 2025 to 23 December 2027 (the “Extended CB Maturity Date”), with all the other terms and conditions of the outstanding Convertible Bonds unchanged (the “Extension”). In addition, the Company and the Parent Company agreed that the repayment date of any accrued interest of the Convertible Bonds up to the date of the Extension shall also be extended to 23 December 2027.

The extension, which was approved at the annual general meeting of the Company held on 24 June 2025 and approved by the Stock exchange of Hong Kong Limited on 8 July 2025, took effect since 8 July 2025.

如附註2.1(ii)披露，考慮到可轉換債券的原到期日為2025年11月23日（「可轉債原到期日」），截至2024年12月31日，可轉債的全部帳面價值被歸類為流動負債。

2025年4月3日，本公司及母公司依據可轉債的條款與條件，簽訂了修訂協定（「展期契據」），將可轉債原到期日自2025年11月23日延長25個月至2027年12月23日（「可轉債展期後到期日」）；存續可轉債的其他所有條款與條件均保持不變（「本展期」）。此外，本公司與母公司約定，可轉換債券截至本展期之日的所有應計利息之償付日期亦延長至2027年12月23日。

本展期分別經本公司2025年6月24日召開的年度股東大會審議通過，並於2025年7月8日獲香港聯合交易所有限公司批准，自2025年7月8日起生效。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

24 Convertible bonds (Continued)

As at 31 December 2025, the current portion of the Convertible Bonds due within one year amounted to HK\$18,320,000 (equivalent to approximately RMB16,785,000), which represented the interest payable due on 23 November 2026 and was calculated at the coupon rate of 3% per annum. The remaining portion of the Convertible Bonds are classified as non-current liabilities.

Other than those amendments covered by the Extension Deed as mentioned above, the major terms and conditions of the Convertible Bonds are as follows:

(i) Interest rate

The Company shall pay interest on the Convertible Bonds at 3% per annum.

(ii) Conversion price

The Convertible Bonds will be convertible into the Company's shares at the initial conversion price of HK\$1.18 per share, subject to adjustments. The conversion price will be subject to adjustment for, amongst others, consolidation, subdivision or reclassification of shares, capitalisation of profits or reserves, capital distribution, dividends, rights issues of shares or options over shares, rights issues of other securities, modification of rights of conversion and other offers to shareholders.

(iii) Availability period for the Company to issue the Convertible Bonds

The availability period for the Company to issue the Convertible Bonds is a fixed term of two years commencing from 13 November 2016 and neither party will have the right to extend.

24 可換股債券(續)

於2025年12月31日，將於一年內到期的可換股債券流動部分金額為18,320,000元港幣（約合16,785,000元人民幣），此金額代表2026年11月23日應付的利息，按每年3%的票面利率計算。可換股債券的剩餘部分則被歸類為非流動負債。

除上述展期契據所涵蓋之修訂事項外，可換股債券之主要條款及條件如下：

(i) 利率

本公司須按年利率3%支付可換股債券之利息。

(ii) 轉換價

可換股債券將可按初步轉換價每股1.18港元轉換為本公司股份，並可予調整。轉換價可能會因（其中包括）股份合併、拆細或重新分類、溢利或儲備資本化、資本分派、溢利或儲備資本化、資本分派、股息、增發股份或購股權、增發其他證券、更改轉股權及向股東進行其他發售而調整。

(iii) 本公司發行可換股債券之有效期

本公司發行可換股債券之有效期由2016年11月13日起計為期兩年，任何一方均無權延長。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

24 Convertible bonds (Continued)

(iv) Maturity

The fifth anniversary of the date of issue of the Convertible Bonds, or subject to the agreement of the bondholder, the seventh anniversary of the date of issue.

On 19 December 2022, the Company sent a notice to the Investor and obtained the consent from the Investor thereon, pursuant to which the Company and the Investor agreed that the maturity date of the Convertible Bonds be extended to the seventh anniversary of the date of issue (i.e. from 23 November 2023 to 23 November 2025).

(v) Redemption on maturity

Unless previously redeemed, converted or purchased and cancelled, the Company will redeem the Convertible Bonds at an amount equal to the principal amount on the maturity date, plus accrued interest and all other amounts accrued or outstanding under the Convertible Bonds which remain unpaid on the maturity date. The Company may not redeem the Convertible Bonds at its option prior to the maturity date, except on redemption on change of control and redemption on delisting as described below.

(vi) Redemption at the option of the bondholder

(1) Redemption on change of control

Following the occurrence of a change of control, the bondholder will have the right at its option, to require the Company to redeem in whole but not in part such holder's Convertible Bonds.

The redemption price is the HK dollar equivalent amount which is the outstanding principal amount, plus the amount of interest representing 8% of the internal rate of return of the principal amount of the Bond from the date of issue to the payment date (the "Early Redemption Amount").

24 可換股債券(續)

(iv) 到期日

發行可換股債券日期之五週年，或(經債券持有人同意)發行日期之七週年。

於2022年12月19日，本公司向投資者發出通知，並取得投資者就此作出的同意，據此，本公司及投資者同意將可換股債券的到期日延長至發行日期起計第七週年(即由2023年11月23日至2025年11月23日)。

(v) 到期贖回

除非先前已贖回、轉換或購買及註銷，否則本公司將於到期日贖回可換股債券，金額等於到期日之本金額，另加可換股債券預提利息及於到期日仍未支付之所有其他預提或未償還款項。本公司不得在到期日前選擇贖回可換股債券，惟下文所述控制權變更時贖回及除牌時贖回則除外。

(vi) 債券持有人選擇贖回

(1) 控制權變更時贖回

發生控制權變更後，債券持有人有權自行選擇要求本公司贖回該債券持有人之全部(但並非部分)可換股債券。

贖回價格為未償還本金額之港元等值金額加上債券自發行日期至付款日期債券本金額內部回報率8%之利息金額(「提前贖回金額」)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

24 Convertible bonds (Continued)

(vi) Redemption at the option of the bondholder (Continued)

(2) Redemption on Delisting

In the event that the Company's shares cease to be listed or admitted to trading on the Hong Kong Stock Exchange, the bondholder shall have the right, at its option, to require the Company to redeem, in whole but not in part only, such bondholder's Convertible Bonds at the Early Redemption Amount.

The fair value of the liability component was calculated using a market interest rate for an equivalent non-convertible bond at the issue date. The remainder of the proceeds is allocated to the conversion option and recognised in shareholders' equity on a special reserve.

The movement in the components of the Convertible Bonds during the years ended 31 December 2024 and 2025 is as follows:

24 可換股債券(續)

(vi) 債券持有人選擇贖回(續)

(2) 除牌時贖回

倘本公司股份不再在香港聯交所上市或不獲准在香港聯交所買賣，則債券持有人有權自行選擇要求本公司按提前贖回金額贖回該債券持有人之全部(但並非部分)可換股債券。

負債部分之公允價值按照發行日期等值非可換股債券之市場利率計算。所得款項餘額分配至轉換權並作為特別儲備在股東權益中確認。

截至2024年及2025年12月31日止年度，可換股債券組成部分之變動如下：

		Liability component 負債部分 RMB'000 千人民幣	Equity component 權益部分 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
As at 1 January 2024	於2024年1月1日	594,390	104,294	698,684
Interest expenses (i)	利息開支(i)	39,811	—	39,811
Exchange difference	匯兌差額	13,579	—	13,579
As at 31 December 2024	於2024年12月31日	647,780	104,294	752,074
As at 1 January 2024	於2024年1月1日	647,780	104,294	752,074
Interest expenses (i)	利息開支(i)	42,447	—	42,447
Extension of the Convertible Bonds (ii)	可轉換債券展期(ii)	(64,858)	—	(64,858)
Exchange difference	匯兌差額	(16,563)	—	(16,563)
As at 31 December 2024	於2024年12月31日	608,806	104,294	713,100

Notes:

(i) The interest expense of RMB42,447,000 (2024: RMB39,811,000) was calculated using the effective interest method.

附註：

(i) 利息開支42,447,000元人民幣(2024年：39,811,000元人民幣)乃採用實際利率法計算。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

24 Convertible bonds (Continued)

(vi) Redemption at the option of the bondholder (Continued)

Notes: (Continued)

- (ii) Based on management's assessment, the Extension does not constitute a substantial modification of the Convertible Bonds, and therefore does not result in an extinguishment of the Convertible Bonds. Accordingly, on 8 July 2025, the Group adjusted the carrying amount of the Convertible Bonds to the present value of the cash flows under the revised terms using the original effective interest rate (being 7.79%), which amounted to HK\$649,637,000 (equivalent to approximately RMB586,765,000). The difference between the adjusted carrying amount and the previous carrying amount immediately prior to the modification, which amounted to HK\$71,808,000 (equivalent to approximately RMB64,858,000), is recognised as a deemed contribution from the shareholder and recorded in shareholder's equity on special reserve.

- (iii) During the years ended 31 December 2025 and 2024, none of the Convertible Bonds was converted.

- (iv) Accounting policies of compound financial instruments

Compound financial instruments issued by the Group comprise convertible bonds that can be converted to share capital at the option of the holder, and the number of shares to be issued does not vary with changes in their fair value.

The liability component of a compound financial instrument is recognised initially at the fair value of a similar liability without an equity conversion option. The equity component is recognised initially at the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component, which is included in shareholders' equity in other reserves. Any directly attributable transaction costs are allocated to the liability and equity components in proportion to their initial carrying amounts.

Subsequent to initial recognition, the liability component of a compound financial instrument is measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not re-measured subsequent to initial recognition except on conversion or expiry.

If the convertible financial instrument is converted, the respective equity component of the compound financial instrument, together with the carrying value of the liability component at the time of conversion, is transferred to share capital and share premium as consideration for the shares issued.

The liability component of a convertible instrument is classified as current unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

24 可換股債券(續)

(vi) 債券持有人選擇贖回(續)

附註：(續)

- (ii) 管理層經評估後認為，此次展期並不構成可轉換債券之重大修訂，因此並不導致可轉換債券之終止確認。據此本集團於2025年7月8日採用原實際利率(為7.79%)，將可轉換債券之賬面金額調整為修訂後條款下現金流量之現值，金額為647.9百萬元港元(約等值586.8百萬元人民幣)。調整後賬面金額與修訂前一併之原賬面金額之間的差額為71.8百萬元港元(約等值64.9百萬元人民幣)，確認為股東視作出資並計入股東權益之特別儲備。

- (iii) 截至2025年及2024年12月31日止年度，並無可換股債券獲轉換。

- (iv) 複合金融工具會計政策

本集團發行之複合金融工具包括可按持有人之選擇轉換為股本之可換股債券，而將予發行之股份數目不會隨公允價值變動而變更。

複合金融工具之負債部分按無權益轉換選擇權之類似負債之公允價值初始確認。權益部分按複合金融工具之整體公允價值與負債部分之公允價值間之差額初始確認，並計入其他儲備之股東權益。任何直接應佔交易成本按其初始賬面值之比例分配至負債及權益部分。

初始確認後，複合金融工具之負債部分利用實際利率法按攤銷成本計量。除非轉換或到期，複合金融工具之權益部分在初始確認後不會重新衡量。

倘可換股金融工具獲轉換，則複合金融工具之相關權益部分連同轉換時負債部分之賬面值將轉撥至股本及股份溢價，作為所發行股份之代價。

除非本集團享有無條件權利將清償時間推遲至報告期末後至少12個月，否則可換股工具之負債部分會分類為即期部分。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

25 Cash and bank balances

Cash and cash equivalents comprise cash held by the Group and short term bank deposits with an original maturity of three months or less. The deposits carry prevailing market interest rates.

Cash and cash equivalents are denominated in the following currencies:

25 現金及銀行結餘

現金及現金等價物包括本集團持有之現金及原到期日為三個月或以內之短期銀行存款。該等存款按當前市場利率計息。

現金及現金等價物以下列貨幣計值：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
RMB	人民幣	28,594	16,395
HKD	港元	10,760	4,595
USD	美元	1,859	335
		41,373	21,325

As at 31 December 2025, restricted cash of RMB168,000 (2024: RMB596,000) was denominated in RMB.

於2025年12月31日，受限制現金168,000元人民幣(2024年：596,000元人民幣)以人民幣計值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

26 Financial assets at fair value through profit or loss

26 按公允價值計量且其變動計入損益之金融資產

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Investment in wealth management products	於理財產品之投資	35,687	23,505
Investments in debt instruments with non-guaranteed variable returns	對非保證浮動回報之債務工具之投資	2,940	—
		38,627	23,505

Financial assets at fair value through profit or loss are all denominated in RMB.

The financial assets at fair value through profit or loss represent investment in wealth management products issued by listed banks in the PRC and redeemable within one year. The fair values of investments in wealth management products are based on cash flow discounted using the expected rate of return ranging from 0.3% to 2.6% (2024: from 1.7%–2.7%) per annum based on management estimates and are within level 3 of the fair value hierarchy (Note 3.3). Management is not aware of any observable significant change in the macro-economic environment or fluctuations in short-term market interest rates as at 31 December 2025 that may significantly affect the expected rate of return of the unlisted wealth management product invested by the Group.

The maximum exposure to credit risk at the reporting date is the carrying value of these financial assets at fair value through profit or loss.

按公允價值計量且其變動計入損益之金融資產均以人民幣計值。

按公允價值計量且其變動計入損益之金融資產指於中國上市銀行發行之理財產品投資，並可在一年內贖回。理財產品投資之公允價值乃基於管理層估計，根據使用預期年率回報率介乎0.3%至2.6%(2024年：介乎1.7%至2.7%)折現之現金流量得出，並在公允價值層級第3級內(附註3.3)。於2025年12月31日，管理層並不知悉宏觀經濟環境有任何可觀察重大變化或短期市場利率出現波動，而可能會嚴重影響本集團所投資非上市理財產品之預期回報率。

於報告日期，信用風險之最高風險為該等按公允價值計量且其變動計入損益之金融資產之賬面值。

27 Other current assets and other non-current assets

27 其他流動資產及其他非流動資產

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Prepayments (a)	預付款項(a)	22,825	20,692
Deductible input VAT	可扣減增值稅進項	13,350	11,045
		36,175	31,737

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

27 Other current assets and other non-current assets (Continued)

27 其他流動資產及其他非流動資產(續)

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Non-current	非流動	1,154	961
Current	流動	35,021	30,776
		36,175	31,737

(a) Prepayments

(a) 預付款項

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Prepayments for raw materials	原材料之預付款項	17,237	15,107
Prepayment of franchise fees to related parties (Note 36(b))	預付關聯方加盟費(附註36(b))	1,503	1,503
Prepayment for property, plant and equipment	物業、廠房及設備之預付款項	954	861
Prepayments for software and digital services	軟件及數字服務之預付款項	583	385
Prepayments for property management fees and utility expenses	物業管理費及公共事業費用之預付款項	435	614
Prepayments for rental	租賃之預付款項	358	824
Others	其他	1,755	1,398
		22,825	20,692

(b) As at 31 December 2025 and 2024, the non-current portion mainly comprised prepayments for property, plant and equipment.

(b) 於2025年及2024年12月31日，非流動部分主要包括物業、廠房及設備之預付款項。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

28 Trade and other payables

Trade and other payables principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period obtained for trade purchases is 30 to 180 days.

28 應付貿易及其他款項

應付貿易及其他款項主要包括貿易購貨及持續開支成本之未付金額。貿易購貨之平均除賬期為30至180天。

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Trade payables (a)	應付貿易款項(a)	39,055	36,649
Other payables and accruals (b)	其他應付款項及預提費用(b)	73,870	79,633
		112,925	116,282

(a) Trade payables

(a) 應付貿易款項

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Related parties (Note 36(b))	關聯方(附註36(b))	7,192	6,220
Third parties	第三方	31,863	30,429
		39,055	36,649

The aging analysis of trade payables based on the invoice date at the end of the reporting period is as follows:

應付貿易款項於報告期末按發票日期之賬齡分析如下：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Within 6 months	6個月以內	25,066	20,675
Over 6 months	6個月以上	13,989	15,974
		39,055	36,649

Trade payables are all denominated in RMB.

應付貿易款項全部均以人民幣計值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

28 Trade and other payables (Continued)

28 應付貿易及其他款項(續)

(b) Other payables and accruals

(b) 其他應付款項及預提費用

		As at 31 December 於12月31日	
		2025	2024
		RMB'000	RMB'000
		千人民幣	千人民幣
Payables for wages, salaries and other employee benefits	應付工資、薪金及其他僱員福利	14,514	17,331
Deposit received in relation to partial disposal of investment in an associate (Note 23(b)(i))	就部分出售聯營公司投資收取之按金(附註23(b)(i))	20,000	20,000
Cash deposits received from franchisees	取得加盟商款項	8,002	10,141
Payables for property, plant and equipment	物業、廠房及設備應付款項	7,915	10,820
Tax payables (other than current income tax liabilities)	應付稅項(不包括即期所得稅負債)	3,706	5,498
Payables for utility expenses	應付公共事業費用	2,720	2,830
Payables for rental expense	應付租賃費用	2,640	4,005
Amount of share of loss of a joint venture prior to capital injection (Note 21)	合營企業實繳資本繳付前應分擔之虧損金額(附註21)	2,293	—
Payables for consulting expenses	應付諮詢費用	2,217	985
Accrued auditor's remuneration	應計核數師酬金	1,800	1,800
Payables for transportation expenses	應付交通費用	856	656
Interest payable	應付利息	75	75
Amount due to a related party (Note 36(b))	應付關聯方款項(附註36(b))	—	63
Others	其他	7,132	5,429
		73,870	79,633

(c) The carrying amounts of trade and other payables are considered to be reasonable approximations of their fair values, due to their short-term nature.

(c) 由於其短期性質，應付貿易及其他款項之公允價值與其賬面值相若。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

29 Deferred taxation

29 遞延稅項

The analysis of deferred income tax assets/(liabilities) is as follows:

遞延所得稅資產／(負債)分析如下：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Deferred income tax assets	遞延所得稅資產	15,018	18,757
Deferred income tax liabilities	遞延所得稅負債	(66,516)	(66,814)

The movement in gross deferred income tax assets during the year is as follows:

年內遞延所得稅資產變動如下：

		Amortisation differences 攤銷差額 RMB'000 千人民幣	Customer loyalty program 客戶 忠誠計劃 RMB'000 千人民幣	Unused tax losses 未動用 稅務虧損 RMB'000 千人民幣	Leases liabilities 租賃 RMB'000 千人民幣	Others 其他 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
At 1 January 2024	於2024年1月1日	747	97	31,925	38,675	—	71,444
Credited/(charged) to profit or loss	計入損益／ (於損益扣除)	60	—	(16,299)	(12,721)	99	(28,861)
At 31 December 2024	於2024年12月31日	807	97	15,626	25,954	99	42,583
(Charged)/credited to profit or loss	(於損益扣除)／計入 損益	(310)	—	(3,544)	(7,418)	101	(11,171)
At 31 December 2025	於2025年12月31日	497	97	12,082	18,536	200	31,412

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

29 Deferred taxation (Continued)

The movement in gross deferred income tax liabilities during the year is as follows:

29 遞延稅項(續)

年內遞延所得稅負債變動如下：

		Fair value adjustment on intangible assets 無形資產 公允價值調整 RMB'000 千人民幣	Investments accounted for using the equity method 按權益法入 賬之投資 RMB'000 千人民幣	Right-of-use assets 使用權資產 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
At 1 January 2024	於2024年1月1日	(90,196)	—	(38,018)	(128,214)
Credited to profit or loss	計入損益	23,382	—	14,192	37,574
At 31 December 2024	於2024年12月31日	(66,814)	—	(23,826)	(90,640)
Credited/(charged) to profit or loss	計入損益/(於損益扣除)	11,138	(10,840)	7,432	7,730
At 31 December 2025	於2025年12月31日	(55,676)	(10,840)	(16,394)	(82,910)

(a) Deferred income tax assets

The balance of deferred income tax assets comprises temporary differences attributable to:

(a) 遞延所得稅資產

遞延所得稅資產餘額包括由以下項目產生的暫時性差異：

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Amortisation differences	攤銷差異	497	807
Customer loyalty program	客戶忠誠計劃	97	97
Unused tax losses	未使用稅務虧損	12,082	15,626
Lease liabilities	租賃負債	18,536	25,954
Others	其他	200	99
Total deferred income tax assets	遞延所得稅資產合計	31,412	42,583
Set-off of deferred income tax liabilities pursuant to set-off provisions	根據抵消準備對遞延所得稅負債作出抵銷	(16,394)	(23,826)
Net deferred income tax assets	遞延所得稅負債淨額	15,018	18,757

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

29 Deferred taxation (Continued)

(b) Deferred income tax liabilities

The balance of deferred income tax liabilities comprises temporary differences attributable to:

		2024 RMB'000 千人民幣	2023 RMB'000 千人民幣
Fair value adjustment on intangible assets	無形資產公允價值調整	(55,676)	(66,814)
Investments accounted for using the equity method	按權益法入賬之投資	(10,840)	—
Right-of-use assets	使用權資產	(16,394)	(23,826)
Total deferred income tax liabilities	遞延所得稅負債合計	(82,910)	(90,640)
Set-off of deferred income tax assets pursuant to set-off provisions	根據抵消準備對遞延所得稅資產作出抵銷	16,394	23,826
Net deferred income tax liabilities	遞延所得稅負債淨額	(66,516)	(66,814)

Deferred income tax assets are recognised for tax losses carry forward to the extent that realisation of the related tax benefit through the future taxable profits is probable. As at 31 December 2025, the Group had tax losses of RMB429,658,000 (2024: RMB536,504,000) to carry forward, which were not recognised as deferred income tax assets as management considered that the utilisation of these tax losses in the foreseeable future is not probable, of which an amount of RMB226,070,000 would expire through year 2026 to 2030 (2024: RMB310,761,000 would expire through year 2025 to 2029), and an amount of RMB203,588,000 (2024: RMB225,742,000) has no expiry date.

Under the EIT Law of the PRC, withholding tax is imposed on dividends declared in respect of profits earned by the PRC subsidiaries from 1 January 2008 onwards. Deferred taxation has not been provided for in the consolidated financial statements in respect of temporary difference attributable to accumulated profits of the PRC subsidiaries amounting to RMB27,054,000 (2024: RMB21,287,000) 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 be reversed in the foreseeable future.

29 遞延稅項(續)

(b) 遞延所得稅負債

遞延所得稅負債餘額包括由以下項目產生的暫時性差異：

遞延所得稅資產乃因應相關稅務利益可透過未來應課稅溢利變現而就所結轉之稅務虧損作確認。於2025年12月31日，本集團結轉之稅務虧損為429,658,000元人民幣(2024年：536,504,000元人民幣)，由於管理層認為在可預見未來使用該等稅務虧損之可能性甚微，故並未將其確認為遞延稅項資產。其中226,070,000元人民幣將於2026年至2030年屆滿(2024年：310,761,000元人民幣將於2025年至2029年屆滿)，而203,588,000元人民幣(2024年：225,742,000元人民幣)無到期日。

根據中國企業所得稅法，自2008年1月1日起，中國附屬公司所賺取溢利而宣派之股息均需繳納預提稅項。由於本集團能夠控制撥回暫時性差額之時間，及於可預見未來極可能不會撥回暫時性差額，故綜合財務報表並無就歸屬於中國附屬公司累計溢利之暫時性差額27,054,000元人民幣(2024年：21,287,000元人民幣)計提遞延稅項撥備。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

30 Borrowings

30 借款

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current	即期		
<i>Guaranteed</i>	<i>有擔保</i>		
Bank borrowings — denominated in RMB (c)	銀行借款以人民幣計值(c)	1,600	1,600
<i>Unsecured and unguaranteed</i>	<i>無抵押及無擔保</i>		
Bank borrowings — denominated in RMB	銀行借款以人民幣計值	5,000	10,000
Loans from a related party — denominated in HKD (Note 36(b))	從關聯方取得借款以港幣計值(附註36(b))	9,032	9,260
Total borrowings	借款合計	15,632	20,860

(a) Maturity of borrowings

(a) 借款之到期

At 31 December, the Group's borrowings were repayable as follows:

於12月31日，本集團之借款須於下列期間償還：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
12 months or less	12個月或以下	15,632	20,860

(b) Weighted average annual interest rates

(b) 加權平均年利率

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Borrowings	借款	6.02%	5.16%

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

30 Borrowings (Continued)

- (c) As at 31 December 2025 and 2024, bank borrowings of RMB1,600,000 were guaranteed by a financial institution and the Group has to pay fixed guarantee fees to that financial institution on an annual basis.

30 借款(續)

- (c) 截至2025年12月31日及2024年12月31日，1,600,000元人民幣的銀行借款由一家金融機構提供擔保，本集團須每年向該金融機構支付固定擔保費。

31 Contract liabilities

31 合約負債

		As at 31 December 於12月31日		As at 1 January 於1月1日
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣	2024 RMB'000 千人民幣
Proceeds from prepaid cards	預付卡	55,166	56,442	58,018
Advances payments from franchisees	客戶墊款	1,626	2,054	2,268
Advances payments from online platforms	團購網站墊款	1,045	1,077	334
Amounts due to related parties (Note 36(b))	應付關聯方款項 (附註36(b))	393	128	128
Customer loyalty programme	客戶忠誠計劃	262	—	256
Others	其他	514	1,049	952
		59,006	60,750	61,956

The transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied has not been disclosed, as substantially all of our contracts have a duration of one year or less.

As at 31 December 2025, there was no significant change in contract liabilities as compared to 31 December 2024.

分配至未獲達成或部分未獲達成履行責任的交易價格尚未披露，乃由於我們絕大部分的合約期為一年或以下。

於2025年12月31日，合約負債相較2024年12月31日並無重大變動。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

31 Contract liabilities (Continued)

- (i) Revenue recognised in relation to contract liabilities balance at the beginning of the period:

		Year ended 31 December 12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Credited to profit or loss	計入損益	17,043	21,580

31 合約負債(續)

- (i) 就期初合約負債餘額確認之收入：

32 Other non-current liabilities

Note:

The amount represented the funds injected by a related party (Note 36) and certain third party investors (collectively, "fund investors") of Shenzhen Shendianbao Catering Management Partnership Enterprise (Limited Partnership) (深圳神店寶餐飲管理合夥企業(有限合夥)) ("Shenzhen Shendianbao", a limited partnership registered in the PRC on 26 September 2025). The Group controls Shenzhen Shendianbao as the Group is exposed to and has rights to variable returns from its involvement with Shenzhen Shendianbao, and has the ability to affect those returns through its power over Shenzhen Shendianbao.

According to the partnership agreement of Shenzhen Shendianbao, the capital contributions from fund investors are entitled to non-guaranteed variable returns, and management designates the amount as financial liabilities measured at fair value through profit or loss in the consolidated financial statements.

As at 31 December 2025, Shenzhen Shendianbao was in the initial investment stage, and the fair value of liabilities to fund investors of Shenzhen Shendianbao was approximately RMB7.5 million, which was determined based on the net asset value of Shenzhen Shendianbao.

32 其他非流動負債

附註：

該金額為關聯方(附註36)及若干第三方投資者(統稱「基金投資者」)向深圳神店寶餐飲管理合夥企業(有限合夥)(於2025年9月26日在中華人民共和國註冊成立的有限合夥企業,「深圳神店寶」)投入的資金。本集團對深圳神店寶具有控制權,因本集團透過參與深圳神店寶而享有可變回報的權利並承擔相應風險,且有能力憑藉對深圳神店寶的權力影響該等可變回報。

根據深圳神店寶的合夥協議,基金投資者的出資享有非保證型浮動收益,管理層於合併財務報表中將該金額分類為以公允價值計量且其變動計入當期損益的金融負債。

於2025年12月31日,深圳神店寶處於初始投資階段,其對投資人負債之公允價值約為7.5百萬元人民幣,該公允價值係根據深圳神店寶之淨資產值釐定。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

33 Share-based payments

The share option scheme of the Company (the “Scheme”) was adopted pursuant to a resolution passed on 18 May 2011 for the purpose of providing incentives to directors and eligible persons. The Scheme remained in force for a period of 10 years from the adoption of the scheme and expired on 17 May 2021.

Under the Scheme, the board of directors of the Company could at their discretion grant options to (i) any director, employee or consultant of the Company or a company in which the Company holds an equity interest or a subsidiary of such company (“Affiliate”); or (ii) any discretionary trust whose discretionary objects include any director, employee or consultant of the Company or an Affiliate; or (iii) a company beneficially owned by any director, employee or consultant of the Company or an Affiliate; or (iv) any customer, supplier or adviser as may be determined by the directors of the Company from time to time to subscribe for the shares of the Company.

Options granted must be exercised within 21 days of the date of grant. The maximum number of shares of the Company in respect of which options might be granted under the Scheme shall not in aggregate exceed 82,500,000 shares, representing 10% of the Shares in issue at the time dealings in the Shares first commence on the Stock Exchange and approximately 5.23% of the Shares in issue at the date of this annual report. The maximum number of shares of the Company in respect of which options might be granted to any individual in any 12-month period shall not exceed 1% of the shares of the Company in issue on the last date of such 12-month period unless approval of the shareholders of the Company was obtained in accordance with the Listing Rules on the Stock Exchange.

Options may be exercised during such period (including the minimum period, if any, for which an option must be held before it could be exercised) as may be determined by the directors of the Company (which shall be less than ten years from the date of issue of the relevant option). Options may be granted without initial payment. The exercise price is determined at the discretion of the Board but shall not be less than the highest of (i) nominal value of the shares of the Company; (ii) the closing price per share as stated in the Stock Exchange’s daily quotations sheets on the date of the grant of the options; and (iii) the average closing price per share as stated in the Stock Exchange’s daily quotations sheets for the five business days immediately preceding the date of the grant of the options.

33 以股份為基礎付款

本公司根據一項於2011年5月18日通過之決議案，已採納購股權計劃（「計劃」），以獎勵董事及合資格人士。計劃從採納該計劃起計10年內有效，並已於2021年5月17日屆滿。

根據計劃，本公司董事會可酌情向(i)本公司或本公司擁有股本權益之公司或該公司之附屬公司（「聯屬公司」）之任何董事、僱員或顧問；或(ii)受益人包括本公司或聯屬公司之任何董事、僱員或顧問之任何全權信託；或(iii)由本公司或聯屬公司之任何董事、僱員或顧問實益擁有之公司；或(iv)由本公司董事不時決定之任何客戶、供應商或顧問授予購股權以供認購本公司股份。

獲授予之購股權必須於獲授當日起計21天內接納。有關根據計劃所授出之購股權所涉及之本公司最高股份數目不得合共超過82,500,000股股份，佔股份首次於聯交所買賣時任何時間已發行股份10%及本年報日期已發行股份約5.23%。除非根據聯交所上市規則獲得本公司股東批准，否則於任何12個月期間授予任何個別人士之購股權所涉及之本公司最高股份數目，不得超過於該12個月期間之最後一日已發行本公司股份之1%。

購股權可於本公司董事釐定之有關期間（該期間將由發行有關購股權當日起計10年內，並包括購股權可予行使前必須持有之最短期限（如有）內行使。購股權可在毋須作出初期付款之情況下授出。行使價由董事會酌情釐定，惟不得低於下列項目之最高者：(i)本公司股份之面值；(ii)股份於授出購股權當日聯交所每日報價表所列之每股收市價；及(iii)股份於緊接授出購股權日期前5個營業日在聯交所每日報價表所列之平均每股收市價。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

33 Share-based payments (Continued)

(a) Employee Share Option Scheme

During the years ended 31 December 2025 and 2024, there were no share options granted, exercised, forfeited or cancelled. During the year ended 31 December 2025, 4,736,000 share options had expired (2024: 4,736,000). As at 31 December 2025, the number of outstanding share options was 14,208,000 (2024: 18,944,000), none of which is exercisable (2024: Nil).

Share options outstanding at 31 December 2025 have the following expiry dates and exercise prices:

Exercise Period 行權期	Exercise price (per share) 行使價(每股) HK\$ 港元	Number of options outstanding at 31 December 2025 購股權數目 2025年12月31日 (Thousands) (千份)	Number of options outstanding at 31 December 2024 購股權數目 2024年12月31日 (Thousands) (千份)
From 31 December 2020 to 30 December 2025 自2020年12月31日至2025年12月30日	HK\$1.08	—	4,736
From 31 December 2021 to 30 December 2026 自2021年12月31日至2026年12月30日	HK\$1.08	4,736	4,736
From 31 December 2022 to 30 December 2027 自2022年12月31日至2027年12月30日	HK\$1.08	4,736	4,736
From 31 December 2023 to 30 December 2028 自2023年12月31日至2028年12月30日	HK\$1.08	4,736	4,736

Weighted average remaining contractual life of options outstanding at 31 December 2025 is 2 years (2024: 2.5 years).

33 以股份為基礎付款(續)

(a) 僱員購股權計劃

截至2025年及2024年12月31日止年度，並無授予、行使、沒收或取消的購股權。截至2025年12月31日止年度，已發行股票期權屆滿數量為4,736,000份(2024年：4,736,000份)。於2025年12月31日，在外發行的股票期權數量為14,208,000份(2024年：18,944,000份)，均不可行使(2024年：無)。

於2025年12月31日，尚未行使購股權之到期日和行使價如下：

於2025年12月31日，尚未行使購股權之加權平均餘下合約年期為2年(2024年：2.5年)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

33 Share-based payments (Continued)

(b) Share Award Scheme

The Company adopted the share award scheme (the "Share Award Scheme") on 11 November 2019 with a duration of 5 years commencing from the adoption date, subject to any early termination as may be determined by the Board pursuant to the terms of the Share Award Scheme. The purposes of the Share Award Scheme are (i) to recognise the contributions by certain employees and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group.

Subject to the Share Award Scheme rules, the Board may select the employee(s) to participate in the Share Award Scheme and determine the number of shares to be awarded (the "Awarded Shares") to the respective selected grantees, the applicable vesting date and make an award out of the pool of issued shares held by a professional trustee (the "Trustee") to be appointed to administer the Share Award Scheme to any selected grantee. The Awarded Shares will only comprise existing shares which are purchased from the open market by the Trustee out of cash contributed by the Company. The vesting and transfer of Awarded Shares to selected grantees are subject to the compliance with the Company's articles of association and all applicable laws and regulations (including without limitation, the Listing Rules and the public float requirements thereunder and the Codes on Takeovers and Mergers and Share Buy-backs).

The maximum number of Awarded Shares shall not exceed 4% of the Company's share capital in issue from time to time.

The Trustee shall not exercise the voting rights in respect of any shares held by it under the Share Award Scheme. All cash income and the sale proceeds of non-scrip distribution declared in respect of a share held upon the trust under the Share Award Scheme will be applied towards (a) the payment of the fees, costs and expenses of the trust and (b) the remainder, if any, remains as part of the trust fund.

33 以股份為基礎付款(續)

(b) 股份獎勵計劃

本公司於2019年11月11日採納股份獎勵計劃(「股份獎勵計劃」)自採納日期起計為期為5年，惟須由董事會根據股份獎勵計劃的條款可能決定提早終止。股份獎勵計劃的宗旨為(i)表彰若干僱員所作貢獻並為彼等提供獎勵，從而挽留彼等為本集團的持續經營及發展效力；及(ii)為本集團的進一步發展吸引合適人員。

根據股份獎勵計劃規則，董事會可選定參加股份獎勵計劃的僱員，並釐定將向各自選定受讓人授出的股份數目「獎勵股份」、適用的歸屬日期，及自將委任作股份獎勵計劃管理人的專業受託人(「受託人」)所持有已發行股份池中向任何選定受讓人授出獎勵。獎勵股份將僅包括受託人以本公司貢獻的現金自公開市場上購買的現有股份。獎勵股份獲歸屬及轉讓予選定受讓人須遵守本公司之組織章程細則及所有適用法律及法規(包括但不限於上市規則及其項下之公眾持股量規定以及公司收購、合併及股份回購守則)。

獎勵股份最高數目不得超過本公司不時已發行股本之4%。

受託人不得行使其根據股份獎勵計劃持有之任何股份之投票權。根據股份獎勵計劃項下信託持有股份而宣派的非以股代息分派的所有現金收入及銷售所得款項將用於(a)支付信託的收費、成本及開支及(b)餘額(倘有)將保留作為信託基金的一部分。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

33 Share-based payments (Continued)

(b) Share Award Scheme (Continued)

On 11 November 2019, the Board resolved to grant an aggregate of 43,413,260 Awarded Shares (representing approximately 2.75% of the total issued share capital of the Company as at 31 December 2019) to three selected grantees (Awardees"). The amount of contribution by the Awardees for the relevant Awarded Shares shall be HK\$0.54 per Awarded Share, being 50% of the average closing price per share of approximately HK\$1.08 for 20 business days immediately preceding the grant of the Awarded Shares. Assuming all the vesting criteria and conditions have been fulfilled, such Awarded Shares granted shall be vested in the Awardees in five equal tranches on 31 December 2019, 2020, 2021, 2022 and 2023 respectively.

During the years ended 31 December 2025 and 2024, there were no awarded shares granted, vested, forfeited, cancelled or expired. As at 31 December 2025 and 2024, the number of outstanding Awarded Shares was 35,519,940.

(c) Expenses arising from share-based payment transactions

There were no expenses arising from share-based payment transactions recognised during the years ended 31 December 2025 and 2024.

33 以股份為基礎付款(續)

(b) 股份獎勵計劃(續)

於2019年11月11日，董事會議決向三名選定受讓人(「獲授人」)合共授出43,413,260股獎勵股份(相當於本公司於2019年12月31日已發行股本總數之約2.75%)。獲授人就相關獎勵股份作出的金額將為每股獎勵股份0.54港元(即股份於緊接授出獎勵股份前20個營業日之每股平均收市價約1.08港元之50%)。假設所有歸屬標準及條件已獲達成，授出之有關獎勵股份須分別於2019年、2020年、2021年、2022年及2023年12月31日分五個相等批次向獲授人歸屬。

截至2025年和2024年12月31日止年度，並無授予、歸屬、沒收、取消或屆滿的獎勵股份。於2025年及2024年12月31日，在外35,519,940股獎勵股份。

(c) 以股份為基礎之付款交易產生之開支

截至2025年及2024年12月31日止年度，本公司並無確認因以權益結算之股份支付交易產生之任何開支。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

34 Cash flow information

34 現金流量資料

(a) Cash generated from operations

(a) 經營業務所得現金

		For the Year ended 31 December 截至12月31日止年度	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Loss before taxation	除稅前虧損	(397)	(265,765)
Adjusted for	調整：		
Depreciation and amortisation (Note 13)	折舊及攤銷(附註13)	56,125	72,467
(Reversal of)/provision for impairment of property, plant and equipment (Note 18)	(沖回減值)/物業、廠房及設備減值(附註18)	(893)	1,733
Impairment of right-of-use assets (Note 19)	使用權資產減值(附註19)	3,053	5,369
Impairment of intangible assets (Note 22)	無形資產減值(附註22)	44,554	93,528
Amortisation of deferred government grants	遞延政府補助攤銷	(21)	(11)
Gain on derecognition of lease liabilities arising from rent reduction (Note 8)	因租金減免而終止確認租賃負債產生的收益(附註8)	(3,226)	—
Finance expenses — net (Note 9)	財務費用淨額(附註9)	48,440	47,492
Gain on partial disposal of investment in an associate (Note 10)	部分處置聯營企業投資收益(附註10)	(41,639)	—
Gain on dilution of investment in an associate (Note 11)	攤薄聯營企業投資收益(附註11)	(65,997)	—
Impairment losses on investments in associates (Note 21)	聯營公司投資的減值虧損(附註21)	9,902	71,385
Share of (profit)/loss of associates and a joint venture (Note 21)	應佔聯營公司及合營公司(溢利)/虧損(附註21)	(15,831)	10,420
Loss on disposal of property, plant and equipment (Note 8)	出售物業、廠房及設備虧損(附註8)	753	1,912
(Gain)/loss on termination of leases — net (Note 8)	(利得)/虧損—租賃終止之淨額(附註8)	(327)	450
Provision for expected credit loss allowance for financial assets, net	金融資產的預期信用損失撥備，淨額	5,198	2,358
Net exchange differences (Note 8)	匯兌差額淨額(附註8)	(708)	127
Investment income on financial assets at fair value through profit or loss (Note 6)	按公允價值計量且其變動計入損益之投資收入(附註6)	(796)	(772)
Interest income on loans (Note 6)	貸款利息收入(附註6)	(131)	(340)
Changes in operating assets and liabilities	經營性資產和負債變動		
Decrease in trade and other receivables	應收貿易及其他款項減少	2,081	5,369
(Increase)/decrease in other operating assets	其他經營資產(增加)/減少	(4,245)	6,168
Decrease in inventories	存貨減少	6,219	40
Decrease in contract liabilities	合同負債減少	(1,744)	(1,206)
Decrease in trade and other payables	應付貿易及其他款項減少	(4,032)	(16,290)
Cash generated from operations	經營業務所得現金	36,338	34,434

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

34 Cash flow information (Continued)

34 現金流量資料(續)

(b) Net debt reconciliation

(b) 債務淨額對賬

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Cash and cash equivalents	現金及現金等價物	41,373	21,325
Liquid investments	流動性投資	35,687	23,505
Borrowings — repayable within one year	借款 — 一年內償還	(15,632)	(20,860)
Convertible bonds	可換股債券	(608,806)	(647,780)
Lease liabilities	租賃負債	(74,146)	(103,817)
Net debt	債務淨額	(621,524)	(727,627)
Cash and liquid investments	現金及流動性投資	77,060	44,830
Gross debt — fixed interest rates	債務總額 — 定息	(15,632)	(20,860)
Gross debt — variable interest rates	債務總額 — 浮息	(74,146)	(103,817)
Convertible bonds	可換股債券	(608,806)	(647,780)
Net debt	債務淨額	(621,524)	(727,627)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

34 Cash flow information (Continued)

34 現金流量資料(續)

(b) Net debt reconciliation (Continued)

(b) 債務淨額對賬(續)

		Cash and cash equivalents 現金及現金等價物 RMB'000 千人民幣	Liquid investments 流動性投資 RMB'000 千人民幣	Borrowings due within 1 year 1年內到期借款 RMB'000 千人民幣	Lease liabilities 租賃負債 RMB'000 千人民幣	Convertible bonds 可換股債券 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
As at 1 January 2024	於2024年1月1日	35,636	36,121	(11,000)	(154,699)	(594,390)	(688,332)
Cash flows	現金流量	(14,184)	(13,135)	(9,860)	65,073	—	27,894
Additions due to new leases	因新增租賃而增加之金額	—	—	—	(18,449)	—	(18,449)
Currency translation differences	貨幣換算差額	(127)	—	—	—	(13,579)	(13,706)
Other non-cash movements	其他非現金變動	—	519	—	4,258	(39,811)	(35,034)
As at 31 December 2024	於2024年12月31日	21,325	23,505	(20,860)	(103,817)	(647,780)	(727,627)
Cash flows	現金流量	19,340	11,386	5,228	48,793	—	84,747
Additions due to new leases	因新增租賃而增加之金額	—	—	—	(20,669)	—	(20,669)
Currency translation differences	貨幣換算差額	708	—	—	—	16,563	17,271
Other non-cash movements	其他非現金變動	—	796	—	1,547	22,411	24,754
As at 31 December 2025	於2025年12月31日	41,373	35,687	(15,632)	(74,146)	(608,806)	(621,524)

(c) Significant non-cash transactions

Save as disclosed elsewhere in these consolidated financial statements, the Group has the following significant non-cash investing and financing transactions:

- (i) The purchases of property, plant and equipment amounting to RMB7,915,000 were not settled as at 31 December 2025 (2024: RMB10,820,000).

(c) 重大非現金交易

除本綜合財務報表其他部分所披露者外，本集團擁有下列重大非現金投資及融資交易：

- (i) 於2025年12月31日，購置的7,915,000元人民幣(2024年：10,820,000元人民幣)物業、廠房及設備尚未結清。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

34 Cash flow information (Continued)

(c) Significant non-cash transactions (Continued)

(ii) Refer to Notes 19 and 34(b) for the additions to right-of-use assets/lease liabilities due to new leases and also the non-cash impact from termination of leases of properties, as well as Note 8 for the gain on derecognition of lease liabilities arising from rent reduction.

(iii) Refer to Note 11 for the gain on dilution of investment in an associate during the year ended 31 December 2025.

(d) During the year ended 31 December 2025, the total amount of income tax paid was RMB5,689,000 (2024:RMB810,000), including RMB326,000 (2024: RMB810,000) presented as operating cash flows and RMB5,363,000 (2024: Nil) presented as investing cash flows, respectively.

34 現金流量資料(續)

(c) 重大非現金交易(續)

(ii) 有關因新增租賃而產生之使用權資產／租賃負債增加額，以及終止不動產租賃所產生之非現金影響，請參閱附註19及附註34(b)；有關因租金減免而終止確認租賃負債產生之收益，請參閱附註8。

(iii) 截至2025年12月31日止年度，攤薄聯營企業投資收益詳情，請參閱附註11。

(d) 於截至2025年12月31日止年度，已繳納所得稅總額為5,689,000元人民幣(2024年：810,000元人民幣)，其中分別列示為經營活動現金流326,000元人民幣(2024年：810,000元人民幣)及投資活動現金流量5,363,000人民幣元(2024年：無)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

35 Share capital

35 股本

		Number of ordinary shares 普通股數目	Amount 金額 HK\$'000 千港元
Ordinary shares of HK\$0.10 each:	每股面值0.10港元之普通股：		
Authorized:	法定：		
At 1 January 2024, 31 December 2024 and 2025	於2024年1月1日、 2024年及2025年12月31日	5,000,000,000	500,000

		Number of ordinary shares 普通股數目	Amount 金額 HK\$'000 千港元	Amount 金額 RMB'000 千人民幣
At 1 January 2024, 31 December 2024 and 2025	於2024年1月1日、 2024年及2025年 12月31日	1,578,664,000	157,866	133,023

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

36 Related and connected party disclosures

36 關聯及關連方披露

(a) Significant transactions with related parties

(a) 與關聯方之重大交易

During the years ended 31 December 2025 and 2024, the Group had the follow transactions with related parties:

於截至2025年及2024年12月31日止年度，本集團與關聯方發生下列交易：

Name of party 關聯方名稱	Relationship 關係	Nature of transactions 交易性質	2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Sonic Tycoon Limited 捷亨有限公司	Parent company 母公司	Interest accrued on convertible bonds 可換股債券應計利息	42,447	39,811
United Strength Arch Limited	Controlled by the ultimate parent company 受最終母公司控制	Loans received 接獲借款	9,032	9,260
United Strength Arch Limited	Controlled by the ultimate parent company 受最終母公司控制	Loans repaid 償還借款	9,260	—
United Strength Arch Limited	Controlled by the ultimate parent company 受最終母公司控制	Interest expense 利息費用	1,267	290
Hony Leasing (HK) Limited	Controlled by the ultimate parent company 受最終母公司控制	Purchase of service in relation to office operations 購買辦公室運營相關服務	192	—
Zigong Yanweiyuan Food Co., Ltd. 自貢鹽味源食品有限公司	Controlled by non-controlling interests of a subsidiary 由附屬公司之非控股權益控制	Purchase of goods 購買貨品	359	460
Quanjincheng Food Processing (Beijing) Co., Ltd. 權金城食品加工(北京)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Sales of goods 貨品銷售	163	333
Suqian Quanhong Enterprise Management (Beijing) Co., Ltd. 宿遷權弘企業管理(北京)有限公司	Significantly influenced by key management of the Company 本公司主要管理人員具重大影響	Provision of loans 提供借款	1,000	—
Quanjincheng Food Processing (Beijing) Co., Ltd. 權金城食品加工(北京)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Purchase of raw materials (i) 購買原材料(i)	675	2,784
Quanjincheng Food Processing (Beijing) Co., Ltd. 權金城食品加工(北京)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Purchase of warehousing services (i) 購買倉儲服務(i)	21	767
Quanjincheng Food Processing (Beijing) Co., Ltd. 權金城食品加工(北京)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Purchase of ingredient processing services (i) 購買材料加工服務(i)	475	831
Pizza Marzano (Shanghai) Co., Ltd. 馬上諾餐飲(上海)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Sales of goods and services 貨品銷售	—	326
Quanwei International Catering Management (Beijing) Co., Ltd. 權味國際餐飲管理(北京)有限公司	Significantly influenced by key managements of the Company 本公司主要管理人員具重大影響	Sales of goods and services 貨品和服務銷售	—	17

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

36 Related and connected party disclosures (Continued)

(a) Significant transactions with related parties (Continued)

During the years ended 31 December 2025 and 2024, the Group had the follow transactions with related parties: (Continued)

36 關聯及關連方披露(續)

(a) 與關聯方之重大交易(續)

於截至2025年及2024年12月31日止年度，本集團與關聯方發生下列交易：(續)

Name of party 關聯方名稱	Relationship 關係	Nature of transactions 交易性質	2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Yancheng Baihe Management Consulting Partnership Enterprise (Limited Partnership)	Significantly influenced by key managements of the Company	Investment funds received by Shenzhen Shendianbao (Note 32)	2,740	—
鹽城百和管理諮詢合夥企業(有限合夥)	本公司主要管理人員具重大影響	收到深圳神店寶投資款(附註32)		
Shenzhen Spicy Fook Catering Chain Service Co., Ltd	Associate	Interest income	87	120
深圳市麻辣福客餐飲連鎖服務有限公司	聯營公司	利息收入		
Shenzhen Spicy Fook Catering Chain Service Co., Ltd.	Associate	Repayment of loans received	350	—
深圳市麻辣福客餐飲連鎖服務有限公司	聯營公司	收到償還借款		
Shenzhen Spicy Fook Catering Chain Service Co., Ltd	Associate	Purchase of raw materials	—	125
深圳市麻辣福客餐飲連鎖服務有限公司	聯營公司	購買原材料		
Shenzhen Panda Hot Catering Service Co., Ltd	Associate	Interest income	66	65
深圳市熊貓燙餐飲服務有限公司	聯營公司	利息收入		
Shenzhen Jiezhì Catering Management Co., Ltd	Associate	Repayment of loans received	1,100	—
深圳市捷智餐飲管理有限公司	聯營公司	收到償還借款		
Shenzhen Jiezhì Catering Management Co., Ltd	Associate	Interest income	86	134
深圳市捷智餐飲管理有限公司	聯營公司	利息收入		
Shiyun (Beijing) Catering Co., Ltd.	Associate	Sales of goods and provision of services	4,569	6,371
食韻(北京)餐飲有限責任公司	聯營公司	貨品銷售和提供服務		
Beijing Yuanlaiyijiu Catering Co., Ltd.	Associate	Sales of goods and provision of services	1,193	37
北京源來已玖餐飲有限公司	聯營公司	貨品銷售和提供服務		
Beijing Mingrun Shishang Catering Management Co., Ltd.	Associate	Sales of goods and provision of services	3,604	7,695
北京明潤食尚餐飲管理有限公司	聯營公司	貨品銷售和提供服務		
Beijing Diancai Kuishou Catering Management Co., Ltd.	Associate	Provision of services	5	—
北京滇彩魁首餐飲管理有限公司	聯營公司	提供服務		

Note:

- (i) During the years ended 31 December 2025 and 2024, these transactions constituted connected transactions under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

附註：

- (i) 截至2025年及2024年12月31日止年度，上述交易構成香港聯合交易所有限公司證券上市規則項下之關連交易。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

36 Related and connected party disclosures (Continued)

(b) Outstanding balances arising from transaction with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

36 關聯及關連方披露(續)

(b) 與關聯方之交易產生之未償還結餘

下列與關聯方之交易相關之結餘於報告期末尚未結清：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Assets	資產		
Gross carrying amounts:	賬面價值原值：		
Trade receivables	應收貿易款項	3,004	2,274
Other receivables — current (i)	其他應收款項 — 即期(i)	13,703	14,582
Other receivables — non-current (ii)	其他應收款項 — 非即期(ii)	2,233	2,801
Other current assets — prepayments	其他流動資產 — 預付款項	1,503	1,503
		20,443	21,160

Notes:

- (i) As at 31 December 2025, the balance mainly included: (1) loans receivable due from an associate amounting to approximately RMB1.6 million (2024: RMB2.0 million) (including the principals and related interests), which are guaranteed by the equity interest of the associate and bear interest at 5% (2024: 5%) per annum; (2) loans receivable due from an associate amounting to approximately RMB1.4 million (2024: RMB2.6 million) (including the principals and related interests), which are unsecured and bear interest at 4.5% (2024: 4.5%) per annum; (3) loans receivable due from an associate amounting to approximately RMB1.4 million (2024: RMB1.4 million) (including the principals and related interests), which are unsecured and bear interest at 5% (2024: 5%) per annum; (4) management service fees receivable due from related parties amounting to approximately RMB6.5 million (2024: RMB6.5 million), of which an expected credit loss allowance of RMB6.5 million (2024: RMB6.5 million) had been recognised; and (5) other amounts due from related parties which are unsecured, interest free and repayable by the respective related parties within one year.
- (ii) As at 31 December 2025, the balance mainly included: loans receivable due from an associate amounting to approximately RMB0.3 million (2024: RMB0.3 million), which are unsecured, interest free and repayable in 2027; and loans receivable due from another associate amounting to approximately RMB1.9 million (2024: RMB1.4 million), which are unsecured, interest free and repayable in 2029.

附註：

- (i) 於2025年12月31日，該餘額主要包括：(1) 應收一間聯營公司貸款約1.6百萬元人民幣(2024年：2百萬元人民幣)(包括本金及相關利息)，由該聯營公司股權作抵押，年利率5%(2024年：5%)；(2) 應收一間聯營公司貸款約1.4百萬元人民幣(2024年：2.6百萬元人民幣)(包括本金及相關利息)，無抵押，年利率4.5%(2024年：4.5%)；(3) 應收一間聯營公司貸款約1.4百萬元人民幣(2024年：1.4百萬元人民幣)(包括本金及相關利息)，無抵押，年利率5%(2024年：5%)；(4) 應收關聯方管理服務費約6.5百萬元人民幣(2024年：6.5百萬元人民幣)，當中已確認預期信貸虧損撥備6.5百萬元人民幣(2024年：6.5百萬元人民幣)；及(5) 應收關聯方其他款項，該等款項無抵押、免息，並由各關聯方於一年內償還。
- (ii) 於2025年12月31日，該餘額主要包括：應收一間聯營公司貸款約0.3百萬元人民幣(2024年：0.3百萬元人民幣)，該貸款無抵押、免息並將於2027年償還；及應收另一間聯營公司貸款約1.9百萬元人民幣(2024年：1.4百萬元人民幣)，該貸款無抵押、免息並將於2029年償還。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

36 Related and connected party disclosures (Continued)

36 關聯及關連方披露(續)

(b) Outstanding balances arising from transaction with related parties (Continued)

(b) 與關聯方之交易產生之未償還結餘(續)

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Liabilities	負債		
Trade payables	應付貿易款項	7,192	6,220
Other payables	其他應付款項	—	63
Contract liabilities	合約負債	393	128
Other non-current liabilities	其他非流動負債	2,740	—
Borrowings	借款	9,032	9,260
		19,357	15,671

(c) Compensation of key management personnel

(c) 主要管理人員薪酬

The remuneration of directors and other members of key management during the year was as follows:

董事及其他主要管理層成員於年內之薪酬如下：

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Wages, salaries and other benefits	工資、薪金及其他福利	3,595	6,336
Contributions to retirement benefits schemes	退休福利計劃供款	580	569
		4,175	6,905

As at 31 December 2025, none of the key management compensation disclosed above were unpaid (2024: RMB897,000 of wages, salaries and other employee benefits which were unpaid and included in other payables).

於2025年12月31日，上述披露之主要管理人員薪酬均無未償付金額(2024年：未支付之工資、薪金及其他僱員福利897,000元人民幣，已計入其他應付款項)。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company

37 本公司主要附屬公司之詳情

(a) Particulars of the Company's principal subsidiaries at 31 December 2025 and 2024 are as follows:

(a) 於2025年及2024年12月31日本公司主要附屬公司之詳情如下：

Name of company 公司名稱	Place of incorporation and operation/date of incorporation 註冊及經營地點／註冊成立日期	Registered capital 註冊資本	Attributable equity interest held by the Group 本集團持有之應佔股本權益		Principal activities 主要業務
			2025	2024	
Heroic Path Limited 豪程有限公司	The BVI 23 May 2014 英屬維爾京群島 2014年5月23日	Registered capital USD1 註冊資本 1美元	100.00%	100.00%	Investment Holding 投資控股
Hero City Global Limited 雄城環球有限公司	The BVI 21 March 2014 英屬維爾京群島 2014年3月21日	Registered capital USD1 註冊資本 1美元	100.00%	100.00%	Investment Holding 投資控股
Wonderful Dawn Holdings Limited 奇昕控股有限公司	Hong Kong 18 December 2015 香港 2015年12月18日	Registered capital HKD1 註冊資本 1港元	100.00%	100.00%	Investment Holding 投資控股
Delightful Year Holdings Limited 喜年控股有限公司	Hong Kong 18 December 2015 香港 2015年12月18日	Registered capital HKD1 註冊資本 1港元	100.00%	100.00%	Investment Holding 投資控股
Hongfu Catering Management (Shenzhen) Co., Ltd* 宏福餐飲管理(深圳)有限公司*	The PRC 10 April 2017 中國 2017年4月10日	Registered capital RMB100,000,000 註冊資本 100,000,000元人民幣	100.00%	100.00%	Catering Management Service 餐飲管理服務
Baifuhui Network Technology (Beijing) Co., Ltd** 百福匯網絡科技(北京)有限公司**	The PRC 4 June 2019 中國 2019年6月4日	Registered capital RMB5,000,000 註冊資本 5,000,000元人民幣	60.00%	60.00%	Technical Consultation and Services 技術諮詢與服務
HHG** 和合谷**	The PRC 2 December 2003 中國 2003年12月2日	Registered capital RMB12,000,000 註冊資本 12,000,000元人民幣	82.50%	82.50%	Chinese fast food restaurants chain 中式連鎖快餐店
Tianjin HHG Restaurant Management Co. Ltd [△] 天津和合谷餐飲有限公司 [△]	The PRC 11 September 2013 中國 2013年9月11日	Registered capital RMB500,000 註冊資本 500,000元人民幣	100.00%	100.00%	Chinese fast food restaurants chain 中式連鎖快餐店
Tianjin Han Fang Wei Ye Food Co. Ltd [△] 天津市漢方偉業食品有限公司 [△]	The PRC 19 June 2014 中國 2014年6月19日	Registered capital RMB27,368,400 註冊資本 27,368,400元人民幣	78.38%	78.38%	Chinese fast food restaurants chain 中式連鎖快餐店

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(a) Particulars of the Company's principal subsidiaries at 31 December 2025 and 2024 are as follows: (Continued)

(a) 於2025年及2024年12月31日本公司主要附屬公司之詳情如下：(續)

Name of company 公司名稱	Place of incorporation and operation/date of incorporation 註冊及經營地點／註冊成立日期	Registered capital 註冊資本	Attributable equity interest held by the Group 本集團持有之應佔股本權益		Principal activities 主要業務
			2025	2024	
Beijing Hefeng Technology Co. Ltd. [△] 北京和風科技有限公司 [△]	The PRC 2 January 2019 中國 2019年1月2日	Registered capital RMB2,000,000 註冊資本 2,000,000元人民幣	82.50%	82.50%	Chinese fast food restaurants chain 中式連鎖快餐店
HHG (Beijing) Supply Chain Management Co. Ltd. [△] 和合谷(北京)供應鏈管理有限公司 [△]	The PRC 2 January 2019 中國 2019年1月2日	Registered capital RMB2,000,000 註冊資本 2,000,000元人民幣	82.50%	82.50%	Chinese fast food restaurants chain 中式連鎖快餐店
Hehegu International Company Limited Hehegu International Company Limited	Hong Kong 21 July 2017 香港 2017年7月21日	Registered capital HKD1 註冊資本 1港元	82.50%	82.50%	Chinese fast food restaurants chain 中式連鎖快餐店
Xinladao** 新辣道**	The PRC 30 December 2005 中國 2005年12月30日	Registered capital RMB15,000,000 註冊資本 15,000,000元人民幣	87.00%	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Shanghai New Spicy Way Catering Management Ltd. [△] 上海新辣道餐飲管理有限公司 [△]	The PRC 5 July 2010 中國 2010年7月5日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	87.00%	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Xi'an La Zhi Dao Catering Management Ltd. [△] 西安辣之道餐飲管理有限公司 [△]	The PRC 11 October 2011 中國 2011年10月11日	Registered capital RMB100,000 註冊資本 100,000元人民幣	87.00%	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Shijiazhuang New Spicy Way Catering Management Ltd. ^{△(i)} 石家莊新辣道餐飲管理有限公司 ^{△(i)}	The PRC 26 October 2011 中國 2011年10月26日	Registered capital RMB500,000 註冊資本 500,000元人民幣	N/A	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Huhehaote New Spicy Way Catering Management Ltd. [△] 呼和浩特餐飲管理有限公司 [△]	The PRC 12 March 2012 中國 2012年3月12日	Registered capital RMB100,000 註冊資本 100,000元人民幣	87.00%	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Beijing Hong Ri Hong Yuan Food Co., Ltd. [△] 北京鴻日鴻源食品有限公司 [△]	The PRC 28 March 2012 中國 2012年3月28日	Registered capital RMB1,064,000 註冊資本 1,064,000元人民幣	81.78%	81.78%	Manufacturing condiments 生產調味料

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(a) Particulars of the Company's principal subsidiaries at 31 December 2025 and 2024 are as follows: (Continued)

(a) 於2025年及2024年12月31日本公司主要附屬公司之詳情如下：(續)

Name of company 公司名稱	Place of incorporation and operation/date of incorporation 註冊及經營地點／註冊成立日期	Registered capital 註冊資本	Attributable equity interest held by the Group 本集團持有之應佔股本權益		Principal activities 主要業務
			2025	2024	
Hefei New Spicy Way Catering Management Ltd. ^{△(i)} 合肥新辣道餐飲管理有限公司 ^{△(i)}	The PRC 16 October 2012 中國 2012年10月16日	Registered capital RMB100,000 註冊資本 100,000元人民幣	N/A	87.00%	Chinese hot pot chain restaurant 中國連鎖火鍋餐廳
Beijing New Spicy Way Trading Co., Ltd. [△] 北京新辣道商貿有限公司 [△]	The PRC 17 October 2017 中國 2017年10月17日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	87.00%	87.00%	Wholesale and retail 批發及零售
Shenzhen Qianhai Youfu Network Technology Co., Ltd.* 深圳前海友福網絡科技有限公司*	The PRC 6 November 2019 中國 2019年11月6日	Registered capital RMB10,000,000 註冊資本 10,000,000元人民幣	100.00%	100.00%	Catering Management Service 餐飲管理服務
Tianjin Tongfu Network Technology Co., Ltd. [△] 天津市同福網絡科技有限公司 [△]	The PRC 11 June 2020 中國 2020年6月11日	Registered capital RMB5,000,000 註冊資本 5,000,000元人民幣	100.00%	100.00%	Catering Management Service 餐飲管理服務
Beijing Bailanerling Food Technology Co., Ltd. [△] 北京百蘭二零食品科技有限公司 [△]	The PRC 21 September 2020 中國 2020年9月21日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	86.43%	86.43%	Restaurant Operation 餐廳經營
Beijing Baiquanerling Technology Co., Ltd. [△] 北京百權二零食品科技有限公司 [△]	The PRC 10 October 2020 中國 2020年10月10日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	89.91%	89.91%	Restaurant Operation 餐廳經營
Beijing Baikerling Technology Co., Ltd. [△] 北京百客二零食品科技有限公司 [△]	The PRC 12 October 2020 中國 2020年10月12日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	86.43%	86.43%	Restaurant Operation 餐廳經營
Baifu Gongying (Beijing) Network Technology Co., Ltd. [△] 百福共贏(北京)網絡科技有限公司 [△]	The PRC 17 June 2020 中國 2020年6月17日	Registered capital RMB70,000,000 註冊資本 70,000,000元人民幣	100.00%	100.00%	Catering Management Service 餐飲管理服務
Lanzhou Jufu Catering Management Co., Ltd. [△] 蘭州聚福餐飲管理有限公司 [△]	The PRC 30 April 2021 中國 2021年4月30日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	51.00%	51.00%	Leasing and business services 租賃及商業服務

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(a) Particulars of the Company's principal subsidiaries at 31 December 2025 and 2024 are as follows: (Continued)

(a) 於2025年及2024年12月31日本公司主要附屬公司之詳情如下：(續)

Name of company 公司名稱	Place of incorporation and operation/date of incorporation 註冊及經營地點／註冊成立日期	Registered capital 註冊資本	Attributable equity interest held by the Group 本集團持有之應佔股本權益		Principal activities 主要業務
			2025	2024	
Beijing Huibafu Data Technology Co., Ltd. [△] 北京匯百福數字科技有限公司 [△]	The PRC 16 March 2022 中國 2022年3月16日	Registered capital RMB5,000,000 註冊資本 5,000,000元人民幣	100.00%	100.00%	Technical Consultation and Services 技術諮詢與服務
Yancheng Baizhong Management Consulting Co., Ltd. [△] 鹽城百中管理諮詢有限公司 [△]	The PRC 12 September 2023 中國 2023年9月12日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	100.00%	100.00%	Consulting service 諮詢服務
Beijing Shendianbao Management Consulting Center (General Partnership) ^{△△} 北京神店寶管理諮詢中心(普通合夥) ^{△△}	The PRC 9 September 2025 中國 2025年9月9日	Registered capital RMB100,000 註冊資本 100,000元人民幣	51.00%	N/A	Investment management 投資管理
Shenzhen Shendianbao ^{△△△} 深圳市神店寶餐飲管理合夥企業(有限合夥) ^{△△△}	The PRC 26 September 2025 中國 2025年9月26日	Registered capital RMB1,000,000 註冊資本 1,000,000元人民幣	40.92%	N/A	Investment activities 投資活動

Notes:

* Registered as a wholly-owned foreign investment enterprise under PRC Law

** Registered as a sino-foreign cooperative joint venture under PRC Law

△ Registered as a limited liability company under the PRC Law

△△ Registered as a general partnership under the PRC Law

△△△ Registered as a limited partnership under the PRC Law

(i) The subsidiary had been deregistered before 31 December 2025.

附註：

* 根據中國法律，註冊為外商獨資企業

** 根據中國法律，註冊為中外合資企業

△ 根據中國法律，註冊為有限責任公司

△△ 根據中國法律，註冊為普通合夥企業

△△△ 根據中國法律，註冊為有限合夥企業

(i) 該附屬公司已於2025年12月31日前註銷。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(b) Non-controlling interests (NCI)

Set out below is summarised financial information for the HHG Group that has non-controlling interests that are material to the Group. The amounts disclosed for the HHG Group are before inter-company eliminations.

Summarised balance sheet

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current assets	流動資產	134,508	130,465
Current liabilities	流動負債	(104,962)	(120,181)
Net current assets	流動資產淨額	29,546	10,284
Non-current assets	非流動資產	211,477	234,778
Non-current liabilities	非流動負債	(61,425)	(71,845)
Net non-current assets	非流動資產淨額	150,052	162,933
Net assets	資產淨額	179,598	173,217
Accumulated NCI	累計非控股權益	25,318	24,418

(b) 非控股權益

下文載列和合谷集團之財務資料摘要，該集團擁有對本集團而言屬重大之非控股權益。和合谷集團之金額在公司間抵銷前披露。

資產負債表摘要

Summarised statement of profit or loss and other comprehensive income

損益及其他全面收益表摘要

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Revenue	收入	327,823	346,063
Profit/(loss) for the year	年內收益／(虧損)	6,381	(16,581)
Total comprehensive income/(loss)	全面收益／(虧損)總額	6,381	(16,581)
Profit/(loss) allocated to NCI	向非控股權益分配之利潤／(虧損)	1,117	(2,902)
Dividends paid to NCI	支付予非控股權益之股息	—	1,575

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(b) Non-controlling interests (NCI) (Continued)

(b) 非控股權益(續)

Summarised cash flows

現金流量摘要

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Cash flows generated from operating activities	經營活動所得現金流量	55,547	35,600
Cash flows (used in)/generated from investing activities	投資活動(所用)/所得現金流量	(8,058)	18,018
Cash flows used in financing activities	融資活動所用現金流量	(46,941)	(56,565)
Net increase/(decrease) in cash and cash equivalents	現金及現金等價物增加/(減少)淨額	548	(2,947)

Set out below is summarised financial information for the Xinladao Group that has non-controlling interests that are material to the Group. The amounts disclosed for the Xinladao Group are before inter-company eliminations.

下文載列新辣道集團之財務資料摘要，該集團擁有對本集團而言屬重大之非控股權益。新辣道集團之金額在公司間抵銷前披露。

Summarised balance sheet

資產負債表摘要

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Current assets	流動資產	11,561	15,754
Current liabilities	流動負債	(143,535)	(148,442)
Net current liabilities	流動負債淨額	(131,974)	(132,688)
Non-current assets	非流動資產	148,651	207,865
Non-current liabilities	非流動負債	(36,246)	(51,323)
Net non-current assets	非流動資產淨額	112,405	156,542
Net (liabilities)/assets	(負債)/資產淨額	(19,569)	23,854
Accumulated NCI	累計非控股權益	(2,568)	3,130

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

37 Particulars of principal subsidiaries of the Company (Continued)

37 本公司主要附屬公司之詳情(續)

(b) Non-controlling interests (NCI) (Continued)

(b) 非控股權益(續)

Summarised statement of profit or loss and other comprehensive income

損益及其他全面收益表摘要

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Revenue	收入	65,637	114,533
Loss for the year	年內虧損	(43,423)	(95,141)
Total comprehensive loss	全面虧損總額	(43,423)	(95,141)
Loss allocated to NCI	向非控股權益分配之虧損	(5,645)	(12,368)
Dividends paid to NCI	支付予非控股權益之股息	—	—

Summarised cash flows

現金流量摘要

		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Cash flows generated from operating activities	經營活動所得現金流量	10,656	28,971
Cash flows used in investing activities	投資活動所用現金流量	(1,861)	(3,992)
Cash flows used in financing activities	融資活動所用現金流量	(8,677)	(26,371)
Net increase/(decrease) in cash and cash equivalents	現金及現金等價物(增加)/減少淨額	118	(1,392)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)
綜合財務報表附註(續)

38 Balance sheet and reserve movement of the Company

38 本公司資產負債表及儲備變動

Balance sheet of the Company

本公司資產負債表

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Non-current assets	非流動資產		
Interest in subsidiaries	附屬公司投資	727,469	755,252
		727,469	755,252
Current assets	流動資產		
Other receivables	其他應收款項	—	648
Other current assets	其他流動資產	84	84
Cash and cash equivalents	現金及現金等價物	12,539	5,099
		12,623	5,831
Total assets	資產總額	740,092	761,083
Current liabilities	流動負債		
Other payables	其他應付款項	4,675	2,583
Amount due to subsidiaries	應付附屬公司款項	51,667	33,843
Convertible bonds — due within one year	可換股債券 — 一年內到期	16,785	647,780
Borrowings	借款	9,032	9,260
		82,159	693,466
Non-current liabilities	非流動負債		
Convertible bonds	可換股債券	592,021	—
		592,021	—
Total liabilities	負債總額	674,180	693,466

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

38 Balance sheet and reserve movement of the Company (Continued)

38 本公司資產負債表及儲備變動(續)

Balance sheet of the Company (Continued)

本公司資產負債表(續)

		As at 31 December 於12月31日	
		2025 RMB'000 千人民幣	2024 RMB'000 千人民幣
Capital and reserve	資本及儲備		
Share capital	股本	133,023	133,023
Reserves	儲備	(67,111)	(65,406)
Total equity	權益總額	65,912	67,617
Total liabilities and equity	負債及權益總額	740,092	761,083

The balance sheet of the Company was approved by the Board of Directors of the Company on 30 March 2026 and was signed on its behalf:

本公司資產負債表已於2026年3月30日經董事會批准，並由下列人士代表簽署：

Zhao John Huan

趙令歡
CHAIRMAN
主席

Wang Xiaolong

王小龍
DIRECTOR
董事

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

38 Balance sheet and reserve movement of the Company (Continued)

38 本公司資產負債表及儲備變動(續)

Reserve movement of the Company

本公司儲備變動

		Share premium 股份溢價 RMB'000 千人民幣	Other reserves 其他儲備 RMB'000 千人民幣	Accumulated losses 累計虧損 RMB'000 千人民幣	Total 合計 RMB'000 千人民幣
At 1 January 2024	於2024年1月1日	693,388	424,478	(1,040,247)	77,619
Loss for the year	年內虧損	—	—	(118,046)	(118,046)
Currency translation differences	貨幣換算差額	—	(24,979)	—	(24,979)
At 31 December 2024	於2024年12月31日	693,388	399,499	(1,158,293)	(65,406)
Loss for the year	年內虧損	—	—	(65,690)	(65,690)
Deemed contribution from shareholder arising from extension of convertible bonds	可轉換債券展期產生的股東視同出資	—	64,858	—	64,858
Currency translation differences	貨幣換算差額	—	(873)	—	(873)
At 31 December 2025	於2025年12月31日	693,388	463,484	(1,223,983)	(67,111)

39 Events after the balance sheet date

There is no material events taken place subsequent to 31 December 2025 which may have significant impact on these consolidated financial statements.

39 結算日後事項

於2025年12月31日後並無發生可能對本綜合財務報表構成重大影響之重大事項。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies

This note provides a list of other potentially material accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Consolidation

A subsidiary is an entity (including a structured entity) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

(i) Business combinations

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

40 其他可能重大會計政策概要

本附註列示了在編製本合併財務報表時所採用的其他可能重大的會計政策。除非另有說明，否則這些政策始終適用於所介紹的所有年份。

(a) 合併

附屬公司為本集團擁有控制權的實體（包括結構性實體）。當本集團須承擔參與實體營運所得之可變回報的風險，或就該可變回報享有權利，且能透過其指示該實體之活動之權力影響該等回報，即屬對實體擁有控制權。附屬公司於控制權轉移至本集團當日起綜合列賬，於失去控制權當日終止綜合列賬。

(i) 業務合併

本集團採用收購法入賬業務合併。收購附屬公司之轉讓代價乃所轉讓資產、結欠被收購方前擁有人之負債及本集團所發行股權之公允價值。轉讓代價包括因或然代價安排而產生之任何資產或負債之公允價值。於業務合併中所收購之可識別資產及所承擔的負債及或然負債初步按收購日期之公允價值計量。

集團內公司間交易、結餘及集團內公司間交易之未變現收益均予對銷。除非交易提供已轉讓資產之減值證據，否則未變現虧損亦予對銷。需要時會調整附屬公司之會計政策以符合本集團所採用者。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(a) Consolidation (Continued)

(i) Business combinations (Continued)

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of comprehensive income, statement of changes in equity and balance sheet respectively.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis. Non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are measured at either fair value or the present ownership interests' proportionate share in the recognised amounts of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by HKFRS.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquiree's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with HKFRS 39 in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

40 其他可能重大會計政策概要(續)

(a) 合併(續)

(i) 業務合併(續)

附屬公司之業績及股權中之非控股權益已分別於綜合全面收益表、權益變動表及資產負債表內單獨呈列。

本集團根據逐項收購基準確認所持被收購方之任何非控股權益。被收購方之非控股權益乃現時所有權權益，可讓持有人按比例分佔實體清盤時之資產淨額，按公允價值或現時所有權權益而應佔被收購方可識別資產淨額已確認金額之比例計量。非控股權益之所有其他組成部分按收購日期之公允價值計量，除非香港財務報告準則要求以另一計量基準計量。

收購相關成本於產生時支銷。

倘業務合併分階段進行，被收購方原先所持被收購方股本權益之收購日期賬面值按收購日期之公允價值重新衡量；該重新衡量產生之任何收益或虧損於損益確認。

本集團轉讓之任何或然代價按收購日期之公允價值確認。被視為資產或負債之或然代價公允價值之後續變動根據香港財務報告準則第39號於損益確認。分類為權益之或然代價不予重新衡量，其後續結算於權益入賬。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(a) Consolidation (Continued)

(i) Business combinations (Continued)

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

(ii) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in a loss of control are accounted for as equity transactions — that is, as transactions with the owners of the subsidiary in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying amount of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(b) Associates

An associate is an entity over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The Group's investments in associates include goodwill identified on acquisition. Upon the acquisition of the ownership interest in an associate, any difference between the cost of the associate and the Group's share of the net fair value of the associate's identifiable assets and liabilities is accounted for as goodwill.

40 其他可能重大會計政策概要(續)

(a) 合併(續)

(i) 業務合併(續)

所轉讓代價、被收購方任何非控股權益金額及原先所持被收購方股本權益於收購日期之公允價值超出所收購可識別資產淨額之公允價值之差額列賬為商譽。就廉價購買而言，倘所轉讓代價、已確認非控股權益及原先所持權益總和低於所收購附屬公司資產淨額之公允價值，差額直接於損益確認。

(ii) 不會導致控制權變動之附屬公司擁有人權益變動

不會導致失去控制權之非控股權益交易入賬列作權益交易—即以彼等作為持有人之身份與附屬公司持有人進行之交易。任何已付代價公允價值與所收購附屬公司淨資產賬面值之差額計入權益。出售非控股權益之收益及虧損亦計入權益。

(b) 聯營公司

聯營公司指本集團對其有重大影響力而無控制權之實體，通常附帶有20%至50%投票權之股權。聯營公司投資以權益會計法入賬。根據權益法，投資初始以成本確認，其賬面值將增加或減少以確認投資者於收購日期後分佔投資對象之損益。本集團於聯營公司之投資包括收購時已識別之商譽。收購於聯營公司之擁有人權益後，聯營公司之成本與本集團分佔聯營公司可識別資產及負債之公允價值淨額之間之任何差額入賬列為商譽。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(b) Associates (Continued)

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The Group's share of post-acquisition profit or loss is recognised in the statement of comprehensive income, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to 'share of profit of investments accounted for using equity method' in the statement of comprehensive income.

Profits and losses resulting from upstream and downstream transactions between the Group and its associate are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Gain or losses on dilution of equity interest in associates are recognised in profit or loss.

40 其他可能重大會計政策概要(續)

(b) 聯營公司(續)

如於聯營公司之擁有人權益被削減但保留重大影響力，則僅按比例將過往在其他全面收益中確認之金額重新分類至損益表(倘適用)。

本集團分佔收購後之損益於全面收益表內確認，而分佔收購後其他全面收益之變動則於其他全面收益內確認。投資賬面值會作出相應調整。如本集團分佔一間聯營公司之虧損等於或超過其在該聯營公司之權益(包括任何其他無抵押應收款項)，本集團不會確認進一步虧損，除非本集團已代聯營公司承擔法律或推定責任或作出代付款項。

本集團在每個報告日期釐定是否有客觀證據證明聯營公司投資已減值。倘如此，本集團按聯營公司可收回金額與其賬面值之間之差額計算減值金額，並於全面收益表「採用權益法核算之分佔投資溢利」中確認金額。

本集團與其聯營公司之間之上下游交易產生之溢利及虧損，在本集團之財務報表中確認，但僅限於無關連投資者在聯營公司權益之數額。未實現虧損亦予以抵銷，除非交易有證據顯示所轉讓資產出現減值。聯營公司之會計政策已在需要時作出改變，以確保與本集團所採納之政策一致。

於聯營公司權益攤薄之收益或虧損於損益確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(c) Property, plant and equipment

Buildings comprise mainly factories and offices. Leasehold land classified as finance lease and all other property, plant and equipment are stated at historical cost, less depreciation and impairment losses (if any). Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 40(d)).

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within "Other gains/(losses), net" in the statement of comprehensive income.

Properties, plant and equipment in the course of construction for production or administrative purposes, are carried at cost less accumulated impairment losses, if any. Cost includes all construction expenditure, professional fees, borrowing costs capitalized and other relevant expenses directly attributable to such projects. No provision for depreciation is made on construction in progress until such time when construction work is complete and the costs of construction are transferred to the appropriate category of fixed assets when available for use.

40 其他可能重大會計政策概要(續)

(c) 物業、廠房及設備

樓宇主要包括工廠及辦公室。分類為融資租賃之租賃土地及所有其他物業、廠房及設備乃按歷史成本減折舊及減值(如有)後列賬。歷史成本包括收購該等項目直接產生之開支。

當後續成本可能於未來為本集團帶來與該項目相關之經濟利益，而相關成本能可靠計量時，有關後續成本方會計入資產之賬面值或確認為一項獨立資產(視情況)。重置部分之賬面值被終止確認。所有其他維修及保養成本在產生時於財政期間之全面收益表中支銷。

於各報告期末，本集團會對資產之餘值及可使用年期進行覆核，並在適當時作出調整。

倘資產之賬面值超過其估計可收回數額，則資產之賬面值將即時撇減至其可收回數額(附註40(d))。

出售收益及虧損為所得款項與資產賬面值之間之差額，並於全面收益表「其他收益／(虧損)淨額」中確認。

用於生產或管理目的之在建物業、廠房及設備按成本減累計減值虧損(如有)列賬。成本包括所有建築開支、專業費用、資本化借款成本及直接歸屬該等項目之其他相關開支。在建工程尚未完工時不計提折舊，直至建造工程竣工時，建造成本方會在可用時轉入適用之固定資產類別。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(d) Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and VIU. For the purposes of assessing impairment, assets are Grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(e) Financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through OCI or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income ("FVOCI").

40 其他可能重大會計政策概要(續)

(d) 非金融資產之減值

具有無限使用年期之無形資產或未可供使用之無形資產毋須攤銷，但每年須進行減值測試。有待攤銷之資產須於任何事件出現或情況改變顯示賬面值可能無法收回時進行檢討。減值虧損按資產之賬面值超出其可收回金額之差額確認。可收回金額以資產之公允價值扣除出售成本或使用價值兩者之間較高者為準。於評估減值時，資產按獨立可識別現金流量(現金產生單位)之最低層次組合進行分組。除商譽外，已蒙受減值之非金融資產於各報告日期均就減值是否可予撥回進行檢討。

(e) 金融資產

(i) 分類

本集團將其金融資產分為以下計量類別：

- 隨後按公允價值(不論透過其他全面收益或透過損益)計量者；及
- 按攤銷成本計量者。

分類視乎實體管理金融資產之業務模式及現金流量之合約條款而定。

就按公允價值計量之資產而言，收益及虧損將於損益或其他全面收益入賬。就並非持作買賣之權益工具投資而言，將視乎本集團是否已於初始確認時不可撤回地選擇將股本投資按公允價值計量且其變動計入其他全面收益而定。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(e) Financial assets (Continued)

(i) Classification (Continued)

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

40 其他可能重大會計政策概要(續)

(e) 金融資產(續)

(i) 分類(續)

本集團當且僅當其管理該等資產之業務模式出現變化時將債務投資重新分類。

(ii) 確認及終止確認

定期買賣之金融資產於交易日(本集團承諾購買或出售資產之日)確認。自金融資產收取現金流量之權利屆滿或已轉讓且本集團實質上已轉移所有風險及回報之所有權時，則會終止確認金融資產。

(iii) 計量

於初始確認時，本集團按公允價值計量金融資產，倘金融資產並非按公允價值計量且其變動計入損益，則另加收購該金融資產直接應佔之交易成本。按公允價值計量且其變動計入損益之金融資產之交易成本於損益支銷。

釐定現金流量是否純粹為支付本金及利息時，亦納入附帶嵌入衍生工具之金融資產作為整體考慮。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(e) Financial assets (Continued)

(iii) Measurement (Continued)

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of comprehensive income.
- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of comprehensive income.

40 其他可能重大會計政策概要(續)

(e) 金融資產(續)

(iii) 計量(續)

債務工具

債務工具之後續計量取決於本集團管理資產及資產現金流量特徵之業務模式。本集團將債務工具分為三個計量類別：

- 攤銷成本：就持作收回合約現金流量之資產而言，倘有關資產之現金流量純粹為支付本金及利息，則按攤銷成本計量。來自該等金融資產之利息收入按實際利率法計入財務收入。終止確認產生之任何收益及虧損連同外匯收益及虧損於損益直接確認，並於其他收益／(虧損)呈列。減值虧損於全面收益表以獨立項目呈列。
- 按公允價值計量且其變動計入其他全面收益：就持作收回合約現金流量及出售金融資產之資產而言，倘有關資產之現金流量純粹為支付本金及利息，則按公允價值計量且其變動計入其他全面收益計量。賬面值變動計入其他全面收益，惟於損益確認之減值收益或虧損、利息收入及外匯收益及虧損之確認除外。終止確認金融資產時，先前於其他全面收益確認之累計收益及虧損由權益重新分類至損益並於其他收益／(虧損)確認。來自該等金融資產之利息收入按實際利率法計入財務收入。外匯收益及虧損並於其他收益／(虧損)呈列，而減值開支則於全面收益表以獨立項目呈列。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(e) Financial assets (Continued)

(iii) Measurement (Continued)

Debt instruments (Continued)

- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within “Other gains/(losses), net” in the period in which it arises.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in “Other gains/(losses), net” in the statement of comprehensive income as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

40 其他可能重大會計政策概要(續)

(e) 金融資產(續)

((iii) 計量(續)

債務工具(續)

- 按公允價值計量且其變動計入損益：未達按攤銷成本或按公允價值計量且其變動計入其他全面收益計量標準之資產乃按公允價值計量且其變動計入損益計量。後續按公允價值計量且其變動計入損益之債務投資所產生之收益或虧損於產生期間於損益確認，並於「其他收益／(虧損)淨額」中呈列。

權益工具

本集團其後按公允價值計量所有股權投資。倘本集團管理層選擇於其他全面收益呈列股權投資之公允價值收益及虧損，則公允價值收益及虧損不會於有關投資終止確認後重新分類至損益。當本集團確立收款權利時，該等投資之股息將繼續於損益確認為其他收入。

按公允價值計量且其變動計入損益之金融資產之公允價值變動於全面收益表內「其他收益／(虧損)淨額」中確認(如適用)。按公允價值計量且其變動計入其他全面收益計量之股權投資之減值虧損(及減值虧損撥回)不會與公允價值之其他變動分開呈報。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(e) Financial assets (Continued)

(iv) Impairment

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by HKFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(f) Inventories

Inventories are stated at the lower of cost and net realisable value. The cost of finished goods and work in progress comprises design costs, raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

(g) Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. They are generally due for settlement within 180 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. See Note 23 for further information about the Group's accounting for trade receivables and Note 3.1 for a description of the Group's policies for expected credit loss allowance.

40 其他可能重大會計政策概要(續)

(e) 金融資產(續)

(iv) 減值

本集團按前瞻性基準評估與其按攤銷成本列賬及按公允價值計量且其變動計入其他全面收益之債務工具相關之預期信用損失。適用之減值方法取決於信貸風險是否顯著增加。

就貿易應收款項而言，本集團採用香港財務報告準則第9號允許之簡化法，其規定存續期內之預期損失須自初始確認應收款項起確認。

(f) 存貨

存貨按成本及可變現淨值二者中之較低者入賬。成本以加權平均法釐定。成品及在製品成本包括設計成本、原材料、直接勞工、其他直接成本及相關生產間接費用(基於正常運營能力)。當中不包括借款成本。可變現淨值為日常業務過程中之估計銷售價格減適用可變銷售開支。

(g) 應收貿易及其他款項

應收貿易款項為於日常業務過程中就出售商品或提供服務而應收客戶之款項。有關款項一般於180天內到期清償，因此全數分類為即期款項。

應收貿易款項會按無條件之代價金額進行初始確認，除非以公允價值確認時附帶重大融資部分則除外。本集團持有之應收貿易款項旨在收回合約現金流量，因此隨後以實際利率法按攤銷成本計量該等款項。有關本集團應收貿易款項會計處理之進一步詳情請參閱附註23，有關本集團預期信用損失撥備政策之說明請參閱附註3.1。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(h) Current and deferred income tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

(i) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries where the company's subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

(ii) Deferred income tax

Inside basis differences

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

40 其他可能重大會計政策概要(續)

(h) 即期及遞延所得稅

期內稅項開支包括即期及遞延稅項。除於其他全面收益確認或直接於權益確認相關之項目之稅項亦分別在其他全面收益或直接於權益中確認外，稅項於全面收益表中確認。

(i) 即期所得稅

即期所得稅支出根據本公司之附屬公司及聯營公司營運所在並產生應課稅收入之國家於結算日已頒佈或實質頒佈之稅法計算。管理層就適用稅務法規詮釋所規限之情況定期評估報稅表之狀況，並在適用情況下根據預期須向稅務機關支付之稅款計提撥備。

(ii) 遞延所得稅

內部基準差異

遞延所得稅乃根據負債法按資產及負債之稅基與其在綜合財務報表中之賬面值之暫時性差額確認。然而，倘遞延稅項負債於初始確認商譽時產生，則不予確認。倘遞延所得稅於交易(業務合併除外)初始確認資產或負債產生而於交易時不影響會計或應課稅溢利或虧損且不產生相等應課稅及可扣減暫時性差額，則並不計算。遞延所得稅按於結算日已頒佈或實質頒佈之稅率(及法例)釐定，並預期於相關遞延所得稅資產變現或償還遞延所得稅負債時應用。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(h) Current and deferred income tax (Continued)

(ii) Deferred income tax (Continued)

Inside basis differences (Continued)

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Outside basis differences

Deferred income tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries and associates, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future. Generally the Group is unable to control the reversal of the temporary difference for associates. Only when there is an agreement in place that gives the Group the ability to control the reversal of the temporary difference in the foreseeable future, deferred tax liability in relation to taxable temporary differences arising from the associate's undistributed profits is not recognised.

Deferred income tax assets are recognised on deductible temporary differences arising from investments in subsidiaries, associates and joint arrangements only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised.

(iii) Offsetting

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

40 其他可能重大會計政策概要(續)

(h) 即期及遞延所得稅(續)

(ii) 遞延所得稅(續)

內部基準差異(續)

倘可能產生未來應課稅溢利，而暫時性差額可因此得以使用，則確認遞延所得稅資產。

外部基準差異

遞延所得稅負債就於附屬公司及聯營公司之投資所產生之應課稅暫時性差額作出撥備，惟倘就遞延所得稅負債而言暫時性差額之撥回時間可由本集團控制，且暫時性差額在可預見未來可能不會撥回時，則不作出撥備。一般而言，本集團無法控制聯營公司之暫時性差額之撥回。僅當存在協議賦予本集團能力於可見未來控制暫時性差額之撥回時，因聯營公司未分配溢利產生之有關應課稅暫時性差額之遞延稅項負債不予確認。

就附屬公司、聯營公司及合營安排投資產生之可扣減暫時性差額確認遞延所得稅資產，但只限於暫時性差額很可能在將來轉回，並有充足之應課稅溢利抵銷可用之暫時性差額。

(iii) 抵銷

當有法律強制執行權利將即期稅項資產與即期稅項負債抵銷，且遞延所得稅資產及負債涉及由同一稅務機關對應課稅實體或不同應課稅實體徵收所得稅但有意以淨額基準結算所得稅結餘時，則可將遞延所得稅資產與負債互相抵銷。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(i) Leases

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments(if applicable):

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

If a readily observable amortising loan rate is available to the individual lessee (through recent financing or market data) which has a similar payment profile to the lease, then the Group entities use that rate as a starting point to determine the incremental borrowing rate.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

40 其他可能重大會計政策概要(續)

(i) 租賃

租賃產生之資產及負債初步按現值計量。租賃負債包括以下租賃付款之淨現值(如適用)：

- 固定付款(包括實質固定付款)減任何應收租賃優惠；
- 基於指數或利率計量之可變租賃付款，採用於開始日期的指數或利率初步計量；
- 剩餘價值擔保下本集團預期應付款項；
- 購買權之行使價格(倘本集團合理地確定行使該選擇權)，及
- 支付終止租賃的罰款(倘租期反映承租人行使權利終止租約)。

根據合理確定延期選擇權支付之租賃付款亦計入負債計量內。

倘個別承租人可獲得與租賃付款情況類似且隨時可觀察之攤銷貸款利率(透過近期融資或市場數據)，則集團實體將該利率作為釐定增量借款利率之出發點。

本集團未來可能面臨基於指數或利率計量之可變租賃付款增加，而有關指數或利率於生效前不會計入租賃負債。於對基於指數或利率計量之租賃付款作出之調整生效時，租賃負債根據使用權資產進行重新評估及調整。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(i) Leases (Continued)

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs, and
- restoration costs.

(j) Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

40 其他可能重大會計政策概要(續)

(i) 租賃(續)

租賃付款乃分配至本金及融資成本。融資成本於租期內自損益扣除，以計算出各期間負債結餘之固定週期利率。

使用權資產按成本計量，包括以下各項：

- 租賃負債之初步計量金額；
- 於開始日期或之前所作之任何租賃付款，減去所得之任何租賃優惠；
- 任何初始直接成本，及
- 修復成本。

(j) 獨立財務報表

於附屬公司之投資乃按成本扣除減值列賬。成本包括投資直接應佔成本。附屬公司業績由公司按已收及應收股息入賬。

倘於附屬公司之投資產生之股息超過附屬公司於宣派股息期間之全面收益總額或倘該投資於單獨財務報表內之賬面值超過投資對象資產淨額(包括商譽)於綜合財務報表內之賬面值，則於收到該等股息時須對該等投資進行減值測試。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(k) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in RMB, which is the Group's presentation currency. The Company's functional currency is HKD.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

All the foreign exchange gains and losses are presented in statement of comprehensive income within "Other gains/(losses), net".

40 其他可能重大會計政策概要(續)

(k) 外幣換算

(i) 功能及呈列貨幣

本集團各實體之財務報表所列項目使用實體運營所在主要經濟環境之貨幣(「功能貨幣」)計量。綜合財務報表以本集團呈列貨幣人民幣呈列。本公司功能貨幣為港元。

(ii) 交易與餘額

外幣交易按交易當日之匯率或重新衡量項目之估值換算為功能性貨幣入賬。因結算該等交易及以年末匯率換算以外幣列值之貨幣資產與負債而產生之外匯收益及虧損於全面收益表確認，除非在其他全面收益中作為合資格現金流量套期及合資格淨投資套期而推遲。

所有外匯收益及虧損均於全面收益表內「其他收益／(虧損)淨額」呈列。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(k) Foreign currency translation (Continued)

(iii) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each statement of comprehensive income comprehensive income are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting currency translation differences are recognised in other comprehensive income.

40 其他可能重大會計政策概要(續)

(k) 外幣換算(續)

(iii) 集團內公司

功能貨幣與呈列貨幣不同之本集團內所有實體(其貨幣並非處於嚴重通貨膨脹中)之經營成果及財務狀況,按如下方法換算為呈列貨幣:

- 每一資產負債表中列示之資產及負債按該結算日之期末匯率換算;
- 每一全面收益表中之收入與開支按當期平均匯率換算(除非該平均匯率並非交易日匯率之累計影響之合理約數,在此情況下將收入與開支按交易日匯率換算);及
- 所有產生之外幣換算差額均於其他全面收益確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(l) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

(m) Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. In the consolidated balance sheet, bank overdrafts are shown within borrowings in current liabilities.

(n) Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(o) Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

40 其他可能重大會計政策概要(續)

(l) 抵銷金融工具

若具法律強制執行權利以抵銷已確認款項及有意按淨額基準結算，或同時變現資產及清償負債，則金融資產及負債可予以抵銷，而有關淨額則於資產負債表內呈報。法定強制執行權利不得依賴未來或然事件而定，且在一般業務過程中及倘公司或對手方一旦出現違約、無償債能力或破產時，亦必須可強制執行。

(m) 現金及現金等價物

綜合現金流量表中之現金及現金等價物包括手頭現金、存於銀行之通知存款以及原於三個月或以內到期之其他短期高流動性投資。在綜合資產負債表中，銀行透支已列入流動負債之借款。

(n) 股本

普通股歸類為權益。

發行新股或購股權直接應佔之新增成本在權益中列為所得款項之扣減(扣除稅項)。

(o) 應付貿易款項

應付貿易款項為於日常業務過程中從供應商購入貨品或服務之付款責任。如果付款於一年內或以內(或倘時間較長，則於正常之業務運營週期內)到期，則將應付貿易款項分類為流動負債。否則，呈列為非流動負債。

應付貿易款項以公允價值初始確認，其後採用實際利率法按攤銷成本計量。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(p) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

(q) Borrowing costs

General and specific 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.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

40 其他可能重大會計政策概要(續)

(p) 借款

借款以公允價值扣除所產生之交易成本進行初始確認。其後，借款按攤銷成本列賬；所得款項(扣除交易成本)與贖回價值之間之任何差額採用實際利率法於借款期間之全面收益表內確認。

當合約中規定之責任解除、取消或屆滿時，借款自資產負債表中剔除。已銷除或轉讓予另一方之金融負債之賬面值與已支付代價(包括任何已轉讓之非現金資產或所承擔之負債)之間之差額，在損益中確認為其他收入或融資成本。

除非本集團有權無條件將債務清償時間推遲至報告期末後至少12個月，否則借款分類為流動負債。

(q) 借款成本

直接歸屬於收購、興建或生產合資格資產(指必須經一段長時間以達致其擬定用途或銷售之資產)之一般及特定借款成本，加入該等資產之成本內，直至資產大致上達致其擬定用途或銷售時為止。

所有其他借款成本在產生期內之損益中確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(r) Employee benefits

The Group operates short-term employee benefits and post-employment schemes.

(i) Short-term employee benefits

Short-term employee benefits include wages or salaries, bonus, allowances and subsidies, staff welfare, premiums or contributions on medical insurance, work injury insurance and maternity insurance, housing funds, union running costs and employee education costs, short-term paid absences and etc. The short-term employee benefits actually occurred are recognised as a liability in the accounting period in which the service is rendered by the employees, with a corresponding charge to the profit or loss for the current period or the cost of relevant assets. Non-monetary benefits are measured at fair value.

(ii) Post-employment benefits

The Group classifies post-employment benefit plans as either defined contribution plans or defined benefit plans. Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into a separate fund and will have no obligation to pay further contributions. During the year, the Group's post-employment benefits that are defined contribution plans mainly include the premiums or contributions on basic pensions and unemployment insurance. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. During the year, the Group does not have post-employment benefits that are defined benefit plans.

40 其他可能重大會計政策概要(續)

(r) 員工福利

本集團設立短期員工福利及離職後福利計劃。

(i) 短期員工福利

短期員工福利包括工資或薪金、獎金、津貼和補貼、職工福利費、醫療保險費、工傷保險費、生育保險費、住房公積金、工會經費和職工教育經費、短期有薪休假等。本集團在職工提供服務之會計期間，將實際發生之短期員工福利確認為負債，並計入當期損益或相關資產成本。其中，非貨幣性福利按照公允價值計量。

(ii) 離職後福利計劃

本集團將離職後福利計劃分類為界定供款計劃或界定利益計劃。界定供款計劃即本集團向獨立基金支付界定供款且毋須支付額外供款額之退休計劃。年內，本集團之離職後福利主要是為員工繳納之基本養老金和失業保險，均屬於界定供款計劃。界定利益計劃是一項不屬於界定利益計劃之退休金計劃。界定利益計劃一般會釐定員工退休後可收取之退休金福利金額，通常視乎年齡、服務年資和補償等一個或多個因素而定。年內，本集團並無於界定利益計劃項下之離職後福利。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(r) Employee benefits (Continued)

(ii) Post-employment benefits (Continued)

Basic pensions

The Group's employees participate in the basic pension plan set up and administered by local authorities of Ministry of Human Resource and Social Security of the PRC. Monthly payments of premiums on the basic pensions are calculated according to the bases and percentage prescribed by the relevant local authorities. When employees retire, the relevant local authorities are obliged to pay the basic pensions to them. The amounts based on the above calculations are recognised as liabilities in the accounting period in which the service has been rendered by the employees, with a corresponding charge to the profit or loss for the current period or the cost of relevant assets.

The Group's contributions to these defined contribution plans are expensed as incurred and not reduced by contributions forfeited by those employees who leave the plans prior to vesting fully in the contributions.

40 其他可能重大會計政策概要(續)

(r) 員工福利(續)

(ii) 離職後福利計劃(續)

基本養老金

本集團員工參加了由當地勞動和社會保障部門組織實施之基本養老金計劃。本集團以當地規定之基本養老金繳納基數和比例，按月向當地基本養老金經辦機構繳納養老保險費。職工退休後，當地勞動及社會保障部門有責任向已退休員工支付基本養老金。本集團在職工提供服務之會計期間，將根據上述社保規定計算應繳納之金額確認為負債，並計入當期損益或相關資產成本。

本集團向該等界定供款計劃之供款在產生時支銷，而僱員因在供款悉數歸屬前退出計劃而被沒收之供款不會沖減上述供款。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(r) Employee benefits (Continued)

(iii) Share-based compensation

The Group operates a number of equity-settled, share-based compensation plans. These plans comprise a share option scheme and a share award scheme. The fair value of the employee services received in exchange for the grant of the options or shares is recognised as an expense. The total amount to be expensed is determined by reference to the fair value of the options or shares granted as at date of grant, including any market performance conditions and excluding the impacts of any non-market service and performance vesting conditions as well as any non-vesting conditions. Non-market vesting conditions are included in assumptions about the number of options or shares that are expected to vest. The total amount expensed is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied.

At the end of each reporting period, the Group revises its estimates of the number of options and shares that are expected to vest based on the non-marketing vesting conditions. It recognises the impact of the revision of original estimates, if any, in the consolidated statement of comprehensive income with a corresponding adjustment to equity.

The proceeds received net of any directly attributable transaction costs are credited to share capital (nominal value) and share premium when the options are exercised.

40 其他可能重大會計政策概要(續)

(r) 員工福利(續)

(iii) 以股份為基礎的薪酬

本集團設有數項以股權結算及以股份為基礎之薪酬計劃。該等計劃包括一項購股權計劃及一項股份獎勵計劃。就員工所提供服務以換取授出購股權或股份之公允價值確認為開支。將予支銷之總金額乃經參考於授出日期所授出購股權或股份之公允價值(包括任何市場表現情況, 且不包括任何非市場服務及表現歸屬條件以及任何非歸屬條件後釐定。非市場歸屬條件計入有關預期將歸屬之購股權或股份數目之假設。已支銷總金額於歸屬期間內確認, 即須達成所有指定歸屬條件的期間。

於各報告期末, 本集團按照非市場歸屬條件修訂預期將歸屬的購股權及股份數目之估計。本集團確認原先估計之修訂(如有)對綜合全面收益表之影響, 並對權益作出相應調整。

在行使購股權時, 已收所得款項於扣除任何直接歸屬交易成本後計入股本(面值)及股份溢價。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(s) Interest income

Interest income on financial assets at amortised cost calculated using the effective interest method is recognised in profit or loss.

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes. Any other interest income is included in other income.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

(t) Dividend income

Dividend income is recognised when the right to receive payment is established.

(u) Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders or directors, where appropriate.

40 其他可能重大會計政策概要(續)

(s) 利息收入

使用實際利率法計量並按攤餘成本計量之金融資產之利息收入於損益確認。

利息收入呈列為持作現金管理用途之金融資產所賺取之財務收入。任何其他利息收入計入其他收入。

金融資產之利息收入按實際利率法乘以金融資產賬面總額計算，惟後續會發生信用減值之金融資產除外。發生信用減值之金融資產之利息收入按實際利率法乘以金融資產賬面價值減去損失撥備後之淨額計算。

(t) 股息收入

股息收入於收取款項之權利獲確立時確認。

(u) 股息分派

向本公司股東作出之股息分派在股息經本公司股東或董事(倘適用)批准的期間內於本集團財務報表內列為負債。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

綜合財務報表附註(續)

40 Summary of other potentially material accounting policies (Continued)

(v) Earning per share

(i) Basic earnings per share

Basic earnings per share is calculated by dividing:

- the profit attributable to equity holders of the Company, excluding any costs of servicing equity other than ordinary shares, and
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

(ii) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

40 其他可能重大會計政策概要(續)

(v) 每股盈利

(i) 每股基本盈利

每股基本盈利之計算方法為：

- 歸屬於本公司權益持有人之溢利(扣除普通股以外之服務權益之任何成本)，及
- 除以本財政年度發行在外普通股加權平均數，並就年內已發行普通股(庫存股份除外)的股利作出調整。

(ii) 每股稀釋盈利

每股稀釋盈利透過調整用於釐定每股基本盈利之金額以考慮：

- 與潛在稀釋普通股相關之利息及其他融資成本之除所得稅後影響；及
- 假設在所有潛在稀釋普通股獲轉換的情況下發行在外的額外普通股的加權平均數。

FINANCIAL SUMMARY 財務概要

		Year ended 31 December 截至12月31日止年度				
		2021 二零二一年 RMB'000 千人民幣 (Note (b)) (附註(b))	2022 二零二二年 RMB'000 千人民幣 (Note (b)) (附註(b))	2023 二零二三年 RMB'000 千人民幣 (Note (a)) (附註(a))	2024 二零二四年 RMB'000 千人民幣 (Note (a)) (附註(a))	2025 二零二五年 RMB'000 千人民幣 (Note (a)) (附註(a))
RESULTS	業績					
Revenue	營業額	752,959	537,510	610,619	474,209	399,160
Loss before taxation	除稅前虧損	(665,685)	(182,179)	(158,168)	(265,765)	(397)
Income tax (expense)/ credit	所得稅(支出)/ 抵免	13,848	15,471	(4,527)	7,914	(8,810)
Loss for the year	年內虧損	(651,837)	(166,708)	(162,695)	(257,851)	(9,207)

(a) The financial figures were extracted from the consolidated financial statement.

(a) 有關財務數字摘錄自綜合財務報表。

(b) The financial figures were extracted from the 2023 annual report.

(b) 有關財務數字乃摘錄自2023年年報。

		At 31 December 於12月31日				
		2021 二零二一年 RMB'000 千人民幣	2022 二零二二年 RMB'000 千人民幣	2023 二零二三年 RMB'000 千人民幣	2024 二零二四年 RMB'000 千人民幣	2025 二零二五年 RMB'000 千人民幣
ASSETS AND LIABILITIES	資產及負債					
Total assets	資產總額	1,520,296	1,343,356	1,108,361	801,682	797,199
Total liabilities	負債總額	(1,164,885)	(1,132,748)	(1,061,608)	(1,021,859)	(949,746)
Net assets/(liabilities)	資產/(負債) 淨額	355,411	210,608	46,753	(220,177)	(152,547)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治(ESG)報告

About the Report

Reporting Content

This Environmental, Social and Governance (“ESG”) Report (“the Report”) is prepared by Best Food Holding Company Limited (“Best Food”, “the Company” or “We”) to review and summarise the Company’s ESG work in the year ended 31 December 2025.

Report Scope

The reporting scope includes Beijing HHG Catering Management Co., Ltd. and Tianjin HHG Restaurant Management Co., Ltd. (“HHG”) as well as Beijing Xinladao Catering Management Ltd. (“Xinladao”), which are all controlled by Best Food Holding Company Headquarter and its holding companies (the “Best Food Headquarter”). Unless otherwise specified, the Report covers the period from 1 January 2025 to 31 December 2025 (both days inclusive).

Basis of the Report

The information disclosed by the Report is in alignment with the “mandatory disclosure requirements”, “general disclosures”, the environmental and social KPIs set out in the Environmental, Social and Governance Reporting Code (the “ESG Reporting Code”) in Appendix C2, and Part D: Climate-related Disclosures of the “ESG Reporting Code” to the Main Board Listing Rules released by the Stock Exchange of Hong Kong Limited (HKEX).

Reporting Principles

The Company has complied with the “comply or explain” provisions set out in Part C of the ESG Reporting Code during the year under review.

Materiality: The content and scope of the Report is based on the communication with investors and other stakeholders and the identification of the materiality of ESG issues. Please refer to “Stakeholder Engagement” and “Identification and Analysis of Material Issues” for the detail.

Balance: The Report objectively discloses positive and negative information to ensure an impartial presentation of the Company’s ESG performance during the reporting period.

關於本報告

報告內容

本環境、社會及管治報告(「ESG報告」)是百福控股有限公司(「百福」「本公司」或「我們」)對二零二五年環境、社會及管治工作的回顧與總結。

報告範圍

本報告範圍為百福控股有限公司總部(「百福總部」)以及其旗下控股公司,包括北京和合谷餐飲服務有限公司及天津和合谷餐飲有限公司(「和合谷」),以及北京新辣道餐飲管理有限公司(「新辣道」)。如無特殊註明,報告期間為2025年1月1日至2025年12月31日。

編寫依據

本報告編製依照香港聯合交易所有限公司(以下簡稱「聯交所」)《主板上市規則》附錄C2《環境、社會及管治報告守則》(以下簡稱「ESG報告守則」)的「強制披露規定」與「一般披露」議題、環境及社會「關鍵績效指標」議題、守則D部分「氣候相關披露」議題。

匯報原則

在審查年度內本公司已遵守《環境、社會及管治報告守則》C部分載列的「不遵守就解釋」條文。

重要性: 我們已開展利益相關方參與及重要議題識別,並參考識別的結果界定報告內容與範圍。具體內容參見本報告「利益相關方溝通」及「實質性議題識別及分析」。

平衡: 報告客觀披露正面及負面信息,確保內容不偏不倚的呈報本報告期內公司的ESG表現。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Quantitative: The scope, assumptions, and calculation tools for the covered KPIs are explained in the Report.

Consistency: Unless otherwise specified, the methodologies used in the Report are the same with the previous ESG Report.

量化：報告涉及數據的覆蓋範圍、假設與計算工具皆已於報告中進行標注。

一致性：除另有註明外，編製本報告所採用的方法與上一年度一致。

Board Statement

The Board of Directors of Best Food believes that the establishment and refinement of ESG management system is conducive for Best Food's development and the better fulfilment of its social responsibilities. Best Food maintains a top-down ESG governance structure, with the Board of Directors fulfilling its oversight responsibilities regarding ESG matters and clearly acknowledging its duty to monitor progress and performance on climate-related issues, while the Working Group (consisting of the functional departments of the Company and the executives in charge of ESG management of each subsidiary) is responsible for the implementation of specific ESG work.

Before the publication of the 2025 ESG Report, the Board of Directors of Best Food evaluated the potential impacts and opportunities that ESG matters may bring to the Company's overall strategy and reviewed the results of materiality assessment on ESG issues. The Board of Directors has identified the relevant ESG issues of Best Food and determined the current ESG management measures and the unique ESG management concept of Best Food. Best Food took key ESG-related risks, including climate change related risks, into its risk management system. The ESG working Group and ESG-related departments are responsible for conducting risk assessment and reporting to the Board twice a year. The Board is responsible for reviewing the critical risks of ESG and putting forward recommendations for improvement.

During the reporting year, the Board of Directors reviewed and discussed the implementation status and completion progress of the business-related environmental targets set in 2021, including emission and resource consumption targets from the operation of restaurants, office areas and self-owned factories. In addition, during the current year, the Board of Directors discussed with the management on efforts made for the achievement of environmental goals and provided recommendations, which were conveyed by management to staffs of the Company and subsidiaries. Details of Best Food's major ESG issues such as green operation, food safety and responsible operation are presented in Section 1-5 of the Report.

董事會聲明

百福董事會相信，建立和完善公司環境、社會及管治(ESG)管理體系，有利於百福的可持續發展和更好的履行社會責任。百福延續了自上而下的ESG管治架構，由董事會履行對ESG事宜的監管職責，並明確其有責任監督氣候議題的進展與表現，由公司職能部門及各控股公司ESG責任人組成ESG工作部門，負責ESG具體工作的開展。

於本年度ESG報告發佈前，百福董事會評估了ESG事宜對公司整體策略的潛在影響與機遇，並審閱了ESG議題的重要性評估結果。董事會已了解百福控股ESG相關議題，並確認當前公司ESG相關管理方針和具有百福特色的ESG管理理念。百福搭建的風險管理體系已納入關鍵ESG相關風險，其中包括氣候變化相關風險。百福ESG工作組以及ESG相關職能及業務部門負責開展ESG相關風險評估工作，並每年向董事會進行兩次匯報。董事會負責ESG關鍵風險審閱工作並提出改進建議。

於本匯報年度內，針對2021年設立的與業務運營相關的環境目標，包括餐廳門店、辦公區域與自有工廠運營導致的排放與資源消耗目標，董事會就目標落實情況和完成進度進行了審閱及討論。另外，本年度內，董事會就實現環境目標的相關工作與公司管理層進行了討論並提出建議，由管理層向公司與各控股公司相關人員進行了宣貫。有關百福在綠色運營、食品安全、責任經營等重要ESG議題領域的詳細內容，已在本報告的第一章節至第五章節進行披露。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

With detailed disclosures of the Company's ESG issues, the Report was reviewed and approved by the Board of Directors on 30 March 2026 after being confirmed by the management.

本報告詳盡披露了公司環境、社會及管治的相關事宜，經管理層確認後，於2026年3月30日經由董事會審閱批准。

ESG Governance Structure

ESG Philosophy

Best Food believes that a sound ESG management system is a prerequisite for the Company's sustainable development. We closely monitor the ESG performances of catering companies in which we own shares and are committed to building a management platform for catering investment and operation empowered by the idea of sustainability.

環境、社會及管治體系

ESG理念

百福相信，建立健全的ESG體系是公司可持續發展的必要條件。我們密切關注旗下控股及參股之餐飲品牌公司的ESG表現，致力於打造可持續發展的餐飲投資運營管理平台。



Harmony 和諧

- Best Food's ESG vision is to realise harmonious coexistence with the environment and society. We firmly and actively fulfil corporate social responsibility and strive to build a harmonious relationship between the Company and the environment, employees, and society through our constant efforts.
- 實現與環境及社會的和諧相處是本公司實現環境、社會及管治良好表現的發展願景。我們堅定而積極地履行企業社會責任，希望通過自身的不斷努力，在企業與環境、員工以及社會之間營造和諧共處之關係。



Team Cooperation 團隊合作

- Team cooperation is a key attribute for Best Food to achieve sound ESG performance. Best Food's business scope focuses on the catering industry, and we face complicated challenges in ESG management. Thus, it is critical to collaborate as a team to realise our corporate vision of harmonious coexistence.
- 團隊合作是本公司實現履行環境、社會及管治良好表現的明確方針。本公司業務範圍集中於餐飲業，在環境、社會及管治工作方面面臨著複雜的挑戰。只有通過公司同仁的團隊合作，才能實現營造和諧共處之企業願景。



Scientific Management 科學管理

- Scientific management is an effective way for Best Food to realise sound ESG performance. The Company endeavours to promote scientific management methodologies and create a more efficient ESG management model.
- 科學管理是本公司實現環境、社會及管治良好表現的有效途徑。本公司堅持推進科學合理的管理方法，從而創造更加高效的環境、社會及管治管理模式。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

ESG Governance Structure

With a vision of “become a leading and influential multi-brand ‘new’ catering and food platform enterprise in China and the world with digital operation as the core”, we adhere to compliant operation and incorporate the concept of sustainability into our business. We continuously improve ESG management by formulating ESG strategies, promoting stakeholder engagements, and monitoring ESG performances.

The company has established an ESG governance structure led by the board of directors, with the participation of ESG working groups and ESG-related business departments of various holding companies. The Board of Directors is the highest decision-making body for ESG management of the Company, responsible for monitoring ESG issues and taking the overall responsibility for the Company’s ESG strategy and reporting. The ESG working group (the “Working Group”) consists of the Company’s Internal Control and Audit Department (the “Internal Control Department”) and the executives in charge of ESG management of each subsidiary (commonly the head of the Finance Department). As the central body for ESG management, the Working Group’s duties related to ESG management include:

- (1) developing ESG principles and strategies;
- (2) setting ESG objectives and following up on the achievement of such objectives;
- (3) assessing the materiality of ESG issues and determining the key ESG issues for the Company;
- (4) evaluating ESG risks and developing control measures for significant ESG risks based on materiality assessment results;
- (5) reviewing and approving annual ESG working plans of various departments;
- (6) preparing disclosures such as ESG report;
- (7) reporting to the Board on the above issues.

ESG管治架構

本公司秉承打造「成為中國領先、世界有影響力的以數字化運營為核心的多品牌「新」餐飲及食品平台企業」的願景，堅持以合規經營為基石，融入可持續發展理念，通過制定ESG策略、促進利益相關方溝通、開展ESG績效監控，不斷提升ESG管理水平。

本公司建立了由董事會牽頭領導，ESG工作組及各控股公司ESG相關業務部門共同參與組成的ESG管治架構。董事會是公司ESG管理的最高決策機構，監督ESG事項並對公司ESG策略及匯報承擔整體責任。本公司內部控制與審計部（內控部）、各控股公司ESG責任人（一般為財務部門負責人）組成ESG工作組。作為ESG管理的中樞機構，ESG工作組對ESG的管理職責包括：

- （一）編製公司ESG管理方針、策略；
- （二）編製公司ESG目標，以及監控目標達成情況；
- （三）開展ESG重要性評估，判斷ESG重要管理事項；
- （四）開展ESG風險評估，並結合重要性評估結果，針對重大的ESG風險制定管控措施；
- （五）審閱並批准各部門ESG年度工作計劃；
- （六）組織編製包括ESG報告在內的披露資料；
- （七）就以上事項向董事會進行匯報。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

Related functional and business departments such as human resources, marketing & operation, quality control, sourcing and internal control of each subsidiary are responsible for:

各控股公司人力資源、市場運營、質量控制、採購、內控等相關職能及業務部門負責：

(1) developing annual ESG working plan of the department and carrying out ESG work based on the approved annual plan;	(一) 編製本部門ESG年度計劃，並按照最終批准年度計劃執行具體工作；
(2) taking measures to achieve the approved ESG objectives based on the final approved ESG objectives of the Company;	(二) 依據最終批准的公司ESG目標，採取相應的達成措施；
(3) collecting and regularly providing disclosure materials for ESG reporting;	(三) 收集並定期提供ESG報告的披露資料；
(4) identifying ESG risks and developing risk control measures accordingly	(四) 識別ESG風險，制定ESG風險應對措施；
(5) organising ESG trainings to enhance staff's ESG awareness and capability;	(五) 組織ESG培訓，提升公司員工ESG意識和能力；
(6) conducting ESG study, communication and publicity;	(六) 開展ESG研究、交流和傳播工作；
(7) reporting to the ESG Working Group on above issues.	(七) 就以上事項向ESG工作組進行匯報。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Assessment of Material ESG Issues

Stakeholder Engagement

The Company values our stakeholders and their key expectations. To safeguard stakeholder interests in a timely manner, we establish a variety of communication channels to enhance stakeholder engagement and understand their valuable feedbacks and recommendations on Best Food's development.

ESG重要性議題評估

利益相關方溝通

本公司重視企業運營所涉及的各界利益相關方，關注他們的關鍵訴求。百福建立了多樣化的溝通渠道，增加利益相關方的參與度，及時了解各利益相關方對百福發展提出的寶貴意見和建議，保障本公司利益相關方權益。

Major Stakeholders 主要利益相關方	Key Expectations 主要訴求	Ways of Communication 溝通途徑
Government and regulators 政府及監管機構	Compliance operation 合規運營 Stringent internal control and risk management 嚴格的內部控制及風險管理 Energy conservation 節能減排	Major conferences, policy consultations, institutional inspections, official exchanges, information disclosure 重大會議、政策諮詢、機構考察、公文往來、信息披露
Shareholders and investors 股東及投資者	Investment returns 投資回報 Transparent governance 管治透明	Annual reports and announcements, meetings 年報及公告、會議
Employees 員工	Remuneration and benefits 薪酬福利 Career development 職業發展 Labour rights 勞工權益	Employee satisfaction survey, labour union, employee activities, hotline and email 員工滿意度調查、工會、員工活動、溝通電話及郵件
Suppliers 供貨商	Fair competition 公平競爭 Integrity 誠信 Shared development 共同發展	Visits, conferences, telephone calls and emails 交流互動、會議、電話及郵件
Clients and consumers 客戶與消費者	Service value 服務價值 Product responsibility 產品責任 Privacy protection 隱私保護	Face-to-face communication, telephone calls and emails 面對面交流、電話及郵件
Community 社區	Community development 社區發展 Public warfare activities 公益參與	Visits, donation and other charitable activities, corporate presentations, and internship opportunities 互訪、捐助等公益活動參與、企業宣講及實習機會

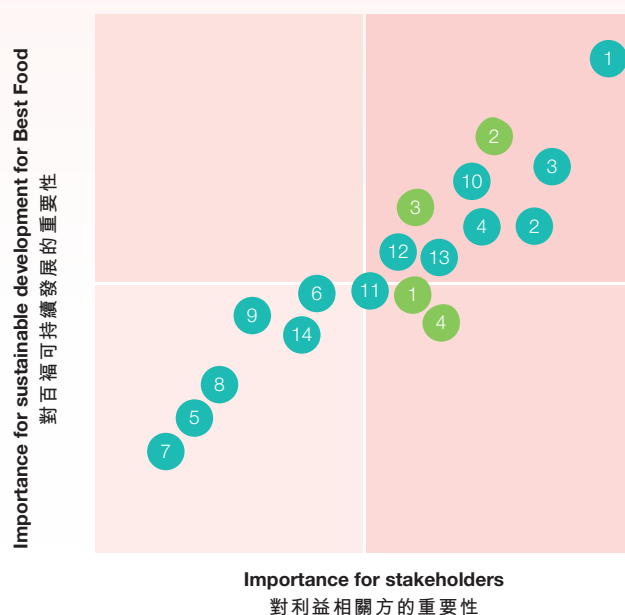
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

Identification and Analysis of Material Issues

The Company sets out the materiality matrix through communication with key stakeholders, consideration of management's recommendations, and analysis of internal and external experts. This year, based on the results of past assessments of material issues and in consideration of the key issues outlined in the "Environmental, Social and Governance Reporting Code" as well as industry sustainability development trends, the company has confirmed that there is no significant change in the ranking order of material issues compared to 2024. This report addresses the management corresponding to each issue and outlines the following-up action plans.

實質性議題識別及分析

本公司通過多渠道與主要利益相關方進行溝通，並綜合管理層建議、內外部專家分析，釐定重要性矩陣圖。本年度，公司結合以往重要性議題評估結果，結合《環境、社會及管治報告守則》中的關鍵議題以及行業可持續發展趨勢，確認了本年度關鍵議題排列順序與2024年無明顯變化。本報告響應各個議題對應管理內容，及下一步行動計劃。



Environmental indicators 環境類指標
1 Reduce Pollution Emissions 減少污染排放
2 Resource Saving 節約資源
3 Protect Ecology and Natural Resources 保護生態和自然資源
4 Tackling Climate Change 應對氣候變化

Social indicators 社會類指標
1 Food Safety and Health 食品安全與健康
2 Supply Chain Environmental and Social Risk Management 供應鏈環境及社會風險管理
3 Dining Environment 就餐環境
4 Service Quality 服務質量
5 Community Contribution 社區貢獻
6 Advertising Compliance 廣告合規
7 Intellectual Property Protection 知識產權保護
8 Data Security 數據安全
9 Employee Rights Protection 員工權益保障
10 Employee Safety and Occupational Health 員工安全及職業健康
11 Staff Training and Development 員工培訓與發展
12 Labor Rights Protection 勞工權益保護
13 Integrity Building 廉潔建設
14 Digital Transformation 數字化轉型

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

1 Sharing Delicious with Elevating Quality

Related United Nations Sustainable Development Goals (SDGs)
相關聯合國可持續發展目標(SDGs)

Upholding the core values of “Focusing on customers, making innovative breakthrough, seeking truths and being enterprising, providing platform for strivers, sharing, creating and profiting together”, Best Food is committed to providing customers with safe, healthy, fresh, and ‘green’ food. Continuing to empower the Company by constant technological advancements, Best Food remains dedicated to its brand commitment to “Providing people with delicious and healthy daily meal”.

1.1 Trusted Meal

Recognising that “Food is the most basic necessity of the people and food safety is of top priority”, Best Food places food safety as one of its core cooperate cultures. The Company strictly complies with the *Food Safety Law of the People’s Republic of China*, the *Law of the People’s Republic of China on the Protection of Consumer Rights and Interests* and the *Product Quality Law of the People’s Republic of China*. By establishing core systems including full-process traceability, incoming inspection, ex-factory inspection, and product recall, the Company controls food safety and product quality across its own operations and the entire supply chain. In 2025, the Company’s holding brands had no significant violation against the laws and regulations related to product health and safety. In 2025, no product recalls happened due to health and safety reasons.

1.1.1 Protecting Food Security

With a food safety philosophy of “from farm to table”, HHG has formulated the *Comprehensive Emergency Plan for Food Safety Incidents*, the *Measures for Safety Management of Supplier Quality*, the *Specification for Food Safety Management*, the *Measures for Management of Food Additives*, the *Regulations on the Supervision and Management of Enterprises’ Implementation of Primary Responsibilities for Food Safety* and other policies related to product quality inspection. HHG has set norms and requirements for the daily supervision and management of food safety in its restaurants, keep enhancing food safety management standards at the restaurants. We have also successfully passed the ISO 9001 Quality Management System certification for 19 consecutive years.

1 美味同享，品質升級



百福恪守「以顧客為中心，創新突破，求實進取，給奮鬥者提供舞台，共享、共創、共贏」的核心價值觀，致力於為廣大顧客提供符合食品安全要求、注重營養均衡、踐行環境友好理念的食品，持續通過科技賦能企業發展，堅守「國人的 一日三餐」的品牌烙印。

1.1 安心用餐

百福始終將保障食品安全作為核心企業文化的重要組成部分，始終踐行並倡導「民以食為天，食以安為先」的食品安全理念，嚴格遵守《中華人民共和國食品安全法》《中華人民共和國消費者權益保護法》《中華人民共和國產品質量法》等相關法律法規，通過確立全程追溯、進貨查驗、出廠檢驗、召回等核心制度，把控企業自身及供應鏈的食品安全與產品質量。2025年，本公司旗下控股品牌未發生重大違反產品健康安全相關法律法規事件，且未發生因產品健康與安全原因而召回的情況。

1.1.1 保障食安

和合谷秉持「從農田到餐桌」的食品安全理念，制定並實施《食品安全事故綜合應急預案》《供貨商質量安全管理辦法》《食品安全管理規定》《食品添加劑管理辦法》《企業落實食品安全主體責任監督管理規定》及產品質量檢驗等相關制度。和合谷對門店日常食品安全監督管理工作明確規範與要求，不斷提升門店端的食品安全管理水平，並已連續19年通過ISO9001質量管理體系認證。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, HHG has strengthened its efforts in food safety management in the following aspects:

本年度，和合谷在以下方面加強了食品安全管理力度：

- Promoting the standardization and normalization of management in both directly operated restaurants and franchised restaurants, and have established diverse incentive mechanisms for different types of employees and jobs such as restaurant-based bonuses and restaurant manager bonuses:
 - o **Directly operated restaurants:** In accordance with the *Management Measures for Restaurant and Restaurant Manager Ratings*, we conduct quarterly “rating inspections” for all directly operated restaurants, covering contents such as food safety and product quality rating inspections. The inspection items are constantly refined with a consistent scoring standards ensuring that all processes are based on rules. We issue weekly notifications on key issues found, requiring restaurants to make rectifications and submit rectification reports with monthly summary analyses.
 - o **Franchise restaurants:** We conducted “Quality Management Rating” assessments for franchise restaurants, ensuring comprehensive quarterly inspections covering food safety and product quality ratings for all franchise locations. We also added targeted online inspections of key issues, focusing on the “four categories of issues” at restaurants to help them uphold the food safety bottom line.
- 持續促進各直營門店與特許經營經營門店管理的規範化與標準化，並面向不同級別與工作性質的員工設立了門店獎金、店經理獎金等多元獎勵機制：
 - o **直營門店：**根據《門店及店經理評級管理辦法》，對所有直營門店進行「評級檢查」，實現每季度直營門店食品安全、產品質量評級檢查全覆蓋，對檢查項目進行細化，保持評分標準一致，保證全部流程有據可依。每周對重點問題進行通報，要求門店進行整改，提供整改報告，並按月度開展匯總分析；
 - o **特許經營門店：**新增對特許經營門店開展「質量管理評級」，實現每季度特許經營門店食品安全、產品質量評級檢查全覆蓋。新增線上重點問題檢查，主要針對門店「四類問題」進行檢查，幫助門店守住食品安全底線。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

- Keep improve procedures to ensure food safety, install additional food safety testing equipment, and enhance unified management of product quality:
 - **Regulate soybean oil operation:** Soybean oil cooking processes at restaurants have been standardized. All restaurants are required to regularly test the acid value and peroxide value of soybean oil used in cooking processes for items such as fried dough sticks, snacks, stir-fried and deep-fried products. Soybean oil that fails the tests must be replaced promptly. Soybean oil operation standards have been designated as a key focus of quality inspections, with soybean oil quality controlled through both online and offline channels simultaneously.
 - **Salinity testing for juice products:** Salinity testing equipment has been purchased, and salinity testing has been added to daily random inspections to enhance product uniformity and ensure quality. All products tested this year have testing reports, which were reported to relevant departments in weekly basis.
 - **Product temperature testing:** Restaurant thermometers have been calibrated using “standard thermometers” to achieve unified measurement standards and methods, ensuring product temperatures comply with regulations.
- 持續完善操作規範，引入專業檢測設備，推進產品質量標準化與全流程管控：
 - **規範大豆油操作：**標準化門店端大豆油烹飪工藝，要求各門店定期檢測油條、小食、炒炸等品類所用大豆油的酸價與過氧化值，發現不合格立即更換。將大豆油操作標準列為質量檢查重點，同步通過線上線下渠道把控大豆油品質。
 - **汁類產品鹽度測試：**購入鹽度檢測儀器，在日常抽檢中增加鹽度測試，以提升產品的一致性，保障產品質量。本年度全部產品測試均出具檢測報告，以周報形式反饋給相關部門。
 - **產品溫度測試：**使用「標準溫度計」對門店溫度計進行校準，達到統一測量標準和測量方法，確保產品溫度合規。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

- Enriching food safety training content to ensure high-standard implementation of food safety management:
 - Tailored training materials for food safety officers (store managers) in directly operated restaurants, shift managers, new employees, and franchise store employees have been developed, reflecting their distinct job characteristics. These initiatives aim to raise product quality awareness among all staff, improving customer satisfaction.
 - A special training program entitled *Implementing Primary Responsibilities for Food Safety (Special Training for Decree No. 104)* has been launched. In addition, special training has been conducted in accordance with the requirements of policies on labeling of food-related products, to further enhance internal management quality.
- 豐富食品安全相關培訓內容，保障食品安全管理的高標準執行：
 - 根據直營店食品安全員(店經理)、當班經理、新員工以及特許店員工的不同工作特點，制定相應培訓課件，對不同職級、類別員工進行針對性培訓，提高全員產品質量意識，增強消費者滿意度。
 - 新增《落實食品安全主體責任(104號令專項培訓)》專項培訓，並根據食品相關產品標識政策要求開展了專項培訓，進一步提升內部管理質量。

In 2025, Kangyipin Factory revised its Food Safety Management Manual. The food safety risk management mechanism of “daily control, weekly inspection, monthly coordination” was optimized, and an incentive mechanism for internal reporting of food safety hazards was introduced to strengthen internal compliance supervision. In addition, in compliance with the provisions of the Law of the People’s Republic of China on Agricultural Product Quality and Safety, the factory implemented two-way compliance management for raw agricultural products: upstream suppliers are required to provide Qualified Agricultural Product Certificates, and corresponding certificates are proactively provided to customers, ensuring traceability of food safety at the raw material stage. In 2025, the factory conducted 22 additional third-party tests for *Listeria monocytogenes*, covering 220 key points to strengthen the prevention and control of environmental pathogenic bacteria. At Hanfang Factory, disinfection procedures for filling pipelines and filling machines were added in the packaging stage to strengthen hygiene control in terminal production. A special shelf-life test for fried eggplant sticks was carried out, and scientific verification confirmed that the product remains safe throughout its shelf life.

本年度，康一品工廠修訂《食品安全管理手冊》，優化「日管控、周排查、月調度」食品安全風險工作機制，新增食品安全隱患內部舉報獎勵機制，強化內部合規監督。此外，工廠落實《農產品質量安全法》規定，對原料農產品實施雙向合規管理：對原料農產品實施雙向合規管理，向上游供應商索要農產品達標合格證，主動向客戶提供對應憑證，保障原料端食品安全可追溯。2025年，工廠新增22次第三方單增李斯特菌檢測，覆蓋220個關鍵點位，強化環境致病菌防控。漢方工廠在包裝環節新增灌裝管道及灌裝機消毒流程，強化末端生產衛生管控，開展炸茄條保質期專項實驗，通過科學驗證確保產品保質期內安全。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

In 2025, HHG had no food safety related incidents with significant negative impacts.

Xinladao follows a core value that “Food quality is the manifestation of personal quality” and developed a food safety system which includes a Product Committee led by the CEO and consists of the heads of relevant departments (e.g., Market Department, R&D Department, Internal Control Department) and core operating personnel at restaurants. The role of this committee is to implement food safety management systems comprehensively and advance the establishment and effective enforcement of food safety standards.

At the restaurant level, Xinladao ensures that there are quality control processes in place for raw material delivery, in-restaurant meal preparation, and meal serving. The Company also conducts random inspections and ratings of food safety and product quality, and promptly reports any sub-standard items received. Xinladao manages food safety at its restaurants by combining online monitoring across all stores with offline on-site inspections. Xinladao strictly completed compliance inspections in accordance with checklists. It focused on key management areas such as food storage measures, storage environments, and shelf-life management. Inspection results were shared via email with restaurants and relevant management teams. Later, the results were compiled in the Innovation Meeting Report and communicated uniformly to all restaurants in the system. Inspection results were also directly linked to restaurant performance appraisals.

2025年，和合谷未發生較大負面影響的食品安全相關事件。

新辣道恪守「菜品即人品，做菜如做人」的核心理念，著力構建食品安全保障體系。公司由首席執行官（「CEO」）牽頭成立產品委員會，成員涵蓋市場部、研發部、內控部等相關部門負責人及門店核心運營人員，致力於全方位落地食品安全管理制度，並推動食品安全標準的建立與長效執行。

在門店端，新辣道從原材料進店、門店製作到餐品出餐的全流程，均建立嚴格的質量把控機制。公司對食品安全與產品質量實施抽檢評級，對到貨環節的不合格品執行及時報備制度。通過線上全門店監控系統與線下實地抽查相結合，新辣道形成線上線下聯動的門店食品安全管理模式。新辣道嚴格依據檢查表單完成合規檢查，重點核查食品儲存措施、儲存環境、保質期限等關鍵管理環節，結果通過郵件同步至門店及相關管理層，後續通過革新月報匯總向全體系餐廳統一宣導，並且檢查結果直接與門店績效考核掛鉤。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

For newly opened restaurants, Xinladao provides all staff with training on food safety standards, including food storage, processing, and hygiene standards. This year, Xinladao promptly investigates customer feedback on food safety. When receiving feedbacks, we will communicate with relevant departments and provide timely responses based on the findings. In 2025, we continued to increase the frequency of monthly restaurant safety inspections to three times, achieving quarterly reviews cover of restaurants.

Xinladao has been continuously hosting a monthly “Innovation Meeting”¹ activity, covering all second-line department employees, restaurant managers, and off-site restaurants. In the meeting, participants will summarize and report the results of restaurant production safety inspections and overall operations. Restaurants with issues are required to make improvements, and the improvement rates are tracked. In addition, every month, the “Innovation Meeting” awarded cash prizes to the top three restaurants by considering customer satisfaction, and the restaurants were invited to share best practices. For key issues highlighted in the “Innovation Meeting,” Xinladao requires departments to take ownership and submit solutions the following month.

In 2025, Xinladao updated its restaurant food safety management system and optimised restaurant management checklists. It focused on three core items: employees holding valid health certificates, chemicals stored in designated areas, and normal operation of post-mix beverage machines. After the checklist optimisation, differentiation in food safety management performance across restaurants became prominent. Clear gaps between high-performing and underperforming restaurants were revealed. This provided a basis for targeted measures to improve restaurant management levels precisely.

針對新開業門店，新辣道為全體員工開展系統性的食品安全標準培訓，內容包括食品儲存標準、加工製作標準、操作衛生標準等，對於顧客提出的食品安全相關反饋，新辣道將立即啟動現場調查，聯動相關部門溝通核實，並依據調查結果向顧客快速反饋處理情況。本年度，新辣道持續加大門店檢查力度，將每月門店生產安全檢查頻次提升至3次，實現每季度門店檢查全覆蓋。

同時，新辣道持續開展每月「革新會」¹活動，覆蓋全體二線部門員工、店長、店經理及外埠門店，將門店生產安全檢查結果、整體運營情況於每月革新會中進行匯總匯報，要求相關問題門店進行整改，並統計整改改善率。此外，每月「革新會」對顧客滿意度前三名門店進行現金獎勵，並進行成功經驗分享。針對「革新會」反映的重點問題，新辣道要求各部門進行任務領取，並於次月提交解決方案。

本年度，新辣道更新門店食品安全管理制度，對餐廳管理表進行優化，重點關注從業人員持有效健康證、化學品指定區域存放、現調機正常運轉3項核心條目。表單優化後，可有效識別門店食品安全管理差異，為後續針對性提升門店管理水平提供了依據。

¹ Innovation Meetings: Xinladao's monthly business review and communication conference. It reviews the current month's business operations and target achievement status, and sets targets under the Monthly Key Project PK initiative for each restaurant to incentivise them to achieve business goals more effectively and accurately. Meanwhile, the company invites employees from all departments and restaurants to communicate and interact. This boosts operational cooperation efficiency between departments and further enhances service quality.

¹ 「革新會」：新辣道月度業務複盤交流會議，回顧當月業務及目標完成情況，同時對各餐廳設定《月度重點工作PK項目》目標，激勵餐廳更好、更準確地達成營業目標。同時，公司邀請各部門與門店員工進行溝通交流，提高部門間合作運營效率，進一步提升服務質量。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

In the warehouse, Xinladao has set up product inspection standards based on national criteria. We conducted random checks on key aspects like drug and chemical residues in live fish and saltiness and spiciness levels in hotpot broth, strengthening product compliance management. In 2025, Xinladao implemented a pre-booking system for product warehouse delivery. Quality inspectors conducted batch-by-batch inspections of products upon arrival at the warehouse. They simultaneously requested corresponding batch reports and retained complete records. Non-compliant products were sealed immediately and handled in coordination with suppliers. In addition, Xinladao updated its warehouse food safety management system. It enhanced pre-job training for employees and established a regularised mechanism of setting daily work priorities and reviewing the previous day's shortcomings. This consolidated the foundation of food safety assurance at the warehouse level.

Xinladao places great emphasis on food safety for its takeaway products. We strictly implemented the content of the "Food Safety" and "Quality SOP" manual and evaluated restaurants using standards with excellent, good, pass, and fail. These measures are aimed at further enhancing food safety management in restaurants.

1.1.2 Strictly Selected Food Ingredients

Best Food strictly controls food quality and keeps a watchful eye on the quality of raw materials in accordance with the internal requirements outlined in the Measures for Management of Food Recalls. In case of quality issues with products in our supply chain, we will carry out inspections immediately and take appropriate measures such as product rejection, recall, exchange, or other actions to address the situation.

在庫房端，新辣道依據國家標準制定了內部產品檢測標準，針對門店活魚的藥物與化學物殘留、火鍋底料的鹽度與辣度等關鍵環節實施不定期抽檢，旨在不斷強化產品合規管理。本年度，新辣道推行產品到庫預約制，由質檢員對到倉產品分批次檢驗，同步索要對應批次報告並留存完整記錄，對不合格產品第一時間封存並聯動供貨商處置。此外，新辣道還對倉庫食品安全管理制度進行了更新，強化員工崗前培訓，建立每日部署工作重點、複盤前一日不足的常態化機制，全方位夯實庫房端食品安全保障基礎。

新辣道同樣高度重視外賣產品的食品安全，嚴格執行食品安全及出品質量SOP手冊內容。公司依據相關標準對餐廳實施「優秀、良好、通過、失效」四級評級，以期持續提升餐廳的食品安全管理水準。

1.1.2 優選食材

百福持續完善並嚴格執行《食品召回管理辦法》相關內部制度，對食材及原材料質量實施嚴格監控。若供應鏈產品出現質量問題，公司將立即啟動調查，並依據調查結果採取拒收、召回或退換貨等處理方案。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG is always committed to providing customers with high-quality products through continuous sampling test on the appearance, size, and taste of products of each incoming batch. Quantitative indicators are collected to eliminate substandard products and ensure product quality.

This year, HHG has centred its product optimisation and supporting promotional activities on quality enhancement. The brand revived and upgraded its Olympic gold medal-winning dish, Dongpo Pork, and redeveloped the highly acclaimed Sauerkraut with Pork Belly into a thick-cut version to improve its texture. In response to strong consumer demand, the discontinued favourite 'Dry-Braised Boiled Fish' was reintroduced with an upgrade to thick-cut fish fillets. These substantive quality improvements precisely address market needs and genuinely reward consumer trust.

In 2025, HHG continued to update the Standards for Raw Materials and raise acceptance standards for raw materials. It completed the review and update of standards for 149 types of market products (including 42 new products) and archived standards for 155 types of off-market products simultaneously. Through refined process control and standard upgrades, the company has effectively ensured product quality.

和合谷始終致力於向顧客提供高品質產品。公司依據來貨批次實施持續抽檢，通過檢驗產品外觀與規格、測試口味、收集並分析相關質檢數據，有效識別並篩除不合格品，從而確保產品質量穩定可靠。

本年度，和合谷以品質提升為主線推進產品優化及配套宣傳，回歸升級奧運金獎菜品金獎東坡肉，迭代高口碑產品酸菜白肉為厚切五花肉，升級肉質口感，同時重啟消費者呼聲最高的下市產品「幹燒水煮魚」並升級為厚切魚肉，以實打實的品質升級精準回應市場需求，切實回饋消費者信任。

2025年，和合谷持續更新《原料標準》制度、提高原料驗收標準，完成149種上市產品標準的覆核與更新(其中包含42種新品)，同步存檔155種下市產品標準，通過精細化的流程管控與標準升級，切實保障產品質量。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)



HHG strictly controls quality of incoming goods 和合谷嚴控進貨質量

During incoming goods acceptance, HHG detected sensory abnormality in a batch of “Spicy and Sour Shredded Radish Salad”. It immediately launched an investigation and conducted full-batch interception and disposal, eliminating the risk of non-compliant products reaching restaurants.

在來貨驗收環節，和合谷發現某批次「凉拌酸辣蘿蔔」存在感官異常後，立即啟動調查並完成全批次攔截處理，杜絕不合格產品流入門店的風險。

At the same time, HHG introduced two targeted refined control mechanisms:
同時，和合谷針對性新增兩項精細化管控機制：

- (1) Established the *New Product Launch Process Checklist*, covering the entire process from preliminary data collection to post-launch testing. It clarified responsible parties and delivery milestones for each stage, and the Quality Control Department collaborated with multiple departments to achieve full-process control over new product launches, ensuring compliance of products delivered to restaurants.
一是建立《新品上市流程表》，覆蓋從前期資料收集到上市後測試的全流程，明確各環節責任主體與交付節點，品控部聯動多部門實現新品上市全流程管控，確保到店產品合規性；
- (2) Issued the *Near-expiry Product Registration Form*, implementing dynamic registration for products approaching the latest delivery date and sharing updates with relevant departments. Proactive intervention measures were taken to avoid the risk of expired products being sent to restaurants caused by near-expiry goods. Through institutional building, the company constructed a quality protection network covering the entire product life cycle, truly fulfilling its quality commitment to consumers.
二是出台《臨保產品台賬表》，對臨近最晚發貨日期的產品實施動態登記並同步反饋至相關部門，提前採取幹預措施，避免臨期產品發至門店引發的過期風險，以制度建設構建產品全生命周期質量防護網，切實踐行對消費者的品質承諾。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG ensures ingredient quality at all operational stages through raw material testing, transportation control, restaurant inspections, and quality-related communications. Additionally, the Company visits factories monthly to communicate on quality management, reviews new product manufacturing processes, identifies critical control points, and analyze non-conforming products to trace the origin of the occurrence, thereby ensuring product quality.

- **Delivery vehicle management:** Conduct daily on-site inspections of vehicle hygiene and cargo arrangement, and communicate promptly with the logistics vehicle supervisor; perform weekly checks on the cooling efficiency and traceability of frozen vehicles, with results reported in a weekly summary; record and track the product status, loading conditions, and vehicle temperature of external vehicles based on the *Out-of-Town Vehicle Inspection Tracking Record*, and compile a *Logistics Delivery Vehicle Inspection Summary* monthly;
- **Spot checks on raw materials:** Spot checks on the condition, appearance, weight, label, etc. of each batch of raw materials were conducted, and results were recorded in the *Summary of Sampling Tests and Status of Incoming Products* to standardise the spot check process;
- **Product testing enhancement:** Sampling tests were conducted on physicochemical indicators, block indicators, salinity, and other indicators of main raw materials and finished products delivered to restaurants, with weekly test reports issued to relevant departments. For problems identified, HHG communicated with factories and the procurement department in a timely manner and issued rectification reports with monthly summary;
- **Regular restaurant inspections by managers:** Local managers were arranged to organise training for restaurants on a regular basis to improve restaurant performance and inspect restaurants in terms of product quality, dining service, cleanliness, operation management and other aspects in accordance with the QSCM inspection checklist. Services were the focus of the inspection, and the results formed a part of performance review for restaurants to encourage proactive quality improvement;

為保障運營各環節食材質量達標，和合谷建立了涵蓋原料檢測、運輸管控、門店巡查及質量溝通的全流程質量管控機制。同時，公司每月對工廠實施實地訪問，開展質量管理溝通，並現場核查新品製作工藝流。針對當月發現的不合格品，公司組織專項討論與分析，深入探究問題根源，確保產品質量得到有效保障。

- **配送車輛管控：**每日對車輛衛生及貨品擺放實施現場核查，並即時與物流部車輛負責人溝通檢查情況；每周核查冷凍車輛的制冷效果與可追溯性信息，並將核查結果匯總形成周報；依據《外埠車輛檢查追蹤記錄》，對外埠承運車輛的產品狀態、碼貨情況及車廂溫度進行記錄與追蹤，並於每月生成《物流配送車輛檢查情況匯總》；
- **原料到貨抽檢：**對每批次到貨原料的狀態、外觀、重量、標籤等關鍵項目進行抽樣檢測，並通過《物流到貨產品狀況及抽測情況匯總》對抽檢結果進行記錄存檔，確保抽檢流程管理規範；
- **加強產品測試：**針對門店到貨的主要原料成品，開展理化指標、塊型規格、鹽度等關鍵項目的抽查檢驗，並出具正式檢測報告，檢測結果以周報形式反饋至相關部門。若發現問題，立即與工廠及採購部門溝通，出具整改報告，並進行月度問題匯總分析；
- **定期經理巡店：**安排城市經理定期對門店進行培訓指導，並依據QSCM巡店檢查表，對門店的產品質量、用餐服務、清潔狀況及經營管理進行評估，重點關注服務質量，並將巡店發現的問題納入門店績效考核，促進門店自主落實質量提升措施。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)



HHG implements precise supply chain control 和合谷實施供應鏈精準管控

For the core raw material of Kangyipin diced chicken thigh, HHG added Shandong Chaohe Food Co., Ltd. as a new supplier to ensure continuous and stable supply. On 18 September 2025, it held on-site quality communication meetings with quality managers from 4 core supply factories under Zhongxin Food Co., Ltd. This initiative promoted an improvement in the qualified rate of diced chicken raw material shapes. For goods prone to quality issues due to seasonal factors in previous years, HHG collaborated with suppliers in advance to carry out special rectification. It enhanced production date checks, quality sampling inspections and gross weight tests for eggs, eliminating the problems of spoilage during high-temperature periods and unqualified weight. It also pushed peanut suppliers to add metal detectors to screen for foreign objects and urged lotus root patty suppliers to replace raw material cutting equipment and add a dedicated cutting process. These measures consolidated product quality at the source.

針對康一品雞腿肉丁核心原料，和合谷新增山東超和食品有限公司作為供應商保障持續穩定供貨，2025年9月18日與中新食品旗下4家核心供貨工廠質量負責人開展現場質量溝通，推動雞丁原料塊型合格率提升。針對往年因季節性因素易出現質量問題的貨品，和合谷提前聯動供應商開展專項整改，就雞蛋強化生產日期排查、質量抽檢及毛重檢測，徹底杜絕高溫期變質與克重不合格問題；推動花生供應商增加金檢機排查異物，推動藕盒供應商更換原料切制設備並新增切制處理流程，從源頭夯實產品質量。

In strict accordance with national and local standards for quality management, Xinladao focuses on ingredient quality control in key processes such as product arrival, storage, and delivery to keep enhancing the management of product quality. Xinladao analysed customer feedbacks and determined schemes for product improvement and development through monthly product analysis meetings and product exhibitions. Xinladao also engaged members of the Product Committee in evaluating and assessing food products to make subsequent decisions regarding product enhancements, thus ensuring continuous improvement in product quality. In 2025, targeting its core product category of fresh sliced meat, Xinladao organised multiple special product analysis meetings. Focused on refining product quality and ensuring supply chain stability, we were committed to providing consumers with dishes that offer better value. By continuously upgrading the taste and quality of fresh sliced meat, the sales volume of our core product, fresh sliced beef, has steadily ranked second among all product categories, and customer repurchase rate has remained at a high level. In addition, Xinladao took steps to streamline the quality inspection process for product warehousing to control food safety and product quality throughout the supply chain and ensure warehouses' fulfilment of product responsibilities. These measures include reporting through applets, printing documents, conducting sensory odour evaluation, and performing spot checks on packages and labels.

新辣道嚴格遵守國家及地方相關質量管理標準，重點關注產品到貨、儲存與運輸等關鍵環節的質量管控，持續提升質量管理水平。公司通過每月召開產品分析會、產品品鑒會，基於顧客反饋制定產品優化及研發方案，並組織產品委員會進行品鑒評價，形成產品決議以持續改進質量。本年度，針對主力產品鮮切肉刷品類，新辣道組織多場次專項品鑒會，圍繞產品品質打磨、供應鏈穩定性，致力於為消費者提供更高質價比的菜品。公司通過持續迭代鮮切肉的口感與品質，核心產品鮮切牛肉銷量已穩定位居全品類第二，顧客複購率保持高位。同時，新辣道通過實施小程序報備、單據打印、感官氣味評估及包裝標識抽檢等措施，優化出入庫質檢流程，確保供應鏈食品安全與產品質量，落實倉庫產品管理責任。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

1.2 High-quality Services

Adhering to the service philosophy of “Focusing on customers” and strictly complying with the *Law of the People’s Republic of China on the Protection of Consumer Rights and Interests*, Best Food keeps improving service processes and enhancing R&D of dishes to deliver high-quality services and a wide variety of products. Best Food strictly complies with the *Civil Code of the People’s Republic of China* and the *Beijing Single-Purpose Prepaid Card Management Regulation*. We continuously optimize online and offline service experiences, actively communicates with customers, and is dedicated to providing warm and considerate services that meet the diverse needs and expectations of our customers.

1.2.1 Enhancing the Dining Experience

Best Food is dedicated to enhancing customers’ dining experience by understanding changing customer needs and offering diverse services. We continuously upgrade our membership system, update membership recharge terms. We ensure customers read and fully understand the authorization contract before recharging under informed and consensual conditions.

This year, HHG continued renovating its existing restaurants under the theme “A Local Diner for Everyone, Freshly Stir-Fried for Better Taste.” We shifted the focus of consumer in-person experience to product details. The restaurants renovation included updated murals showcasing signature products and prominently displaying the must-eat list and product detail, aiming to improve their overall dining experience.

HHG proactively responded to shifts in consumer preferences and optimised consumer experiences through transparent production and refined services. For its core products, HHG adjusted kitchen operational procedures. It visually presented fresh stir-frying, fresh boiling and fresh preparation processes to consumers. This not only clearly communicated the core “freshly made” feature of the products but also enabled consumers to supervise the entire product preparation and quality management process, strengthening consumer trust. HHG continuously updated the ordering process. It integrated product categories on the ordering interface to enhance operational convenience and simultaneously launched discount pop-ups for add-on matching products to meet consumers’ personalised combination needs. Targeting the pain points of takeaway scenarios, HHG specially optimised the takeaway ordering process. This avoided the issue of product temperature drop caused by conflicts between dine-in and takeaway food preparation, ensured the quality of takeaway products, and improved consumer satisfaction.

1.2 優質服務

百福秉持「以顧客為中心」的服務理念，嚴格遵守《中華人民共和國消費者權益保護法》，通過持續優化服務流程與加大菜品研發力度，致力於為顧客提供高質量的服務體驗與豐富多樣的產品。同時，公司嚴格遵守《中華人民共和國民法典》及《北京市單用途預付卡管理條例》，不斷優化線上線下服務體驗，積極與顧客保持溝通，旨在提供暖心服務，滿足不同顧客的需求。

1.2.1 提升就餐體驗

百福始終以提升顧客用餐體驗為核心，持續洞察消費需求變化並拓展多元化服務模式。公司不斷升級會員體系，同步更新儲值條款，並確保顧客在充分閱讀授權合同、基於知情同意的條件下完成儲值操作。

本年度，和合谷持續進行老店改造工作，以「國人大飯館，現炒更好吃」為主題，將消費者店內體驗感側重點轉至產品細節方面，於店內裝潢中更新特色產品牆畫，將必吃榜和產品明細進行主要展示，不斷提高消費者用餐體驗。

和合谷積極響應消費喜好轉變，從透明化生產和精細化服務優化消費體驗。針對主力產品調整廚房操作流程，公司將現炒、現煮、現制的製作環節直觀呈現至消費者面前，既清晰傳遞產品「鮮制」核心特性，也便於消費者全程監督產品製作與質量管理流程，深化消費信任。公司持續迭代點餐鏈路，整合點單界面產品分類提升操作便捷性，同步推出搭配產品折扣加購彈窗，適配消費者個性化組合需求。針對外帶場景痛點，公司專項優化外帶點餐鏈路，避免堂食、外帶出餐沖突導致的產品溫度下降問題，保障外帶產品品質，提升消費者滿意度。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Built on the idea of “putting customer experience at the core and delivering 101% customer satisfaction”, Xinladao sticks to management enhancement to improve services. This year, Xinladao upgraded brands and improved the overall dining environment by introducing new space designs in new restaurants. To keep improving services, Xinladao has taken the following measures:

- WeChat Enterprise Group chat: To enhance customer retention, Xinladao leverages the group chat as a platform to release weekly announcements, organise regular interactions, and continuously send coupon packages. This group chat fosters a high volume of private domain traffic, reduces the costs of customer communications, and improves customer experiences;
- Takeaway Products: To improve customer satisfaction, Xinladao keeps introducing new takeaway products every month, adopting aluminium foil packaging in all restaurants, and standardising the SOP of packing takeaway products at back kitchens.
- Flexible Membership Benefits: To cater to diverse consumer needs, Xinladao cancelled the handcrafted beverages for black-tier members, and instead offers stored-value members two optional benefit packages: “stored-value gifts + member-only discounts on selected dishes” or “handcrafted beverages”;
- Store Service Supervision System: To provide consumers with more demand-aligned and stable consumption experiences, Xinladao refined the store service evaluation and assessment standards, promoted service quality standardisation through more precise management requirements, and implemented a refined upgrade of internal management.

新辣道始終貫徹「以顧客體驗為核心，追求超越期待的滿意度」的服務理念，持續強化管理效能與服務品質。本年度，新辣道對品牌進行了升級，對新開設門店採取新的空間設計，提升整體用餐環境，實現品牌升級目標。同時，公司通過以下舉措持續優化服務體系：

- 企業微信社群運營：每周通過專屬群組發佈品牌資訊，定期開展互動活動，持續投放優惠權益包，有效增強客戶黏性，構建規模化私域流量池，降低客企溝通成本，提升服務體驗；
- 外賣體系升級：持續推進外賣產品研發迭代，實現外賣產品每月上新。全門店標配鋁箔盒封裝設備，同步規範後廚外賣打包標準作業程序，保障產品交付質量，驅動顧客滿意度提升；
- 會員權益靈活化：取消黑金級會員單一手工調制飲料暢飲規則，調整為儲值會員可在「儲值贈送+部分菜品會員價優惠」與「手工調制飲料暢飲」中二選一，以更靈活的權益匹配多元消費需求；
- 門店服務督導體系精細化：細化門店服務評比與考核標準，通過更精準的管理要求推動服務品質標準化，以內部管理的精細化升級，為消費者提供更貼合需求、更穩定的消費體驗。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

1.2.2 Listening to Customer Voices

To develop thorough understanding of customer sentiments, Best Food continuously enhances our customer communication and complaint mechanisms, constantly refining the customer engagement system. We gather customer feedback through a variety of channels, including on-site feedback, hotline, meal rating systems, third-party evaluation platforms, emails, and official social media accounts, to listen to and understand customer needs.

HHG actively collects customer opinions through various channels, continuously refines the complaint handling process, and dedicates itself to providing customers with an enhanced service experience. HHG highly values the in-store dining experience of customers, working closely with third parties to gather customer reviews through dining mini-programs and third-party local lifestyle platforms, understand customer needs, and undertake targeted responses. Additionally, HHG incorporates feedback and positive rates from third-party platforms as a component of staff performance evaluations, thereby encouraging our employees to improve service quality. HHG persistently optimizes complaint management mechanisms across all channels. For on-site complaints, HHG mandates employees to respond swiftly to ensure timely customer feedback. For online complaints, HHG requires staff to promptly understand the situation and inform the concerned store directly, with store managers proactively reaching out to customers and proposing suitable solutions in accordance with company policies, thus ensuring ongoing enhancement of customer satisfaction and service quality.

This year, HHG continued to deepen its online short-video lifestyle service platform. We regularly analyze feedback on the platform and have introduced offline paper questionnaires during product launches. By integrating customer feedback, we optimized product quality and boosted consumer satisfaction. In 2025, HHG registered a total of 24 complaints regarding products and services, including 13 complaints related to products and 11 complaints to services, with a 100% complaint resolution rate.

1.2.2 聆聽顧客聲音

百福持續完善顧客參與體系與投訴響應機制，通過現場反饋、熱線電話、點餐評價系統、第三方平台、電子郵件及社交媒體等多渠道收集顧客聲音，精準洞察消費需求。

和合谷積極通過多種渠道收集顧客反饋，並持續優化投訴處理流程，旨在為顧客提供更優質的服務體驗。公司高度重視顧客在店內的用餐感受，與第三方機構緊密協作，利用自有小程序及第三方本地生活平台收集評價，深入了解顧客需求，並據此進行針對性響應。此外，和合谷將第三方平台的評價反饋及好評率納入員工績效考核體系，以此激勵員工主動提升服務質量。和合谷不斷優化各渠道的投訴管理機制，針對現場投訴，公司要求員工迅速響應，確保顧客獲得及時反饋。對於在線投訴，員工需第一時間掌握情況並通知相關門店，由門店負責人主動聯繫顧客，依據公司政策提供妥善解決方案，從而持續提升顧客滿意度和服務質量。

本年度，和合谷持續深耕在線短視頻生活服務平台渠道，定期對該平台評價反饋結果開展分析，並在產品上市調整過程中新增線下紙質問卷，綜合客戶反饋結果優化產品質量，提高消費者滿意度。2025年，和合谷關於產品以及服務的投訴數量共24件，其中產品投訴共13件，服務投訴共11件，投訴解決率100%。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao collects customer dining feedback through third-party local lifestyle platforms and dining mini-programs, conducts needs analysis, and prioritizes consumer experience. Simultaneously, Xinladao established a comprehensive complaint handling mechanism for promptly addressing customer feedback and suggestions. Xinladao mandates that duty managers communicate with customers and offer solutions immediately and escalate the matter to the regional manager if a direct resolution is not possible. Follow-ups will be conducted by the market manager, ensuring customer satisfaction with the resolution. This year, Xinladao continued to require restaurant management to collect customer feedback through interviews, summarizing the findings on a monthly basis for a more comprehensive and direct understanding of customer experiences. For direct feedback from customers, Xinladao implemented a “case-by-case” response mechanism. It compensated customers in accordance with set standards, while conducting reviews and revising imperfect SOP processes. For customers’ criticisms and suggestions on internet platforms, Xinladao centrally compiled and discussed improvement proposals at monthly operational meetings and communicated these to stores and relevant departments for on-the-ground implementation. In 2025, through systematic feedback response and optimisation measures, Xinladao maintained a stable average rating of over 4.5 on Dazhong Dianping. It honoured its service commitment to consumers with concrete actions and solidified the foundation of consumer trust.

In 2025, Xinladao received a total of 26 complaints about products and services, including 9 product-related and 17 service-related complaints, with a 100% complaint resolution rate.

1.3 Digital and Intelligent Empowerment

Best Food is committed to becoming an innovative and multi-brand catering and food corporate with digital operation at its core. To achieve this goal, Best Food keeps enhancing corporate digital capability, implements intelligent management at restaurants through digital platforms and refines operations for customers. These measures are intended to establish an efficient and well-connected service system that ensures enhanced dining experiences for customers and improved working experiences for staffs at Best Food.

新辣道積極利用第三方本地生活平台及點餐小程序收集顧客用餐評價，並開展需求分析，將顧客消費體驗置於重要位置。同時，公司建立了完善的投訴處理機制，確保顧客的意見和建議得到及時響應。收到投訴後，新辣道要求值班經理立即與顧客溝通並提供解決方案，若問題無法現場解決，則上報至區域經理，隨後由市場經理逐級跟進，最終確保顧客獲得滿意的處理結果。本年度，新辣道持續要求門店管理組通過訪談的形式對現場顧客進行用餐反饋的收集，以更加全面、直觀地獲取顧客反饋，並以月度為單位對訪談進行總結。針對顧客直接反饋的問題，新辣道執行「一事一議」響應機制，按標準對顧客進行補償，同步複盤修訂不完善的SOP流程；針對互聯網平台上的顧客批評與建議，每月在經營會集中匯總研討改善方案，並同步至門店及相關部門落地執行。本年度，通過系統化的反饋響應與優化舉措，新辣道在大眾點評平台的平均評分穩定保持在4.5分以上，以實際行動兌現對消費者的服務承諾，築牢消費者信任根基。

2025年，新辣道關於產品以及服務的投訴數量共26件，其中產品相關投訴數量共9件，服務相關投訴數量共17件，投訴解決率100%。

1.3 數智賦能

百福以成為「以數字化運營為核心的多品牌「新」餐飲及食品平台企業」為目標，持續強化數字化能力。公司利用數字化平台實施門店端的智能化管理，並對顧客進行精細化運營，旨在不斷提升顧客與員工在百福的消費及工作體驗，打造高效流暢的服務體系。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

1.3.1 Applying Intelligent Platforms

Recognising the importance of digital services, Best Food keeps improving online services to establish an efficient and intelligent customer service platform. We implemented refined operations for local lifestyle platforms and online ordering applets. It carried out brand and activity promotions on local lifestyle platforms, pushing out benefit information such as discount packages and voucher codes. Using digital tools to accurately match consumer groups, we delivered convenient and precise high-quality services. Meanwhile, we continued to optimise the ordering interface of its online ordering applet. It intelligently displayed customer benefits and entitlements based on three dimensions: stores, products and time slots, to meet the needs of different customer groups and enhance customer experience.

1.3.2 Deepening Digital and Intelligent Operations

This year, Best Food set up a digital franchise management system to systematically manage the information filing, portrait setting, order demand, traffic delivery, and other processes of developing potential partners. The information system is integrated into the management process of the franchise business to better manage business operation for higher efficiency. In addition, HHG and Xinladao continue to use the digital monitoring platform to improve food safety and quality, refine the use of the monitoring system and its management mechanism. For different regions and brands, Xinladao has set up three major operation departments led by dedicated personnel, and designated monitoring specialists at the management level to strengthen the frequency of online audits and inspections and further optimise food safety and quality management capabilities within its scope of business.

1.3.1 啟用智能平台

百福專注於數字化平台服務，持續提升在線渠道服務能力，旨在為顧客打造高效、智能的服務平台。公司針對本地生活平台和在線點餐小程序實施精細化運營，在本地生活平台開展品牌與活動推廣，推送優惠禮包、券碼等福利信息，借助數字化工具精準匹配消費客群，提供便捷精準的優質服務。同時公司持續優化在線點餐小程序的點餐界面，結合門店、產品、時間段三個維度智能展現客戶福利與權益，滿足不同客群需求，提升顧客體驗。

1.3.2 強化數智運營

百福積極運用數字化手段管理企業運營，致力於提升運營效率。百福開發了數字化特許經營管理系統，對潛在合作夥伴的信息備案、畫像設定、訂貨需求、流量投放等流程實施標準化管理，將信息系統整合進特許經營業務管理流程，有效提升業務運營效率。此外，和合谷與新辣道持續借助數字化監控平台提升食品安全與質量管理水平，強化監控系統的應用與管理機制。新辣道針對不同地區與品牌設立了三大運營事業部，由專人負責管理，並在公司管理層設置專職監控崗位，增加在線稽核檢查頻次，持續優化運營範圍內的食品安全與質量管理能力。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

2 Green Commitment and Sustainable Development

2 綠色承諾，永續未來

Related United Nations Sustainable Development Goals (SDGs) 相關聯合國可持續發展目標(SDGs)



Best Food adheres strictly to the environmental protection laws and regulations of the People's Republic of China, including the *Environmental Protection Law*, the *Air Pollution Prevention and Control Law*, the *Water Pollution Prevention and Control Law*, the *Solid Waste Pollution Environmental Prevention Law*, the *Energy Conservation Law*, and the *Environmental Impact Assessment Law*, and stays abreast of changes in relevant laws and regulations. Best Food has established comprehensive internal management systems, continuously improves energy-saving measures in operational processes, implements waste reduction and volume reduction work, promotes green procurement initiatives, actively addresses risks related to climate change, and seizes opportunities arising from climate change. In 2025, there were no environmental violations within the company's operational scope that had a significant impact on the company or led to any complaints.

百福嚴格遵守包括《中華人民共和國環境保護法》《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》《中華人民共和國固體廢物污染環境防治法》《中華人民共和國節約能源法》及《中華人民共和國環境影響評價法》等在內的國家環保法律法規，並持續關注相關法規更新。百福建立健全的內部管理制度，持續優化運營環節的節能措施，落實減廢減量工作，推行綠色採購舉措，積極應對氣候變化相關風險並把握其機遇。2025年，本公司運營範圍內未發生任何環境違規相關並對公司有重大影響的事件或申訴。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

2.1 Review of Goal Completion Status

Insisting on the idea of green operation, Best Food is committed to minimising the impact on the environment within its scope of business. In 2021, considering its own operations, the Company set environmental goals covering energy consumption, greenhouse gas (GHG) emissions, water resource consumption and waste management. The Company reviewed the completion of goals this year and set plans. Details are as follows:

2.1 目標完成情況檢討

百福秉持綠色運營理念，旨在降低運營活動對環境的影響。2021年，百福依據自身實際運營情況，確立了環境目標，涵蓋能源使用、溫室氣體排放、水資源消耗及廢棄物管理等多個方面。百福對環境目標進展的評估與規劃，具體如下：

Target Category ² 目標類別 ²	2025 Target 2025年目標	Completion Status 目標完成情況
Energy Consumption 能源使用	The energy consumption intensity decreases by 2% from 2020. 能源消耗密度相較2020基準年下降2%	The Company's total energy consumption shows a general downward trend. Due to significant revenue fluctuations, the energy intensity has increased compared to 2020, and the preset target has not yet been achieved. 公司能源消耗總量整體呈下降趨勢，但因營收波動較大，強度較2020年基準上升，尚未達成既定目標。
Greenhouse Gas emission 溫室氣體排放	The greenhouse gas emission intensity decreases by 2% from 2020. 溫室氣體排放密度相較2020基準年下降2%	The Company's total GHG emissions shows a general downward trend. Due to significant revenue fluctuations, although the GHG emission intensity has decreased compared to 2020, the preset target has not yet been achieved. 公司溫室氣體排放總量及排放密度均呈下降趨勢，但因營收波動較大，強度較2020年基準下降，但尚未達成既定目標。
Water Resource Consumption 水資源使用	The water consumption intensity decreases by 1% from 2020. 用水強度相較2020基準年下降1%	The 2025 target has been achieved. 已完成2025年目標。
Waste Management 廢棄物管理	Compile with the Restaurant Waste Management System and strictly implement waste sorting and management. 遵循《餐廳垃圾管理制度》，嚴格執行垃圾分類管理	This target was achieved in 2023 and maintained in 2025. 2023年已完成該目標，2025年繼續保持目標完成狀態。

² the energy consumption intensity, the greenhouse gas emission intensity and the water consumption intensity all refer to the consumption intensity per million yuan of income for each indicator.

² 能源消耗密度、溫室氣體密度、以及用水強度均指各指標每百萬元收入的消耗強度。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Based on the Company's current business situation and sustainable development plan, the Company adjusted its 2030 environmental targets as follows:

基於當前公司業務情況及可持續發展規劃，公司對2030年環境目標調整如下：

Target Category 目標分類	2030 Target 2030年目標
Energy Consumption 能源使用	The energy consumption intensity decreases by 2% from 2020. 能源消耗密度相較2020基準年下降2%
Greenhouse Gas emission 溫室氣體排放	The greenhouse gas emission intensity decreases by 2% from 2020. 溫室氣體排放密度相較2020基準年下降2%
Water Resource Consumption 水資源使用	The water consumption intensity decreases by 2% from 2020. 用水強度相較2020基準年下降2%
Waste Management 廢棄物管理	Compile with the Restaurant Waste Management System and strictly implement waste sorting and management. 持續遵循《餐廳垃圾管理制度》，嚴格執行垃圾分類管理

2.2 Scientific Energy-Saving Practices

As an advocate for scientific and energy-saving operation, Best Food actively implements energy-saving and emission reduction measures in all aspects of operation. In addition, Best Food continuously optimises the energy use, water utilisation, and emission treatment processes to promote the harmonious development between the enterprise and the environment.

2.2 科學節能實踐

百福持續強化科學節能運營理念，切實落實各環節的節能減排措施，並持續優化能源使用、水資源使用及排放物處理流程，促進企業與環境和諧發展。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Energy Management

In response to the national call for energy-saving and consumption reduction, Best Food has implemented the concept of “saving electricity”. To this end, targeted electricity conservation measures are formulated, and stricter control is exercised over the energy utilisation of restaurants, factories, warehouses, and other operating areas. All these can contribute to the greater energy efficiency in company operations.

HHG takes the following measures to constantly improve the energy management level of factories, restaurants, and operations:

- **Factory:**
 - Continue to track, count and analyse the electricity consumption of each region through the digital energy monitoring and management system;
 - Install sound and light sensing lamps in public areas such as workshop locker rooms, restrooms, and dormitory washrooms to reduce energy consumption and improve energy efficiency.
 - Dynamically adjust the start-stop times of workshop cooling pools and quick-freezing warehouses in line with production schedules to avoid unnecessary energy consumption.
 - Optimise the dispatch process during peak electricity consumption hours for cold storage in summer by implementing a “single, fewer-batch” dispatch model, reducing the frequency and duration of cold storage door openings to minimise cooling loss.
 - Implement staggered production scheduling by prioritising production during off-peak electricity hours in response to seasonal differences in peak and off-peak periods in winter and summer, thereby enhancing energy efficiency and reducing electricity load during peak times.

能源管理

百福積極響應國家節能降耗要求，踐行「節約用電」理念，制定專項節電措施，加強門店、工廠、倉庫等運營區域的用能管理，持續提升公司運行能效。

和合谷通過以下舉措持續優化工廠端、門店端、運營端的能源管理：

- **工廠端：**
 - 利用數字化能源監控管理系統，對各區域用電情況進行追蹤、統計與分析；
 - 在車間更衣室、衛生間及宿舍樓洗漱間等公共區域安裝聲光感應燈具，以降低能耗並提升能源利用效率；
 - 匹配生產進度動態調節車間冷卻池、速凍庫的啟停時間，避免無效能源消耗；
 - 在夏季冷庫用電高峰時段優化出貨流程，推行「一次、少批次」出貨模式，減少冷庫開關門頻次與時長，降低冷量損耗；
 - 結合冬夏用電峰谷時段差異，實施錯峰排產策略，優先利用用電低谷時段組織生產，提升能源利用效率，降低尖峰時段用電負荷。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, Hanfang Factory achieved a year-on-year decrease of 14.6% in electricity consumption by 2025.

本年度，漢方工廠實現2025年用電量同比降低14.6%。

• *Restaurant*

- Due to our in-house efforts in research and development and innovation, our timing equipment and thermoregulation equipment have been granted the national technology patent successively. Such technologies have been applied to HHG product manufacturing process and energy-saving induction cooker to improve product-making efficiency.
- New requirements have been introduced for store electricity and energy consumption management, with clear assessment criteria established, and this evaluation has been incorporated into the performance appraisal system for store managers.

• *Operation*

- Replace the official vehicles of functional departments and front-line restaurants from fuel vehicles to hybrid electric vehicles;
- Post energy-saving signs and reminders in key locations of the office to encourage creative water and electricity conservation. Continue efforts to save water and electricity at office to minimise energy consumption and reduce enterprise carbon emissions.

• *門店端：*

- 依托內部研發創新，獲得包括定時設備、定溫設備在內的多項國家技術專利，並將這些技術與和合谷的產品製作工藝及節能電磁爐相結合，從而提升產品生產效率。
- 對門店的用電及能耗管理提出了新的要求，設立了明確的用電及能耗考核標準，並已將此項考核納入門店經理的績效考核體系中。

• *運營端：*

- 將職能部門及一線門店的公務用車由燃油車更換為油電混合動力汽車；
- 在辦公室關鍵位置張貼節約標識，鼓勵員工提出節水節電創意，持續推進辦公區域節能工作，最大限度減少能源消耗，降低企業碳排放。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)



Hanfang Factory “Safety & Energy Conservation” Thematic Training Session 漢方工廠「安全」與「節能」主題宣貫

On August 2025, Hanfang Factory conducted a safety training session themed “Enhance Awareness, Eliminate Hazards” and an energy conservation awareness campaign focused on “Energy Saving and Consumption Reduction”. The initiatives aimed to strengthen all employees’ awareness of workplace safety and energy-efficient, low-carbon practices, guiding staff to fulfil their responsibilities through daily actions. Following this promotional campaign, energy-saving measures were effectively implemented, resulting in a year-on-year reduction in the company’s energy costs for 2025, along with an improvement in overall safety awareness and recognition of energy conservation responsibilities among all employees.

2025年8月，漢方工廠開展「強意識、除隱患」主題安全培訓與「節能降耗」主題宣講活動，旨在強化全員安全生產與節能降碳意識，引導員工從日常點滴踐行責任要求。通過本次宣貫活動，節能措施得到有效貫徹實施，2025年公司能源費用實現同比下降，全員安全意識與節能責任認知也得到提升。



Xinladao continues to practice smart management of inventory and transportation routes with its digital management platform to improve the energy efficiency of inventory and transportation and other operations.

新辣道持續運用數字化管理平台，對庫存量及運輸路線實施智能管理，以提升庫存、運輸等運營環節的能源效率。

Water Resources Management

Best Food continues to refine water resources management, reducing water consumption by means of recycling water resources, updating high-efficiency equipment, renovating production processes, and maintaining and inspecting workshops. This year, HHG continues to use multi-functional water-saving and energy-saving equipment to improve the water efficiency at restaurants, and further promotes the use of filtered wastewater to mop the floor. To motivate employees to save resources, the cost of restaurant resource is included as a criterion in employee performance assessments.

水資源管理

百福著力推進水資源精細化管理，通過實施水資源循環利用、引入高效率設備、改造生產工藝以及加強車間設備維護檢查等措施，有效降低水資源消耗。本年度，和合谷持續在門店端推廣多功能節水節能設備，提升用水效率，並進一步將過濾後淨菜廢水用於拖地等清潔環節。為增強節水意識，門店水資源使用成本已納入員工績效考核，以此調動員工節約水資源的主動性。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Wastewater Treatment

Best Food strictly adheres to national and local wastewater discharge regulations within its operational areas, managing wastewater discharge in a regulated manner. At the restaurant level, both HHG and Xinladao restaurants are equipped with grease traps to separate fats, oils, and greases from wastewater. The separated waste grease is disposed as non-hazardous waste to government-certified or property-designated third-party companies for processing, and the treated wastewater is discharged into the municipal sewage system. At the factories level, HHG directs domestic and production wastewater to the in-house wastewater treatment station before discharging it to the local sewage treatment plant for further processing, ensuring compliance with discharge standards.

Exhausted Gas Treatment

Best Food strictly complies with national and local regulations on exhausted gas emissions. HHG and Xinladao continuously maintain the fume purification equipment and exhaust systems at both factories and stores. Qualified third parties are employed to inspect and clean the fume purifiers and ducts at the stores and factories, ensuring compliance with relevant laws and regulations. This effort minimizes the fume emissions from store and factory operations, reducing the impact on nearby communities and the environment.

Waste Treatment

Best Food strictly abides by the *Domestic Waste Management Regulation in Beijing* and the *Domestic Waste Management Regulation in Tianjin* and formulates the *Restaurant Waste Management System* that complies with local requirements to regulate the waste sorting management of restaurants. During the year, each restaurant remained compliant with the requirements of the relevant policies, ensuring that waste is managed as required by the local governments. Besides, waste sorting management measures are in place for the operating locations where relevant policies has not yet taken effect. For the non-hazardous office wastes, we implement waste sorting management. The hazardous wastes such as waste cartridges and ink cartridges in office areas and engine oil in factory areas are collected separately and treated by a qualified third party.

廢水處理

百福嚴格遵循國家及運營所在地的廢水排放規定，規範管理運營範圍內的廢水排放。在門店端，和合谷與新辣道門店均安裝隔油池以分離廢水中的油脂，分離出的廢油脂作為無害廢棄物，交由政府認證或物業指定的第三方公司處理，處理達標後的廢水則排入市政污水系統。在工廠端，和合谷將生活廢水與生產廢水經廠內污水處理站處理後，輸送至運營地污水處理廠進行後續處理，確保廢水達標排放。

廢氣處理

百福嚴格遵守國家及運營所在地的廢氣排放規定。和合谷與新辣道定期維護工廠及門店的油煙淨化設備與廢氣排放系統，並委託具備資質的第三方對門店與工廠的油煙淨化器及管道進行檢查與清理，以保證其符合法規要求，將運營過程中產生的油煙降至最低，從而減輕對周邊社區及環境的影響。

廢棄物處理

百福嚴格遵照《北京市生活垃圾管理條例》《天津市生活垃圾管理條例》等政策要求，制定了符合運營地規定的《餐廳垃圾管理制度》，規範門店垃圾分類管理。本年度，各門店持續落實該制度要求，確保垃圾管理符合當地政府規定，並為尚未實施垃圾分類政策的運營地提供管理指導。針對辦公區域產生的無害廢棄物，公司實施垃圾分類管理，對於有害廢棄物，如辦公區廢棄硒鼓墨盒、工廠區廢機油等，均進行單獨收集並交由具備資質的第三方處理。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

2.3 Practice Waste Reduction

Best Food strictly abides by national and local laws and regulations and is committed to reducing the impact of waste generated in its operations on the environment. Best Food reduces waste generation and the use of plastic products while improving resource utilisation efficiency to promote a management and operation model that advocates resource recycling, waste reduction, and carbon reduction.

Reducing Food Waste

Best Food has substantiated actions in food waste reduction, with HHG and Xinlacao taking the following measures to reduce food waste:

- **Optimising the raw material processing procedures:** HHG optimises the raw material processing procedures, and explores a new mode of processed vegetables procurement to reduce the food waste along the processing of raw vegetable;
- **Delicate management of restaurant operations:** HHG formulates the *10,000-RMB Material Usage Table* to analyse the relationship between the sales volume of raw materials and the order volume of each restaurant at the order stage, thereby reducing the inventory backlog resulted from excess procurement. At the same time, HHG has formulated the *Stocking Plan*, considering historical sales data, holidays, weather and other factors, to carry out tailor-made stocking for different periods of time and to avoid wasting resources by over-stocking;
- **Establishing an incentive mechanism:** HHG has set up an incentive mechanism that requires restaurants to track and report daily product losses, links food costs with restaurant profits and performance, and encourages restaurants to consciously manage and reduce food loss;
- **Engaging customers:** HHG aims to guide customers to place orders on demand through the “clear the plate” campaign. Xinlacao provide customers with options of large and small portions of dishes or half-portion rice to avoid food waste. Also, we make table cards, table tickets and posters or initiate verbal communication to encourage customers to dine in a civilised manner and to reduce food waste.

2.3 踐行減廢減量

百福嚴格遵守國家及地方相關法規，致力於減少運營過程中廢棄物對環境的影響，通過降低廢棄物產生量、減少塑料製品使用、提高資源利用效率，推動資源循環與減廢降碳的管理和運營實踐。

減少餐廚垃圾產生

百福持續推進餐廚垃圾減量化工作。和合谷與新辣道採取以下措施，減少食物浪費：

- **優化原材料加工：**和合谷改進原材料加工流程，探索淨菜採購模式，減少蔬菜加工環節的餐廚垃圾；
- **精細門店運營管理：**和合谷制定《萬元用量表》，在訂貨階段即評估門店原材料銷售量與訂貨量的匹配度，避免過量採購導致庫存積壓。同時，依據《時段備貨表》，結合歷史銷售數據、節假日及天氣等因素，為不同時段定製備貨方案，防止因過度備貨造成資源浪費；
- **建立激勵機制：**和合谷設立激勵機制，要求門店追蹤並填報每日產品報損，將食品成本、門店利潤與績效掛鉤，激勵門店自主降低食物損耗；
- **消費者引導：**和合谷持續倡導「光盤行動」，引導顧客按需點餐。新辣道則提供小份菜品、半份米飯等選擇，並通過桌卡、桌貼、口頭提示及宣傳海報等方式，引導顧客文明用餐，減少食物浪費。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Using Less Plastic

In compliance with relevant national laws and regulations including the *Guideline on Further Strengthening the Control of Plastic Pollution* and the *Notice on the Solid Promotion of Plastic Pollution Control*, Best Food has taken steps to reduce plastic use in operations. As part of its ongoing efforts to promote the tableware recycling, HHG charges for disposable tableware to encourage customers to use recyclable tableware more often. In addition, HHG actively works on reducing plastic packaging for takeaway meals by adjusting the designs and shape of the box and reducing the grams of raw materials used per unit of the box.

The “Lush Mountain Project” brings together HHG, China Packaging Federation and third-party takeaway platforms to carry out the “Takeaway Packaging Incubation Project”³, which aims to expand the application of fully degradable packaging. All restaurants of HHG and Xinladao use biodegradable packaging bags with the “Double J Biodegradable Plastic Identification” to continuously reduce the consumption of plastic products and reduce the impact of business activities on the environment.

2.4 Implementing Green Procurement

As a practitioner of green procurement, Best Food aims to reduce the carbon footprint associated with transporting purchased materials and products to and from logistics centres, thus boosting green, low-carbon and high-quality development. HHG replaces shipping cartons with reusable turnover boxes to reduce the consumption of fragile paper products. Additionally, priority is given to selecting packaging material suppliers holding environmental certifications. HHG requires suppliers to provide credentials related to environmental compliance, product qualifications, and relevant inspection reports, thereby putting the concept of green procurement into practice.

To promote a more sustainable supply chain, Xinladao favours major suppliers with superior performance in environmental protection.

減少塑料製品使用

百福嚴格遵守《關於進一步加強塑料污染治理的意見》《關於紮實推進塑料污染治理工作的通知》等國家法規，在業務運營中致力於減少塑料製品的使用。和合谷持續推廣循環使用餐具，對一次性餐具實施收費，鼓勵顧客選用可循環餐具。此外，和合谷積極推進外賣餐盒減塑設計，通過優化餐盒外觀造型細節，降低單個餐盒的原料用量。

和合谷攜手中國包裝聯合會及第三方外賣平台，通過青山計劃合作開展「外賣包裝孵化項目」，旨在擴大全降解包裝的應用範圍。目前，和合谷與新辣道全部門店均已使用帶有「雙J標識」³的可生物降解打包袋替代塑料使用，在不影響顧客體驗的前提下，持續降低不可降解塑料包裝的使用量，從而減輕經營活動對環境的影響。

2.4 推進綠色採購

百福著力推行綠色採購實踐，旨在降低採購物品在物流運輸過程中的碳排放，推動綠色低碳發展。和合谷已將貨物運輸紙箱替換為可循環周轉箱，以減少因紙製品易破損特性造成的消耗。此外，包材供應商選擇優先遴選持有環保認證的主體，和合谷要求供應商提供環保資質、產品資質及相關檢查報告，踐行綠色採購理念。

新辣道持續優先選擇環保表現更佳的大型供應商開展合作，以優化供應鏈的環境績效。

³ “Double J Biodegradable Plastic Identification”: This refers to the use of biodegradable plastics to achieve the goal of complete degradation of plastic waste under specific conditions without environmental pollution.

³ 雙J標識：指通過使用可降解塑料，最終實現在相應條件下塑料廢棄物完全降解而不污染環境的目的。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, HHG optimized transport management by adjusting transportation frequencies, requiring each delivery vehicle to service at least three restaurants, and replanning routes monthly as new restaurants open. These measures enhance logistics efficiency and cut greenhouse gas emissions. Additionally, HHG has adjusted the delivery standard to require each vehicle to service at least five restaurants. The fleet also consolidated deliveries across two routes to improve vehicle capacity utilization, thereby reducing energy consumption in the distribution process. To reduce resource waste, this year, HHG analyzed raw material usage at its restaurants and discontinued or updated the least-used materials. HHG also reduced the frequency of delivery trips to enhance refined management and save resources.

This year, Xinladao keep applied the logistics system by using a floating pricing model, pricing based on a percentage of storage positions and shipment value. This approach enabled precise control of transportation costs. By adjusting shipping frequency and increasing consolidated transportation, Xinladao has improved warehouse operation efficiency and reduced carbon emissions during logistics. Additionally, in the procurement process, Xinladao gives priority to environmentally friendly products of equal quality, with preferential allocation in the procurement budget to support suppliers' environmental investments. Furthermore, the company uses degradable products for both takeaway and dine-in packaging, strictly adhering to the national standard GB/T 38082-2019 *Biodegradable Plastic Shopping Bags*.

2.5 Tackling Climate Change

Best Food has incorporated climate-related risks into its overall risk management system. We refer to the framework recommendations of the International Sustainability Standards Board (ISSB)'s *IFRS S2* and the climate-related disclosure requirements in Part D of the HKEX's ESG Reporting Code to manage climate-related risks, actively identify and analyze climate opportunities, and enhance our ability to manage climate risks and opportunities to better address climate change.

本年度，和合谷持續優化運輸管控規則，要求單輛配送車服務門店數量不少於3家，每月結合新增門店動態更新配送路線，在提升物流配送效率的同時降低溫室氣體排放。此外，和合谷上調車輛起送標準至單車覆蓋不少於5家門店，推動車隊自主規劃雙線拼車運輸，有效提高車輛滿載率，減少配送環節能源消耗。基於門店原材料用量數據，和合谷對用量排名末位的原材料實施下市與迭代處理，同步下調對應貨品的配送車次頻次，減少資源浪費，構建綠色供應鏈體系。同時，和合谷將增加辦公環境設備預算，更換高能效空調設備，推進節能降碳。

本年度，新辣道物流系統持續使用浮動計費模式，以貨位和出貨額基數百分比來計價，實現精準運輸成本控制，持續調配車輛運輸頻次、加大拼車運輸，整體提升了倉儲運行效率，降低物流過程中產生的碳排放。此外，採購環節在同等質量前提下新辣道優先揀選環保產品，在採購預算中予以傾斜，以此支持供應商的環保投入。並且公司在包裝環節對外賣及堂食打包均使用降解產品，嚴格執行國標GB/T 38082-2019《生物降解塑料購物袋》標準。

2.5 應對氣候變化

百福已將氣候變化相關風險納入整體風險管理體系，並參照國際可持續準則理事會(ISSB)發佈的《國際財務報告可持續披露準則第2號 — 氣候相關披露》(IFRS S2)框架建議以及香港聯交所《ESG守則》D部分「氣候相關披露」準則，持續推進氣候變化相關風險的管理工作，同時主動識別與分析相關氣候機遇。百福將持續完善並強化氣候風險與機遇的識別及管理能力，旨在提升應對氣候變化的能力。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

2.5.1 Governance

Best Food has integrated climate change management into its ESG governance framework (details are in the “ESG Governance Structure” section of this report). The Board of Directors is responsible for overseeing ESG-related risks, including climate change risks, monitoring and reviewing the formulation and achievement of climate-related targets, and examining and approving major climate strategies and policies. The ESG working group manages these climate risks. ESG leaders in each holding company are responsible for identifying and managing climate-related risks and develop management systems and measures for major risks and handle day-to-day risk management. The ESG working group reports to the Board on these matters at least once a year. The company also regularly arranges climate-related sharing sessions for the Board and management to enhance their climate expertise.

2.5.2 Strategy

Best Food recognizes that climate change can impact restaurant operations and the supply chain. This year, based on ESG risk assessment results and external expert advice, we have identified and sorted climate-related risks and opportunities across different timeframes⁴. The internal control department is responsible for evaluating these risks and opportunities, determining risk-response priorities.

According to the assessment, the Company's main transition risks come from policy changes, technological shifts, market and reputational factors, while key physical risks stem from extreme weather and natural disasters caused by climate change, which have both acute and chronic impacts. However, the overall risk level is low. For specific risks and response strategies, please refer to the table below.

2.5.1 治理

百福已將氣候變化管理融入公司ESG管治架構(詳見本報告「環境、社會及管治體系」章節)。董事會負責監督包括氣候變化風險在內的ESG相關風險，監督、審閱氣候相關目標的制定以及達成情況，並且審視與批准重大氣候策略及政策。ESG工作組統籌管理氣候變化相關風險；各控股公司ESG負責人負責識別與管理氣候變化風險，針對識別出的重大風險制定相應管理制度及應對措施，並實施日常風險管理。ESG工作組每年至少就上述事項向董事會匯報一次。公司定期組織面向董事會和管理層的氣候專題分享會，以提升其在氣候領域的專業理解與勝任能力。

2.5.2 策略

百福充分認識到氣候變化對餐廳運營及供應鏈等環節的潛在影響。基於本年度ESG風險識別評估結果，並結合外部行業專家意見，公司系統梳理了不同時間周期下⁴面臨的氣候風險與機遇。內控部牽頭對識別出的風險與機遇進行評估，明確風險應對的優先順序。

評估顯示，百福面臨的轉型風險主要源於政策變化、技術轉型、市場及聲譽風險；物理風險則主要由氣候變化引發的極端天氣和自然災害帶來的短期與長期影響構成，但整體風險水平較低。具體風險內容及應對策略如下表所示：

⁴ In line with the company's business planning cycle, societal low-carbon development goals, and climate — related disclosure standards, we've defined three timeframes for assessing climate impacts. Short-term: Within 1 year after the reporting period. Medium — term: 1 to 5 years after the reporting period. Long — term: Over 5 years after the reporting period. This approach allows for a reasonable evaluation of how climate factors may affect business development across different timeframes.

⁴ 綜合考慮公司業務規劃周期、社會低碳發展目標時間範圍、氣候相關披露標準與管理建議等，我們將時間範圍設定為報告期結束後1年以內，含1年(短期)；報告期結束後1年至5年，含5年(中期)；報告期間結束5年以上(長期)，以對公司不同時間段的業務發展受氣候影響的情況進行合理評估。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Transition Risk Analysis

轉型風險分析

Type of risks 風險類別	Potential impacts to business and value chain 潛在業務與價值鏈影響	Potential financial impacts 潛在財務影響	Timeframe 時間範圍	Key Risk Control Measures 主要風險控制措施
Policy risk 政策風險	The continued intensification of national and local environmental protection policies and the increases in regulations and requirements, raising the management cost. 國家與地方的環保政策持續加緊，監管事項逐步增加且要求逐步提高，增加企業管理成本。	Operating expenditure increase; capital expenditure increase 運營支出上升；資本支出上升	Short-term, mid-term, long-term 短期、中期、長期	Actively follow up on national and local compliance requirements, formulate, update, and implement energy-saving and low-carbon management measures. 積極跟進國家與地方合規要求，優化採購策略(通過集中採購等方式降本)，前置合規評估並將減排要求融入日常運營，加速低碳環保設備更換，制定、更新並落實各項低碳節能管理措施。
Technical Risk 技術風險	The rapid pace of upgrading low-energy-consumption equipment used in operations and logistics necessitates continuous capital investment for equipment and technology upgrades. 運營及物流等環節所使用的低能耗設備更新換代速度較快，需持續投入資金進行設備與技術升級。	Capital expenditure increase 資本支出上升	Mid-term 中期	Actively monitor developments in low-carbon technologies, gradually phase out high-emission equipment, and advance digital transformation to enhance energy efficiency through smart operations. 積極關注低碳技術發展，逐步淘汰高排放設備，持續推進數字化轉型，以智慧運營提升能效。
Market Risk 市場風險	Future customers may increasingly prefer climate-friendly brands due to climate change, requiring additional investment in R&D to meet this demand. Failure to respond promptly could weaken market competitiveness. 未來客戶因氣候變化更傾向選擇氣候友好型品牌，需增加研發投入適配需求，若未及時響應，或將削弱市場競爭力。	Operational expenditure increase; Operational revenue decline 運營支出上升；運營收入下降	Mid-term, long-term 中期、長期	Leverage internal resources to drive innovation and develop products that meet consumer demands for both taste and nutritional balance. Simultaneously, implement a "Clean Plate Campaign" across all outlets through table cards, stickers, verbal reminders, and promotional posters to reduce food waste. 依托內部資源積極創新，開發符合消費者對美味與營養均衡需求的產品。同時通過桌卡、桌貼、口頭提示及宣傳海報等形式，在門店推行「光盤行動」，減少食物浪費。
Reputational Risk 聲譽風險	Stakeholders such as investors and consumers are increasingly focusing on corporate performance regarding climate issues. Failure to respond proactively may negatively impact the company's reputation. 投資者、消費者等利益相關方對企業在氣候方面的表現關注度日益提升，若未能積極響應，可能影響企業聲譽。	Operational revenue decline 運營收入下降	Long-term 長期	Establish open and diversified communication channels, regularly engage with stakeholders to understand their expectations and needs, and actively address their concerns related to climate performance. 建立暢通、多元的溝通渠道，定期與利益相關方交流，了解其期望與需求，積極回應其在氣候表現方面的關注。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

Physical Risk Analysis

物理風險分析

Type of risks 風險類別	Potential impacts to business and value chain 潛在業務與價值鏈影響	Potential financial impacts 潛在財務影響	Timeframe 時間範圍	Key Risk Control Measures 主要風險控制措施
Chronic risk 慢性風險	Rising temperatures may lead to increased cooling demands and consumption during store operations, factory production, and supply chain transportation, leading to higher operational costs for the company. 氣溫持續升高導致門店、工廠、供應鏈運輸過程的制冷需求與消耗增加，提升公司運營成本。	Operating expenditure increase 運營支出上升	Mid-term, long-term 中期、長期	We have implemented a series of measures to reduce energy consumption in restaurants and factories, optimized warehouse space and structure, and improved cooling efficiency. Meanwhile, we have systematically planned transportation routes and delivery methods to enhance delivery efficiency. (For details, refer to Chapter "2.4 Implementing Green Procurement" in this report.) 通過系列舉措減少門店、工廠的能源消耗，優化倉儲空間和結構，提升制冷效率；系統規劃運輸路線和配送方式，提高配送效率。(詳見本報告「2.4落實綠色採購」章節)
Acute risk 急性風險	Extreme weather (such as cyclones, heavy rain, etc.) may disrupt the operation of restaurants and delivery services, impact the stability of supply chain transportation and raw material supply, and increase operational costs. 極端天氣(如颶風、暴雨等)可能影響門店、外送業務的正常運營；對供應鏈運輸、原材料供應的穩定性造成影響，增加運營成本。	Revenue decline; operating expenditure increase 營業收入下降 運營支出上升	Short-term, mid-term, long-term 短期、中期、長期	Establish extreme weather operation standards and emergency response plans to minimize business disruption. Accelerate supplier layout expansion and alternative solutions research, incorporating extreme weather impacts into supplier management to ensure supply chain stability. (For details, refer to Chapter "4.1 Responsible Supply Chain" in this report.) 制定極端天氣作業標準以及極端天氣應急預案，減少相關情況對業務運營的影響；加速擴大供貨商佈局與替代方案研究，將極端天氣影響納入供貨商管理的考慮範圍，確保供應鏈的穩定運行。(詳見本報告「4.1負責任供應鏈」章節)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

The Company's major climate opportunities lie in reducing operational costs through energy-saving measures and promoting low-carbon consumption in products and services, which can bring more market opportunities. Specific opportunities and response measures are as follows.

在氣候機遇方面，公司的關鍵機遇在於實施節能措施帶來的運營成本降低，以及通過在產品與服務環節面向消費者倡導低碳消費，為公司創造更多市場機遇。具體機遇及應對措施如下：

Type of opportunity 機遇類別		Potential impacts to business and value chain 潛在業務與價值鏈影響	Potential financial impacts 潛在財務影響	Timeframe 時間範圍	Key measures to hold opportunities 主要機遇把握措施
Resource efficiency 資源效率	Reduce operational energy consumption 減少運營能耗	Enhancing energy efficiency in restaurants, offices, and factories can reduce energy consumption and costs. 加強門店、辦公室、工廠等運營場所能源使用效率，可降低能源使用量和花費。	Operating expenditure decrease 運營成本減少	Short-term, mid-term, long-term 短期、中期、長期	Implement the “energy-saving” concept by taking energy-conserving measures in all operational aspects and improving operational efficiency through digitalization. (For details, refer to Chapter “2.2 Scientific Energy-Saving Practices” in this report.) 貫徹落實「節約用電」理念，在運營各個環節採取節能措施，利用數字化手段提升運營效率。（詳見本報告「2.2科學節能實踐」章節）
Products and services 產品與服務	Use eco-friendly packaging 應用環保包裝	Collaborating with third parties to explore reusable tableware and plastic-reduced packaging can cut environmental impacts and likely bring more business opportunities. 與第三方合作夥伴共同探索循環餐具、包裝減塑等方面的應用，減少公司產品對環境的影響，可能帶來更多潛在商業機遇。	Revenue increase 收入增長	Short-term, mid-term, long-term 短期、中期、長期	Continuously explore and apply various eco-friendly tableware and packaging solutions, collaborating with third parties to promote green concepts to consumers. This enhances our green development image. (For more details, refer to Chapters “2.3 Practice Waste Reduction” and “5. Social Responsibility and Public Philanthropy” in this report.) 持續探索、應用多類型環保餐具、包裝盒等應用場景，與第三方合作夥伴共同向消費者推廣綠色環保理念，提升企業綠色發展形象。（詳見本報告「2.3踐行減廢減量」與「5公益踐行，社會擔當」章節）

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Best Food conducted a qualitative assessment of the above-mentioned risks and opportunities based on internal risk response plans and external expert analysis. Under the assumptions that there are no significant changes in the Company's business type, operation model, and geographical location, the implementation of relevant low-carbon transformation policies may increase investment in energy-saving equipment replacement. However, given that Best Food's business model is primarily based on food service operations, the probability of being affected by energy-saving policies in the short and medium terms is relatively low. Moreover, the company always regards energy conservation as one of the core management aspects, and energy conservation can also lead to a reduction in some operational costs. Therefore, the company is well-positioned to address climate-related transformation risks. To date, various transition risks have not had a material impact on the Company's financial position.

As for physical risks, with the increasing frequency of extreme weather in the future, it may not be possible to completely avoid the impact on business operations. However, through measures such as formulating emergency weather response plans and extensive supply chain layouts, the company can minimize the relevant impact to the greatest extent and effectively control the fluctuations in business continuity caused by extreme weather. To date, various physical risks have not had a material impact on the Company's financial position.

百福結合內部風險應對計劃反饋與外部專家分析，對上述風險與機遇在未來的應對能力進行了定性評估。在公司業務類型、運營模式、地理位置無重大變化的情況下，相關低碳轉型政策要求或將增加部分因節能設備替換的投入。但百福以餐飲運營為主的商業模式在短、中期內受到節能政策限制影響的幾率較低，且公司始終將節能作為管理核心之一，同時節約能源可帶來部分運營成本降低，因此公司具備較好應對氣候轉型風險的能力。截至目前，各類轉型風險均未對公司的財務狀況產生實質性影響。

對於物理風險，隨著未來極端天氣更加頻發，相關對業務的影響或無法完全避免。但百福通過制定應急天氣應對措施、廣泛佈局供應鏈等措施最大程度降低相關影響，可有效控制極端天氣對業務連續性帶來的波動。截至目前，各類物理風險均未對本公司的財務狀況產生實質性影響。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

2.5.3 Risk management

Best Food has incorporated climate risk (part of ESG risks) into our corporate risk management system and the risk assessment process. Best Food will identify and monitor climate-related risks in every aspect of the Company's operations and continue to enhance our capacities for managing climate risks. Moreover, we will continuously monitor, review, and adjust the climate risk related management systems and response measures to reduce the impact of climate risks on the Company. This year, the Company conducted peer benchmarking analysis, and updated and reviewed risk management measures in light of its actual situation.

2.5.3 風險管理

作為ESG風險的重要組成部分，氣候風險已被百福納入企業風險管理框架及評估流程。公司將持續識別與監控各運營環節的氣候相關風險，並不斷強化氣候風險管理能力，通過持續監控、評估並調整相應的管理制度與應對措施，以減輕氣候風險對企業的影響。本年度，公司開展同業對標分析，結合自身實際情況，對風險管理措施進行了更新和梳理。

Procurement and production • 採購生產

- The supplier management measures are updated as needed, with climate-related factors incorporated. Supplier substitution plans are developed based on the updated management measures, and suppliers are replaced in a timely manner according to the management measures;
- 定期更新供貨商管理辦法，將氣候變化因素納入其中，據此制定供貨商替代方案，並依據管理辦法及時更換供貨商；
- The Company continues to enhance internal management and abide by national and local regulatory requirements for climate change to enhance green procurement.
- 持續加強內部管理，嚴格遵守國家及地方重點氣候變化監管要求，推進綠色採購實踐。
- Promote low-carbon initiatives in the supply chain to solidify market competitiveness and explore new avenues for revenue growth.
- 推進供應鏈降碳佈局，以此鞏固市場競爭優勢，探索收入增長新空間。
- Implement seasonal centralized procurement strategies for specific products to address price fluctuation risks in seasonal ingredients caused by climate change, such as sharp declines in production and abnormal price volatility due to extreme weather in major producing regions.
- 實施特定產品季節性集採策略，以應對氣候變化引發的季節性食材價格波動風險(如極端天氣導致主產區食材產量銳減、價格異常波動)。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Transportation and storage 儲存運輸

- The food warehouses are built near the operating locations, which can ensure the supply of products in the event of supply chain disruption due to the physical risks arising from climate change.
- 在主要運營地附近設立食品倉庫，以應對因氣候變化引發的實體風險導致的供應鏈中斷，確保產品及時供應；
- Collaborate with other restaurant brands in the same industry to share cold storage and transportation vehicles, thereby improving vehicle loading rates and achieving energy conservation and emission reduction. This year, the company has integrated cold storage resources, improving vehicle loading rates through a sharing model, reducing warehouse rental costs, and decreasing carbon emissions.
- 與同行業其他餐飲品牌共用冷庫及運輸車輛，提升運輸車輛裝載率，實現節能減排。本年度，公司已完成冷庫資源整合，通過共享模式提升車輛裝載率，降低倉庫租賃成本，減少碳排放。
- Consistently optimize logistics routes by dynamically adjusting delivery paths based on store openings or closures, and implement carpooling delivery models to reduce carbon emissions in the transportation process.
- 持續優化物流路線，根據門店增減動態調整配送路線，推行拼車配送模式，降低運輸環節碳排放。

Restaurant operation 餐廳運營

Restaurants are encouraged to implement more energy-saving and environmentally-friendly measures. (For details, refer to Chapter “2.2 Scientific Energy-Saving Practices” in this report.)
推行門店節能環保措施。(詳見本報告2.2科學節能實踐)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

2.5.4 Metrics and targets

Insisting on the idea of green operation and supporting the Paris Agreement and China's carbon reduction commitments, Best Food is committed to minimising the impact on the environment within its scope of business. In 2021, based on the national goal to achieve a carbon emission peak by 2030 and carbon neutrality by 2060⁵ and its own operations, Best Food set the goals of energy consumption and reducing GHG emissions. The Company continues to strengthen monitoring of target progress, promoting low-carbon equipment updates, energy saving and efficiency improvement at all stages, environmental packaging application, and green concept promotion, regularly proposing improvement directions to enhance the Company's climate resilience. (For details, refer to Chapter "2.1 Review of Goal Completion Status" in this report.)

For greenhouse gas emission metrics, refer to "Section 2.6: Key Environmental Performance Indicators" in this report.

2.6 Key Environmental Performance Indicators

Unless otherwise stated, the relevant information and performance indicators and performance are data as of 31 December 2025, covering office areas of HHG's headquarter, HHG's directly operated restaurants, production factories, logistics centres, and Xinladao's directly operated restaurants and offices.

2.5.4 指針和目標

百福秉持綠色運營理念，支持《巴黎協議》及中國碳減排承諾，旨在降低運營活動對環境的影響。2021年，公司依據中國「2030碳達峰、2060碳中和」⁵目標及自身運營實際，設定了能源消耗與溫室氣體減排目標。同時，結合氣候變化分析，百福持續強化對目標進展的監測，推進低碳設備更新、各環節節能提效、環保包裝應用及綠色理念推廣，定期提出改進方向，以增強公司氣候韌性（詳見本報告「2.1目標完成情況檢討」）。

溫室氣體排放指標數據詳見本報告「2.6環境關鍵績效指標表」。

2.6 環境關鍵績效指標表

除另有說明外，本部分相關資料及績效表現為截止至二零二五年十二月三十一日數據，涵蓋和合谷總部辦公區、直營門店、生產工廠及物流中心，以及新辣道直營門店和辦公室。

⁵ In 2020, Chinese President Xi Jinping announced at the 75th session of the United Nations General Assembly that "China strives to achieve peak carbon emissions by 2030, and strive to achieve carbon neutrality by 2060".

⁵ 2020年，中國國家主席習近平在第75屆聯合國大會上宣布「中國的二氧化碳排放力爭於2030年前達到峰值，努力爭取2060年前實現碳中和」。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG Environmental Performance Indicators

和合谷環境績效指標表

Indicators	指標	2025 2025年
Emissions	排放物	
Total GHG emissions (Scope 1 and Scope 2-location based) (tonnes) ¹	溫室氣體排放總量(範圍一及範圍二 — 基於地理位置)(噸) ¹	7,444.26
Including: Direct emissions (Scope 1) (tonnes)	其中：直接排放(範圍一)(噸)	336.51
Natural gas (tonnes)	天然氣(噸)	323.33
Petrol (tonnes)	汽油(噸)	13.18
Indirect emissions (Scope 2-location based) (tonnes)	間接排放(範圍二 — 基於地理位置)(噸)	7,107.75
Electricity (tonnes)	電力(噸)	7,107.75
Greenhouse gas emissions per RMB million in revenue (tonnes/RMB million)	每百萬元收入溫室氣體排放(噸/百萬元)	22.71
Total non-hazardous waste (tonnes) ²	無害廢棄物總量(噸) ²	1,224.24
Total non-hazardous waste per RMB million in revenue (tonnes/RMB million)	每百萬元收入無害廢棄物總量(噸/百萬元)	3.73
COD generated (kg)	COD產生量(千克)	3,149.40
Use of resources	資源使用	
Total energy consumption (MWh) ³	能源消耗總量(兆瓦時) ³	12,143.20
Direct energy consumption (MWh)	直接能源消耗(兆瓦時)	1,653.61
Indirect energy consumption (MWh)	間接能源消耗(兆瓦時)	10,489.59
Energy consumption per RMB million in revenue (MWh/RMB million)	每百萬元收入能源消耗(兆瓦時/百萬元)	37.04
Total water consumption (tonnes) ⁴	總耗水量(噸) ⁴	83,022.00
Water consumption per RMB million in revenue (tonnes/RMB million)	每百萬元收入耗水量(噸/百萬元)	253.25
Packaging (tonnes) 5	包裝物(噸) ⁵	1,085.78
Packaging per RMB million in revenue (tonnes/RMB million)	每百萬元收入包裝物(噸/百萬元)	3.31

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao Environmental Performance Indicators

新辣道環境績效指標表

Indicators	指標	2025 2025年
Emissions	排放物	
Total GHG emissions (Scope 1 and Scope 2-location based) (tonnes) ¹	溫室氣體排放總量(範圍一及範圍二—基於地理位置)(噸) ¹	990.46
Greenhouse gas emissions per RMB million in revenue (tonnes/RMB million)	每百萬元收入溫室氣體排放(噸/百萬元)	15.11
Total non-hazardous waste (tonnes) ²	無害廢棄物總量(噸) ²	460.00
Total non-hazardous waste per RMB million in revenue (tonnes/RMB million)	每百萬元收入無害廢棄物總量(噸/百萬元)	7.02
Use of resources	資源使用	
Total energy consumption (MWh) ³	能源消耗總量(兆瓦時) ³	1,461.72
Direct energy consumption (MWh)	其中：直接能源消耗(兆瓦時)	0
Indirect energy consumption (MWh)	間接能源消耗(兆瓦時)	1,461.72
Energy consumption per RMB million in revenue (MWh/RMB million)	每百萬元收入能源消耗(兆瓦時/百萬元)	22.30
Total water consumption (tonnes) ⁴	總耗水量(噸) ⁴	20,659.50
Water consumption per RMB million in revenue (tonnes/RMB million)	每百萬元收入耗水量(噸/百萬元)	315.24
1. Due to the operating nature, the major sources of emissions of HHG and Xinladao are GHG emissions, which mainly arise from electricity and fuels derived from fossil fuels. Greenhouse gas list includes carbon dioxide, methane, and nitrous oxide. Greenhouse gas accounting is presented in terms of carbon dioxide equivalents and is calculated in accordance with the <i>Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)</i> jointly published by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), as well as the <i>2022 Electricity Carbon Dioxide Emission Factor</i> published by the Ministry of Ecology and Environment of the People's Republic of China.	1. 基於運營特性，和合谷和新辣道的主要氣體排放為溫室氣體排放，源自使用由化石燃料轉化的電。溫室氣體清單包括二氧化碳、甲烷和氧化亞氮。溫室氣體核算按二氧化碳當量呈列，並根據世界資源研究所(WRI)與世界可持續發展工商理事會(WBCSD)聯合發佈《溫室氣體核算體系：企業核算與報告標準(2004年)》及中華人民共和國生態環境部刊發的《2022年電力二氧化碳排放因子》進行計算。	
2. Due to the business nature, the major solid waste includes non-hazardous waste such as kitchen waste and food-producing waste, as well as hazardous waste such as few waste cartridges and ink cartridges in office areas and factory engine oil. The total amount of hazardous waste is very small, and it is not material to HHG and Xinladao's business, hence no disclosure is made.	2. 基於業務特性，固體廢棄物主要是廚餘垃圾、食品生產垃圾等無害廢棄物，有害廢棄物主要為少量辦公區域廢棄硒鼓墨盒，工廠機油等，相比其他廢棄物總量極小且重要性低，故不予披露。	
3. Energy consumption mainly includes purchased electricity, natural gas, and petrol. The energy consumption data are calculated based on the energy consumption of petrol and natural gas and the conversion factors in the National Standard of the People's Republic of China General Rules for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2020).	3. 能源消耗主要包含外購電力、天然氣和汽油；其中能源消耗數據根據汽油、天然氣能源消耗量和中華人民共和國國家標準《綜合能耗計算通則(GB/T 2589-2020)》中換算因子計算。	
4. HHG and Xinladao's main source of water is public utilities and there is no problem for HHG and Xinladao to obtain suitable sources of water.	4. 和合谷與新辣道的主要用水來源為市政用水，在求取適用水源上無任何問題。	
5. Packaging materials mainly includes cartons and plastic bags.	5. 包裝物數據主要包括紙箱和塑料袋的用量。	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

3 Talent Cultivation to Build the Future Together

3 人才培養，攜手未來

Related United Nations Sustainable Development Goals (SDGs)
相關聯合國可持續發展目標(SDGs)



Best Food values attracting, training, and retaining top talent. Adhering to the philosophy of “Welcoming all talents from all over the world to contribute to catering industry together”, we strive to create a fair, just, healthy, and harmonious work environment. According to business and employee development needs, we design and implement a diversified education and training system. We also give employees a strong sense of belonging, helping them maximize their potential and achieve a sense of accomplishment and satisfaction.

百福高度重視優秀人才的吸引、培養與保留，秉持「廣邀天下英才，共謀餐飲大業」的人才理念，致力於營造公平、健康、和諧的職場生態。公司依據業務需求及員工職業發展目標，構建多元化的培訓體系並有效實施，旨在增強員工歸屬感，支持員工充分展現潛能，實現個人成就感與滿足感。

3.1 Employment and Employee Rights

3.1 員工僱傭與權益

Best Food strictly complies with national laws and regulations, including the the Labour Law of the People’s Republic of China, the *Labour Contract Law of the People’s Republic of China*, the *Special Rules on the Labour Protection of Female Employees*, the *Regulation on Paid Annual Leave for Employees*, the Provisions on Minimum Wages and other national laws and regulations. We standardize all aspects of talent recruitment and management, offering competitive employee compensation and benefits. We also promote a harmonious, inclusive work environment for joint development and are dedicated to creating a happy workplace for our employees.

百福恪守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《女職工勞動保護特別規定》《職工帶薪年休假條例》及《最低工資規定》等國家法律法規，嚴格規範人才招聘與管理各環節。公司為員工提供具備競爭力的薪酬福利，倡導和諧、包容與共同發展的職場氛圍，致力於保障員工權益。

3.1.1 Fair and Standardised Employment Labour Management

Best Food is committed to creating a fair working environment for its employees, offering equal employment opportunities, and valuing and respecting every employee regardless of their gender, age, ethnicity, family status, race, and religious background. This philosophy is integrated into key processes such as recruitment, onboarding, promotion, and separation. Xinladao has developed an *Employee Handbook* that specifies requirements against discrimination and bullying, mandating compliance from all employees.

3.1.1 公正規範僱傭 勞工管理

百福堅持營造公平的僱傭環境，提供平等就業機會，尊重不同性別、年齡、民族、家庭狀況、種族及宗教背景的員工，並將此原則貫徹於招聘、入職、晉升及離職等全流程。新辣道在《員工手冊》中明確反對歧視與欺凌的要求，並要求全員遵守。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Best Food strictly regulates employee working hours in accordance with the laws and regulations of the operational locations, manages working hours through an internal attendance system and leave management system, and provides compensatory leave or overtime pay for employees who work overtime.

Best Food strictly adheres to relevant national laws and regulations to eliminate the use of child labor and forced labor. Should such practices occurred, they will be dealt with strictly in accordance with the law. HHG explicitly states in its *Employee Handbook* that it does not employ or use child labor. Xinladao provides a detailed guide in the *Human Resources Practices Manual* to prevent the employment of child labor and continuously adopts personnel audit mechanisms, strengthens enforcement, and conducts monthly instore spot checks and audit visits by the HR, training, finance departments, and regional managers to ensure compliance with employment standards. This year, HHG revised and issued the *Front-line Employee Handbook (2025 Revised Edition)*, upgrading and strengthening employee rights protection, adding clear protection provisions requiring that pregnant and breastfeeding female employees not be arranged for night shifts and high-intensity labour, further refining special labour rights protection for female employees.

Best Food insists on respecting the wishes of employees in the hiring process, ensuring all work is voluntary and eliminate any risk of forced labor. In 2025, the company was not aware of any instances of child labor, forced labor, or other violations of employee rights.

Best Food strictly follows national laws and regulations in handling employee separations, fully assisting employees in completing the company's specified separation process and related procedures. Additionally, HR specialists or the personnel in charge at the stores will proactively communicate with employees who submit resignation requests to timely identify and improve any deficiencies in the current management system and work execution, continuously optimizing the employment environment.

百福依據運營地法規嚴格規範工時，通過內部考勤及休假制度管理員工工作時間，對加班員工依法提供調休或支付加班費。

公司嚴格遵守國家法律，杜絕僱傭童工及強制勞工，若發現相關行為，將依法處理。和合谷《員工手冊》明確規定禁止僱傭童工。新辣道在《人事實務操作手冊》中提供詳盡預防指南，持續實施人員稽核監督機制，每月由人事、培訓、財務部門及區域經理聯合抽查門店，確保用工規範。本年度，和合谷修訂並發佈《一線員工手冊(2025年修訂版)》，升級強化員工權益保障，新增明確保護規定，要求不得安排懷孕、哺乳期女員工從事夜班及高強度勞動，進一步細化女職工特殊勞動權益保障。

百福堅持僱傭自願原則，以消除任何形式的強制勞工風險。2025年，本公司未知悉內部有任何僱傭童工、強迫勞動或其他侵犯員工權益的情況發生。

在處理離職事務時，百福嚴格遵守國家規定，協助員工完成離職流程。人力資源專員或門店人事負責人會主動與離職員工溝通，以識別管理漏洞並持續優化用工環境。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Compensation and Benefits

Best Food complies with the *Social Insurance Law of the People's Republic of China* and other laws and regulations and continues optimising the compensation and benefits mechanism. In addition to practising the principle of equal pay for equal work, Best Food provides reasonable and competitive compensation and benefits for all employees based on their performance, professional qualifications, and work experiences.

This year, HHG has formulated and issued the *2025 Chain Store and Regional Incentive Scheme (Provisional)*, rewarding front-line store personnel, city managers and empowerment managers meeting bonus conditions.

This year, Xinladao has continues to distribute monthly and compensation incentives in the form of "Innovation Meetings", with increased incentive efforts. This aims to motivate departments to participate in "Innovation Meeting" activities, improve operational efficiency, and enhance service quality.

At Best Food, we care for our employees, and provide them with abundant welfare guarantees. Specifically, we pay pensions, work injury insurance, maternity insurance, unemployment insurance, medical insurance, and housing provident fund for employees in accordance with the local laws and regulations and offer them paid annual leave and maternity leave. HHG issued the *Transportation and Communication Subsidy Document*, which increases the communication expenses of all headquarters functional employees and the travel allowance. Besides, higher standards for holiday-specific welfares are set to optimise employee benefits.

3.1.2 Smooth Communication Channels

Best Food continues to maintain a diverse range of internal communication channels. In this regard, we foster an inclusive and equal working environment, where employees are encouraged to engage in active dialogue and exchange with the Company's own online platform, e-mail, and internal contacts. In addition, to keep abreast of the views and opinions of each team member on their works, Best Food regularly organises employee communication meetings to ensure timely and effective response to their needs.

薪酬與福利

百福嚴格遵守《中華人民共和國社會保險法》等法規，持續優化薪酬福利體系，執行同工同酬原則，並且結合績效評估結果，為員工提供合理且具競爭力的薪酬福利待遇。

本年度，和合谷制定並發佈《2025年連鎖店及區域的激勵方案(暫行)》，對符合獎金條件的一線門店人員、城市經理、賦能經理予以獎勵。

新辣道持續以「革新會」形式，發放月度、薪酬激勵，並增大了激勵力度，以進一步激勵各部門參與到「革新會」相關活動中，提高運營效率，增強服務質量。

百福注重員工關懷，提供全面的福利保障，包括依法為員工繳納養老保險、工傷保險、生育保險、失業保險、醫療保險及住房公積金，並保障員工享有帶薪年休假與產假。和合谷通過發佈《交通通訊補助文件》，提升總部職能員工通訊補貼，增加差旅補助，同時提高節假日福利標準，提升員工整體福利水平。

3.1.2 暢達溝通渠道

百福持續完善多元化內部溝通機制，通過內部在線平台、電子郵件及詳細聯繫方式，鼓勵員工開展積極對話，營造開放平等的工作氛圍。公司定期舉行員工溝通會議，關注並收集團隊對工作的反饋，確保高效響應員工需求。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, Xinladio continues to introduce the “big sister” role to understand and assist front-line staff needs, with restaurant visits for 100% coverage. Meanwhile, Xinladio focuses on the work situation of store host positions, regularly organising communication meetings, sharing sessions and other activities to assist host position employees in processing negative emotions, genuinely caring about employee psychological states.

3.2 Employee Development and Growth

As employee growth is key to enterprise development, talent cultivation remains high on the agenda of Best Food. At Best Food, we are committed to creating conditions that enable our employees to explore their potential and to keep learning and growing. We have developed career policies and paths for different roles and positions, aiming to help employees in different positions improve their professional skills and work capabilities.

With the philosophy of “Discovering, cultivating and perfecting talents”, HHG provides employees with a wide range of learning and development opportunities, along with a clear career growth path, and sets up special training, certification, and promotion rules for employees. HHG’s talent promotion system can allow employees to clearly understand the mandatory requirements for each job level regarding business experience, learning contents and training courses, so that they can plan their career paths in a more efficient and scientific manner. For new employees, HHG continues to launch the rotation programme for recent graduates. During the programme, new joiners can gain exposure to various departments including product, channel, quality control, and customer service while learning and improving their skillsets based on their professional background and personal interests. Through job rotation, they can understand their interests, maximise their talent potential, better integrate into the Company, master the necessary skills, and grow rapidly.

本年度，新辣持續進行「知心姐姐」活動，旨在了解、協助解決一線員工需求，並定期去一線門店進行走訪，實現100%門店全覆蓋。同時，新辣道重點關注門店領位崗工作情況，定期組織溝通會、分享會等活動，協助領位崗員工消化負面情緒，切實關注員工心理狀態。

3.2 員工發展與成長

百福將人才發展定位為企業戰略核心要素，持續構建支持員工潛能挖掘與職業進階的系統化培養機制。公司針對不同職能序列制定差異化職業發展政策與路徑，提升員工專業素養與履職能力。

和合谷秉持「發現人、培養人、成就人」的人才理念，為員工構建多元化的學習發展通道。公司建立清晰的職業發展路徑，制定專項培訓認證機制與晉升規則，通過可視化人才發展體系明確各職級所需的業務經驗、知識模塊及必修課程，支持員工高效規劃職業發展。針對新員工，和合谷持續實施畢業生輪崗項目，依據專業背景及個人意願，安排其至產品、渠道、品控、客戶服務等核心部門實踐學習，通過跨崗位歷練明確職業方向，加速專業能力成長與組織融入進程。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG also focuses on providing targeted training for employees and management. This year, HHG continued to implement its systematic training programs and organized diversified training sessions and activities to enhance employees' working abilities and managers' leadership skills:

Standardised Operations and Compliance Management

Empowerment: Focusing on three cores of product standards, performance improvement and safety compliance, conducted 10 offline new product training sessions on "Product Operation Standards and Specifications" throughout the year, covering 115 people; conducted 3 turnaround strategy training sessions for loss-making stores, with 23 store managers participating and formulating single-store improvement plans; conducted quality improvement and food safety special training for directly-operated and franchised store managers, with 148 management personnel completing training; organised 2 sessions of store manager fire safety theory + practical drill training, with 134 participants, strengthening store safe operation capabilities.

Talent Pipeline and New Employee Development: Consolidating reserve management strength, conducted 2 reserve store manager training sessions throughout the year, with 6 participants in the basic class and 5 in the advanced class, 5 passing assessment to enter the reserve pipeline; organised 14 partners to complete reliever training and certification; conducted 10 new employee training sessions throughout the year, with 108 completing training and assessment, delivering qualified talent to stores.

Franchise Partner and New Store Opening Support: Providing precise operational empowerment for franchised stores, conducted 3 online platform operation training sessions throughout the year, covering takeaway data analysis, platform trends, advertising placement, mini-program operations, etc., with a total of 75 participants; provided pre-opening training for 8 newly opened stores throughout the year, completing position training for 10 management team members and 25 employees, with 25 passing certification, helping new stores quickly achieve compliant launch.

和合谷亦重視對員工和管理人員的針對性培訓。本年度，和合谷繼續推進體系培訓計劃，開展多樣化的培訓和活動，以提升員工的工作能力和管理人員的管理水平：

規範操作與合規管理赋能：聚焦產品標準、業績提升與安全合規三大核心，全年開展「產品操作標準與規範」線下新品培訓10場，覆蓋115人；針對虧損店鋪開展3場扭虧策略培訓，23名店經理參訓並制定單店提升計劃；針對直營、特許店經理開展質量提升與食品安全專項培訓，148名管理人員完成培訓；組織2期店經理消防安全理論+實操演練培訓，134人參訓，強化門店安全運營能力。

人才梯隊與新員工培育：夯實後備管理力量，全年開展2場後備店經理培訓，基礎班6人參訓、進階班5人參訓，5人通過評估進入後備梯隊；組織14名夥伴完成代班人員培訓及認證；全年開展10場新員工培訓，108人完成培訓與考核，為門店輸送合格人才。

特許夥伴與新店開業支持：針對特許門店提供精準運營赋能，全年開展3場線上平台運營培訓，覆蓋外賣數據分析、平台趨勢、廣告投放、小程序運營等內容，累計75人參訓；全年為8家新開業門店提供開業前培訓，完成10名管理組、25名員工崗位培訓，25人通過認證，助力新店快速合規落地。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)



2025 Store Manager Competition 2025年店經理大賽

To improve customer satisfaction, enrich product categories, and promote dual improvement in sales performance and personnel efficiency, HHG conducted the “A Little Restaurant for Chinese People, Inviting You to Eat Skewers” Skewering Skills Competition. Through this competition, the Company promoted all-staff improvement in service levels and product quality, achieving good results of “training through competition, mutual learning, optimisation and innovation, customer delight”. Through three stages of “pre-competition training, regional selection, and skewering finals”, the Company finally selected 6 partners from Beixinqiao Store as “Skewering Experts”.

本年度，為提升顧客滿意度，豐富產品品類，促進銷售業績和人員效率雙提升，和合谷開展了「國人小飯館，邀你吃串串」穿串技能大比武。通過本次競賽，公司促進全員提升服務水平和產品質量，達到「以賽代訓，相互學習，優化創新，顧客喜愛」的良好效果。通過「賽前大練兵、區域選拔賽、穿串總決賽」三個階段，公司最終評選出北新橋店6名夥伴為「穿串能手」。



Case: “King’s Showdown. HHG Competition — The 10th Store Manager Skills Competition” 「王者對決·和合爭鋒 — 第十屆店經理技能大賽」

During the year, to strengthen quality awareness, improve customer satisfaction and cultivate talent, HHG held the “King’s Showdown. HHG Competition — The 10th Store Manager Skills Competition”, calling on all store managers to drive all store staff to improve service quality and business performance. The competition set up three events: performance competition, individual competition, and team competition, with “training through competition” as the core, polishing skills through practical operations, consolidating professional knowledge through theory, and incorporating performance into competition assessment, promoting all-staff practical work.

本年度，為強化質量意識、提升顧客滿意度並培育人才，和合谷舉辦「王者對決·和合爭鋒 — 第十屆店經理技能大賽」，號召全體店經理帶動門店全員提升服務質量與經營業績。大賽設置業績賽、個人賽、團隊賽三個賽程，以「以賽代練」為核心，通過實操打磨技能、理論鞏固專業知識，並將業績納入賽事評估，促全員真抓實幹。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Following the philosophy of “Cultivating subordinates, guiding others, respecting superiors, predecessors and teachers, and being diligent and eager to learn”, Xinladao has provided diverse and latest learning resources for employees for their personal growth and career development. Xinladao has integrated the management of its company-owned and franchise restaurant. Xinladao offers franchise coaching, training for management and staff in franchise restaurant, pre-opening coaching, and post-opening supervision and support.

- **Professional skill training:** Xinladao conducted relevant awareness enhancement and skill training for leaders, waiters/waitresses, pantry helpers, and cleaners.
- **Management leadership training:** Xinladao arranged “functional empowerment training” for the management personnel to help the newly promoted managers quickly adapt to their new role and constantly improve their business competence and management skills.
- **New joiner training:** Xinladao conducted *On-boarding Introduction* training for new employees, where they were introduced to the history of brand founding, product features, restaurant expansion and employee structure. Also, they were introduced to the Company’s rules and policies as well as code of conduct, and familiarised with each working area, equipment, and facilities as well as safety and preservation standards.
- **Franchised restaurant training:** Xinladao conducted trainings covering specific operational aspects such as corporate culture, service processes, product preparation procedures, and food safety requirements.

Xinladao continues to optimize its employee promotion mechanism by implementing an internal promotion system for key management positions in newly opened restaurants, thereby increasing internal promotion opportunities. Meanwhile, the company has expanded its internal promotion scope to cover all its brands, achieving company-wide talent mobility and providing a broader platform for employees.

新辣道秉持「培養下屬、輔導他人、尊重領導前輩與老師、勤思好學」的核心價值觀，持續為員工提供多元化、及時有效的學習資源，以支持其個人成長和職業發展。公司對直營店與加盟店實施一體化管理，並開展了包括加盟業務指導、加盟店管理組與員工培訓、以及涵蓋開店前準備與開業後運營支持的針對性輔導。

- **崗位專業技能提升：**面向領位、服務、傳菜、保潔等崗位員工，實施相關意識強化與操作技能培訓；
- **管理層領導力發展：**為管理層員工提供系統化的領導力培訓，助力新晉管理者完成角色轉變，持續提升其業務管理能力與綜合素養；
- **新員工入職引導：**為新入職員工安排《入職簡介》培訓，內容涵蓋品牌歷史、產品特色、門店概況及組織架構等。同時，向新員工宣導公司規章制度與行為準則，並指導其熟悉各工作區域、基礎設備操作及安全規範要求；
- **加盟店培訓：**加盟店相關具體操作環節均配套相應培訓，包含企業文化、服務崗位流程、出品流程、食品安全要求等。

新辣道持續完善員工晉升通道，對於新開設門店的關鍵管理崗位，優先採用內部選拔機制，為員工創造更多晉升機會。同時，公司進一步拓寬內部晉升範圍，將其從新辣道品牌延伸至旗下所有品牌，促進全公司範圍內的人才流動，為員工提供更廣闊的職業發展空間。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, in response to the relatively high proportion of newly promoted district managers, Xinladao focused on grassroots management talent growth, conducting frequent management coaching and regional PK activities through monthly district manager meetings, district manager store visit record sharing, etc., promoting mutual learning and complementarity among district managers, helping them quickly become competent in their rank work.

3.3 Health and Safety of Employees

Best Food strictly implements relevant laws and regulations, including the *Work Safety Law of the People's Republic of China* and the Regulation on Work-Related Injury Insurance and formulates detailed rules on production safety management. Best Food also supports employees' physical and mental health and responds to their needs at different stages, striving to provide a safe and sound working environment for all employees.

3.3.1 Health Care

Best Food cares about employees' health and well-being. We require staff of all restaurants, the logistics division, and related departments to obtain health certificates and have health examination annually for certificate renewal. HHG and Xinladao provide routine health check-ups for employees at headquarters offices and pre-employment health check-ups for all new staffs. Apart from providing all female employees with cervical cancer and breast cancer screening, HHG sets up baby care rooms in the headquarters and visits the maternity staff, continuously supporting the health of female employees.

HHG and Xinladao regularly hold employee activities to enhance team cohesion and improve internal awareness of credit and responsibility. These activities include the 9th skill competition of restaurant managers, baseball competition, and team building activities such as team building tours, dinners, et cetera.

本年度，針對新晉升區經理佔比較高的情況，新辣道聚焦基層管理人才成長，通過每月區經理會議、區經理巡店記錄分享等形式，多頻次開展管理輔導與區域PK活動，促進區經理群體相互學習、取長補短，助力其盡快勝任職級工作。

3.3 員工健康與安全

百福嚴格遵守《安全生產法》《工傷保險條例》等國家法律法規，據此制定了詳盡的生產安全管理制度。公司關注員工在不同階段的身心健康狀況與實際需求，致力於為全體員工創造安全、健康且舒適的工作環境，保障員工福祉。

3.3.1 健康關懷

百福高度重視員工健康與福祉。公司要求各門店、物流及相關部門的員工入職前必須持有有效的健康證明，並確保每年進行健康複查以維持證件有效性。針對總部辦公室職員，和合谷與新辣道每年安排一次免費的專業常規體檢；全體新入職員工均享受入職體檢服務。公司特別關注女性員工健康，和合谷為所有女性員工提供兩癌篩查服務，在總部辦公室設置母嬰室，並主動慰問生育員工，通過以上舉措持續關注女性員工的健康狀況。

此外，和合谷與新辣道定期組織各類員工活動，如技能競賽、體育賽事、團隊建設與聚餐等（例店經理技能大賽、棒球賽、團建旅遊），旨在提升團隊凝聚力，強化內部信任感與責任意識。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, the Hanfang Factory General Labour Union organised summer cooling activities, distributing heatstroke prevention consolation items to front-line production employees. Meanwhile, HHG provided front-line positions with advance protection measures during summer periods, equipping two groups of employees with heatstroke prevention medicine Huoxiang Zhengqi Water, placing heat-relieving beverage Sour Plum Soup in employee rest rooms, preparing heat-relieving watermelon for employees to eat in batches during rest periods according to high temperature conditions, and adding heat-relieving beverage Mung Bean Soup daily in the canteen.

本年度，漢方工廠總工會組織夏季送清涼活動，為生產一線員工發放防暑慰問品。同時，和合谷為夏季時段一線崗位提供前置防護舉措，為兩組員工配備防暑藥品藿香正氣水，在員工休息室擺放解暑飲品酸梅湯，根據高溫情況不定時準備解暑西瓜組織員工分批次休息食用，食堂每日新增防暑飲品綠豆湯。



3.3.2 Production Safety

Creating a safe working environment for employees is a priority for Best Food. To this end, Best Food has established a comprehensive management system for factory production safety to ensure safe and compliant production and operation.

3.3.2 生產安全

百福高度重視員工工作環境的安全，建立了健全的工廠生產安全管理體系與制度，確保安全合規的生產運營。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG has a robust safety management system in place. At the Hanfang factory, new employees undergo a three-level safety education and training program, including company-level, workshop-level, and team-level safety education. They are required to pass relevant exams before starting work. This year, Kangyipin Factory incorporated “safety production standardisation construction” into the scope of company safety production responsibility systems; simultaneously improved the emergency plan system, adding three special plans for burn accident on-site handling, mechanical injury on-site handling, and canteen food poisoning accident on-site handling, strengthening full-chain safety production compliance control and emergency response capabilities. Meanwhile, the factory increased annual safety production capital investment for adding safety facilities such as warning signs, identification signs, and manual alarm systems, and encouraged employees to learn and master emergency rescue knowledge to enhance fire safety early — warning capabilities.

In addition, HHG has continuously safeguarded the health and safety of employees by setting up a special equipment team with special personnel in charge of safety and special personnel in charge of firefighting, formulating management measures for special equipment and establishing the freezer storage shift system. This year, HHG took the following actions on safety management:

- **Risk inspection:** daily enterprise safety hazard investigation is carried out, along with special monthly hidden danger investigation work, to avoid potential problems in a timely manner.
- **Monthly safety awareness training:** Monthly safety awareness training is conducted for employees, along with regular emergency drills, including electric shock drills, fire drills, and forklift accident drills.
- **Fire Risk Management:** New electric fire doors have been installed in the storage area. Employees have been arranged to take and pass the intermediate control room monitoring certificate exam in line with control room duty requirements. Routine maintenance of fire protection facilities has been assigned to specific individuals.
- **系統性風險排查：**執行每日例行安全隱患檢查與月度專項隱患排查機制，及時發現並消除潛在風險；
- **開展員工安全意識培訓：**每月舉辦員工安全意識培訓，並定期開展應急演練，包括觸電應急演練、消防應急演練和叉車事故應急演練等；
- **消防風險管理：**於庫區增設電動防火門，同時依照消防中控值守要求，安排員工參考並通過中控室中級監控證書考試，消防設施日常維護保養落實到專人；

和合谷建立了完善的安全管理體系。漢方工廠依據《新員工三級安全教育培訓》管理規定，要求新入職員工必須完成公司、車間、班組三級安全教育，並通過相應考核後方可上崗。本年度，康一品工廠將「安全生產標準化建設」納入公司安全生產責任制範疇；同步完善應急預案體系，新增灼燙事故現場處置方案、機械傷害現場處置方案、食堂食物中毒事故現場處置方案三項專項預案，強化安全生產全鏈條合規管控與應急處置能力。同時，工廠增加了年度安全生產資金投入，用於新增警示標識、手動報警器等安全設施，並鼓勵員工學習掌握應急救援知識，持續提升消防安全預警能力。

為全方位保障員工健康安全，和合谷持續推行多項管理舉措，包括設立設備專管組、安全責任專員、消防專員，制定特種設備管理規程，實施冷庫輪班制度，並定期開展安全隱患排查工作。本年度，和合谷重點實施了以下安全管理措施：

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

- **Gas Leak Risk Management:** Alarm systems, shut-off valves, and flame-failure protection devices have been installed in workshops to manage gas leak risks.
- **燃氣泄漏風險防控：**在相關車間配置燃氣泄漏報警裝置、自動切斷閥及熄火保護系統；
- **High Temperature Risk Management:** Overheat protection devices have been installed on continuous frying equipment in workshops.
- **超高溫風險管控：**為涉及高溫作業的車間配置連續炸煮鍋超溫保護裝置。



HHG Conducts Fire Emergency Special Training and Drills 和合谷開展火災應急專項培訓與演練

In August 2025, HHG specially conducted fire emergency handling training and practical drills for employees in hot processing and frying room positions involving gas operations, precisely improving fire emergency handling capabilities of relevant position employees, consolidating the foundation of production site safety prevention and control.

2025年8月，和合谷針對涉及燃氣作業的熱加工及炸製間崗位員工，專項開展火災應急處置培訓與實操演練，精準提升相關崗位員工的火災應急處置能力，夯實生產現場安全防控基礎。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)



Kangyipin Factory Upgrades Safety and Health Protection 康一品工廠升級安全健康保障

This year, Kangyipin Factory built a full-chain safety and health system from four aspects: hardware protection, personnel empowerment, equipment operation and maintenance, and health protection:

本年度，康一品工廠從硬件防護、人員賦能、設備運維、健康保障四方面構建全鏈條安全健康體系：

Fire Hardware Iteration: Added 2 fire water intakes in the factory area, 4 fire hydrants in workshops, 1 emergency exit in the office building, replaced multiple fire doors, all renovations passed third-party fire safety assessment; added 8 smoke detectors in key areas such as sauce cooking rooms, frying rooms, west-end hot processing areas, packing rooms and warehouses, strengthening fire early warning capabilities.

消防硬件迭代：廠區新增2處消防取水口，車間新增4處消火栓，辦公樓新增1處應急出口，更換多處防火門，所有改造通過第三方消防安全評估；在調味汁煮製間、油炸間、西頭熱加工區、裝箱間及庫房等重點區域新增8個煙感報警器，強化火災預警能力。

Safety Skills Empowerment: Regularly conducting employee safety production training, covering safety production knowledge popularisation, labour protection equipment standard wearing guidance, fire extinguisher practical teaching, improving employee safety awareness and emergency response capabilities.

安全技能賦能：定期開展員工安全生產培訓，覆蓋安全生產知識普及、勞保用品規範穿戴指導、滅火器材實操教學，提員工安全意識與應急處置能力。

Equipment Operation and Maintenance Strengthening: Increasing maintenance frequency of workshop electrical equipment and circuit wiring, completing annual major maintenance of workshop equipment, reducing equipment safety hazards.

設備運維強化：加密車間電氣設備、電路電線的維修保養頻次，完成車間設備年度大保養，降低設備安全隱患。

Health Protection Upgrade: Increasing employee accident insurance coverage, improving employee occupational health protection mechanisms.

健康保障升級：提升職工意外險保額，完善員工職業健康保障機制。

This year, Xinladao abided by safety management documents and systems, including the *Safety Preservation, Personnel and Government Policies*, the *Disinfection and Food Safety*, the *Xinladao Restaurant Crisis Operation Guide*, the *Emergency Event Flow Chart* to ensure the work safety of employees. In 2025, Xinladao purchased employer liability insurance for employees in special trades at its restaurants. Besides, Xinladao monitored the use of knives by employees through the restaurant video surveillance and required restaurant managers to patrol restaurants, hold pre-shift meetings and inspect safety hazards every day. For employees not at restaurants, Xinladao arranged safety training on a regular basis to enhance their safety awareness.

新辣道本年度嚴格執行《安全保全》《人事務實手冊及政府政策》《消毒與食品安全》《新辣道餐廳危機操作指引》《緊急事件流程表》等安全管理文件及制度要求，切實保障員工生產安全。2025年，新辣道為門店特殊工種僱員購置了僱主責任險。公司通過門店監控系統及時識別員工刀具操作風險，同時要求門店值班經理履行日常巡視職責，落實班前會制度並進行安全隱患排查。此外，新辣道定期組織非門店員工安全教育培訓，旨在提升員工安全意識。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

This year, Xinladao built a safety production management mechanism covering responsibility, systems, training and culture:

Responsibility Transmission Penetration: Establishing a safety production responsibility system from management to front-line employees, signing safety responsibility letters, implementing "safety production is everyone's responsibility";

Standard Operation Specifications: Formulating and strictly implementing SOP documents such as *Forklift Safety Operation Procedures*, *High-Altitude Operation Approval Processes*, and *Cargo Stacking Standards*;

Layered Training Empowerment: Conducting three-level safety education for new employees, regular refresher training for special positions such as forklift drivers and electricians, conducting daily safety promotion through morning meetings, safety boards, internal communications and other channels;

Safety Culture Guidance: Establishing safety model rewards, implementing safety hazard "whistleblower" systems, encouraging employees to proactively report hazards, promoting the internalisation of safe behaviour as voluntary action by all staff.

In the past three years, there has been no work-related death at Best Food, HHG and Xinladao.

Work-related injuries and work time lapse due to work-related injuries in HHG

本年度，新辣道構建覆蓋責任、制度、培訓、文化的安全生產管理機制：

責任傳導穿透：建立從管理層到一線員工的安全生產責任制，簽訂安全責任書，落實「安全生產，人人有責」；

標準作業規範：制定並嚴格執行《叉車安全操作規程》《高空作業審批流程》《貨物堆碼標準》等SOP文件；

分層培訓賦能：開展新員工三級安全教育，針對叉車司機、電工等特殊工種定期複訓，通過晨會、安全看板、內部通訊等渠道開展日常安全宣導；

安全文化引導：設立安全標兵獎勵，推行安全隱患「吹哨人」制度，鼓勵員工主動報告隱患，推動安全行為內化為全員自覺。

過去三年百福、和合谷與新辣道均未發生因工亡故的事件。

和合谷因工傷損失工作日數

Indicator	指標	2025 2025年
Work time lapse due to work-related injuries (Days)	因工傷損失工作日數(天)	164

This year, there were no work-related injuries recognized by the local Human Resources and Social Security Bureau in Best Food headquarter and Xinladao.

2025年，百福控股總部與新辣道未發生過通過當地人力資源和社會保障局工傷認定的工傷事件。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

3.4 Key Social Performance Indicators

Employment Indicators

Best Food headquarter Employment Performance Indicators¹

3.4 社會關鍵績效指標表

員工僱傭類指標

百福總部僱傭績效指標表¹

Indicators 指標			2025 2025年
Headcount			28
員工總人數(人)			
Headcount by gender	Headcount of male employees	男性員工總數	12
按性別劃分員工總數(人)	Headcount of female employees	女性員工總數	16
Headcount by age	Headcount of employees under 30 (exclusive)	年齡30歲(不含)以下的員工人數	7
按年齡劃分員工總數(人)	Headcount of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工人數	7
	Headcount of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工人數	14
	Headcount of employees over 50 (inclusive)	年齡50歲(含)以上的員工人數	0
Headcount by employment type	Headcount of employees under labour contract system	勞動合同制員工人數	28
按僱傭類型劃分的員工總數(人)	Headcount of employees under labour dispatching system	勞務派遣制員工人數	0
	Headcount of full-time employees	全職員工人數	28
	Headcount of part-time employees	兼職員工人數	0
Headcount by area ²	Headcount of employees inside China	中國境內地區員工人數	28
按地區劃分員工總數(人) ²	Headcount of employees outside China	中國境外地區員工人數	0
Headcount by employee level ³	Headcount of senior management	高級管理層員工人數	9
按員工層級劃分的員工總數(人) ³	Including: headcount of female senior management	其中：高級管理層女性員工人數	4
	Headcount of middle management	中級管理層員工人數	10
	Headcount of junior employees	基層員工人數	9

1. The employment data covers Best Food headquarter.

2. Area is defined as the regions where the employees perform their duties.

3. The senior management include the headquarter employees at deputy director level or above; the middle management include employees at the manager and deputy manager level, as well as factory directors.

1. 員工相關數據涵蓋百福控股有限公司總部。

2. 披露口徑為員工履職工作崗位的所在地區。

3. 高級管理層涵蓋總部副總監及以上級別員工；中級管理層涵蓋經理及副經理級別員工以及工廠廠長。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Best Food headquarter Employee Turnover Performance Indicators

百福總部員工流失績效指標表

Indicators 指標			2025 2025年
Employee turnover rate¹ by gender, age, and area¹ 按性別、年齡及地區劃分的僱員流失比率 ¹			
Employee turnover rate by gender (%) 按性別劃分員工流失比率(%)	Male employee turnover rate	男性員工流失比率	6.49
	Female employee turnover rate	女性員工流失比率	2.36
Employee turnover rate by age (%) 按年齡組別劃分的員工 流失比率(%)	Turnover rate of employees under 30 (exclusive)	年齡30歲(不含)以下的員工流失比率	5.66
	Turnover rate of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工流失比率	6.84
	Turnover rate of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工流失比率	1.89
	Turnover rate of employees over 50 (inclusive)	年齡50歲(含)以上的員工流失比率	0
Employee turnover rate by area (%) 按地區劃分員工流失比率(%)	Turnover rate of employees over 50 (inclusive)	中國大陸地區員工流失比率	4.28
1. Employee turnover rate = average number of employees from each category leaving each month/average number of employees in each category corresponding to the same period each month.		1. 僱員流失率=每月各類別離職員工平均人數÷每月同期相對應各類別員工平均人數	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG Employment Performance Indicators¹

和合谷員工僱傭績效指標表¹

Indicators 指標			2025 2025年
Headcount 員工總人數(人)			969
Headcount by gender 按性別劃分員工總數(人)	Headcount of male employees	男性員工總數	333
	Headcount of female employees	女性員工總數	636
Headcount by age 按年齡劃分員工總數(人)	Headcount of employees under 30 (exclusive)	年齡30歲(不含)以下的員工人數	67
	Headcount of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工人數	214
	Headcount of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工人數	411
	Headcount of employees over 50 (inclusive)	年齡50歲(含)以上的員工人數	277
Headcount by employment type 按僱傭類型劃分的員工總數(人)	Headcount of employees under labour contract system	勞動合同制員工人數	461
	Headcount of employees under labour dispatching system	勞務派遣制員工人數	508
	Headcount of full-time employees ²	全職員工人數 ²	461
	Headcount of part-time employees	兼職員工人數	0
Headcount by area ³ 按地區劃分員工總數 ³ (人)	Headcount of employees inside China	中國境內地區員工人數	969
	Headcount of employees outside China	中國境外地區員工人數	0
Headcount by employee level ⁴ 按員工層級劃分的員工總數 ⁴ (人)	Headcount of senior management	高級管理層員工人數	16
	Including: headcount of female senior management	其中：高級管理層女性員工人數	5
	Headcount of middle management	中級管理層員工人數	17
	Headcount of junior employees	基層員工人數	936
1.	The employment data cover Beijing HHG Catering Management Co., Ltd. and Tianjin HHG Co., Ltd.	1.	員工相關數據涵蓋北京和合谷餐飲服務有限公司及天津和合谷餐飲有限公司。
2.	Full-time employees include those under labor contracts and retired rehired employees.	2.	全職員工包括勞動合同制員工與退休返聘員工。
3.	Area is defined as the regions where the employees perform their duties.	3.	披露口徑為員工履職工作崗位的所在地區。
4.	The senior management include the headquarter employees at deputy director level or above; the middle management include employees at the manager and deputy manager level, as well as factory directors.	4.	高級管理層涵蓋總部副總監及以上級別員工；中級管理層涵蓋經理及副經理級別員工以及工廠廠長。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG Employee Turnover Performance Indicators¹

和合谷員工流失績效指標表¹

Indicators 指標			2025 2025年
Employee turnover rate¹ by gender, age, and area¹			
按性別、年齡及地區劃分的僱員流失比率¹			
Employee turnover rate by gender (%) 按性別劃分員工流失比率(%)	Male employee turnover rate	男性員工流失比率	5.19
	Female employee turnover rate	女性員工流失比率	4.55
Employee turnover rate by age (%) 按年齡組別劃分的員工流失比率(%)	Turnover rate of employees under 30 (exclusive)	年齡30歲(不含)以下的員工流失比率	16.86
	Turnover rate of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工流失比率	4.24
	Turnover rate of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工流失比率	2.89
	Turnover rate of employees over 50 (inclusive)	年齡50歲(含)以上的員工流失比率	4.17
Employee turnover rate by area (%) 按地區劃分員工流失比率(%)	Turnover rate of employees over 50 (inclusive)	中國大陸地區員工流失比率	4.75

1. Employee turnover rate = average number of employees from each category leaving each month/average number of employees in each category corresponding to the same period each month.

1. 僱員流失率=每月各類別離職員工平均人數÷每月同期相對應各類別員工平均人數

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao Employment Performance Indicators¹

新辣道員工僱傭績效指標表¹

Indicators 指標			2025 2025年
Headcount 員工總人數(人)			200
Headcount by gender 按性別劃分員工總數(人)	Headcount of male employees	男性員工總數	81
	Headcount of female employees	女性員工總數	119
Headcount by age 按年齡劃分員工總數(人)	Headcount of employees under 30 (exclusive)	年齡30歲(不含)以下的員工人數	42
	Headcount of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工人數	46
	Headcount of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工人數	44
	Headcount of employees over 50 (inclusive)	年齡50歲(含)以上的員工人數	68
Headcount by employment type 按僱傭類型劃分的員工總數(人)	Headcount of employees under labor contract system	勞動合同制員工人數	161
	Headcount of employees under labor dispatching system ²	勞務派遣制員工人數 ²	0
	Headcount of full-time employees	全職員工人數	161
	Headcount of part-time employees	兼職員工人數	39
Headcount by area ³ 按地區劃分員工總數 ³ (人)	Headcount of employees inside China	中國境內地區員工人數	200
	Headcount of employees outside China	中國境外地區員工人數	0
Headcount by employee level ⁴ 按員工層級劃分的員工總數 ⁴ (人)	Headcount of senior management	高級管理層員工人數	5
	Including: headcount of female senior management	其中：高級管理層女性員工人數	2
	Headcount of middle management	中級管理層員工人數	50
	Headcount of junior employees	基層員工人數	145
1.	The data cover Beijing Xinladao Catering Management Ltd. and directly operated restaurants.	1.	員工相關數據涵蓋新辣道餐飲管理有限公司以及直營門店。
2.	This year, in addition to employees under labor contract system, the Company's remaining employees have signed labor service agreements, and there are no employees under labor dispatching system.	2.	本年度公司員工中除勞動合同制員工外，其餘員工簽訂勞務協議，無勞務派遣制員工。
3.	Area is defined as the regions where the employees perform their duties.	3.	披露口徑為員工履職工作崗位的所在地區。
4.	The senior management include the headquarter employees at deputy director level or above; the middle management include employees at the manager and deputy manager level, as well as factory directors.	4.	高級管理層涵蓋副總監及以上級別員工；中級管理層涵蓋高級經理、經理及副經理級別員工。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

Xinladao Employee Turnover Performance Indicators¹ 新辣道員工流失績效指標表¹

Indicators 指標			2025 2025年
Employee turnover rate by gender, age, and area¹ 按性別、年齡及地區劃分的僱員流失比率 ¹			
Employee turnover rate by gender (%) 按性別劃分員工流失比率(%)	Male employee turnover rate	男性員工流失比率	13.65
	Female employee turnover rate	女性員工流失比率	10.47
Employee turnover rate by age (%) 按年齡組別劃分的員工流失比率(%)	Turnover rate of employees under 30 (exclusive)	年齡30歲(不含)以下的員工流失比率	25.76
	Turnover rate of employees between 30 and 40 (exclusive)	年齡30歲至40歲(不含)的員工流失比率	5.63
	Turnover rate of employees between 40 and 50 (exclusive)	年齡40歲至50歲(不含)的員工流失比率	5.87
	Turnover rate of employees over 50 (inclusive)	年齡50歲(含)以上的員工流失比率	9.06
Employee turnover rate by area (%) 按地區劃分員工流失比率(%)	Turnover rate of employees over 50 (inclusive)	中國大陸地區員工流失比率	11.77
1. Employee turnover rate = average number of employees from each category leaving each month/average number of employees in each category corresponding to the same period each month.		1. 僱員流失率=每月各類別離職員工平均人數÷每月同期相對應各類別員工平均人數	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Employee Development and Training Indicators

員工發展及培訓類指標

Best Food headquarter Employees Training Performance Indicators¹

百福總部員工培訓績效指標表¹

Indicators 指標			2025 2025年
Total number of trainees (Person) ² 培訓總人數(人) ²	Total number of trainees at office	辦公室培訓總人數	45
Percentage of employees participating in training by gender (%) 按性別劃分的受訓員工百分比(%)	Percentage of male employees participating in training	男性員工參加培訓百分比	100
	Percentage of female employees participating in training	女性員工參加培訓百分比	100
Percentage of employees participating in training by employee level (%) ² 按員工層級劃分的受訓員工百分比 ³ (%)	Percentage of senior management participating in training	高級管理層參加培訓百分比	100
	Percentage of middle management participating in training	中級管理層參加培訓百分比	100
	Percentage of junior employees participating in training	基層員工參加培訓百分比	100
Training hours per capita (Hours) 人均參與培訓時長(小時)			12.14
Training hours per capita of employees by gender (Hours) 按性別劃分的員工人均參與培訓時長(小時)	Training hours per capita of male employees	男性員工人均培訓時長	31.67
	Training hours per capita of female employees	女性員工人均培訓時長	23.75
Training hours per capita of employees by employee level ³ (Hours) 按員工層級劃分的員工人均參與培訓時長 ³ (小時)	Training hours per capita of senior management	高級管理層人均培訓時長	31.11
	Training hours per capita of middle management	中級管理層人均培訓時長	28
	Training hours per capita of junior employees	基層員工人均培訓時長	22.22

1. The related data of employees covers Best Food headquarter.

1. 員工培訓相關數據涵蓋百福控股有限公司。

2. The number of trainees is calculated based on the actual number of participants in trainings.

2. 培訓人數按照實際參與培訓人數計算。

3. The senior management includes employees at the headquarter deputy director level and above; the middle management includes employees at the manager and deputy manager level.

3. 高級管理層涵蓋總部副總監及以上級別員工；中級管理層涵蓋經理及副經理級別員工。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG Employees Training Performance Indicators¹

和合谷員工培訓績效指標表¹

Indicators 指標			2025 2025年
Total number of trainees (Person) ² 培訓總人數(人) ²	Total number of trainees at office Total number of trainees at restaurants	總部培訓總人數 門店培訓總人數	9 923
Percentage of employees participating in training by gender (%) 按性別劃分的受訓員工百分比(%)	Percentage of male employees participating in training Percentage of female employees participating in training	男性員工參加培訓 百分比 女性員工參加培訓 百分比	93 95
Percentage of employees participating in training by employee level (%) ² 按員工層級劃分的受訓員工 百分比 ³ (%)	Percentage of senior management participating in training Percentage of middle management participating in training Percentage of junior employees participating in training	高級管理層參加培訓 百分比 中級管理層參加培訓 百分比 基層員工參加培訓 百分比	0 0 96.1
Training hours per capita (Hours) 人均參與培訓時長(小時)			40.19
Training hours per capita of employees by gender (Hours) 按性別劃分的員工人均參與培訓 時長(小時)	Training hours per capita of male employees Training hours per capita of female employees	男性員工人均培訓時長 女性員工人均培訓時長	39.3 40.6
Training hours per capita of employees by employee level ² (Hours) 按員工層級劃分的員工人均參與 培訓時長 ² (小時)	Training hours per capita of senior management Training hours per capita of middle management Training hours per capita of junior employees	高級管理層人均培訓 時長 中級管理層人均培訓 時長 基層員工人均培訓時長	0 0 40.19
1. The related data of employees covers Beijing HHG Catering Management Co.,Ltd. and Tianjin HHG Co., Ltd.	1. 員工培訓相關數據涵蓋北京和合谷餐飲服務有限公司及天津和合谷餐飲有限公司。		
2. The number of trainees is calculated based on the actual number of participants in trainings.	2. 培訓人數按照實際參與培訓人數計算。		
3. The senior management includes employees at the headquarter deputy director level and above; the middle management includes employees at the manager and deputy manager level.	3. 高級管理層涵蓋總部副總監及以上級別員工；中級管理層涵蓋經理及副經理級別員工。		

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao Employees Training Performance Indicators¹ 新辣道員工培訓績效指標表¹

Indicators 指標			2025 2025年
Total number of trainees (Person) ² 培訓總人數(人) ²	Total number of trainees at office Total number of trainees at restaurants	總部培訓總人數 門店培訓總人數	60 310
Percentage of employees participating in training by gender (%) 按性別劃分的受訓員工百分比(%)	Percentage of male employees participating in training Percentage of female employees participating in training	男性員工參加培訓百分比 女性員工參加培訓百分比	100 100
Percentage of employees participating in training by employee level (%) ² 按員工層級劃分的受訓員工百分比 ³ (%)	Percentage of senior management participating in training Percentage of middle management participating in training Percentage of junior employees participating in training	高級管理層參加培訓百分比 中級管理層參加培訓百分比 基層員工參加培訓百分比	100 100 100
Training hours per capita (Hours) 人均參與培訓時長(小時)			8
Training hours per capita of employees by gender (Hours) 按性別劃分的員工人均參與培訓時長(小時)	Training hours per capita of male employees Training hours per capita of female employees	男性員工人均培訓時長 女性員工人均培訓時長	8 8
Training hours per capita of employees by employee level ² (Hours) 按員工層級劃分的員工人均參與 培訓時長 ² (小時)	Training hours per capita of senior management Training hours per capita of middle management Training hours per capita of junior employees	高級管理層人均培訓時長 中級管理層人均培訓時長 基層員工人均培訓時長	8 8 8
1. The related data of employees covers Beijing Xinladao Catering Management Ltd. and directly operated restaurants.	1. 員工培訓相關數據涵蓋北京新辣道餐飲管理有限公司以及直營門店。		
2. The number of trainees is calculated based on the actual number of participants in trainings.	2. 培訓人數按照實際參與培訓人數計算。		
3. The senior management includes employees at the headquarter deputy director level and above; the middle management includes employees at the manager and deputy manager level.	3. 高級管理層涵蓋總部副總監及以上級別員工；中級管理層涵蓋經理及副經理級別員工。		

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

4 Operation with Integrity and Responsibility

Related United Nations Sustainable Development Goals (SDGs) 相關聯合國可持續發展目標(SDGs)



Best Food has been promoting the operation philosophy of sustainability and responsibility. Specifically, Best Food strengthens the management and control of ESG risks in the supply chain and addresses the social and environmental impacts of the suppliers to build a responsible supply chain with relevant partners. Best Food has furthered its efforts toward anti-corruption and integrity promotion and emphasised the intellectual property rights protection to ensure compliant advertising. Besides, Best Food optimises the digital transformation to advance data and information security protection.

4.1 Responsible Supply Chain

Best Food strictly observes relevant laws and regulations, including the *Bidding Law of the People's Republic of China* and the *Contract Law of the People's Republic of China*. Based on these laws and regulations, Best Food has formulated an internal supply chain management system to perform full-process management of suppliers from the admittance to the exit stage, and makes constant updates to the supplier management system, aiming to create a responsible supply chain.

4.1.1 Supply Chain Management

HHG has formulated internal systems, such as the *Procurement Bidding Management System*, the *Work Procedure of HHG Procurement Committee* and the *Supplier Management System*, and established a top-down management structure with distinct responsibilities:

- The Board of Directors is responsible for the review of the bulk commodity procurement and supervision of the supplier approval process;
- The Procurement Committee conducts the qualification review for suppliers and puts forward requirements to suppliers for child labour, forced labour, working hour, food safety, business ethics, environment protection and other aspects. Suppliers are accepted only if they meet the procurement requirements;

4 誠信為本，責任先行

百福積極推廣可持續與負責任經營理念，強化供應鏈ESG風險管理，關注供應商的社會與環境影響，攜手合作夥伴共同構建負責任的供應鏈生態。公司持續推進反腐倡廉工作，重視知識產權保護，確保廣告宣傳合規性，並通過深化數字化佈局，加強數據與信息安全保障。

4.1 負責任供應鏈

百福嚴格遵守《招標投標法》《合同法》等國家法律法規，構建了供應鏈管理相關制度體系，對供應商實施覆蓋准入、評估到退出的全流程管理，持續完善供應商管理體系，致力於打造負責任的供應鏈。

4.1.1 供應鏈管理體系

和合谷建立了涵蓋《採購招標管理制度》《採購委員會工作章程》《供應商管理制度》等在內的制度體系，並設立了權責明確的管理架構：

- 董事會：負責大宗採購供應商的資質審批，並對供應商審核流程進行監督；
- 採購委員會：審核供應商資質，設定包括禁用童工、強制勞工、工作時長、食品安全、商業道德及環境保護等在內的准入標準，符合標準者方可納入供應商名錄；

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

- The Legal Affairs team is responsible for conducting background investigation on suppliers regarding their compliance with the laws and regulations and the public record of punishment. The results are then summarised to the Procurement Committee as the basis for review.

HHG has established the *Supplier Management System* to conduct regular assessment of suppliers' performance in terms of contract fulfilment, product quality, environmental and hygiene control, etc. For non-qualified cases identified during the inspection, HHG communicates with suppliers in a timely manner and discusses solutions together. In case of batch quality problems, HHG will terminate cooperation with the supplier concerned.

This year, HHG listed the implementation of GB 7718-2025 General Rules for Prepackaged Food Labelling as an annual key task, and is promoting suppliers to gradually update label information to implement new regulatory requirements.

Xinladao strictly adheres to the *Supplier Admission Mechanism*, conducting rigorous qualification checks on all suppliers during the admission process. Xinladao introduced a new supplier screening procedure this year, assessing the after-sales process and maintaining updated qualification records. Suppliers with low supply accuracy and after-sales handling efficiency are eliminated. Xinladao also conducts regular factory inspections via video verification, especially for new products and supplier changes. Furthermore, on-site supervision is implemented for core product suppliers to ensure their operations meet company standards, thereby enhancing food safety monitoring.

Xinladao's procurement and operations departments conduct multi-dimensional audits of suppliers based on the *Supplier Review Form*, assessing their supply capacity, quality, delivery time, packaging materials, and service quality. For product-related issues found during audits, the company reports them on a third-party platform, urges suppliers to make corrections, and terminates cooperation with non-compliant suppliers. This year, Xinladao has conducted supplier performance evaluations from four aspects, confirming that all suppliers in use are compliant.

- 法務團隊：負責供應商背景調查，核查是否存在違法違規記錄及公開處罰等負面信息，並將結果提交採購委員會作為審核依據。

依據《供應商管理制度》，和合谷定期開展供應商績效評估，綜合評價其在合同履約、產品質量、環境管理及衛生控制等方面的表現。針對評估中發現的不達標項，公司及時反饋並協同供應商制定整改方案。若出現批次性質量問題，將終止與該供應商的合作關係。

本年度，和合谷將實施GB 7718-2025《預包裝食品標籤通則》列為年度重點工作，正推動供方陸續更換標籤信息，落實新規要求。

新辣道嚴格執行《供應商准入機制》，在供應商引入階段即對所有潛在供應商實施資質審查。本年度，新辣道新增供貨商篩選程序，對售後過程進行考核，對資質進行統計、更新、針對供貨準確率、售後處理及時率較低的供貨商進行淘汰。新辣道持續開展供應商驗廠工作，針對新品引入或供應商變更等情況實施視頻驗廠。此外，公司對核心產品供應商進行現場監督，確保其操作符合公司規範，以持續強化食品安全監控力度。

同時，新辣道採購部與運營部依據《供應商評審表》，定期對供應商的供貨能力、產品質量、交貨時效、包裝合規性及服務水平進行評估。對於稽核中發現的涉及多門店的共性質量問題，公司將結果在第三方平台記錄備案，並立即要求供應商自查整改。對於未能達到評審標準的供應商，公司將終止合作關係。本年度，新辣道開展供貨商績效評估，從四個方面對供貨商進行考核，確認全部在用供貨商均為合格供貨商。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao actively promotes the establishment of franchised and joint-venture restaurants. All restaurants are required to operate in compliance with the standards set for company-owned restaurants. For franchisors with weaker compliance awareness, Xinladao has completed pre-franchising agreements and conducted compliance management training. Xinladao strictly enforces the “hard thresholds” for supplier compliance. This year, Xinladao continues to use the process for self-sourced ingredient reporting. For ingredients that need to be self-sourced by franchised restaurants, separate reporting is required. Xinladao also reviews substitutes for centrally procured ingredients that offer advantages in price, quality, and supply stability. Xinladao updates the list of must-source ingredients monthly, determines supplier eligibility based on restaurant-uploaded qualifications, and adjusts procurement plans in real-time. These measures ensure food safety, enhance procurement flexibility, and stabilize the supply chain.

This year, Xinladao optimised supply chain food safety management systems, eliminated and updated existing suppliers and enabled higher quality suppliers, consolidating food safety foundations from the source. The Company conducted video factory audits of tender beef manufacturers, strengthening upstream production process control to provide consumers with safer and more delicious food. Moreover, the Company changed to a new third-party logistics company, achieving more timely and accurate delivery with better service, improving end delivery experience. Furthermore, the Company set clear identification for different customer storage locations, standardising inventory management to strengthen food safety control accuracy.

新辣道積極拓展加盟及合資店鋪，要求所有店鋪嚴格遵循直營店合規運營標準。對於合規意識相對薄弱的加盟商，公司均在加盟協議簽署前完成前置溝通，並實施加盟商合規管理賦能專項培訓。同時，新辣道持續嚴格執行供應商合規准入「硬門坎」。本年度，新辣道繼續貫徹《自採報備流程》，針對加盟門店存在自采需求的食材進行單獨報備，同時對於價格、質量、穩定性均存在優勢的集採食材替代品進行報備審核，每月更新必採清單，根據餐廳上傳的資質判定是否為可用供貨商，並根據公司情況實時調整採購規劃，以確保門店食品安全，提升採購靈活程度，保障供應鏈穩定性。

本年度，新辣道優化供應鏈食品安全管理制度，對現有供貨商進行淘汰更新並啟用更優質的供貨商，從源頭夯實食品安全基礎。公司對嫩牛肉生產廠家開展視頻驗廠，強化上游生產環節管控，為消費者提供更安全美味的食品。並且公司更換新的第三方物流公司，實現配送更及時準確且服務更到位，提升末端交付體驗。此外，公司還為不同的客戶庫位設置明確標識，規範庫存管理以強化食安管控精準性。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

4.1.2 Supply Chain Environmental and Social Risk Management

Best Food consistently focuses on the responsible management of its supply chain, actively identifying environmental and social risks within the supply chain and integrating them into the risk management process. The Company conducts regular risk identification and assessment, develops effective response measures, and reports progress to the Board of Directors. The company and its departments collaboratively execute supply chain risk management strategies, continuously monitor related risks, and mitigate them. This year, the primary environmental and social risks identified in our supply chain and the measures taken include:

- **Environmental Risks**

- **Policy Risks**

The tightening of national environmental protection laws and regulations demands higher standards for corporate environmental risk management. We require all parties in our supply chain to strictly adhere to the “Environmental Protection Law of the People’s Republic of China” and other relevant laws and regulations. We identify the latest national or local environmental laws and regulations, discuss related risk management measures with our suppliers, supervise the effective implementation of risk management strategies by our suppliers, and monitor their performance to reduce environmental risks in the supply chain.

- **Social Risks**

Under the influence of macro factors such as climate change and policy adjustments, there may be instances of delayed inventory tracking, leading to risks related to food safety and quality within the supply chain.

HHG has established a backup warehouse in Beijing’s Daxing district and requires suppliers to set up warehouses in Beijing and its surrounding areas to mitigate supply chain risks. The Heilongjiang rice supplier has stocked up in a processing plant in Langfang, Hebei to prevent transportation restrictions caused by extreme weather and natural disasters.

This year, HHG continuously assessed suppliers’ social risks. The legal department audited whether suppliers were involved in forced labor or child labor to strictly control supply chain-related social risks.

4.1.2 供應鏈社會、環境風險識別

百福高度重視供應鏈的負責任管理，積極識別供應鏈中的環境與社會風險，並將其納入整體風險管理體系。公司定期開展風險識別與評估工作，制定並實施有效的風險應對方案，同時向董事會匯報相關進展。公司及各業務部門協同執行供應鏈風險管理策略，持續監控風險動態，以降低相關風險影響。本年度識別的主要供應鏈環境與社會風險及其應對措施如下：

- **環境風險**

- **政策風險**

國家環保法規持續趨嚴，對企業環境風險管理提出更高要求。對此，公司要求供應鏈各方嚴格遵守《環境保護法》等法規，動態識別國家及地方最新環保政策，並與供應商共同研討風險管理措施。公司監督供應商有效落實風險管理策略並跟蹤執行情況，以降低供應鏈環境風險。

- **社會風險**

受氣候變化、政策調整等宏觀因素影響，可能存在庫存動態監控滯後，進而引發食品安全與質量風險。

和合谷已在北京大興建立備用倉庫，並要求核心供應商在北京及周邊地區建立區域化倉儲網絡，以分散風險。黑龍江大米供應商在河北廊坊加工廠進行戰略備貨，以規避因極端天氣、自然災害或交通管制導致的供應中斷，有效提升供應鏈韌性。

此外，本年度，和合谷持續考察供貨商社會維度風險，法務部門對供貨商是否存在強制勞工、僱傭童工等情況進行審核，嚴格把控供應鏈社會風險。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao continuously adopts a “dual supplier mechanism,” by regularly holding product tasting sessions to select suitable alternative suppliers from various raw material providers, thereby increasing the backup options for suppliers and maintaining stability in the supply chain product offerings. This year, Xinladao has signed long-term supply contracts with suppliers, changing the cooperation model through clauses that ensure supply, prioritize supply, and limit price fluctuations, to address the risks of supply chain disruptions caused by climate change.

新辣道持續推行「雙供貨商機制」，通過定期舉辦產品品鑒會，從原材料供貨商中篩選合適的備選合作方，以增加供應鏈彈性，確保產品供應的穩定性。本年度，公司持續深化與供貨商的合作，通過簽訂長期供貨協議，引入供應保障、優先供貨及價格鎖定等條款，優化合作模式，以降低因氣候變化引發的供應鏈中斷風險。

4.1.3 Supplier Key Performance

At the end of the reporting period, the total number of suppliers of HHG and Xinladao was 134 and the breakdown of suppliers by geographical regions is as follows:

4.1.3 供貨商關鍵績效指標表

截止本匯報期末，和合谷及新辣道的供貨商總數目為134家，按地區劃分的供貨商數據如下：

HHG Supplier Data Sheet¹

和合谷供貨商數據表¹

Regions where suppliers operate	指標	2025 2025年
Total suppliers in Mainland China	中國大陸地區供應商總數量	75
Suppliers in East China	華東地區供應商數量	11
Suppliers in South China	華南地區供應商數量	1
Suppliers in Central China	華中地區供應商數量	3
Suppliers in North China	華北地區供應商數量	57
Suppliers in Northwest China	西北地區供應商數量	0
Suppliers in Southwest China	西南地區供應商數量	0
Suppliers in Northeast China	東北地區供應商數量	3

1 This year, all of HHG's suppliers were from mainland China.

1. 本年度，和合谷供貨商均來自中國大陸地區。

Xinladao Supplier Data Sheet¹

新辣道供貨商數據表¹

Regions where suppliers operate	指標	2025 2025年
Total suppliers in Mainland China	中國大陸地區供應商總數量	59
Suppliers in East China	華東地區供應商數量	3
Suppliers in South China	華南地區供應商數量	3
Suppliers in Central China	華中地區供應商數量	2
Suppliers in North China	華北地區供應商數量	42
Suppliers in Northwest China	西北地區供應商數量	0
Suppliers in Southwest China	西南地區供應商數量	7
Suppliers in Northeast China	東北地區供應商數量	2

1 This year, all of Xinladao's suppliers were from mainland China.

1. 本年度，新辣道供貨商均來自中國大陸地區。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

4.2 Business Ethics

Best Food rigorously adheres to laws and regulations such as the *Criminal Law of the People's Republic of China*, *Company Law of the People's Republic of China*, and *Interim Provisions on Banning Commercial Bribery*, continuously enhancing internal integrity development to prevent unfair competition and corruption. This year, Best Food has continued to provide anti-corruption and integrity trainings to all employees and reported on related matters to all directors at the Board of Directors meeting. Additionally, the company has developed training materials on integrity development for all directors and employees to study. In 2025, there were no corruption lawsuits filed and concluded against Best Food or its employees.

Best Food adopts a “zero tolerance” policy towards any acts of embezzlement, bribery, or misappropriation of public funds by employees. If employees are found to be grossly negligent, engaging in private fraud, or committing acts of deceptions, Best Food will pursue their legal responsibilities and seek financial compensations in accordance with the law. Best Food has established a *Complaint and Reporting Management Procedure*, clearly defining the methods and channels for reporting, the scope, and the procedures for handling received reports. Best Food has designated its internal control department responsible for anti-corruption and supervision efforts, aiming to prevent integrity risks in all aspects of business management and to handle corruption reports. Moreover, this year, Best Food continued to incorporate anti-commercial bribery clauses in franchise agreements and maintained the *Anti-Commercial Bribery Clause* as part of commercial contracts, requiring all suppliers to sign an agreement during the admission review stage to regulate supplier behavior and guard against integrity risks in the aspect of business management.

4.2 商業道德

百福嚴格遵守《中華人民共和國刑法》《中華人民共和國公司法》《中華人民共和國反不正當競爭法》《關於禁止商業賄賂行為的暫行規定》等法律法規，持續健全內部廉潔機制，防範不正當競爭及腐敗行為。本年度，公司面向全體員工開展了反腐倡廉專題培訓，並將相關工作情況納入董事會審議事項。同時，公司編製了廉政建設培訓材料，供全體董事及員工學習。2025年，本公司未發生對百福或百福員工提出並已審結的貪污訴訟案件。

百福對員工貪污、受賄或挪用公款等行為秉持「零容忍」原則。若員工存在嚴重失職、營私舞弊或欺詐行為，公司將依法追究其法律責任並追索經濟損失。依據《投訴舉報管理辦法》，百福明確了舉報渠道、受理範圍及處理流程。內控部專職負責反貪腐監察工作，識別各經營環節的廉潔風險，並處理相關舉報事宜。本年度，公司持續在特許經營合同及所有商業合同中嵌入《反商業賄賂條款》，並要求供應商在准入階段簽署合規協議，以規範供應商行為，防範廉潔風險。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

HHG emphasizes the importance of anti-corruption and anti-fraud through the *Employee Handbook*, specifying the investigation procedures for related behaviors. HHG continues to mitigate procurement-related corruption risks by strictly implementing product quality comparison and price comparison procedures during the supplier selection process. To enhance employees' awareness of integrity and compliance and improve the efficacy of corruption governance, HHG offers public email, party-building bulletin boards, and integrity suggestion boxes as channels to encourage employees to actively report corruption, bribery, abuse of power, extortion, fraud, and other violations, while protecting the whistle-blowers' privacy through the *Integrity Suggestion Box Implementation Details*. For suppliers found to violate honest business practices, HHG will take timely actions to address such. This year, HHG has strengthened its internal control processes, with a focus on ensuring that anti-bribery clauses in contracts are fully completed. Both parties' complaint email addresses and other contact details must be provided. HHG has also continued to reinforce the prevention of integrity risks in all aspects of its operations. In 2025, HHG was not involved in any anti — corruption whistleblowing issues.

Xinladao provides multiple supervision and reporting channels for employees, such as work group platforms, supervision phone lines, and inspection emails, to prevent corruption. Xinladao continues to a whistleblower protection mechanism in the *Employee Handbook* to strengthen internal supervision and strictly deal with verified reports. This year, Xinladao introduced a complaint and reporting reward system for all employees, requiring real-name reporting and provision of evidence related to violations, and offers different rewards for different reporting objects. Once verified, Xinladao will never hire the reported person. To prevent potential corruption risks in the procurement process, Xinladao strictly follows Best Food's procurement requirements, adding a blind selection process for product tasting sessions and conducting regular comparative pricing procedures quarterly. By evaluating supplier quotes against market average prices and requiring suppliers with risks identified previously to sign an *Integrity Commitment Letter* before continuing cooperation, Xinladao aims to create a fair and just business environment. In addition, Xinladao continues to conduct a comparative pricing procedure for procured items. Xinladao irregularly obtains comparative pricing records and randomly makes phone calls to verify the information, preventing fraudulent behaviour and reduce the possibility of corruption.

和合谷通過《員工手冊》向員工宣導反貪腐與反舞弊要求，明確違規查處程序。在供應商篩選環節，公司嚴格執行產品質量與價格比對流程，防範採購環節的貪腐風險。為提升員工廉潔意識及腐敗治理效能，和合谷設立了公眾郵箱、黨建宣傳欄、廉情意見箱等多元化舉報渠道，鼓勵員工舉報貪污受賄、濫用職權、勒索、欺詐等違規行為，並依據《廉情意見箱實施細則》保護舉報人隱私。對存在失信行為的供應商，公司將及時處置。本年度，和合谷重點強化了內部控制流程，確保合同中反商業賄賂條款及雙方投訴聯繫方式完整填寫，持續加強各環節廉潔風險防控。本年度，和合谷未涉及任何反貪腐舉報。

新辣道持續為員工提供平台工作群、監督電話、監察郵件等多種監督舉報渠道，嚴防腐敗行為，並在《員工手冊》中明確舉報人保護機制，強化內部監督，對核實屬實的舉報嚴肅處理。本年度，新辣道持續深化面向全體員工的投訴舉報獎勵制度，要求舉報人實名舉報，提供違規事實相關證據，並針對不同舉報對象提供不同舉報獎勵，一經查證，對被舉報人還會進行永不錄用、郵件宣告、門店粘貼等處罰方式。為防範採購環節貪腐風險，新辣道嚴格執行百福採購規範，實施產品品鑒雙盲評審機制，按季度執行比價流程，依據市場均價評估供應商報價。公司要求既往存在風險的供應商續簽前必須簽署《供應商廉潔承諾書》，並在供應鏈採購、工程等合同中嵌入反商業賄賂條款，營造公平公正的商業環境。此外，公司持續開展採購商品比價工作，不定期獲取比價記錄並隨機電話核實，以遏制舞弊行為，降低貪腐風險。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

4.3 Intellectual Property Protection

Best Food greatly emphasises the intellectual property rights protection and strictly abides by relevant laws and regulations including the *Civil Code of the People's Republic of China*, the *Patent Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*. Best Food continues improving the process of intellectual property rights management, organizing knowledge sharing sessions and carrying out brand protection. Best Food also respects the intellectual property rights of others, while safeguarding our own. This year, the holding companies of Best Food hired a professional legal advisory team in the service and catering industry to carry out awareness-raising activities on intellectual property rights protection and organise trainings on legal risk prevention for franchises. By conducting regular intellectual property information searches and accepting reports over the phone, Best Food promptly finds behaviours related to brand infringement and takes necessary countermeasures to fully protect our rights and interests.

In 2025, the Company had no trademark and intellectual property-related events with significant negative impacts.

4.4 Compliant Advertising

Best Food strictly complies with the relevant laws and regulations, such as the *Advertising Law of the People's Republic of China* to ensure compliant advertising. Best Food headquarters, the brand department, and third-party platform lawyers would review the advertising contents of our brands before they are released. They will confirm the accuracy and authenticity of the contents and ensure that and the contents do not infringe on the legitimate rights and interests of others.

This year, HHG adjusted and optimised the published and unpublished advertisements in accordance with the *Measures for the Administration of Internet Advertising* to ensure compliant advertising. The specific measures include increasing advertisement fonts, updating word descriptions and processing portraits with mosaic tools. At the same time, this year, all HHG employees signed portrait authorization documents and related clauses were added to labor contracts. HHG also enhanced digital data management in advertising, requiring all digital data to be attributed.

4.3 知識產權保護

百福嚴格遵守《中華人民共和國民法典》《中華人民共和國專利法》《中華人民共和國著作權法》《中華人民共和國商標法》等相關法律法規，將知識產權保護置於重要地位。公司持續優化知識產權管理流程，組織知識產權基礎知識普及培訓，強化品牌保護工作，在積極維護自身知識產權的同時，充分尊重他人知識產權成果。本年度，百福旗下控股公司通過聘請服務餐飲類行業的專業法律顧問團隊，開展知識產權保護意識宣導活動，並組織了特許經營法律風險防範專項培訓，以提升相關業務部門員工的知識產權保護意識。公司建立了預防性監測與侵權處置機制，通過定期檢索知識產權信息、接收侵權舉報等方式，及時發現潛在侵權行為，並採取必要措施處理侵權內容，全力維護品牌合法權益。

2025年，公司未發生較大負面影響的商標與知識產權相關事件。

4.4 廣告宣傳合規

百福嚴格遵守《中華人民共和國廣告法》等相關法律法規，確保廣告宣傳活動的合規性。公司規定，旗下品牌所有擬發佈的廣告內容，均須經過百福總部、品牌部門及第三方法律顧問的多重審核，以確認宣傳材料的準確性與真實性，保障內容客觀真實且不侵犯第三方合法權益。

本年度，和合谷依據《互聯網廣告管理辦法》對已發佈及待發佈廣告內容進行了合規化調整與優化，包括增補廣告標識、更新文字表述、實施肖像馬賽克處理等措施。同時，和合谷同要求全體員工簽署肖像使用授權書，並將授權條款納入勞動合同補充內容。此外，和合谷強化了廣告宣傳中的數據管理流程，要求所有引用的數字數據必須標注來源。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Xinladao strictly abides by internal management processes such as the *Advertisement Law Content Specification* and conducts strict reviews of company promotional content. Xinladao ensures the truthfulness of advertising information by self-checking promotional materials related to products and dining environments. Additionally, Xinladao has hosted legal training sessions with professional third-party legal services on topics like franchising, the Advertisement Law, intangible cultural heritage product promotion, wagyu grading promotion, and medicinal health-care products. Xinladao also requires all advertisements to be reviewed by professional third-party legal services before release to enhance employees' legal awareness and reduce legal risks.

In 2025, the holding brands of the Company had no significant violation against the laws and regulations related to advertising.

4.5 Information and Privacy Security

Best Food strictly adheres to the Civil Code of the People's Republic of China, the Personal Information Protection Law of the People's Republic of China, the Consumer Rights and Interests Protection Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, and other legal and regulatory requirements as well as local management regulations. The Company is committed to building an information security management system, continuously ensuring that third-party companies implement customer information privacy and security protections to prevent data breaches and protect customer rights.

HHG continuously employs a "multi-layer encryption + hierarchical permission management" strategy to safeguard information security. The Company attaches great importance to consumer information protection management, refining management requirements according to relevant regulations, strictly controlling consumer information authorisation paths on various platforms, and implementing double encryption of collected consumer information. HHG has implemented the following measures for managing customer information:

- **Customer information:** Desensitize customer privacy information, and publicly explain on online platforms the authorization procedures before obtaining customer personal privacy data. Only obtain privacy information such as nicknames and mobile phone numbers after obtaining explicit authorization from customers, and continuously reduce the risk of customer information data leakage.

新辣道持續遵守《廣告法內容規範說明》等內部管理流程，對公司各類宣傳物料進行嚴格審查，並對涉及產品及用餐環境的宣傳圖冊開展自查，確保信息真實、客觀。公司聯合外部專業法律機構，舉辦了涵蓋特許經營、廣告法規、非遺產品宣傳、和牛等級宣傳、藥用保健等專題法律培訓，並要求所有對外發佈廣告前必須通過專業法律服務第三方審核，以提升員工法律合規意識，有效降低法律風險。

2025年，本公司控股品牌未發生任何重大的違反廣告宣傳相關法律法規的事件。

4.5 信息隱私安全保護

本公司嚴格遵守《中華人民共和國民法典》《中華人民共和國個人信息保護法》《中華人民共和國消費者權益保護法》《中華人民共和國網絡安全法》等法律法規及地方管理條例，構建信息安全管理體系，持續約束第三方合作方落實顧客信息隱私保護措施，嚴防信息泄露，切實保障顧客權益。

和合谷嚴格實施「多層加密+分級權限管理」策略，強化信息安全防護。公司高度重視消費者信息保護的管理，依據相關法規細化管理要求，嚴格管控各平台消費者信息授權路徑，並對採集的消費者信息實施雙重加密。為有效管理顧客信息，和合谷採取了以下關鍵措施：

- **顧客信息：**對顧客隱私信息進行脫敏處理，並於在線平台公開說明在獲取顧客個人隱私數據前的相關授權程序，且僅在獲得顧客明確授權後才會獲取其昵稱、手機號等隱私信息，持續降低顧客信息數據泄露的風險；

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

- **Membership Information:** Implements stringent access controls continuously, setting employee access to member information based on job requirements, while also restricting third-party companies that develop the member information management system through explicit specification of data confidentiality clauses and breach handling clauses in contracts, thereby enhancing the protection of member information; promptly adjusts or removes the access rights of employees who have changed roles or resigned, creating a closed-loop management system for consumer information protection.
- **Delivery Services:** Establishes encryption systems for content involving customer personal information in the delivery service process, restricting access solely to managers to minimize the risk of privacy breaches in delivery operations.
- **Restaurant Level:** For customers with requests, HHG requires employees to provide internal contact methods, allowing customers to initiate unilateral contact with stores, reducing the risk of leaking personal contact details and further strengthening customer privacy security.
- **會員信息權限管控：**嚴格執行基於崗位需求的權限分級機制，限制員工對會員信息的訪問範圍。同時，在開發會員信息管理系統的第三方服務商合同中，明確規定數據保密義務及違約責任條款。對於發生職級變動或離職的員工，公司立即調整或撤銷其信息訪問權限，確保會員信息保護的動態管理；
- **外賣信息加密防護：**在外賣業務流程中，對涉及顧客個人信息的關鍵節點部署加密系統，並嚴格限制訪問權限（僅限特定管理人員），有效防止非授權訪問及隱私泄露風險；
- **門店端隱私保護機制：**針對對隱私保護有更高要求的顧客，門店員工將提供公司官方聯繫方式，引導顧客通過該渠道主動、單向聯繫門店，避免直接泄露個人聯繫方式，雙重保障顧客隱私安全。

Xinladao is committed to protecting customer rights and privacy through measures in channel management, regulatory compliance, and data handling. The company continuously employs advanced Customer Relationship Management (CRM) systems and engages professional third-party service providers for privacy security management. Before initiating cooperation, Xinladao requires third-party companies to sign strict confidentiality agreements to ensure the secure storage and access of member data. Xinladao maintains a remote disaster backup mechanism, securely backing up daily data locally to safeguard information security. This year, Xinladao strictly adhered to the *Beijing Municipal Guidelines for the Compliance and Case Analysis of Illegal Collection and Use of Consumer Personal Information through QR Code Consumption Services*, requiring professional third-party service providers to anonymize customer data, thereby reducing the risk of customer information leakage. Xinladao has also established a strict access control system, standardizing the usage and processing procedures of customer information.

In 2025, Best Food's holding brands experienced no significant incidents related to the leakage of customer privacy.

新辣道致力於通過渠道管理、規則遵循及數據處理等措施，保障顧客權益與隱私安全。公司部署了先進的客戶關係管理(CRM)系統，並聘請專業第三方服務商負責隱私安全管理。在合作啟動前，新辣道要求第三方服務商簽署具有法律約束力的保密協議，以確保會員數據的安全存儲與受控訪問。公司實施了異地災難備份機制，對日常數據進行本地安全備份，保障信息資產的完整性。新辣道嚴格執行《北京市掃碼消費服務違規收集使用消費者個人信息案例解析及合規指引》，要求第三方服務商對顧客數據進行脫敏處理，有效降低信息泄露風險。同時，公司建立了嚴格的權限管理制度，規範顧客信息的使用與處理流程。

2025年，本公司未發生泄露客戶隱私相關的事件。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED) 環境、社會及管治(ESG)報告(續)

5 Social Responsibility and Public Philanthropy

5 公益踐行，社會擔當

Related United Nations Sustainable Development Goals (SDGs)
相關聯合國可持續發展目標(SDGs)



Best Food is actively committed to fulfilling its social responsibilities and participating in public philanthropic activities to promote social harmony and development. Best Food's subsidiaries and affiliates leverage corporate strength to address community needs in their operational locales, continuously engaging in activities related to community development and earnestly fulfilling their social responsibilities.

百福積極履行社會責任，投身公益事業，致力於推動社會和諧發展。公司旗下控股及參股企業積極發揮企業資源，密切關注運營所在地社區的實際需求，持續組織社區建設相關活動，切實履行企業社會責任。



HHG Builds Convenient Loving Heart Station 和合谷打造便民愛心驛站

In summer 2025, the HHG Labour Union promoted the construction of Loving Heart Stations relying on offline stores, precisely covering emergency needs of employees, in-store customers and outdoor workers such as couriers and delivery riders. The stations are equipped with basic emergency medicines such as cooling oil, burn ointment and iodine, simultaneously setting up dedicated rest areas and prominent signs, providing heart-warming services readily accessible to groups in need, effectively transforming corporate social responsibility into perceptible convenient measures, conveying urban warmth.

2025年夏季，和合谷工會依托線下門店推進愛心驛站建設，精準覆蓋員工、到店顧客及快遞員、外賣員等戶外工作者的應急需求。驛站內配置清涼油、燙傷膏、碘伏等基礎應急藥品，同步設置專屬休息區與醒目標識，為有需要的群體提供隨時可及的暖心服務，切實將企業社會責任轉化為可感知的便民舉措，傳遞城市溫度。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Appendix: Content Index of the Environmental, Social, and Governance Reporting Code

附錄《環境、社會及管治報告守則》內容索引

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Governance Structure 管治架構	A statement from the board containing the following elements: 由董事會發出的聲明，當中載有下列內容： (i) a disclosure of the board's oversight of ESG issues; 披露董事會對環境、社會及管治事宜的監管； (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and 董事會的環境、社會及管治管理方針及策略，包括評估、優次排列及管理重要的環境、社會及管治相關事宜(包括對發行人業務的風險)的過程；及 (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. 董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關聯。	Board Statement 董事會聲明
Reporting Principles 匯報原則	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: 描述或解釋在編備環境、社會及管治報告時如何應用下列匯報原則： Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. 重要性：環境、社會及管治報告應披露：(i) 識別重要環境、社會及管治因素的過程及選擇這些因素的準則；(ii) 如發行人已進行持份者參與，已識別的重要持份者的描述及發行人持份者參與的過程及結果。 Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. 量化：有關匯報排放量／能源耗用(如適用)所用的標準、方法、假設及／或計算工具的數據，以及所使用的轉換因素的來源應予披露。 Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison. 一致性：發行人應在環境、社會及管治報告中披露統計方法或關鍵績效指標的變更(如有)或任何其他影響有意義比較的相關因素。	About the Report 關於本報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Reporting Boundary 匯報範圍	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change. 解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因。	About the Report 關於本報告
A Environmental		
A. 環境		
Aspect A1 : Emissions		
層面 A1 : 排放物		
General Disclosure 關鍵績效指標 A1.1	Information on: 排放物種類及相關排放數據。 (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Green Commitment and Sustainable Development 綠色承諾，永續未來
KPI A1.1 關鍵績效指標 A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表
KPI A1.3 關鍵績效指標 A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表
KPI A1.4 關鍵績效指標 A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). 所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表
KPI A1.5 關鍵績效指標 A1.5	Description of emissions target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Green Commitment and Sustainable Development 綠色承諾，永續未來

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
KPI A1.6 關鍵績效指標A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Green Commitment and Sustainable Development — Scientific Energy — Saving Practices, Practice Waste Reduction, Implementing Green Procurement 綠色承諾，永續未來 — 科學節能實踐、踐行減廢減量、推進綠色採購
Aspect A2 : Use of Resources 層面A2：資源使用		
General Disclosure 一般披露	Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源(包括能源、水及其他原材料)的政策。	Green Commitment and Sustainable Development — Practice Waste Reduction, Implementing Green Procurement 綠色承諾，永續未來 — 科學節能實踐、踐行減廢減量、推進綠色採購
KPI A2.1 關鍵績效指標A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表
KPI A2.2 關鍵績效指標A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度(如以每產量單位、每項設施計算)。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表
KPI A2.3 關鍵績效指標A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Green Commitment and Sustainable Development 綠色承諾，永續未來
KPI A2.4 關鍵績效指標A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Green Commitment and Sustainable Development 綠色承諾，永續未來
KPI A2.5 關鍵績效指標A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位佔量。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 環境關鍵績效指標表

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Aspect A3: The Environment and Natural Resources 層面A3：環境及天然資源		
General Disclosure 一般披露	Policies on minimising the issuer's significant impacts on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Green Commitment and Sustainable Development 綠色承諾，永續未來
KPI A3.1 關鍵績效指標A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Green Commitment and Sustainable Development — Implementing Green Procurement 綠色承諾，永續未來 — 推進綠色採購
Aspect A4: Climate Change 層面A4：氣候變化		
General Disclosure 一般披露	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Green Commitment and Sustainable Development — Tackling Climate Change 綠色承諾，永續未來 — 應對氣候變化
KPI A4.1 關鍵績效指標A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	Green Commitment and Sustainable Development — Tackling Climate Change 綠色承諾，永續未來 — 應對氣候變化

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
B Social B. 社會		
Employment and Labour Practices 僱傭及勞工常規		
Aspect B1: Employment 層面B1：僱傭		
General Disclosure 一般披露	Information on: 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Talent Cultivation to Build the Future Together — Employment and Employee Rights 人才培養，攜手未來 — 員工僱傭與權益
KPI B1.1 關鍵績效指標B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region. 按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。	Talent Cultivation to Build the Future Together — Key Social Performance Indicators 人才培養，攜手未來 — 社會關鍵績效指標表
KPI B1.2 關鍵績效指標B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Talent Cultivation to Build the Future Together — Key Social Performance Indicators 人才培養，攜手未來 — 社會關鍵績效指標表

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環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Aspect B2 : Health and Safety 層面B2：健康與安全		
General Disclosure 一般披露	Information on: 有關提供安全工作環境及保障僱員避免職業性危害的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Talent Cultivation to Build the Future Together — Health and Safety of Employees 人才培養，攜手未來 — 員工健康與安全
KPI B2.1 關鍵績效指標B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年(包括匯報年度)每年因工亡故的人數及比率。	Talent Cultivation to Build the Future Together — Health and Safety of Employees 人才培養，攜手未來 — 員工健康與安全
KPI B2.2 關鍵績效指標B2.2	Lost days due to work injury. 因工傷損失工作日數。	Talent Cultivation to Build the Future Together — Health and Safety of Employees 人才培養，攜手未來 — 員工健康與安全
KPI B2.3 關鍵績效指標B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Talent Cultivation to Build the Future Together- Health and Safety of Employees 人才培養，攜手未來 — 員工健康與安全

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Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Aspect B3 : Development and Training 層面B3：發展及培訓		
General Disclosure 一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Talent Cultivation to Build the Future Together — Employee Development and Growth 人才培養，攜手未來 — 員工發展與成長
KPI B3.1 關鍵績效指標B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別(如高級管理層、中級管理層)劃分的受訓僱員百分比。	Talent Cultivation to Build the Future Together — Employee Development and Growth 人才培養，攜手未來 — 員工發展與成長
KPI B3.2 關鍵績效指標B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Talent Cultivation to Build the Future Together — Employee Development and Growth 人才培養，攜手未來 — 員工發展與成長
Aspect B4 : Labour Standards 層面B4：勞工準則		
General Disclosure 一般披露	Information on: 有關防止童工或強制勞工的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Talent Cultivation to Build the Future Together — Employment and Employee Rights 人才培養，攜手未來 — 員工僱傭與權益
KPI B4.1 關鍵績效指標B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Talent Cultivation to Build the Future Together — Employment and Employee Rights 人才培養，攜手未來 — 員工僱傭與權益
KPI B4.2 層面B4：勞工準則	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Talent Cultivation to Build the Future Together — Employment and Employee Rights 人才培養，攜手未來 — 員工僱傭與權益

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Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Operating Practices 營運慣例		
Aspect B5 : Supply Chain Management 層面 B5 : 供應鏈管理		
General Disclosure 一般披露	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Operation with Integrity and Responsibility — Responsible Supply Chain 誠信為本，責任先行 — 負責任供應鏈
KPI B5.1 關鍵績效指標B5.1	Number of suppliers by geographical region. 按地區劃分的供貨商數目。	Operation with Integrity and Responsibility — Responsible Supply Chain 誠信為本，責任先行 — 負責任供應鏈
KPI B5.2 關鍵績效指標B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. 描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目，以及相關執行及監察方法。	Operation with Integrity and Responsibility — Responsible Supply Chain 誠信為本，責任先行 — 負責任供應鏈
KPI B5.3 關鍵績效指標B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Operation with Integrity and Responsibility — Responsible Supply Chain 誠信為本，責任先行 — 負責任供應鏈
KPI B5.4 關鍵績效指標B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Operation with Integrity and Responsibility — Responsible Supply Chain 誠信為本，責任先行 — 負責任供應鏈

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環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Aspect B6 : Product Responsibility 層面B6：產品責任		
General Disclosure 一般披露	Information on: 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Sharing Delicious with Elevating Quality — Trusted Meals; Operation with Integrity and Responsibility 美味同享，品質升級 — 安心用餐；誠信為本，責任先行
KPI B6.1 關鍵績效指標B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	Sharing Delicious with Elevating Quality — Trusted Meals 美味同享，品質升級 — 安心用餐
KPI B6.2 關鍵績效指標B6.2	Number of products and service related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Sharing Delicious with Elevating Quality — High-quality Services 美味同享，品質升級 — 優質服務
KPI B6.3 關鍵績效指標B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Operation with Integrity and Responsibility — Intellectual Property Protection 誠信為本，責任先行 — 知識產權保護
KPI B6.4 關鍵績效指標B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Sharing Delicious with Elevating Quality — Strictly Selected Food Ingredients 美味同享，品質升級 — 優選食材
KPI B6.5 關鍵績效指標B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored. 描述消費者數據保障及私隱政策，以及相關執行及監察方法。	Operation with Integrity and Responsibility — Information and Privacy Security 誠信為本，責任先行 — 信息隱私安全保護

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環境、社會及管治(ESG)報告(續)

Issue 議題	Issue Description 議題描述	Corresponding Report Chapter 對應報告章節
Aspect B7 : Anti-corruption 層面B7：反貪污		
General Disclosure 一般披露	Information on: 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Operation with Integrity and Responsibility — Business Ethics 誠信為本，責任先行—商業道德
KPI B7.1 關鍵績效指標B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出 已審結的貪污訴訟案件的數目及訴訟結果。	Operation with Integrity and Responsibility — Business Ethics 誠信為本，責任先行—商業道德
KPI B7.2 關鍵績效指標B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Operation with Integrity and Responsibility — Business Ethics 誠信為本，責任先行—商業道德
KPI B7.3 關鍵績效指標B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Operation with Integrity and Responsibility — Business Ethics 誠信為本，責任先行—商業道德
Community 社區		
Aspect B8 : Community Investment 層面B8：社區投資		
General Disclosure 一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Social Responsibility and Public Philanthropy 公益踐行，社會擔當
KPI B8.1 關鍵績效指標B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	Social Responsibility and Public Philanthropy 公益踐行，社會擔當
KPI B8.2 關鍵績效指標B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源(如金錢或時間)。	Social Responsibility and Public Philanthropy 公益踐行，社會擔當

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環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
Governance 管治	/ 治理機構及 管治流程	19(a) An issuer shall disclose information about: the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. 負責監督氣候相關風險和機遇的治理機構(可包括董事會、委員會或其他同等治理機構)或個人的信息。 19(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities. 管理層在用以監察、管理及監督氣候相關風險和基於的管治流程、監控措施及程序中的角色。	Board Statement Tackling Climate Change — Governance 董事會聲明 應對氣候變化 — 治理
Strategy 策略	Climate-related risks and opportunities 氣候相關風險和機遇	20 An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall: 發行人須披露其資訊，以讓人理解其合理預期可能在短期、中期或長期影響其現金流量、融資渠道或資本成本的氣候相關風險和機遇。具體而言，發行人須： (a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term; 描述合理預期可能在短期、中期或長期影響發行人的現金流量、融資渠道或資本成本的氣候相關風險和機遇； (b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk; 就發行人已識別的每項氣候相關風險，解釋發行人是否認為該風險是與氣候相關物理風險或與氣候相關轉型風險； (c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur; and 就發行人已識別的每項氣候相關風險和機遇，具體說明其合理預期可能影響發行人的時間範圍(短期、中期或長期)；及 (d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making. 解釋發行人如何定義短期、中期及長期，以及這些定義如何與其策略決定規劃範圍掛鉤。	Tackling Climate Change — Strategy 應對氣候變化 — 策略

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Business model and value chain 業務模式和價值鏈	21 An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose: 發行人須披露讓人了解氣候相關風險和機遇對其業務模式和價值鏈的當前和預期影響的資訊。具體而言，發行人須作如下披露： (a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and 描述氣候相關風險和機遇對發行人的業務模式和價值鏈的當前和預期影響；及 (b) a description of where in the issuer's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 描述在發行人的業務模式和價值鏈中，氣候相關風險和機遇集中的地方(例如，地理區域、設施及資產類型)。	The Company has identified the potential impact of climate-related risks and opportunities on its business model and value chain, and has conducted a qualitative assessment. Given that relevant data integration is still underway, no comprehensive quantitative disclosure has been made in this reporting period. The Company will gradually improve its relevant data systems. 本公司已識別氣候相關風險和機遇對業務模式及價值鏈的潛在影響，並進行定性評估。鑒於相關數據整合仍在推進中，本報告期末進行全面量化披露。本公司將逐步完善相關數據體系。
	Strategy and decision-making 策略和決策	22 An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose: 發行人須披露讓人了解氣候相關風險和機遇對其策略和決策的影響的資訊。具體而言，發行人須披露： (a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. 有關發行人已經及將來計劃在其策略和決策中如何應對氣候相關風險和機遇的資訊，包括發行人計劃如何實現任何其所設定的氣候相關目標，以及任何法律或法規要求達到的目標。 (b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 22(a). 有關發行人當前及將來計劃如何為根據第22(a)段披露的行動提供資源。	Tackling Climate Change — Strategy 應對氣候變化 — 策略 Tackling Climate Change — Risk Management 應對氣候變化 — 風險管理 Tackling Climate Change — Metrics and targets 應對氣候變化 — 指針和目標 As of the end of the reporting period, the Company has not disclosed its climate-related transition plan, as currently it lacks sufficient and reliable quantitative data to serve as a decision-supporting basis. Existing historical data remain limited, and professional modelling capabilities are still under development. 截至報告期末，公司暫未披露氣候相關轉型計劃，現時未具備充分、可靠的量化數據作為具決策參考價值的基礎，現有歷史數據積累有限，專業建模能力仍在建設中。

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
		23 An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 22(a). 發行人須披露先前各匯報期內按照第22段所披露計劃的進度。	Green Commitment and Sustainable Development-Key Environmental Performance Indicators 綠色承諾，永續未來 — 目標完成情況檢討
	Financial position, financial performance and cash flows 財務狀況、財務表現及現金流量	24 An issuer shall disclose qualitative and quantitative information about: 發行人須披露以下定性和量化資料： (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and 氣候相關風險和機遇如何影響發行人在匯報期的財務狀況、財務表現及現金流量；及 (b) the climate-related risks and opportunities identified in paragraph 24(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements. 當存在將導致下一匯報年度相關財務報表中的資產和負債帳面價值發生重要調整的重大風險時，關於第24(a)段中識別的氣候相關風險和機遇的資訊。	As of the end of the reporting period, climate-related risks and opportunities do not currently have a material impact on the Company's financial position for the 2025 fiscal year. The Company will continue to enhance internal modelling and data collection to enable more comprehensive measurement of climate-related financial impacts in the future. 截至報告期末，公司現階段氣候相關風險和機遇對公司2025財年的財務狀況並未構成重大影響。公司將持續加強內部建模、數據收集，以在未來可以更全面地計量氣候相關的財務影響。
		25 The issuer shall provide qualitative and quantitative disclosures about: 發行人須披露以下定性和量化資料： (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration. 發行人經考慮其管理氣候相關風險和機遇的策略後，並考慮到以下各項，預期其財務狀況在短期、中期及長期內將如何變化： (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities. 基於發行人管理氣候相關風險和機遇的策略，其預計其財務業績及現金流量在短期、中期及長期的變化。	Climate-related risks and opportunities may impact the Company's long-term operating environment, with risks being highly dependent on external factors that carry significant uncertainty, including global climate commitments. At present, it is not feasible to effectively quantify their anticipated financial impact, or the combined financial effects of these and other climate risks and opportunities. 氣候相關風險和機遇或會對公司的長期經營環境產生影響，風險高度受制於外部因素，而該等因素具有高度不確定性，包括全球氣候決心等。目前尚無法有效量化其預期財務影響，或其與其他氣候風險、機遇的綜合財務影響。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Climate resilience 氣候韌性	26 An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose: 在考慮發行人已識別的氣候相關風險和機遇後，發行人須披露資訊，使他人了解發行人的策略及業務模式對氣候相關變化、發展或不確定性的韌性。發行人須按與其情況相稱的做法，使用與氣候相關的情景分析來評估其氣候韌性。提供量化資訊時，發行人可披露單一數額或區間範圍。具體而言，發行人須披露： (a) the issuer's assessment of its climate resilience as at the reporting date. 發行人截至匯報日對其氣候韌性的評估； (b) how and when the climate-related scenario analysis was carried out. 如何及何時進行氣候相關情景分析。	As of the end of the reporting period, the Company has identified and conducted a preliminary qualitative assessment of climate-related risks but has not yet established a comprehensive quantitative scenario analysis model. Currently, the Company is still in the early stages of relevant market activities and lacks sufficient, reliable quantitative data to serve as a basis for decision-making, with limited accumulated historical data and professional modelling capabilities still under development. Furthermore, due to the high technical complexity and implementation costs associated with model construction, no comprehensive quantitative scenario analysis results have been disclosed in this reporting period. 截至報告期末，本公司已對氣候相關風險進行了識別和初步定性評估，但尚未建立完整的量化情景分析模型。目前，本公司在相關市場活動方面仍處於起步階段，現時未具備充分、可靠的量化數據作為具決策參考價值的基礎，現有歷史數據積累有限，專業建模能力仍在建設中。同時，由於模型構建涉及較高的技術複雜性與實施成本，本報告期內暫未披露全面量化情景分析結果。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
Risk Management 風險管理	Risk Management 風險管理	27 An issuer shall disclose information about: 發行人須披露以下資訊： (a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks. 發行人用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策； (b) the processes the issuer uses to identify, assess, prioritise and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and 發行人用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程(包括發行人可有及如何使用氣候相關情景分析來確定氣候相關機遇的資訊)；及 (c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process. 氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。	Tackling Climate Change — Strategy Tackling Climate 應對氣候變化 — 策略 Change — Risk Management 應對氣候變化 — 風險管理
Metrics and Targets 指標及目標	Greenhouse gas emissions 溫室氣體排放	28 An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO2 equivalent, classified as: 發行人須披露匯報期內的溫室氣體絕對總排放量(以公噸二氧化碳當量表示)，並分為： (a) Scope 1 greenhouse gas emissions; 範圍1溫室氣體排放； (b) Scope 2 greenhouse gas emissions; and 範圍2溫室氣體排放；及 (c) Scope 3 greenhouse gas emissions. 範圍3溫室氣體排放。	Tackling Climate Change — Metrics and targets 應對氣候變化 — 指針和目標 As of the end of the reporting period, regarding Scope 3 greenhouse gas emissions, due to the involvement of numerous suppliers and downstream customers across certain value chain segments, a comprehensive data collection system has not yet been established, and data for some categories cannot be obtained with reasonable cost and effort at this time. 截至報告期末，針對範圍3溫室氣體排放，由於部分價值鏈環節涉及大量供應商及下游客戶，目前尚未建立完整的數據收集體系，部分類別數據暫無法以合理成本及努力取得。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
		29 An issuer shall: 發行人須： (a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions; 除非管轄機關或發行人上市之另一交易所另有要求，否則發行人須根據《溫室氣體核算體系：企業核算與報告標準(2004年)》計量其溫室氣體排放； (b) disclose the approach it uses to measure its greenhouse gas emissions. 披露其用於計量溫室氣體排放的方法，包括： (c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 28(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and 就根據第28(b)段披露的範圍2溫室氣體排放，披露其以地域為基準的範圍2溫室氣體排放，並提供有助於了解該排放的任何所需合約文書的資訊；及 (d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 28(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). 就根據第28(c)段披露的範圍3溫室氣體排放，根據《溫室氣體核算體系：企業價值鏈(範圍3)核算與報告標準(2011年)》所述的範圍3類別披露發行人計量範圍3溫室氣體排放中包含的類別。	Tackling Climate Change — Metrics and targets 應對氣候變化 — 環境關鍵績效指標表
	Climate-related transition risks 氣候相關轉型風險	30 An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks. 發行人須披露容易受氣候相關轉型風險影響的資產或業務活動的金額及百分比。	Tackling Climate Change — Strategy 應對氣候變化 — 策略
	Climate-related physical risks 氣候相關物理風險	31 An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks. 發行人須披露容易受氣候相關物理風險影響的資產或業務活動的金額及百分比。	Tackling Climate Change — Strategy 應對氣候變化 — 策略

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環境、社會及管治(ESG)報告(續)

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	Climate-related opportunities 氣候相關機遇	32 An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities. 發行人須披露涉及氣候相關機遇的資產或業務活動的金額及百分比。	At the current stage, climate-related opportunities do not have a material impact on the Company's financial position for the 2025 fiscal year. The Company will continue to strengthen internal modelling and data collection to enable a more comprehensive measurement of the financial impact related to climate factors in the future. 公司現階段氣候相關機遇對公司2025財年的財務狀況並未構成重大影響。公司將持續加強內部建模、數據收集，以在未來可以更全面地計量氣候相關的財務影響。
	Capital deployment 資本運用	33 An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. 發行人須披露用於氣候相關風險和機遇的資本開支、融資或投資的金額。	At the current stage, climate-related risks and opportunities have not had a material impact on the Company's financial position for the 2025 fiscal year. The Company will continue to enhance its internal modelling and data collection efforts, in order to more comprehensively measure the financial implications associated with climate factors in the future. 公司現階段氣候相關風險和機遇對公司2025財年的財務狀況並未構成重大影響。公司將持續加強內部建模、數據收集，以在未來可以更全面地計量氣候相關的財務影響。

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Internal carbon prices 內部碳定價	34 An issuer shall disclose: 發行人須披露如下： (a) an explanation of whether and how the issuer is applying a carbon price in decision-making (for example, investment decisions, transfer pricing, and scenario analysis); and 闡釋發行人可有及如何在決策中應用碳定價(例如投資決策、轉移定價及情景分析)；及 (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions; 發行人用於評估其溫室氣體排放成本的每公噸溫室氣體排放量定價； or an appropriate negative statement that the issuer does not apply a carbon price in decision-making. 或適當的否定聲明，確認發行人沒有在決策中應用碳定價。	As of the end of the reporting period, the Company has not formally adopted an internal carbon pricing mechanism for investment decisions, capital allocation, or scenario analysis. Considering the characteristics of the industry in which the Company operates, its emission structure, and its current level of management maturity, the Company believes that implementing internal carbon pricing at this stage would yield limited marginal utility for risk management and resource allocation. The Company will continue to monitor developments in domestic and international carbon markets as well as regulatory trends, and will assess the feasibility of introducing an internal carbon pricing mechanism once its management system has further matured. 截至報告期末，公司尚未在投資決策、資本配置或情景分析中正式採用內部碳定價機制。結合公司當前所處行業特性、排放結構及管理成熟度，公司認為現階段內部碳定價對風險管理及資源配置的邊際效用有限。公司將持續關注國內外碳市場發展及監管趨勢，並在管理體系進一步成熟後，評估引入內部碳定價機制的可行性。

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Remuneration 薪酬	35 An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. 發行人須披露氣候相關考慮因素可有及如何納入薪酬政策，或提供適當的否定聲明。	Green Commitment and Sustainable Development — Scientific Energy — Saving Practices 綠色承諾，永續未來 — 科學節能實踐
	Industry-based metrics 行業指標	36 An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the IFRS S2 Industry — based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks. 本交易所鼓勵發行人披露與一項或多項特定的業務模式和活動有關的行業指標，或與參與有關行業常見特徵有關的行業指標。在決定披露哪些行業指標時，本交易所鼓勵發行人參考《〈國際財務報告可持續披露準則S2號〉行業披露指南》和其他國際環境、社會及管治報告框架規定的行業披露要求所述的與披露主題相關的行業指標，並考慮其是否適用。	The Company will continue to monitor international disclosure requirement indicators and will disclose them in due course. 公司將持續關注國際披露要求指標，適時披露。

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Climate-related targets 氣候相關目標	37 An issuer shall disclose 發行人須披露 (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and 其為監察實現其策略目標的進展而設定的與氣候相關的定性及量化目標；及 (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. 法律或法規要求發行人達到的任何目標，包括任何溫室氣體排放目標。 For each target, the issuer shall disclose: 發行人須就每個目標逐一披露： (a) the metric used to set the target; 用以設定目標的指標； (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); 目標的目的(例如減緩、適應或以科學為基礎的舉措)； (c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region); 目標的適用範圍(例如目標是適用於發行人整個集團還是部分(如僅適用於某個業務單位或地理區域))； (d) the period over which the target applies; 目標的適用期間； (e) the base period from which progress is measured; 衡量進度的基準期間； (f) milestones or interim targets (if any); 階段性目標或中期目標(如有)； (g) if the target is quantitative, whether the target is an absolute target or an intensity target; and 如屬量化目標，其屬絕對目標還是強度目標；及 (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 最新氣候變化國際協議(包括該協議產生的司法承諾)如何幫助發行人設定目標。	Green Commitment and Sustainable Development-Key Environmental Performance Indicators 綠色承諾，永續未來 — 目標完成情況檢討 Tackling Climate Change — Metrics and targets 應對氣候變化 — 指針和目標 The climate-related targets currently set by the Company have not undergone third-party verification. Depending on future resource planning and the maturity of our disclosure framework, we will assess the need to introduce independent third-party verification. 本公司目前設定的氣候相關目標尚未進行第三方驗證。本公司將視未來資源安排及披露成熟度，評估引入第三方獨立驗證的必要性。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

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Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
		38 An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including: 發行人須披露其設定及審核每項目標的方法，以及其如何監察達標進度，包括： (a) whether the target and the methodology for setting the target has been validated by a third party; 目標本身及設定目標的方法是否經第三方驗證； (b) the issuer's processes for reviewing the target; 發行人審核目標的程序； (c) 用於監察達標進度的指標；及 the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions. 任何修訂目標的內容及原因。	Tackling Climate Change — Metrics and targets 應對氣候變化 — 指針和目標 The climate-related targets currently established by the Company have not yet undergone third-party verification. Based on future resource allocation and the maturity of our disclosure framework, the Company will evaluate the necessity of introducing independent third-party verification. 本公司目前設定的氣候相關目標尚未進行第三方驗證。本公司將視未來資源安排及披露成熟度，評估引入第三方獨立驗證的必要性。
		39 An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance 發行人須披露有關每項氣候相關目標的績效的資訊以及對發行人績效的趨勢或變化分析。	Green commitment and Sustainable Development — Review of Goal Completion Status 綠色承諾，永續未來 — 目標完成情況檢討

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環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
		40 For each greenhouse gas emissions target disclosed in accordance with paragraphs 37 to 39, an issuer shall disclose: 就按第37至39段披露的每一項溫室氣體排放目標，發行人須披露： (a) which greenhouse gases are covered by the target; 目標涵蓋哪些溫室氣體； (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target; 目標是否涵蓋範圍1、範圍2或範圍3溫室氣體排放； (c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target; 此目標是溫室氣體排放總量目標還是溫室氣體排放淨額目標。如為溫室氣體排放淨額目標，發行人須另外披露相關的溫室氣體排放總量目標； (d) whether the target was derived using a sectoral decarbonisation approach; and 目標是否是採用行業脫碳方法得出的；及 (e) the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits. 發行人計劃使用碳信用抵銷溫室氣體排放以實現任何溫室氣體排放淨額目標。	Green Commitment and Sustainable Development — Key Environmental Performance Indicators 綠色承諾，永續未來 — 目標完成情況檢討 Tackling Climate Change — Metrics and targets 應對氣候變化 — 環境關鍵績效指標表 The Company does not belong to a high-carbon-emission industry and therefore has not adopted sectoral decarbonization approaches in setting its targets. As of the end of the reporting period, the Company has not formulated specific plans to use carbon credits to offset greenhouse gas emissions in order to achieve relevant net-amount targets. In the future, the Company will prudently assess the feasibility of introducing a carbon credit mechanism in light of industry trends, policy developments, and improvements in internal management capabilities. Should relevant plans be clarified subsequently, the Company will disclose them in accordance with regulatory requirements. 公司不屬於高碳排放行業，因此未採用行業脫碳方法設定目標。 截至本報告期末，本公司尚未制定使用碳信用抵銷溫室氣體排放以實現相關淨額目標的具體計劃。未來，公司將結合行業趨勢、政策動向及內部管理水平的提升，審慎評估引入碳信用機制的可行性。如後續明確相關計劃，公司將根據監管要求進行披露。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

環境、社會及管治(ESG)報告(續)

Dimension 維度	Issue 披露內容	Issue Description 披露要求	Corresponding Report Chapter 對應報告章節
	Applicability of cross-industry metrics and industry-based metrics 跨行業指標及行業指標的適用性	41 In preparing disclosures to meet the requirements in paragraphs 21 to 26 and 37 to 38, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 28 to 35) and (ii) industry-based metrics (see paragraph 36). 41 在編製披露內容以符合第21至26及37至38段的規定時，發行人須參考(i)跨行業指標(見第28至35段)及(ii)行業指標(見第36段)並考慮其是否適用。	Not applicable ／

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