

泉峰控股有限公司

Chervon Holdings Limited

(Incorporated in Hong Kong with limited liability)

(於香港註冊成立的有限公司)

Stock Code 股份代號 :2285

2025 年度報告 ANNUAL REPORT

CHERVON





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COMPANY INTRODUCTION

公司介紹

OVERVIEW

Chervon Holdings Limited (the “**Company**”, and together with its subsidiaries, the “**Group**,” “**we**,” “**us**” or “**our**”) is a global provider of power tools and outdoor power equipment (“**OPE**”). Our focus on innovation, especially lithium-ion battery system technology, has enabled us to achieve significant scale and rapid growth. We offer a comprehensive range of products under a portfolio of well-recognized brands, which are tailored to address the diverse needs of our end users around the world. Our power tools target both industrial/professional and consumer end users, and our OPE products target both premium and mass-market end users. We currently own five differentiated and well-recognized brands that cover key geographies and segments, namely *EGO*, *FLEX*, *SKIL*, *DEVON* and *X-TRON*.

We focus on user-centric innovation and product offerings, which is supported by our integrated system of research and development, manufacturing and sales and distribution capabilities. Our broad end-user base for lithium-ion battery powered products enables us to rapidly accumulate industry knowledge, technology know-how and end-user insights. Leveraging such knowledge and insights, we have been able to continuously introduce new products showcasing advanced technology and product design capabilities. We then produce these new, user-centric products in a consistently high-quality manner through our smart manufacturing system and distributing them through our multi-channel sales and distribution network. Our global operations and local market knowledge enable us to expand market shares and meet end user needs in our target markets. Our robust brand portfolio, which resonates with our end users, also helps solidify our market position.

OUR VISION

Better Tools. Better World.

OUR MISSION

Providing superior products to users worldwide through continuous innovation, we are determined to become a global leader in power tools and outdoor power equipment in the lithium-ion, intelligent and digital era.

概覽

泉峰控股有限公司（「**本公司**」，連同其附屬公司統稱「**本集團**」或「**我們**」）為一家電動工具及戶外動力設備（「**OPE**」）的全球供應商。我們對創新的高度專注（尤其是鋰電池系統技術領域的創新），已促使我們取得龐大的市場規模並助力我們實現高速增長。我們提供知名品牌組合下的全套產品，該等產品專為滿足全球終端用戶的多樣化需求而量身定制。我們的電動工具的目標客戶為工業級／專業級及消費級終端用戶，而我們的OPE產品的目標客戶為高端及大眾市場終端用戶。我們目前擁有*EGO*、*FLEX*、*SKIL*、*大有*及*小強*五個差異化且廣受認可的品牌，覆蓋主要地區及細分市場。

我們專注於以用戶為中心的創新及產品品類，研發、製造及銷售與分銷能力的一體化體系為此提供了支持。我們鋰電產品廣泛的終端用戶群幫助我們快速積累行業知識、技術知識及終端用戶洞察力。憑藉有關知識及洞察力，我們能夠持續推出展示先進技術及產品設計能力的新產品。隨後，我們通過我們的智能製造系統以始終如一的高質量生產該等以用戶為中心的新產品並通過我們的多渠道銷售及分銷網絡進行新產品的分銷。我們的全球運營及本地化市場營銷經驗幫助我們擴大市場份額並滿足目標市場的終端用戶需求。我們強大的品牌組合不僅能滿足終端用戶的需求，亦有助於鞏固我們的市場地位。

我們的願景

造好工具，助世界一臂之力。

我們的使命

我們立志通過持續創新，為全球用戶提供卓越的產品，成為電動工具及戶外動力設備行業鋰電化、智能化及數字化時代的創新驅動型領導者。

CORPORATE INFORMATION

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Pan Longquan (*Chairman, Chief Executive Officer*)
Ms. Zhang Tong
Mr. Ke Zuqian
Mr. Michael John Clancy

Independent Non-Executive Directors

Dr. Li Minghui
Mr. Tian Ming (*resigned on November 28, 2025*)
Mr. Jiang Li
Dr. Fan Hao (*appointed on February 4, 2026*)

AUDIT COMMITTEE

Dr. Li Minghui (*Chairperson*)
Mr. Tian Ming (*resigned on November 28, 2025*)
Mr. Jiang Li
Dr. Fan Hao (*appointed on February 4, 2026*)

REMUNERATION COMMITTEE

Dr. Fan Hao (*Chairperson*) (*appointed on February 4, 2026*)
Mr. Tian Ming (*resigned on November 28, 2025*)
Mr. Pan Longquan
Dr. Li Minghui

NOMINATION COMMITTEE

Mr. Jiang Li (*Chairperson*)
Mr. Tian Ming (*resigned on November 28, 2025*)
Ms. Zhang Tong
Dr. Fan Hao (*appointed on February 4, 2026*)

JOINT COMPANY SECRETARIES

Mr. Hu Yian
Ms. Lam Wing Chi (*ACG, HKACG*) (*resigned on June 30, 2025*)
Ms. Lai Siu Kuen (*FCG, HKFCG*) (*appointed on June 30, 2025*)

AUTHORIZED REPRESENTATIVES

Ms. Zhang Tong
Mr. Hu Yian

AUDITOR

KPMG
Certified Public Accountants
Public Interest Entity Auditor registered in accordance with
the Accounting and Financial Reporting Council Ordinance
8/F, Prince's Building
10 Chater Road
Central, Hong Kong

董事會

執行董事

潘龍泉先生 (*董事長，行政總裁*)
張彤女士
柯祖謙先生
Michael John Clancy先生

獨立非執行董事

李明輝博士
田明先生 (*於2025年11月28日辭任*)
蔣立先生
范浩博士 (*於2026年2月4日獲委任*)

審核委員會

李明輝博士 (*主席*)
田明先生 (*於2025年11月28日辭任*)
蔣立先生
范浩博士 (*於2026年2月4日獲委任*)

薪酬委員會

范浩博士 (*主席*) (*於2026年2月4日獲委任*)
田明先生 (*於2025年11月28日辭任*)
潘龍泉先生
李明輝博士

提名委員會

蔣立先生 (*主席*)
田明先生 (*於2025年11月28日辭任*)
張彤女士
范浩博士 (*於2026年2月4日獲委任*)

聯席公司秘書

胡以安先生
林穎芝女士 (*ACG, HKACG*) (*於2025年6月30日辭任*)
黎少娟女士 (*FCG, HKFCG*) (*於2025年6月30日獲委任*)

授權代表

張彤女士
胡以安先生

核數師

畢馬威會計師事務所
執業會計師
於《會計及財務匯報局條例》下的
註冊公眾利益實體核數師
香港中環
遮打道10號
太子大廈8樓

CORPORATE INFORMATION

公司資料

LEGAL ADVISOR

Simpson Thacher & Bartlett
35/F, ICBC Tower
3 Garden Road
Central
Hong Kong

REGISTERED OFFICE

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7 Cheung Shun Street
Lai Chi Kok
Kowloon
Hong Kong

HEADQUARTERS

No. 99 West Tianyuan Road
Jiangning Economic and Technological
Development Zone
Nanjing
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 04, 22/F, Saxon Tower
7 Cheung Shun Street
Lai Chi Kok
Kowloon
Hong Kong

SHARE REGISTRAR

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

PRINCIPAL BANKS

The Hongkong and Shanghai Banking Corporation Limited
Bank of Communications – Nanjing Jiangning Branch

STOCK CODE

2285

PLACE OF LISTING

The Stock Exchange of Hong Kong Limited

COMPANY'S WEBSITE

<https://global.chervongroup.com>

LISTING DATE

December 30, 2021

法律顧問

盛信律師事務所
香港
中環
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中國工商銀行大廈35樓

註冊辦事處

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九龍
荔枝角
長順街7號
西頓中心22樓04室

總部

中國
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江寧經濟技術
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香港主要營業地點

香港
九龍
荔枝角
長順街7號
西頓中心22樓04室

股份過戶登記處

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

主要往來銀行

香港上海滙豐銀行有限公司
交通銀行 – 南京江寧支行

股份代號

2285

上市地址

香港聯合交易所有限公司

公司網站

<https://global.chervongroup.com>

上市日期

2021年12月30日

FINANCIAL SUMMARY

財務概要

A summary of the results and of the assets and liabilities of the Group for the last five financial years, as extracted from the published audited financial statements, is set out below:

本集團於過去五個財政年度之業績以及資產及負債概要（摘錄自己刊發經審核的財務報表）載列如下：

RESULTS

業績

		Year ended December 31, 截至12月31日止年度				
		2021 2021年	2022 2022年	2023 2023年	2024 2024年	2025 2025年
		(In US\$ thousands, except per share data) (千美元，每股數據除外)				
Revenue	收入	1,757,784	1,989,280	1,374,714	1,773,773	1,627,785
(Loss)/profit before tax	除稅前（虧損）／利潤	176,098	161,390	(48,856)	132,763	115,096
Income tax credit/(expense)	所得稅抵免／（開支）	(26,377)	(22,112)	11,706	(20,055)	(17,403)
(Loss)/profit for the year	年內（虧損）／利潤	149,721	139,278	(37,150)	112,708	97,693
Attributable to:	以下人士應佔：					
Equity shareholders of the Company	本公司權益股東	144,544	139,369	(37,137)	112,474	97,600
Non-controlling interest	非控股權益	5,177	(91)	(13)	234	93
Earnings per share	每股盈利	36	28	(7)	22	19
– Basic (cents)	— 基本（分）					
– Diluted (cents)	— 攤薄（分）	36	28	(7)	22	19

ASSETS, LIABILITIES AND EQUITY

資產、負債及權益

		As of December 31, 截至12月31日				
		2021 2021年	2022 2022年	2023 2023年	2024 2024年	2025 2025年
		(In US\$ thousands, except per share data) (千美元，每股數據除外)				
Assets	資產					
Total assets	資產總值	2,056,156	1,862,504	1,798,016	1,992,297	1,843,935
Equity and liabilities	權益及負債					
Equity attributable to equity shareholders of the Company	本公司權益股東應佔權益	797,017	946,190	960,725	1,036,563	1,017,631
Non-controlling interests	非控股權益	–	(91)	(104)	130	223
Total equity	權益總額	797,017	946,099	960,621	1,036,693	1,017,854
Total liabilities	負債總額	1,259,139	916,405	805,764	955,604	826,081
Total equity and liabilities	權益及負債總額	2,056,156	1,862,504	1,766,385	1,992,297	1,843,935

CHAIRMAN'S STATEMENT

董事長致辭



Dear Shareholders,

2025 is a challenging year for us. Following a significant rebound and growth in 2024, we faced a direct and severe impact from tariff-related issues between China and the United States in 2025. Despite the challenging market conditions, our Group remained profitable in 2025, recording a net profit of US\$97.7 million for the year. Key indicators reflecting the core competitiveness of our products in our principal markets also remained resilient, giving us confidence in the market's eventual recovery and our Group's return to a growth trajectory.

Against a backdrop of overall market weakness, the vast majority of Chervon's product lines across both our OBM and ODM businesses achieved positive POS growth at the customer end, with the *EGO* brand recording double-digit POS growth. This underscores the resilience of our innovation capabilities and the competitiveness of our products. Throughout the year, we remained committed to serving our customers and end users while continuing to strengthen the foundation for future growth.

各位股東：

2025年對我們而言是充滿挑戰的一年。繼2024年大幅反彈和增長後，我們於2025年面臨中美關稅問題的直接且嚴重影響。儘管市場環境充滿挑戰，本集團於2025年仍保持盈利，年內錄得純利97.7百萬美元。反映我們產品在主要市場的核心競爭力的關鍵指標亦保持韌性，使我們對市場最終復甦及本集團重返增長軌道充滿信心。

在整體市場疲軟的背景下，泉峰OBM及ODM業務的絕大部分產品線實現客戶端終端銷售正增長，*EGO*品牌錄得兩位數的終端銷售增長。這凸顯我們創新能力的韌性及產品的競爭力。全年期間，我們持續致力於為客戶及終端用戶服務，並不斷夯實未來增長的基礎。

Innovation remains the cornerstone of our strategy. In 2025, we launched approximately 200 new products, around 89% of which were lithium-ion battery-powered, further strengthening our leadership position in the industry. From both brand and category perspectives, *EGO* continued to gain market share in the global OPE market despite the significant challenges posed by market volatility. *FLEX* and *SKIL*, on the other hand, were more affected by intense competition and the dominance of major global players in the PT market, and we recognise that the path to further advancing these two brands in the power tools segment will require continued effort and investment.

In North America, we formally announced our collaboration with John Deere in October 2025, enabling battery sharing and interoperability between John Deere's electric ride-on mowers and *EGO*'s portfolio of more than 100 products. This represents a meaningful step forward in the strategic cooperation between the two brands in the era of electrification. In Australia and New Zealand, *EGO* continued to benefit from its solid market foundation, while the successful launch of *FLEX* 24V also stood out as a key achievement, with encouraging early acceptance already seen in the professional market in Australia.

On the manufacturing front, we continued to strengthen our global manufacturing capabilities and took firm and robust actions to address tariff-related challenges. To address the impact of China-U.S. tariff tensions, we relocated production capacity for products supplied to the U.S. market from China to Vietnam. Meanwhile, we also transferred part of *FLEX*'s production capacity from Germany to China. These manufacturing relocations involved significant effort and close collaboration across multiple teams within the Company. Thanks to their commitment and execution, both initiatives have reached important milestones, laying a solid foundation for the Company's future development and further strengthening our resilience and risk response capabilities.

We believe the challenges and volatility of the past few years, particularly in 2025, have provided us with valuable lessons and further strengthened the resilience we need to navigate future challenges. Today, we are more focused, more resilient and more determined than ever. While we remain mindful of external uncertainties, we believe that, provided there is no further material deterioration in the geopolitical or trade environment, the Group is well positioned to return to a growth trajectory in 2026. Our aim is not only to return to a sustainable growth trajectory, but also to emerge stronger, more efficient and more deeply committed to our customers.

創新仍然是我們戰略的基石。於2025年，我們推出約200種新產品，其中約89%為鋰離子電池供電產品，進一步鞏固了我們在行業的領導地位。從品牌及類別的角度看，儘管市場波動帶來重大挑戰，*EGO*仍持續於全球OPE市場擴大市場份額。另一方面，在電動工具市場，激烈的競爭及全球主要參與者的主導地位對*FLEX*及*SKIL*的影響較大，我們認識到要進一步推動這兩大品牌在電動工具分部的發展，需要持續的努力和投資。

在北美，我們於2025年10月正式宣佈與約翰迪爾合作，實現約翰迪爾電動駕駛式割草機與*EGO*旗下100多款產品之間的電池共享及互操作性。這是該兩大品牌在電動化時代的戰略合作上邁出的重要一步。在澳大利亞及新西蘭，*EGO*持續受惠於其穩固的市場基礎，而*FLEX* 24V的成功推出亦為一項重要成就，該產品已在澳大利亞專業市場獲得令人鼓舞的早期認可。

製造方面，我們繼續增強全球製造能力，並採取堅定有力的措施應對關稅相關挑戰。為應對中美關稅緊張帶來的影響，我們將供應美國市場的產品產能由中國轉移至越南。同時，我們亦將*FLEX*的部分產能從德國轉移至中國。該等產能的轉移需要公司內多個團隊的大量努力和密切合作。由於他們的付出和執行，這兩項舉措已達到重要的里程碑，為本公司的未來發展奠定堅實基礎，並進一步增強我們的韌性及風險應對能力。

我們相信，過去幾年（尤其是2025年）的挑戰和動盪為我們提供了寶貴的經驗教訓，並進一步增強了我們應對未來挑戰所需的韌性。今天，我們比以往任何時候都更專注、更堅韌、更堅定。儘管我們仍然關注外部的不確定性，但我們相信，只要地緣政治或貿易環境沒有進一步嚴重惡化，本集團已具備良好條件，於2026年重回增長軌道。我們的目標不僅是重回可持續增長軌道，更是變得更強大、更高效、更深切地為我們的客戶服務。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



BUSINESS REVIEW

In 2025, our revenue recorded a periodic decline, representing a decrease of 8.2% to US\$1,627.8 million, as our customers adopted more prudent procurement strategies amid the heightened economic uncertainty resulting from the China-U.S. tariff tensions.

Our net profit also experienced a decrease of 13.3% as compared to 2024 primarily driven by the decrease in our revenue and gross profit margin.

Revenue from our outdoor power equipment (“OPE”) segment increased by 0.1%, and revenue from our power tools segment decreased by 18.3%. Revenue from our original brand manufacturing (“OBM”) business accounted for 76.7% of our total revenue in 2025. By region, our business from North America and China decreased by 11.5% and 3.8%, respectively, and business from Europe and the rest of the world increased by 0.9% and 6.8%, respectively.

Our gross margin decreased by 180 basis points to 32.9% in 2025, while remaining at a healthy level relative to historical performance and industry benchmarks.

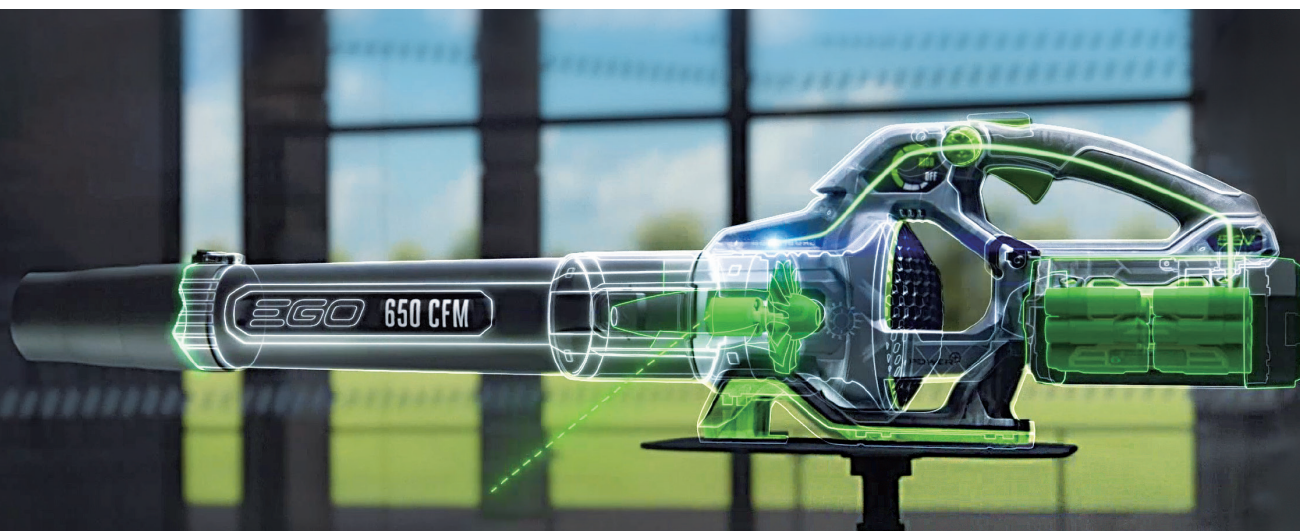
業務概覽

於2025年，由於在中美關稅緊張局勢導致的經濟不確定性增加的情況下，我們的客戶採取更審慎的採購策略，因此我們的收入錄得階段性下跌，即減少8.2%至1,627.8百萬美元。

我們的純利亦較2024年減少13.3%，主要由於我們的收入減少及毛利率下降。

戶外動力設備（「OPE」）分部的收入增長0.1%，而電動工具分部的收入則減少18.3%。2025年，原始品牌製造（「OBM」）業務收入佔我們總收入的76.7%。按地區劃分，來自北美及中國的業務分別減少11.5%及3.8%，而歐洲及世界其他地區的業務分別增長0.9%及6.8%。

2025年我們的毛利率降低180個基點至32.9%，但相較於歷史表現及行業基準仍維持在健康水平。



We continue to focus on our customers, bringing to market new power tool and OPE products to meet their diverse needs. Leveraging our research and development capability, we continued to innovate by introducing nearly 200 new products during the Reporting Period. Lithium-ion battery powered products accounted for around 89% of the new products.

EGO

In 2025, against the backdrop of overall weak industry performance, *EGO* significantly outperformed the industry average, achieving single-digit revenue growth and double-digit growth in POS sales in the North American market, which fully demonstrates its strong brand competitiveness. *EGO* has made solid progress across multiple strategic directions.

EGO maintains a focused and flexible product strategy, continuously enhancing its product portfolio with innovative development across both core and lifestyle product categories, especially the launch of the super composite deck mower as a flagship innovation, which further strengthened its competitive positioning and brand value. Several of our product categories, including walk-behind mowers, snow blowers and rider mowers, ranked first in terms of market share in the North American market for lithium-ion battery-powered OPE products. In particular, *EGO* also achieved the number one position across all product categories in the Canadian market.

我們仍然專注於客戶，向市場推出新電動工具及 OPE 產品，以滿足客戶的多樣化需求。憑藉我們的研發能力，我們不斷創新，於報告期內推出近 200 款新產品。鋰電產品佔新產品的約 89%。

EGO

2025 年，在行業整體表現疲弱的背景下，*EGO* 的表現明顯優於行業平均水平，集團收入層面取得單位數收入增長及在北美終端銷售實現雙位數增長，充分彰顯了其強大的品牌競爭力。*EGO* 已在多個戰略方向上取得堅實進展。

EGO 維持專注且靈活的產品策略，通過核心及生活方式產品類別的創新發展不斷增強其產品組合（尤其是推出超級複合材料刀盤割草機作為其旗艦創新產品），這一策略進一步加強了其競爭地位及品牌價值。多個產品類別（包括手推式割草機、掃雪機及騎乘式割草機）在北美鋰電池 OPE 產品中市場份額排名第一。特別是，*EGO* 亦在加拿大市場的所有產品類別中名列第一。

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In addition, the number of *EGO* stock keeping units (“**SKUs**”) has continued to increase, and battery pack sales have also grown at an accelerated pace. As of December 31, 2025, *EGO* platform has offered over 110 tools, with new product launches across all core categories including Mowers, String trimmers, Chainsaws and Multi-Head tools. This has further solidified our 56V platform as the largest single-battery OPE platform globally, generating enhanced platform-wide synergies. Meanwhile, as a key extended product category, high-pressure washers have achieved remarkable success, marking solid progress in *EGO*'s category expansion. *EGO* has also earned various industry recognitions in 2025, including the 2025 *New York Times Wirecutter Best Lawn Mower Award* and the 2025 *Forbes Vetted Awards*.

Benefiting from the steady development momentum of our diversified channel strategy, *EGO* achieved meaningful progress across all major channels in 2025. For example, our collaboration with strategic partner John Deere made tangible progress. During the Reporting Period, we jointly launched with John Deere the Z370RS Electric ZTrak™ Mower powered by *EGO* 56V ARC Lithium™ batteries, representing a milestone in our strategic product collaboration, as well as

此外，*EGO*庫存單位（「**SKU**」）的數量持續增長，電池組銷售亦在加速增長。截至2025年12月31日，*EGO*平台已提供超過110個工具，在割草機、打草機、鏈鋸及多頭工具等所有核心類別均有新產品推出。這進一步鞏固了我們56V平台作為全球最大單一電池OPE平台的地位，從而產生增強的全平台協同效應。同時，作為關鍵拓展品類，高壓清洗機已取得顯著成功，標誌著*EGO*品類拓展方面取得扎實進展。*EGO*於2025年亦榮獲多項業界獎項，包括2025年《紐約時報》Wirecutter最佳割草機獎(Best Lawn Mower Award)及2025年《福布斯》嚴選獎(Vetted Awards)。

受益於多元化渠道策略的穩步發展勢頭，*EGO*於2025年在各大主要渠道均取得有意義的進展，例如與戰略合作夥伴John Deere的合作取得實際的進展。於報告期內，我們與John Deere聯合推出採用*EGO* 56V ARC Lithium™電池的Z370RS電動ZTrak™割草機，實現產品戰略合作的里程碑，並進一步擴大和豐富了更為廣闊的*EGO*電池生態。*EGO*亦繼續蟬聯全球最大電商平台OPE品牌第一名。此



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further expanding and enriching the broader *EGO* battery ecosystem. *EGO* also continued to retain its position as the No. 1 OPE brand on the world's largest e-commerce platform. Moreover, we strategically expanded *EGO*'s footprint in Europe by selectively acquiring distribution channels and opening flagship stores, strengthening brand presence and accelerating market penetration.

As the largest single OPE platform with strong growth momentum, *EGO* is well positioned to capture opportunities arising from the adoption of lithium-ion electrification and intelligent technologies. We have achieved breakthroughs in Internet of Things ("IoT"), AI recognition, visual positioning and multi-sensor navigation, laying a solid foundation for the future expansion of our intelligent business. Leveraging the latest market-leading technology, our first automated wireless lawn mower robot is set to launch in Europe in 2026 spring season, with plans to progressively expand into other major markets. Guided by a clear strategic roadmap and disciplined execution, *EGO* remains committed to delivering strong financial performance while reinforcing its leadership in the industry.

外，我們通過選擇性地在歐洲收購分銷渠道及開設旗艦店、加強品牌影響力及加速市場滲透，戰略性地擴大*EGO*於歐洲的足跡。

作為具有強大增長勢頭的最大單一OPE平台，*EGO*已做好充分準備，以抓住鋰電化和智能化帶來的機遇。我們在物聯網（「物聯網」）、人工智能識別、視覺定位及多傳感器導航方面取得突破，為未來拓展智能業務奠定了堅實基礎。憑藉最新的市場領先技術，我們的首款自動無線割草機器人將於2026年春季在歐洲推出，並計劃逐步擴展至其他主要市場。在清晰戰略路線的引領下，及在嚴明執行紀律的指導下，*EGO*繼續致力於取得強勁的財務表現，同時鞏固其行業領導地位。



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FLEX

Recognized as the “No. 1 Specialist Trade Partner” by market intern, *FLEX* delivered a strong performance amid the overall sluggish European market, fully demonstrating its recognition and influence. *FLEX* continued to strengthen its focus on core trades and professional users, delivering innovative solutions that enhance productivity and reinforce its competitive positioning. For example, *FLEX* launched a new generation of drywall sanders, recognized as the lightest in the world and honored with the IF Design Award 2025. By directly addressing the key issue of heavy tool weight during extended overhead sanding on walls and ceilings for drywallers and painters, this innovation improves efficiency and reduces fatigue, delivering clear value to professional users. *FLEX* successfully entered into major professional tool chain channels targeting tradesmen in Australia, demonstrating strong competitiveness of our professional tools in the high-end markets. In terms of marketing, *FLEX* has also strengthened its presence across major social media channels, effectively enhancing brand exposure with a steadily expanding follower base. Looking ahead, we will implement a comprehensive strategic optimization for *FLEX* covering both channels and product portfolios. We plan to focus on developing our professional tools (PRO) business through traditional dealer networks and adopting a more targeted trade strategy. This will enable *FLEX* to unlock greater market potential and build stronger long-term growth momentum.

FLEX

*FLEX*榮膺「第一專業貿易夥伴」(No. 1 Specialist Trade Partner)殊榮，在整體低迷的歐洲市場中取得亮眼的成績，充分顯示*FLEX*的認可度和影響力。*FLEX*繼續把重點更多的放在核心商業及專業用戶上，提供能提高生產力及加強其競爭地位的創新解決方案。例如，*FLEX*推出了新一代乾牆打磨機，不僅被公認為世界上重量最輕的打磨機，更榮獲2025年IF設計大獎。通過直接解決乾牆工和油漆工長時間懸於空中打磨牆壁和天花板所面臨的工具沉重這一關鍵問題，該創新提升了效率並減輕了疲勞，為專業用戶帶來明確價值。*FLEX*成功進軍澳洲針對專業技工的大型專業工具連鎖渠道，彰顯了我們專業工具在高端市場的強大競爭力。營銷方面，*FLEX*亦強化其於主要社交媒體渠道的影響力，從而有效提高品牌曝光度並穩步擴大粉絲基數。展望未來，我們將從渠道到產品組合對*FLEX*實施全方位戰略優化。我們計劃通過傳統分銷商網絡專注於發展我們的專業工具(PRO)業務，並採取更具針對性的工種產品策略。這將使*FLEX*能夠釋放更大的市場潛力並建立更強勁的長期增長勢頭。

**SKIL**

In 2025, *SKIL* continued to gain strong market recognition. This momentum was driven by award-winning products, including multiple 2025 PTIA Innovation Award winners, and high-impact branding initiatives. For example, we sponsored VISMA, the Tour de France-winning cycling team in Europe, to boost brand awareness and reputation. Strategically, we expanded our footprint by securing partnerships with leading retailers like Walmart and Tractor Supply Company, with a rollout to thousands of stores planned for 2026. We also accelerated our digital direct-to-consumer (“**DTC**”) strategy with new e-commerce platforms in North America and Europe. These efforts significantly broadened *SKIL*’s market reach and strengthened brand equity, laying a solid foundation for long-term growth. We will continue to build on this momentum with an unwavering focus on innovation and customer value creation.

SKIL

於2025年，*SKIL* 持續贏得市場廣泛認可。這一勢頭由獲獎產品（包括多款2025 PTIA創新大獎(2025 PTIA Innovation Award)獲獎產品）及高影響力的品牌推廣舉措驅動。例如，我們贊助了一支獲得環法自行車賽獎項的歐洲自行車隊VISMA，以提升品牌知名度和聲譽。在戰略層面，我們通過與沃爾瑪(Walmart)和Tractor Supply Company等頭部零售商建立合作夥伴關係，拓展了業務版圖，計劃於2026年向數千家商店推出產品。我們亦與北美及歐洲的新電商平台一齊加速我們的數字化直接面向客戶（「**DTC**」）戰略。該等舉措顯著提升了*SKIL* 的市場覆蓋率，並增強了品牌權益，從而為長期增長奠定了堅實基礎。我們將在這一勢頭的基礎上再接再厲，堅定不移地專注創新與客戶價值創造。

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DEVON

DEVON achieved business growth in 2025, despite a notable downturn in China's real estate market and ongoing contraction in the power tools industry, out-performing the industry average and further strengthening its position in the domestic market. *DEVON* maintained stable offline channels through improved management and incentive measures. At the same time, it promoted its online business development and gradually expanded its business in Asia through strengthening e-commerce operations and supporting distributors. *DEVON* continued to expand its portfolio with user-driven innovations, launching a new generation of drill drivers and impact drivers with an improved power-to-weight ratio and enhanced control precision tailored for installation professionals, while also raising brand awareness through social media and diversified marketing activities. During the Reporting Period, *DEVON* has won the "Annual Trendsetting New Product Award" on TikTok E-commerce and "2025 Strategic Beacon Product" on [JD.com](https://jd.com), highlighting its competitive edge across major platforms. We were also awarded the "Supply Chain Excellence Contribution Award" at JD Industrial's 2025 Business Partner Conference and Annual Awards Ceremony.

大有

儘管中國房地產市場明顯低迷且電動工具行業持續萎縮，但大有於2025年實現業務增長，超越行業平均水平，並進一步鞏固其於國內市場的地位。大有通過改善管理和激勵措施保持穩定的線下渠道。同時，其通過加強電商運營及支持分銷商，促進線上業務發展，並逐步拓展在亞洲的業務。大有持續憑藉以用戶為導向的創新，擴大其產品組合，推出了為專業安裝人士量身定製的功率重量比改善、控制精度提高的新一代電鑽及衝擊扳手。同時亦通過社交媒體及多元化營銷活動提升品牌知名度。於報告期內，大有獲得了TikTok電商「年度潮流新品獎」(Annual Trendsetting New Product Award)和京東「2025戰略燈塔獎」(2025 Strategic Beacon Product)，彰顯了其在各大平台突出的競爭優勢。我們還在京東工業2025商業夥伴大會暨年度盛典上榮獲「供應鏈卓越貢獻獎」(Supply Chain Excellence Contribution Award)。



Supply Chain and Manufacturing

During the Reporting Period, we have strengthened our global manufacturing capabilities including accelerating the relocation of part of our production capacity from Nanjing to Vietnam. Our production capacity in Vietnam increased significantly in 2025, which provide us flexibility to mitigate the uncertainty of tariff tensions. At the same time, the relocation of our production from the Steinheim facility in Germany to Nanjing was completed in 2025. This was part of the Group's strategic realignment initiative intended to reduce manufacturing costs and strengthen our long-term competitiveness. Looking ahead, we are actively evaluating broader global capacity deployment plans, which is in line with the Group's global strategy to further enhance the flexibility and cost efficiency of our supply chain.

Prospects

2025 was a challenging year for our Group. Against a backdrop of evolving tariff policies and transition pressures associated with our production relocation, our Group faced certain operational headwinds, while maintaining overall operational stability. In the fourth quarter of 2025, we observed an improvement in market conditions, accompanied by a rebound in both order volume and shipment volume.

供應鏈及製造

於報告期內，我們增強了全球製造能力，包括加速將部分產能從南京轉移至越南。2025年，越南的產能大幅增加，這為我們提供了應對關稅緊張局勢不確定性的靈活性。同時，從德國的施泰因海姆工廠搬遷至南京的工作已於2025年完成，此為本集團戰略重組計劃的一部分，旨在降低製造成本及增強我們的長期競爭力。展望未來，我們正積極評估更廣泛的全球產能部署計劃，此乃符合本集團進一步提高供應鏈靈活性及成本效益的全球策略。

前景

2025年對本集團而言是充滿挑戰的一年。在關稅政策不斷變化及產能轉移的壓力背景下，本集團面臨了經營層面的不利因素，但整體仍然維持了一定的穩定性。在2025年第四季度，我們觀察到市場狀況有所改善，訂單量及出貨量均有所回升。

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The volatility experienced during the year provided valuable experience and further strengthened our resilience in addressing future challenges. Through production capacity diversification and improved operational efficiency, we reduced our exposure to external risks and further demonstrated the resilience of our organization and the recognition of our products in end markets.

Looking ahead to 2026, we will stay focused and remain confident in our ability to resume sustainable growth.

FINANCIAL REVIEW

The Group's revenue decreased by 8.2% from US\$1,773.8 million in 2024 to US\$1,627.8 million in 2025, primarily driven by a decrease in market demand in light of the China-U.S. tariff tensions.

We recorded a profit for the year of US\$97.7 million in 2025, as compared to US\$112.7 million in 2024. We had a net profit margin of 6.0% in 2025, as compared to 6.4% in 2024.

Profit attributable to equity shareholders of the Company decreased by 13.2% from US\$112.5 million in 2024 to US\$97.6 million in 2025.

Basic earnings per share was at US\$0.19 (2024: US\$0.22), representing a decrease of 13.6%.

Result Analysis

Gross Profit and Gross Profit Margin

Our gross profit decreased by 13.0% from US\$615.7 million in 2024 to US\$535.9 million in 2025. During the same years, our overall gross profit margin decreased from 34.7% to 32.9%, primarily due to (i) the increase in cost of sales as a result of China-U.S. tariff tensions; and (ii) the higher fixed costs absorbed per unit as a result of lower production volume.

Other Net Gain/(Loss)

We had other net gain of US\$32.3 million in 2025, as compared to other net loss of US\$14.8 million in 2024. Our other net gain in 2025 was primarily attributable to net foreign exchange gain in the amount of US\$7.9 million resulting from our effective foreign exchange management, as well as net gain on disposal of a subsidiary in the amount of US\$19.2 million.

年內的波動提供了寶貴的經驗，並進一步增強我們應對未來挑戰的韌性。通過產能多元化及營運效率提升，我們減少外部風險，並進一步展示我們組織的韌性及我們產品在終端市場的認可度。

展望2026年，我們將保持專注，並對重回可持續性增長充滿信心。

財務回顧

本集團的收入由2024年的1,773.8百萬美元減少8.2%至2025年的1,627.8百萬美元，主要由於中美關稅緊張導致市場需求減少。

我們於2025年錄得年內利潤97.7百萬美元，而2024年為112.7百萬美元。我們2025年的淨利率為6.0%，而2024年為6.4%。

本公司權益股東應佔利潤由2024年的112.5百萬美元減少13.2%至2025年的97.6百萬美元。

每股基本盈利為0.19美元（2024年：0.22美元），下跌13.6%。

業績分析

毛利及毛利率

我們的毛利由2024年的615.7百萬美元減少13.0%至2025年的535.9百萬美元。同年，我們的整體毛利率由34.7%減少至32.9%，主要由於(i)銷售成本因中美關稅緊張而增加；及(ii)每單位吸收的固定成本因產量減少而增加。

其他收益／(虧損)淨額

於2025年，我們的其他收益淨額為32.3百萬美元，而2024年的其他虧損淨額為14.8百萬美元。我們於2025年的其他收益淨額主要是由於我們高效外匯管理產生的外匯收益淨額7.9百萬美元，以及出售一間附屬公司的收益淨額19.2百萬美元所致。

Operating Expenses

Our total operating expenses (comprising selling and distribution expenses, administrative and other operating expenses and research and development costs) remained broadly stable, decreasing only marginally from US\$450.4 million in 2024 to US\$450.0 million in 2025, primarily due to (i) the stable administrative expenses as compared to the previous year, (ii) an increase in research and development expenses, and (iii) a decrease in selling and distribution expenses, which offset the increase in research and development expenses.

Our research and development costs increased by 2.9% from US\$83.4 million in 2024 to US\$85.8 million in 2025, representing 5.3% of turnover (2024: 4.7%). This is primarily due to our continued investment in research and product development, particularly in commercial and robotic technology OPE segment.

Share of Loss of an Associate

We had a share of loss of an associate of US\$3.9 million in 2025, as compared to a share of loss of an associate of US\$17.3 million in 2024. On June 25, 2025, upon completion of the disposal by the Company of the entire equity interest in Chervon (China) Investment Co., Ltd (泉峰(中國)投資有限公司) (the “**Chervon (China) Investment**”), a wholly-owned subsidiary of the Company whose principal business is the holding of equity interest in Chervon Auto Precision Technology, the Company's equity interest in Chervon Auto Precision Technology ceased to be accounted as interest in associate. For further details, please refer to the section headed “Material Acquisitions and Disposals of Subsidiaries and Associates” in this report.

Income Tax Expense

Our income tax expense was US\$17.4 million in 2025, representing a decrease of 13.2% from US\$20.1 million in 2024. Our effective tax rate was 15.1% for the Reporting Period (2024: 15.1%).

經營開支

我們的經營開支總額(包括銷售及分銷開支、行政及其他經營開支以及研發成本)由2024年至2025年基本保持穩定,從450.4百萬美元略微減少至450.0百萬美元,主要由於(i)行政開支較過往年度穩定,(ii)研發開支增加,及(iii)銷售及分銷開支減少,這抵銷了研發開支的增加。

我們的研發成本由2024年的83.4百萬美元增長2.9%至2025年的85.8百萬美元,佔營業額的5.3%(2024年:4.7%)。這主要由於我們持續投資於研究及產品開發,尤其是商用及機器人技術OPE分部。

應佔一間聯營公司虧損

於2025年,我們的應佔一間聯營公司虧損為3.9百萬美元,而2024年的應佔一間聯營公司虧損為17.3百萬美元。於2025年6月25日,於本公司完成出售泉峰(中國)投資有限公司(「**泉峰(中國)投資**」,本公司的全資附屬公司,其主要業務為持有泉峰汽車精密技術股權)的全部股權後,本公司於泉峰汽車精密技術的股權不再作為於聯營公司的權益入賬。有關進一步詳情,請參閱本報告「一重大收購以及出售附屬公司及聯營公司」一節。

所得稅開支

於2025年,我們的所得稅開支為17.4百萬美元,較2024年的20.1百萬美元減少13.2%。於報告期內,我們的實際稅率為15.1%(2024年:15.1%)。

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Profit for the Reporting Period

As a result of the foregoing, we recorded a profit for the year of US\$97.7 million in 2025, as compared to US\$112.7 million in 2024. We had a net profit margin of 6.0% in 2025, as compared to 6.4% in 2024.

Non-HKFRS Measures: Adjusted Net Profit

To supplement our consolidated results which are prepared and presented in accordance with HKFRS Accounting Standards, we utilize non-HKFRS adjusted net profit (“**Adjusted Net Profit**”) as an additional financial measure. We derive Adjusted Net Profit from profit for the year by excluding net gain on disposal Chervon (China) Investment for the year ended December 31, 2025.

Adjusted Net Profit is not required by, or presented in accordance with, HKFRS Accounting Standards. We believe that the presentation of non-HKFRS measures when shown in conjunction with the corresponding HKFRS Accounting Standards measures provides useful information to investors and management regarding financial and business trends in relation to our financial condition and results of operations, by eliminating any potential impact of items that our management does not consider to be indicative of our operating performance such as the impact of certain investment transactions. We also believe that the non-HKFRS measures are appropriate for evaluating the Group's operating performance. However, the use of this particular non-HKFRS measure has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute for the analysis of, our results of operations or financial conditions as reported under HKFRS Accounting Standards. In addition, this non-HKFRS financial measure may be defined differently from similar terms used by other companies and therefore may not be comparable to similar measures used by other companies.

報告期內利潤

由於上述原因，我們於2025年錄得年內利潤97.7百萬美元，而2024年為112.7百萬美元。我們於2025年的淨利率為6.0%，而2024年為6.4%。

非香港財務報告準則計量：經調整純利

為補充我們根據香港財務報告準則會計準則編製及呈列的綜合業績，我們使用非香港財務報告準則經調整純利（「**經調整純利**」）作為額外財務計量。我們從年內利潤中扣除截至2025年12月31日止年度出售泉峰（中國）投資的收益淨額得出經調整純利。

經調整純利並非香港財務報告準則會計準則所規定或根據香港財務報告準則會計準則呈列。我們相信，連同相應香港財務報告準則會計準則計量一併呈列非香港財務報告準則計量，可消除管理層認為不能反映我們經營表現的項目（如若干投資交易的影響）的任何潛在影響，為投資者及管理層提供有關我們財務狀況及經營業績的財務及業務趨勢的有用資料。我們亦認為，非香港財務報告準則計量適用於評估本集團的經營表現。然而，使用該特定非香港財務報告準則計量作為分析工具存在局限性，閣下不應視其為獨立於或可代替我們根據香港財務報告準則會計準則所呈報經營業績或財務狀況的分析。此外，該非香港財務報告準則財務計量的定義可能與其他公司所使用的類似詞彙有所不同，因此可能無法與其他公司所使用的類似計量進行比較。

The following table reconciles our Adjusted Net Profit for the year presented to the most directly comparable financial measure calculated and presented in accordance with HKFRS Accounting Standards, which is profit for the year:

下表載列所呈列年內的經調整純利與根據香港財務報告準則會計準則計算及呈列的最直接可資比較財務計量（即年內利潤）的對賬：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Profit for the year	年內利潤	97,693	112,708
Adjusted by:	經下列各項調整：		
Net gain on disposal of a subsidiary ⁽¹⁾	出售一間附屬公司的收益淨額 ⁽¹⁾	(19,240)	—
Restructuring costs ⁽²⁾	重組成本 ⁽²⁾	—	23,032
Adjusted Net Profit	經調整純利	78,453	135,740

Notes:

附註：

- (1) Represents the non-recurring gain associated with the disposal of Chervon (China) Investment.
- (2) Represents the non-recurring costs associated with the repositioning of the Group's Steinheim facility in Germany.

- (1) 指有關出售泉峰（中國）投資的非經常性收益。
- (2) 指與本集團位於德國的施泰因海姆基地重新定位相關的非經常性成本。

Liquidity and Financial Resources

Financial Position

The Group continued to maintain a strong financial position. As of December 31, 2025, the Group had US\$379.3 million in cash and cash equivalents (December 31, 2024: US\$328.8 million). 56.0%, 31.7%, 7.0% and 5.3% of the cash and cash equivalents as of December 31, 2025 were denominated in RMB, US dollar, Euro and other currencies, respectively.

Funding and Treasury Policy

The Group's funding and finance policy aims to maintain stable financial position and mitigate financial risks. The Group regularly reviews its funding requirements to maintain adequate financial resources in order to support its current business operations as well as its future investments and expansion plans.

流動資金及財務資源

財務狀況

本集團繼續維持強勁的財務狀況。截至2025年12月31日，本集團擁有379.3百萬美元現金及現金等價物（2024年12月31日：328.8百萬美元）。截至2025年12月31日，現金及現金等價物的56.0%、31.7%、7.0%及5.3%分別以人民幣、美元、歐元及其他貨幣計值。

資金及庫務政策

本集團的資金及財務政策旨在維持穩健的財務狀況及減低財務風險。本集團定期檢討其資金需求以維持充足財務資源，以支持其現有業務營運以及其未來投資及擴展計劃。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Borrowings and Gearing Ratio

As of December 31, 2025, the Group had bank loans of US\$254.9 million (December 31, 2024: US\$295.6 million), which were primarily denominated in RMB, and lease liabilities of US\$25.6 million (December 31, 2024: US\$13.9 million). As of the same date, fixed-rate and floating-rate loans account for 48.2% and 51.8%, respectively, of the Group's total bank loans.

As of December 31, 2025, short-term bank loans accounted for 42.3% of the total bank loans (December 31, 2024: 65.2%).

The Group's gearing ratio (which equals total debt (including bank loans and lease liabilities) divided by total equity) was 0.3 as of December 31, 2025 which has remained consistent compared to the same period in 2024.

Working Capital

Our inventories amounted to US\$448.1 million as of December 31, 2025 as compared to US\$608.3 million as of December 31, 2024. Our inventory turnover days decreased to 177 days in 2025, as compared to 180 days in 2024, primarily due to our adoption of a prudent inventory stocking strategy which improved our inventory turnover conditions.

Our trade and bills receivables turnover days were at 106 days in 2025, as compared to 87 days in 2024, which is in line with the credit terms we granted to our customers. The increase is primarily due to the substantial sales growth at the end of 2025 which lead to a high ending balance of trade and bills receivables.

Our trade and bills payables turnover days were 90 days in 2025, as compared to 86 days in 2024, which is in line with the credit terms that we obtained from suppliers.

借款及資本負債比率

截至2025年12月31日，本集團的銀行貸款為254.9百萬美元（2024年12月31日：295.6百萬美元），主要以人民幣計值，租賃負債為25.6百萬美元（2024年12月31日：13.9百萬美元）。截至同日，定息及浮息貸款分別佔本集團銀行貸款總額的48.2%及51.8%。

截至2025年12月31日，短期銀行貸款佔銀行貸款總額的42.3%（2024年12月31日：65.2%）。

截至2025年12月31日，本集團的資本負債比率（等於債務總額（包括銀行貸款及租賃負債）除以權益總額）為0.3，與2024年同期持平。

營運資金

截至2025年12月31日，我們的存貨為448.1百萬美元，而截至2024年12月31日則為608.3百萬美元。於2025年，我們的存貨周轉天數減少至177天，而2024年則為180天，主要由於我們採取了審慎的存貨備貨策略，從而改善了存貨周轉狀況。

於2025年，我們的貿易應收款項及應收票據周轉天數為106天，而2024年則為87天，這符合我們授予客戶的信貸期。此項增加主要由於2025年年末銷售額大幅增長，導致年末貿易應收款項及應收票據結餘較高。

於2025年，本集團的貿易應付款項及應付票據周轉天數為90天，而2024年則為86天，這符合供應商給予的信貸期。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Capital Expenditures

Our capital expenditures in 2025 amounted to US\$59.9 million (2024: US\$63.0 million), primarily due to our investment in fixed assets and infrastructure projects.

資本開支

於2025年，我們的資本開支為59.9百萬美元（2024年：63.0百萬美元），主要由於我們的固定資產及基礎設施項目投資所致。

Capital Commitments

As of December 31, 2025, our capital commitments (including those contracted for or authorized but not contracted for) for the construction of plant and buildings and acquisition of machinery and equipment amounted to US\$22.5 million (2024: US\$63.7 million), which were primarily used for the expansion of our production capacity in Vietnam.

資本承擔

截至2025年12月31日，我們用於廠房及樓宇建設及購買機械及設備的資本承擔（包括已訂約或已授權而未訂約的資本承擔）為22.5百萬美元（2024年：63.7百萬美元），主要用於擴大在越南的產能。

Pledge of Assets

During the Reporting Period, certain assets of the Group were pledged as security for bank loans, as further detailed below:

資產抵押

於報告期內，本集團部分資產已抵押為銀行貸款的擔保，進一步詳情如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Inventories	存貨	—	16,427
Trade and bills receivables	貿易應收款項及應收票據	—	1,921
Pledged deposits	已抵押存款	16,357	15,424
Interest in an associate	於聯營公司的權益	—	13,226
Total	總計	16,357	46,998

As of December 31, 2025, the Group had pledged deposits of US\$19.5 million (December 31, 2024: US\$20.2 million), which will be released upon the settlement of letters of credit and bills payable by the Group or the expiry of relevant banking facilities.

截至2025年12月31日，本集團的已抵押存款為19.5百萬美元（2024年12月31日：20.2百萬美元），該款項將在本集團結算信用證及應付票據後或相關銀行融資到期時解除。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Contingent Liabilities

During the Reporting Period, the Group issued guarantees to financial institutions in the People's Republic of China ("PRC") for certain indebtedness of our independent third-party customers, who are typically qualified distributors of ours in the PRC. As of December 31, 2025, the maximum guarantee amount was US\$22.1 million (December 31, 2024: US\$21.6 million) and the guarantee issued was US\$1.9 million (December 31, 2024: US\$8.1 million).

Significant Investments Held

During the Reporting Period, the Group did not hold any significant investments (including any investment in an investee company with a carrying amount of 5% or more of the Company's total assets as of December 31, 2025).

Material Acquisitions and Disposals of Subsidiaries and Associates

On March 26, 2025, the Company (as vendor) entered into an equity transfer agreement with Chervon Precision Technology Holdings Company Limited, pursuant to which the Company has conditionally agreed to sell and the Purchaser has conditionally agreed to purchase the entire equity interest in Chervon (China) Investment, a wholly-owned subsidiary of the Company whose principal business is the holding of equity interest in Chervon Auto Precision Technology, at a consideration of RMB570,000,000 or the HK\$ equivalent (the "**Disposal**"). The Disposal constitutes a discloseable and connected transaction of the Company under Chapter 14 and 14A of the Listing Rules and is subject to reporting, announcement and independent shareholders' approval requirements. In connection with the Disposal and subject to the satisfaction of the conditions of the special dividend (being the approval of the Disposal and the special dividend by the independent shareholders of the Company), the Board has recommended the payment of a special dividend of HK\$1.1905 per ordinary share. For further details, please refer to the Company's announcement and circular in relation to the Disposal and the special dividend dated March 26, 2025 and April 30, 2025, respectively.

或有負債

於報告期內，本集團就我們獨立第三方客戶的若干債務向中華人民共和國（「中國」）的金融機構提供了擔保，該等客戶通常是我們在中國的合資格分銷商。截至2025年12月31日，最高擔保金額為22.1百萬美元（2024年12月31日：21.6百萬美元），已出具擔保為1.9百萬美元（2024年12月31日：8.1百萬美元）。

持有重大投資

於報告期內，本集團並無持有任何重大投資（包括截至2025年12月31日對賬面值佔本公司總資產5%或以上的被投資公司的任何投資）。

重大收購以及出售附屬公司及聯營公司

於2025年3月26日，本公司（作為賣方）與泉峰精密技術控股有限公司訂立股權轉讓協議，據此，本公司有條件同意出售及買方有條件同意購買泉峰（中國）投資（本公司的全資附屬公司，其主要業務為持有泉峰汽車精密技術股權）的全部股權，現金代價為人民幣570,000,000元或等值港元（「**該出售**」）。根據上市規則第14及14A章，該出售構成本公司之須予披露的關連交易，並須遵守申報、公告及獨立股東批准規定。就該出售而言及待特別股息之條件獲達成（即該出售及特別股息獲本公司獨立股東批准）後，董事會已建議派付每股普通股1.1905港元之特別股息。有關進一步詳情，請參閱本公司分別於2025年3月26日及2025年4月30日發佈的有關該出售及特別股息的公告及通函。

The Disposal and the special dividend were approved by the shareholders of the Company at the extraordinary general meeting of the Company (“EGM”) held on May 22, 2025. Upon completion of the Disposal, Chervon (China) Investment ceased to be a wholly-owned subsidiary of the Company and its financial results was no longer consolidated into the Company’s financial statements, in which the Company’s equity interest in Chervon Auto Precision Technology ceased to be accounted as interest in associate. For further details, please refer to the Company’s circular and EGM poll results announcement dated April 30, 2025 and May 22, 2025, respectively.

Future Plans for Major Investments and Capital Assets

In the coming years, the Group intends to continue investing in expanding its manufacturing plant in Vietnam, including by building production facilities on a land lot owned by it with a total area exceeding 150,000 square meters.

During the Reporting Period, save for the expansion plans as disclosed above, the Group has no specific plans for major investment or acquisition for major capital assets or other businesses.

Exposure to Fluctuations in Foreign Exchange Rates

The Group manufactures and sells its products in many countries throughout the world. As a result, there is exposure to foreign currency risk as the Group enters into transactions and makes investments denominated in multiple currencies. For example, changes in currency exchange rates may affect the relative prices at which the Group and its competitors sell products in the same market and the costs of products and services the Group requires for its operations. The Group’s predominant exposures are in US dollar, Euro and RMB. The Group is subject to risks arising from the translation of balance sheets and income statements of its subsidiaries to US dollars as well as the risk arising from the export of products and sales outside the country of manufacturing.

該出售及特別股息已在於2025年5月22日舉行的本公司股東特別大會（「股東特別大會」）上獲本公司股東批准。該出售完成後，泉峰（中國）投資不再為本公司全資附屬公司，且其財務業績不再合併至本公司財務報表，而本公司於泉峰汽車精密技術的股權不再入賬列作於聯營公司的權益。有關進一步詳情，請參閱本公司日期分別為2025年4月30日及2025年5月22日的通函及股東特別大會投票表決結果公告。

重大投資及資本資產的未來計劃

於未來數年，本集團擬持續投資擴建其於越南的製造工廠，包括於一處總面積超過150,000平方米的自有土地上建造生產設施。

於報告期內，除上文所披露的擴建計劃外，本集團並無重大投資或收購重大資本資產或其他業務的具體計劃。

外匯匯率波動風險

本集團於全球多個國家製造及銷售其產品。因此，由於本集團進行的交易與投資是以多種貨幣計值，故面臨外幣風險。例如，貨幣匯率變動可能影響本集團及其競爭對手於同一市場銷售產品的相對價格及本集團營運所需的產品及服務成本。本集團的主要風險敞口為美元、歐元及人民幣。本集團面臨著將其附屬公司的資產負債表及收益表換算為美元所產生的風險，以及出口產品及於製造國家以外的銷售所產生的風險。

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The Group enters into foreign exchange forward contracts with financial institutions to mitigate its exposures to fluctuations in foreign exchange rates. Fluctuations in the foreign exchange rates may lead to losses resulting from the Group's exposure to foreign exchange forward contracts or similar arrangements. Our net foreign exchange gain in 2025 amounted to US\$7.9 million, as compared to a net foreign exchange gain of US\$2.1 million in 2024. Our net realized and unrealized gains on derivative financial instruments and financial assets at fair value through profit or loss ("FVPL") in 2025 was US\$4.4 million, as compared to US\$4.6 million in 2024.

Investment Risk Management

Our investment strategy is grounded in the principles of compliance, prudence, safety and effectiveness. Each investment decision is made based on internal vetting and discussions, considering factors such as market dynamics, expected returns and risks involved. We believe that our internal strategy and policies regarding investments and the related risk management mechanisms are adequate, and that our investment decisions have been in full compliance with our investment strategy and policies.

MAJOR CUSTOMERS AND SUPPLIERS

In 2025, the Group's largest customer and five largest customers accounted for approximately 34.6% and 58.0% (2024: 39.1% and 63.3%) respectively of the Group's total revenue; and the Group's largest supplier and five largest suppliers accounted for approximately 4.3% and 14.6% respectively of the Group's total purchases (2024: 9.6% and 23.1%).

As far as the Directors are aware, none of the Directors, their associates or any shareholders of the Company (the "Shareholders") who owned more than 5% of the Company's share capital had any interest in the five largest customers or suppliers of the Group.

本集團與金融機構訂立外匯遠期合約，以減輕外匯匯率波動的風險。外匯匯率波動可能導致本集團因承受外匯遠期合約或類似安排的風險而產生虧損。於2025年，我們的外匯收益淨額為7.9百萬美元，而2024年的外匯收益淨額為2.1百萬美元。於2025年，我們的衍生金融工具及以公允價值計量且其變動計入當期損益（「以公允價值計量且其變動計入當期損益」）的金融資產已變現及未變現收益淨額為4.4百萬美元，而2024年則為4.6百萬美元。

投資風險管理

我們的投資策略基於合規、審慎、安全及有效的原則。各項投資決策均根據內部審查及討論，並考慮市場動態、預期回報及所涉及風險等因素後作出。我們相信，我們有關投資的內部策略及政策以及相關風險管理機制乃屬充分，且我們的投資決策已完全遵守我們的投資策略及政策。

重要客戶及供應商

於2025年，本集團的最大客戶及五大客戶分別約佔本集團總收入的34.6%及58.0%（2024年：39.1%及63.3%）；而本集團的最大供應商及五大供應商分別約佔本集團總採購額的4.3%及14.6%（2024年：9.6%及23.1%）。

就董事所知，概無董事、彼等之聯繫人或擁有本公司股本5%以上之本公司任何股東（「股東」）於本集團的五大客戶或供應商中擁有任何權益。

HUMAN RESOURCES

The number of employees of the Group was 6,887 as of December 31, 2025 (December 31, 2024: 6,481). The total staff costs for the year amounted to US\$228.8 million as compared to US\$240.2 million in 2024. We did not incur equity settled share-based expenses during the Reporting Period.

The Group is committed to hiring, retaining and promoting top talents across its global teams. As part of its retention strategy, the Group offers competitive remuneration packages to its employees, including salary and allowances, performance-based bonuses and long-term incentive programs. The Group also provides regular and specialized training tailored to the needs of its employees in different departments.

As of December 31, 2025, the male-to-female ratio of the Group's employees is approximately 1.50 to 1 (December 31, 2024: 1.55:1). The ratio is primarily driven by the nature of our business as we employ a higher portion of male engineers and front-line workers. While we consider such ratio to be in line with industry norms, we are firmly committed to offering equal employment opportunities to all qualified candidates based on merits and will seek to achieve relative balance between male and female employees going forward.

人力資源

截至2025年12月31日，本集團僱員數目為6,887人（截至2024年12月31日：6,481人）。於年內，僱員成本總額為228.8百萬美元，而2024年為240.2百萬美元。於報告期內，我們並無產生以權益結算以股份為基礎的開支。

本集團致力聘用、挽留及提升其全球團隊的頂尖人才。作為其挽留人才策略的一部分，本集團向其僱員提供具競爭力的薪酬待遇，包括薪金及津貼、績效花紅及長期激勵計劃。本集團亦根據不同部門僱員的需要提供定期及專門的培訓。

截至2025年12月31日，本集團僱員的男女比例約為1.50比1（2024年12月31日：1.55:1）。這一比例主要是由我們業務的性質決定的，因為我們僱傭了更高比例的男性工程師及一線工人。雖然我們認為這一比例符合行業規範，但我們堅定地致力於根據用人以才的標準為所有合格的候選人提供平等的就業機會，並將尋求在未來實現男女員工之間的相對平衡。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

DIRECTORS

Executive Directors

Mr. Pan Longquan (潘龍泉) (“Mr. Pan”), aged 62 is our principal founder, executive Director, Chairman and Chief Executive Officer. Mr. Pan is primarily responsible for supervising overall operations, management, strategic planning and business development of our Group.

Mr. Pan has over 30 years of experience in the power tool and OPE industry and 30 years of management experience in our Group. Mr. Pan founded our principal operating subsidiary, Nanjing Chervon Industry Co., Ltd. (“**Nanjing Chervon Industry**”) and has served as its chairman since September 1997. On June 22, 1999, Mr. Pan was appointed as our executive Director, Chairman and Chief Executive Officer. Mr. Pan currently serves as a director in a number of our subsidiaries and as the general manager of Chervon (China) Investment Co., Ltd.* (泉峰(中國)投資有限公司) (“**Chervon China Investment**”). He is also a director of Chervon Global Holdings Limited (“**Chervon Global**”) and its various subsidiaries, which are principally engaged in the production of key automobile and mechanical components and investment management. Mr. Pan serves as the chairman of Nanjing Chervon Auto Precision Technology Co., Ltd. (南京泉峰汽車精密技術股份有限公司) (“**Chervon Auto Precision Technology**”), a company listed on the Shanghai Stock Exchange (stock code: 603982.SH) since October 2012. Prior to founding the predecessor company of our Group, Nanjing Chervon International Trading Co., Ltd.* (南京泉峰國際貿易有限公司) (“**Chervon International Trading**”) in 1994, Mr. Pan served as a salesperson in Nanjing Machinery, Minerals, Metals & Medicine Import and Export Company* (南京機械五金礦產醫藥保健品進出口公司), a company engaged in machinery import and export trading, from July 1988 to June 1993.

Mr. Pan received his bachelor’s degree and his master’s degree in earth sciences from Nanjing University (南京大學) in the PRC, in July 1985 and July 1988, respectively.

董事

執行董事

潘龍泉先生(「潘先生」)，62歲，為我們的主要創辦人、執行董事、董事長兼行政總裁。潘先生主要負責監督本集團的整體運營、管理、戰略規劃及業務開發。

潘先生擁有逾30年的電動工具及OPE行業經驗，管理本集團達30年。潘先生創立了我們的主要運營附屬公司南京泉峰科技有限公司(「**南京泉峰科技**」)並自1997年9月起擔任其董事長。於1999年6月22日，潘先生被委任為執行董事、董事長兼行政總裁。潘先生目前擔任我們多家附屬公司的董事及泉峰(中國)投資有限公司(「**泉峰(中國)投資**」)的總經理。其亦為Chervon Global Holdings Limited(「**Chervon Global**」)及其多家附屬公司的董事，該等公司主要從事關鍵汽車及機械零部件的生產以及投資管理。潘先生自2012年10月起擔任南京泉峰汽車精密技術股份有限公司(「**泉峰汽車精密技術**」)(在上海證券交易所上市的公司，證券代碼：603982.SH)的董事長。於1994年創辦本集團的前身公司南京泉峰國際貿易有限公司(「**泉峰國際貿易**」)前，潘先生於1988年7月至1993年6月擔任南京機械五金礦產醫藥保健品進出口公司(一家從事機械進出口貿易的公司)的銷售員。

潘先生分別於1985年7月及1988年7月獲得中國南京大學地球科學學士學位及碩士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Ms. Zhang Tong (張彤) (“Ms. Zhang”), aged 54, is our co-founder, executive Director and executive vice president for the North America sales & marketing. Ms. Zhang is primarily responsible for supervising overall operations, management, strategic planning and sales and marketing development of our Group in North America.

Ms. Zhang has over 20 years of experience in the power tool and OPE products industry and management experience in our Group. Ms. Zhang co-founded our principal operating subsidiary, Nanjing Chervon Industry, and has served as its director since September 1997. On June 22, 1999, Ms. Zhang was appointed as our executive Director and executive vice president for the North America sales and marketing. Ms. Zhang currently serves as a director in a number of our subsidiaries. She is also a director of Chervon Global and its various subsidiaries, which are principally engaged in the production of key automobile and mechanical components and investment management. Ms. Zhang serves as a director of Chervon Auto Precision Technology, a company listed on the Shanghai Stock Exchange (stock code: 603982.SH), since October 2016.

Ms. Zhang studied foreign trade English from Hohai University (河海大學) in the PRC and graduated in July 1991. Ms. Zhang received her master's degree in business management from China Europe International Business School (中歐商學院) in the PRC in May 2012.

張彤女士(「張女士」)，54歲，為我們的共同創辦人、執行董事兼北美銷售及營銷部執行副總裁。張女士主要負責監督本集團在北美的整體運營、管理、戰略規劃以及銷售及營銷開發。

張女士擁有逾20年的電動工具及OPE產品行業經驗，並擁有管理本集團的經驗。張女士共同創辦了我們的主要運營附屬公司南京泉峰科技，並自1997年9月起擔任其董事。於1999年6月22日，張女士被委任為我們的執行董事兼北美銷售及營銷執行副總裁。張女士目前擔任我們多家附屬公司的董事。其亦為Chervon Global及其多家附屬公司的董事，該等公司主要從事關鍵汽車及機械零部件的生產以及投資管理。張女士自2016年10月起擔任泉峰汽車精密技術(在上海證券交易所上市的公司，證券代碼：603982.SH)的董事。

張女士於中國河海大學學習外貿英語，並於1991年7月畢業。張女士於2012年5月取得中國中歐商學院工商管理碩士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Mr. Ke Zuqian (柯祖謙) (“Mr. Ke”), aged 65, is our co-founder, executive Director and executive vice president for manufacturing and supply chain. Mr. Ke is primarily responsible for supervising manufacturing and production processes and management of our Group.

Mr. Ke has over 20 years of experience in the power tool and OPE products industry and management experience in our Group. Mr. Ke joined Chervon International Trading in January 1996 as a technical director, and has served as a director and a vice general manager of Nanjing Chervon Industry since September 1997. On June 22, 1999, Mr. Ke was appointed as our executive Director and executive vice president for manufacturing. Mr. Ke currently serves as a director in a number of our subsidiaries and as the general manager of Nanjing Chervon Industry. He is also a director of Chervon Global and its various subsidiaries, which are principally engaged in the production of key automobile and mechanical components and investment management. Mr. Ke serves as a director of Chervon Auto Precision Technology, a company listed on the Shanghai Stock Exchange (stock code: 603982.SH), since October 2016. Prior to joining our Group, Mr. Ke was a lecturer in Tongji University (同濟大學) from July 1984 to June 1992, a technical manager in TÜV Rheinland (TUV 德國萊茵公司), a technical services provider, from July 1992 to May 1994 and a technical manager in TÜV SUD (TUV 添福產品服務公司), a testing and certification provider, from June 1994 to December 1995.

Mr. Ke received his bachelor's degree and his master's degree in industrial automation from Tongji University (同濟大學) in the PRC in July 1984 and April 1990, respectively.

柯祖謙先生(「柯先生」)，65歲，為我們的聯合創辦人、執行董事兼製造及供應鏈執行副總裁。柯先生主要負責監督本集團的製造及生產流程以及管理。

柯先生擁有逾20年的電動工具及OPE產品行業經驗，並擁有管理本集團的經驗。柯先生於1996年1月加入泉峰國際貿易，擔任技術總監，並自1997年9月起擔任南京泉峰科技的董事兼副總經理。於1999年6月22日，柯先生被委任為我們的執行董事兼製造執行副總裁。柯先生目前擔任我們多家附屬公司的董事及南京泉峰科技的總經理。其亦為Chervon Global及其多家附屬公司的董事，該等公司主要從事關鍵汽車及機械零部件的生產以及投資管理。柯先生自2016年10月起擔任泉峰汽車精密技術(在上海證券交易所上市的公司，證券代碼：603982.SH)的董事。加入本集團前，柯先生於1984年7月至1992年6月擔任同濟大學講師，於1992年7月至1994年5月擔任技術服務供應商TUV德國萊茵公司的技術經理，並於1994年6月至1995年12月擔任測試及認證供應商TUV添福產品服務公司的技術經理。

柯先生分別於1984年7月及1990年4月獲得中國同濟大學工業自動化學士學位及碩士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Mr. Michael John Clancy (“**Mr. Clancy**”), aged 70, is our executive Director. Mr. Clancy is primarily responsible for overseeing the strategic initiatives of the Group.

Mr. Clancy has extensive experience in the power tool industry and has accumulated over 30 years of experience in corporate management.

Mr. Clancy joined our Group in September 2018 and has since served as the chief executive officer of Chervon NA until the end of 2024. Mr. Clancy was appointed as our executive Director on August 4, 2021. Prior to joining our Group, Mr. Clancy served as the vice president for the national accounts unit of Skil Corporation from 1978 to 1992, a power tool and accessory supplier which was later acquired by our Group, the vice president of the consumer business group of Rust-Oleum Corporation, a paint supplier, from 1992 to 1995 the president of RotoZip Tool Corp, a power tool and accessory supplier, from 1995 to 2000 and the senior vice president of the North American Sales organization and the project management of Robert Bosch Tool Corporation, a power tool and accessory supplier, from 2010 to 2016 and from 2016 to 2017, respectively.

Mr. Clancy received his bachelor's degree in business from Western Illinois University in the U.S. in May 1977 and his master's degree in business administration from Depaul University in the U.S. in February 1983. Mr. Clancy has been one of the board members of the Outdoor Power Equipment Institute since March 2021.

Michael John Clancy先生(「**Clancy**先生」)，70歲，為我們的執行董事。Clancy先生主要負責監督本集團的戰略性舉措。

Clancy先生擁有豐富的電動工具行業經驗，並累積了逾30年的企業管理經驗。

Clancy先生於2018年9月加入本集團，此後至2024年年底一直擔任泉峰北美的行政總裁。Clancy先生於2021年8月4日獲委任為執行董事。於加入本集團前，Clancy先生曾於1978年至1992年、1992年至1995年、1995年至2000年、2010年至2016年及2016年至2017年分別擔任Skil Corporation（一家電動工具及配件供應商，其後被本集團收購）全國大客戶部的副總裁、塗料供應商Rust-Oleum Corporation的消費業務組副總裁及RotoZip Tool Corp（一家電動工具及配件供應商）的總裁及Robert Bosch Tool Corporation（一家電動工具及配件供應商）的北美銷售組織與項目管理高級副總裁。

Clancy先生於1977年5月獲得美國西伊利諾大學(Western Illinois University)商業學士學位，並於1983年2月獲得美國德保羅大學(Depaul University)工商管理碩士學位。Clancy先生自2021年3月起為戶外動力設備協會的理事會成員之一。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Independent Non-Executive Directors

Dr. Li Minghui (李明輝), aged 52, has been appointed as our independent non-executive Director with effect from December 8, 2021. Dr. Li is primarily responsible for supervising and providing independent judgment to our Board. Dr. Li was a lecturer in accounting from August 2003 to July 2005 and an associate professor in accounting from August 2005 to November 2006 at the School of Management in Xiamen University (廈門大學). Dr. Li served as an associate professor at the School of Business in Nanjing University (南京大學) from December 2006 to December 2009. Since December 2009, Dr. Li has been a professor in accounting at the School of Business in Nanjing University (南京大學).

Dr. Li has been an independent non-executive director of Nanjing Zhongweixin Software Technology Co., Ltd.* (南京中衛信軟件科技股份有限公司), a company principally engaged in computer software development since August 2020 and has also served as an independent non-executive director of a number of listed companies, including Baosheng Science and Technology Innovation Co., Ltd. (寶勝科技創新股份有限公司) (stock code: 600973.SH) from December 2014 to May 2019, Changchai Co., Ltd. (常柴股份有限公司) (stock code: 000570.SZ) from March 2015 to April 2020, Jiangsu Fasten Co., Ltd. (江蘇法爾勝股份有限公司) (stock code: 000890.SZ) from April 2015 to November 2019, Nanjing Securities Co., Ltd. (南京證券股份有限公司) (stock code: 601990.SH) from May 2016 to June 2022 and GCL Energy Technology Co., Ltd. (協鑫能源科技股份有限公司) (stock code: 002015.SZ) since June 2019.

Dr. Li has been a director of China Audit Society (中國審計學會) since December 2009 and the vice president of Jiangsu Audit Society* (江蘇審計學會) since January 2019.

Dr. Li received his bachelor's degree in accounting from Nanjing University of Science and Technology (南京理工大學) in the PRC in June 1997 and his master's degree in accounting from Shandong University of Economics (山東經濟學院) (currently known as Shandong University of Finance and Economics (山東財經大學)) in the PRC in June 2000. Dr. Li obtained his doctorate degree in accounting from Xiamen University (廈門大學) in July 2003. Dr. Li is qualified as a non-practicing certified public accountant issued by The Chinese Institute of Certified Public Accountants since December 2009.

獨立非執行董事

李明輝博士，52歲，獲委任為獨立非執行董事，自2021年12月8日起生效。李博士主要負責監督董事會並向其提供獨立判斷。李博士於2003年8月至2005年7月擔任廈門大學管理學院會計學講師，並於2005年8月至2006年11月擔任該校會計學副教授。李博士於2006年12月至2009年12月擔任南京大學商學院副教授。自2009年12月起，李博士擔任南京大學商學院會計學教授。

李博士自2020年8月起於南京中衛信軟件科技股份有限公司（一家主要從事計算機軟件開發的公司）擔任獨立非執行董事，同時還自2014年12月至2019年5月於寶勝科技創新股份有限公司（證券代碼：600973.SH）、自2015年3月至2020年4月於常柴股份有限公司（證券代碼：000570.SZ）、自2015年4月至2019年11月於江蘇法爾勝股份有限公司（證券代碼：000890.SZ）、自2016年5月至2022年6月於南京證券股份有限公司（證券代碼：601990.SH）以及自2019年6月起於協鑫能源科技股份有限公司（證券代碼：002015.SZ）等多家上市公司擔任獨立非執行董事。

李博士自2009年12月起擔任中國審計學會的理事並自2019年1月起擔任江蘇審計學會的副會長。

李博士於1997年6月取得中國南京理工大學會計學學士學位，並於2000年6月取得中國山東經濟學院（現稱為山東財經大學）會計學碩士學位。李博士於2003年7月取得廈門大學會計學博士學位。李博士自2009年12月起為中國註冊會計師協會非執業註冊會計師。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Mr. Jiang Li (蔣立), aged 61, has been appointed as our independent non-executive Director with effect from December 8, 2021. Mr. Jiang is primarily responsible for supervising and providing independent judgment to our Board.

Mr. Jiang was the founder of Nanjing Tianjia Air-conditioning Equipment Co., Ltd.* (南京天加空調設備有限公司), which was later renamed as Nanjing Tianjia Environmental Technology Co., Ltd.* (南京天加環境科技有限公司) and had been appointed as its director and general manager in 1999, and has currently served as the chairman of the board of the same. Mr. Jiang served as a director of MayAir Technology (China) Co., Ltd (美埃(中國)環境科技股份有限公司) from July 2019 to March 2020 and was appointed as the chairman of its board since March 2020. Mr. Jiang has been a director of Guangzhou Smardt Chiller Manufacturing Co., Ltd.* (廣州思茂特冷凍設備製造有限公司) since January 2021. Mr. Jiang is also a member of the National Professional Standardization Technical Committee* (全國專業標準化技術委員會).

Mr. Jiang received his master's degree in business management from China Europe International Business School (中歐商學院) in the PRC in September 2009. During his career, Mr. Jiang was nominated as an innovative enterprise talent by the Ministry of Science and Technology* (科技部創新企業人才) and an excellent contributor to the cause of socialism with Chinese characteristics in Jiangsu Province* (江蘇省優秀中國特色社會主義事業建設者). Mr Jiang was also awarded the first prize and the second prize in China machinery industry science and technology* (中國機械工業科學技術一等獎及二等獎) and Nanjing science and technology progress award* (南京市科技進步獎).

蔣立先生，61歲，獲委任為我們的獨立非執行董事，自2021年12月8日起生效。蔣先生主要負責監督董事會並向其提供獨立判斷。

蔣先生為南京天加空調設備有限公司（其後更名為南京天加環境科技有限公司）的創始人，並於1999年獲委任為其董事及總經理，現任董事長。蔣先生於2019年7月至2020年3月擔任美埃（中國）環境科技股份有限公司的董事，自2020年3月起獲委任為該公司董事會主席。蔣先生自2021年1月起擔任廣州思茂特冷凍設備製造有限公司董事。蔣先生亦為全國專業標準化技術委員會成員。

蔣先生於2009年9月取得中國中歐商學院工商管理碩士學位。在蔣先生的職業生涯中，其被提名為科技部創新企業人才及江蘇省優秀中國特色社會主義事業建設者。蔣先生亦榮獲中國機械工業科學技術一等獎及二等獎及南京市科技進步獎。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Dr. Fan Hao (范浩), aged 54, has been appointed as our independent non-executive Director with effect from February 4, 2026. Dr. Fan is primarily responsible for supervising and providing independent judgment to our Board.

Dr. Fan has over 20 years of experience in the precision instrumentation industry. He has been the chairman of MLOptic Corp. (南京茂萊光學科技股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 688502), since May 2015. He has also served as the general manager of Moonlight (Nanjing) Instrument Ltd.* (茂萊(南京)儀器有限公司), a subsidiary of MLOptic Corp., since June 2004. He was a director of Nanjing MLOptic Co., Ltd.* (南京茂萊光電有限公司), the predecessor company of MLOptic Corp., from December 2011 to May 2015. Prior to that, Dr. Fan served as a project manager at SCHOTT (Shanghai) Precision Materials & Equipment International Trading Co., Ltd.* (肖特(上海)精密材料和設備國際貿易有限公司) from January 2003 to May 2004, and served as a business manager at Jiangsu Provincial Foreign Trade Corporation* (江蘇省對外經貿股份有限公司) from August 1994 to December 2001.

Dr. Fan graduated from China Europe International Business School with a master's degree in business administration in 2003 and obtained a doctoral degree in business administration from Durham University in the United Kingdom in 2020.

SENIOR MANAGEMENT

Mr. Hu Yian (胡以安) ("Mr. Hu"), aged 57, is our chief financial officer. Mr. Hu is primarily responsible for overseeing overall financial operations, financing and investment activities of our Group.

Mr. Hu joined our Group in April 2003 and has since served as the director and financial vice president of Nanjing Chervon Industry. Mr. Hu currently also serves as a director in a number of our subsidiaries. Mr. Hu has been a director of Chervon Auto Precision Technology, a company listed on the Shanghai Stock Exchange (stock code: 603982.SH), from March 2012 to November 2022. Prior to joining our Group, he was a financial manager of Nanjing Ericsson Panda Communication Co., Ltd.* (南京愛立信熊貓通信有限公司) from November 1995 to March 2003.

范浩博士，54歲，獲委任為我們的獨立非執行董事，自2026年2月4日起生效。范博士主要負責監督董事會並向其提供獨立判斷。

范博士於精密儀器行業擁有逾20年經驗。彼自2015年5月起擔任南京茂萊光學科技股份有限公司（一家於上海證券交易所上市的公司，股票代碼：688502）董事長。彼亦自2004年6月起擔任南京茂萊光學科技股份有限公司附屬公司茂萊（南京）儀器有限公司總經理。彼自2011年12月至2015年5月擔任南京茂萊光電有限公司（南京茂萊光學科技股份有限公司的前身公司）董事。在此之前，范博士自2003年1月至2004年5月擔任肖特（上海）精密材料和設備國際貿易有限公司項目經理，自1994年8月至2001年12月擔任江蘇省對外經貿股份有限公司業務經理。

范博士於2003年畢業於中歐國際工商學院，取得工商管理碩士學位，並於2020年取得英國杜倫大學工商管理博士學位。

高級管理層

胡以安先生（「胡先生」），57歲，我們的首席財務官，主要負責監督本集團的整體財務運營以及投融資活動。

胡先生於2003年4月加入本集團，自此擔任南京泉峰科技的董事及財務副總裁。胡先生現時亦擔任我們多家附屬公司的董事。胡先生自2012年3月至2022年11月擔任上海證券交易所上市公司泉峰汽車精密技術（證券代碼：603982.SH）的董事。加入本集團前，其於1995年11月至2003年3月擔任南京愛立信熊貓通信有限公司的財務經理。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Mr. Hu received his bachelor's degree in industrial accounting from Northeast Institute of Technology (東北工學院) in the PRC in June 1992 and his master's degree in international management from The Australian National University in Australia in June 2001.

Mr. Wu Shuming (吳書明), aged 59, is our vice president for product solution group department. Mr. Wu is primarily responsible for supervising and managing the research and development system and leading technological development of our Group.

Mr. Wu joined our Group as an engineer in Nanjing Chervon Industry in June 1997. Mr. Wu was appointed as the general manager of R&D of our Group in March 2010. Prior to joining our Group, Mr. Wu was an engineer in Nanjing Soil Instrument Factory* (南京土壤儀器廠) from July 1989 to May 1997.

Mr. Wu received his bachelor's degree in vacuum technology and equipment from Hefei University of Technology (合肥工業大學) in the PRC in July 1989.

Mr. Wu Gang (吳鋼), aged 52, is our chief digital officer. Mr. Wu is primarily responsible for overseeing the digital strategy and information technology development of our Group.

Mr. Wu has extensive experience in managing the digital and information system at various companies in the automotive industry. He joined our Group as the chief digital officer on April 26, 2021. Prior to joining our Group, Mr. Wu was the IT system project manager of SAIC General Motors Co., Ltd. from April 1998 to July 2005, the IT application director and the IT PMO director of SAIC Motor Corporation Limited from August 2005 to July 2011, the chief IT director of industrial group of Nippon China Limited from July 2011 to March 2012, the IT director of Geely and Volvo China in April 2012 and the chief digital officer of SAIC MAXUS Automotive Co., Ltd. from February 2017 to July 2020.

Mr. Wu received his bachelor's degree in computer science and technology from Shanghai Jiao Tong University (上海交通大學) in the PRC in July 1996 and his master's degree in business administration from Fudan University (復旦大學) in the PRC in January 2008.

胡先生於1992年6月獲得中國東北工學院工業會計學士學位，並於2001年6月獲得澳大利亞國立大學(The Australian National University in Australia)國際管理碩士學位。

吳書明先生，59歲，我們的產品解決方案部副總裁，主要負責監督及管理本集團的研發系統及領導技術開發。

吳先生於1997年6月加入本集團，擔任南京泉峰科技的工程師。吳先生於2010年3月獲委任為本集團研發總經理。於加入本集團前，吳先生於1989年7月至1997年5月為南京土壤儀器廠的工程師。

吳先生於1989年7月獲得中國合肥工業大學真空技術及設備學士學位。

吳鋼先生，52歲，我們的首席數字官，主要負責監督本集團的數字戰略及信息技術開發。

吳先生曾管理汽車行業多家公司的數字及信息系統，擁有豐富的相關經驗。其於2021年4月26日加入本集團擔任首席數字官。於加入本集團前，吳先生於1998年4月至2005年7月擔任SAIC General Motors Co., Ltd.的IT系統項目經理，於2005年8月至2011年7月擔任上海汽車集團股份有限公司的IT應用總監及ITP MO總監，於2011年7月至2012年3月擔任Nippon China Limited工業組的首席信息技術官，於2012年4月擔任Geely and Volvo China的IT總監，並於2017年2月至2020年7月擔任上汽大通汽車有限公司的首席數字官。

吳先生於1996年7月獲得中國上海交通大學計算機科學與技術學士學位，並於2008年1月獲得中國復旦大學工商管理碩士學位。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Ms. Shan Xiaodong (單曉東), aged 59, is our vice president for human resources. Ms. Shan is primarily responsible for overseeing human resources planning and management of our Group. Ms. Shan joined our Group in May 2017 as the vice president for human resources in Nanjing Chervon Industry.

Prior to joining our Group, Ms. Shan was a lecturer in School of Economics and Management of Inner Mongolia University (內蒙古大學經濟管理學院) from 1995 to 1996. Subsequently, Ms. Shan held senior human resources management positions in various companies, including serving as a human resources and administrative manager at BP China Ltd. from 2001 to 2003, the vice president for Asia Pacific human resources (亞太人力資源總監) of Hexion Inc. (previously Momentive Specialty Chemicals) from 2003 to 2015 and the vice president for human resources of Shanghai Fortune Map Trading Limited (上海運圖貿易有限公司) from 2015 to 2017.

Ms. Shan received her bachelor's degree in economic management from Fudan University (復旦大學) in the PRC in July 1988 and her master's degree in management from BI Norwegian School of Management in Norway in February 1999.

Mr. Peter John Melrose, aged 60, is our vice president for the European sales & marketing. Mr. Melrose is primarily responsible for supervising overall operations, management, strategic planning and sales and marketing development of our DIY power tools and OPE business in Europe. Mr. Melrose joined our Group as a general manager of Chervon Europe Limited in June 2007 and was appointed as the managing director of EGO Europe GmbH since November 2015. Mr. Melrose has been a managing director of Chervon GmbH since November 2022. Prior to joining our Group, Mr. Melrose began his career with Black & Decker and held various sales, marketing and product development positions before joining NEC (UK) LTD as the European marketing manager. Mr. Melrose continued his career in marketing with one of the UK's foremost companies (Centrica plc) within its energy supply business (British Gas Trading Ltd) and re-joined the power tool industry in Europe as a commercial director with Global Machinery Company Pty. Mr. Melrose received his bachelor's degree in civil engineering from Hatfield Polytechnic in the UK in July 1988 and his master's degree in business administration (MBA) with a major in strategic marketing from Hull University in the UK in July 1997.

單曉東女士，59歲，我們的人力資源副總裁，主要負責監督本集團的人力資源規劃及管理。單女士於2017年5月加入本集團，擔任南京泉峰科技的人力資源副總裁。

加入本集團前，單女士於1995年至1996年擔任內蒙古大學經濟管理學院講師。之後，單女士於多家公司擔任高級人力資源管理職位，包括於2001年至2003年擔任BP China Ltd.的人力資源及行政經理、於2003年至2015年於Hexion Inc. (前稱Momentum Specialty Chemicals)擔任亞太人力資源總監以及自2015年至2017年於上海運圖貿易有限公司擔任人力資源副總裁。

單女士於1988年7月獲得中國復旦大學經濟管理學士學位，並於1999年2月獲得挪威管理學院(BI Norwegian School of Management)管理學碩士學位。

Peter John Melrose先生，60歲，我們的歐洲銷售及營銷部副總裁，主要負責監督我們在歐洲的DIY電動工具及OPE業務的整體運營、管理、戰略規劃以及銷售及營銷開發。Melrose先生於2007年6月加入本集團，擔任Chervon Europe Limited的總經理，並自2015年11月起被委任為EGO Europe GmbH的董事總經理。Melrose先生自2022年11月起擔任Chervon GmbH的董事總經理。加入本集團前，Melrose先生最初就職於Black & Decker，並擔任該公司多個銷售、營銷及產品開發職位，隨後其加入NEC(UK)LTD擔任歐洲營銷經理。Melrose先生繼續從事能源供應業務(British Gas Trading Ltd)，就職於英國一家頂尖公司(Centrica plc)的營銷崗位，並重回歐洲電動工具行業，擔任Global Machinery Company Pty的商務總監。Melrose先生於1988年7月獲得英國Hatfield Polytechnic土木工程學士學位，並於1997年7月獲得英國赫爾大學(Hull University)工商管理碩士學位，主修戰略營銷。

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

Mr. Francis Flanagan Carroll (“Mr. Carroll”), aged 61, is our senior vice president. Mr. Carroll is primarily responsible for supervising overall operations, management, strategic planning and sales and marketing development of our Group in North America.

Mr. Carroll brings a wealth of knowledge and relational capital as a Power Tool Industry veteran with over 30 years of experience. Mr. Carroll joined our Group in January 2024 and has served as the Chief Executive Officer of Chervon NA since January 2025. Prior to joining our Group, Mr. Carroll served as President & CEO of Broan-NuTone from 2017 to 2022, worked in GMM Ace Hardware from 2013 to 2017, served as President of Knaack/Weatherguard from 2011 to 2013 and held several corporate management positions at Robert Bosch Tool Corporation including President of Bosch Tools and President of Dremel/Rotary Tool business unit from 2003-2011.

Mr. Carroll obtained his Bachelor of Science degree in marketing from Northern Illinois University in the U.S. in 1987 as well as a Master of Business Administration from Northwestern University’s Kellogg Graduate School of Management in the U.S. in 2001.

Ralf Haefele (“Mr. Haefele”), 60, is our Managing Director for FLEX. Mr. Haefele is primarily responsible for overseeing overall operations, management, strategic planning, and sales and marketing development for FLEX brand products.

Mr. Haefele joined our Group in June 2019 as Chief Sales Officer of FLEX Elektrowerkzeuge GmbH, where he was responsible for sales and marketing. Since June 2025, Mr. Haefele has served as Managing Director of FLEX Elektrowerkzeuge GmbH and Managing Director of Flex Geschäftsführung GmbH. Prior to joining our Group, Mr. Haefele served as Managing Director at Fischer from 2017 to 2018, as Managing Director at TTI from 2005 to 2016, as Managing Director at Protool from 2001 to 2005. Mr. Haefele has over 20 years of experience in the power tools industry.

Mr. Haefele holds a degree in business administration. He also completed an executive education program at Harvard Business School. Mr. Haefele has been a member of the Board of the European Power Tool Association (EPTA) since 2026 and was elected Vice President of the German Electrical and Electronic Manufacturers’ Association (ZVEI) in 2026.

Francis Flanagan Carroll先生 (「Carroll先生」)，61歲，是我們的高級副總裁。Carroll先生主要負責監督本集團在北美洲的整體運營、管理、戰略規劃及銷售與營銷發展。

Carroll先生作為電動工具行業資深人士，擁有逾30年經驗，帶來了豐富的知識及關係資本。Carroll先生於2024年1月加入本集團，並自2025年1月起擔任泉峰北美行政總裁。加入本集團前，Carroll先生於2017年至2022年擔任Broan-NuTone的總裁兼行政總裁，於2013年至2017年在GMM Ace Hardware任職，於2011年至2013年擔任Knaack/Weatherguard的總裁，並於2003年至2011年在Robert Bosch Tool Corporation擔任多個企業管理職位，包括Bosch Tools總裁及Dremel/Rotary Tool業務部門總裁。

Carroll先生於1987年獲得美國北伊利諾伊大學市場營銷學理學學士學位，並於2001年獲得美國西北大學凱洛格管理學院的工商管理碩士學位。

Ralf Haefele先生 (「Haefele先生」)，60歲，是我們的FLEX董事總經理。Haefele先生主要負責監督FLEX品牌產品的整體運營、管理、戰略規劃及銷售與營銷發展。

Haefele先生於2019年6月加入本集團，擔任FLEX Elektrowerkzeuge GmbH的首席銷售官，負責銷售及營銷。自2025年6月起，Haefele先生擔任FLEX Elektrowerkzeuge GmbH的董事總經理及Flex Geschäftsführung GmbH的董事總經理。加入本集團前，Haefele先生於2017年至2018年擔任Fischer的董事總經理，於2005年至2016年擔任TTI的董事總經理，於2001年至2005年擔任Protool的董事總經理。Haefele先生在電動工具行業擁有逾20年經驗。

Haefele先生持有工商管理學位。他亦完成了哈佛商學院的高管教育課程。Haefele先生自2026年起擔任歐洲電動工具協會董事會成員，並於2026年當選德國電氣電子製造商協會副主席。

* For identification purposes only

BIOGRAPHICAL DETAILS OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷詳情

JOINT COMPANY SECRETARIES

Mr. Hu Yian (胡以安) was appointed as one of the joint company secretaries of our Company on August 4, 2021, which took effect on the same day.

For biographical details of Mr. Hu, please see “—Senior Management” in this section.

Ms. Lai Siu Kuen (黎少娟) (“Ms. Lai”) was appointed as one of the joint company secretaries of the Company on June 30, 2025, which took effect on the same day.

Ms. Lai is a director of the company secretarial services of Tricor Services Limited, a global professional services provider specializing in integrated business, corporate and investor services. She has over 26 years of experience in the corporate secretarial field. She is a fellow member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

聯席公司秘書

胡以安先生於2021年8月4日獲委任為本公司聯席公司秘書之一，並於同日生效。

有關胡先生履歷細節，請參閱本節上文「—高級管理層」。

黎少娟女士（「黎女士」）於2025年6月30日獲委任為本公司聯席公司秘書之一，並於同日生效。

黎女士為卓佳專業商務有限公司（一家專注於綜合業務、企業和投資者服務的全球化專業服務提供商）公司秘書服務董事。黎女士擁有26年以上的公司秘書行業經驗。黎女士為香港公司治理公會及英國特許公司治理公會資深會員。

DIRECTORS' REPORT

董事會報告

The Board is pleased to present this Annual Report and the audited consolidated financial statements of the Group for the Reporting Period. All references in this section to other sections, parts of or notes in this Annual Report, form part of this Directors' Report section.

GLOBAL OFFERING

The Company was incorporated in Hong Kong as a private company with limited liability under the predecessor ordinance of the Companies Ordinance (which was in force from time to time before March 3, 2014) on February 19, 1999, the shares of which (the **"Shares"**) were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the **"Stock Exchange"**) on December 30, 2021 (the **"Listing Date"**). The prospectus of the Company dated December 17, 2021 (**"Prospectus"**) has been published on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (<https://global.chervongroup.com>).

PRINCIPAL BUSINESS

The Company is an investment holding company. The Group is principally engaged in researching, developing, manufacturing, testing, sales, and after-sale services for power tools, outdoor power equipment and related products. Analysis of the principal activities of the Group during the Reporting Period is set out in note 4 to the consolidated financial statements.

BUSINESS REVIEW

A fair review of the business of the Group and a discussion and analysis of the Group's performance during the Reporting Period are set out in the sections headed "Chairman's Statement" on pages 6 to 7 and "Management Discussion and Analysis" on pages 8 to 25 of this Annual Report.

An account of the Group's key relationships with its key stakeholders is provided in the section headed "Chairman's Statements" on pages 6 to 7 of this Annual Report and "—Relationship with Stakeholders" under this section. An analysis of the Group's performance during the Reporting Period using financial key performance indicators is set out in the section headed "Financial Summary" on page 5 and "Management Discussion and Analysis" on pages 8 to 25 of this Annual Report.

董事會欣然公佈本集團於報告期之本年報及經審計綜合財務報表。本節所提述的本年報其他章節、部分或附註均構成本董事會報告一節的一部分。

全球發售

本公司於1999年2月19日根據公司條例之前身條例註冊（其於2014年3月3日之前不時生效）在香港註冊成立為一家私人有限公司，其股份（「股份」）於2021年12月30日（「上市日期」）在香港聯合交易所有限公司（「聯交所」）主板上市。本公司日期為2021年12月17日的招股章程（「招股章程」）已刊載於聯交所網站（www.hkexnews.hk）及本公司網站（<https://global.chervongroup.com>）。

主要業務

本公司為一間投資控股公司。本集團主要從事電動工具、戶外動力設備及相關產品的研究、開發、製造、測試、銷售及售後服務。本集團於報告期的主要業務分析載於綜合財務報表附註4。

業務回顧

報告期本集團業務的中肯回顧及本集團表現的討論及分析載列於本年報第6至7頁的「董事長致辭」一節及第8至25頁的「管理層討論與分析」一節。

本集團與其重要利益相關者的重要關係論述載列於本年報第6至7頁的「董事長致辭」及本節中「—與利益相關者的關係」。運用財務關鍵表現指標進行的本集團報告期的表現分析載列於本年報第5頁的「財務概要」一節及第8至25頁的「管理層討論與分析」一節。

Compliance with Laws and Regulations

During the Reporting Period, as far as the Board is aware, the Group has complied with the relevant laws and regulations that have a significant impact on the Group in all material aspects.

Principal Risks and Uncertainties

The Directors are aware that the Group's financial condition, results of operations, businesses and prospects may be affected by a number of risks and uncertainties. The key risks and uncertainties identified by the Group are set out as follows:

Principal Risks and Uncertainties Relating to the Industry and Overall Economy

- Unfavorable economic and geopolitical conditions in the markets in which we operate, such as the trade tensions between China and the United States, may adversely affect our sales.
- We face active competition and resulting pricing pressures, and we may not be able to compete effectively against current and future competitors.
- Competitor innovations, customer and end-user preferences and production and market conditions in the power tools and OPE industry may change rapidly, and we may not be able to sufficiently and promptly respond to such changes.

Principal Risks and Uncertainties Relating to Our Products

- Changes in customer and end-user preferences, inability to maintain mutually beneficial relationships with large customers, inventory reductions by customers and inability to penetrate new channels of distribution could adversely affect our business.
- The inability to develop and introduce new products at favorable margins, or low customer demand for new products, could adversely impact our business.
- Unsatisfactory performance of or defects in our products may harm our reputation, lead to product returns or recalls and subject us to significant product liability litigations.

遵守法律及法規

於報告期，就董事會所知，本集團已於各重大方面遵守對本集團有重大影響的相關法律及法規。

主要風險及不確定因素

據董事所悉，本集團的財務狀況、經營業績、業務及前景可能會受到諸多風險及不確定因素的影響。本集團已識別的主要風險及不確定因素如下：

與行業及整體經濟有關的主要風險及不確定因素

- 我們經營所在市場的不利經濟及地緣政治狀況（如中美貿易緊張局勢）可能對我們的銷售造成不利影響。
- 我們面臨激烈的競爭及由此產生的定價壓力，且我們可能無法與現有及未來競爭對手有效競爭。
- 競爭對手的創新、客戶及終端用戶偏好以及電動工具及OPE行業的生產及市場狀況可能會快速變化，而我們可能無法充分及時地應對該等變化。

我們產品有關的主要風險及不確定因素

- 客戶及終端用戶偏好的變化、無法與大客戶維持互利關係、客戶減少存貨及無法滲透新分銷渠道均可能對我們的業務造成不利影響。
- 無法以有利的利潤率開發及推出新產品或客戶對新產品的需求較低，可能會對我們的業務造成不利影響。
- 我們產品的性能不佳或有缺陷可能損害我們的聲譽，導致產品退貨或召回，並使我們面臨重大產品責任訴訟。

- Any mishandling of our battery cells and battery packs may cause safety accidents and disruptions to the operation of our facilities.
- We may fail to maintain our brand position among our targeted end-user groups, and market perception and end-user acceptance of our brands may suffer.
- We are subject to various regulatory and customer-imposed guidelines and may not be successful in maintaining an effective quality control system.
- 如我們的電芯和電池包出現任何處理不當，可能導致安全事故及我們的設施運作中斷。
- 我們可能未能成功保持我們在目標終端用戶群體中的品牌地位，我們品牌的市場認知度及終端用戶接受度可能會受損。
- 我們須遵守多項法規及客戶制訂的指引，且未必能成功維持有效的質量監控制度。

Principal Risks and Uncertainties Relating to Our Operations

我們運營有關的主要風險及不確定因素

- Our business depends in part on our ability to protect our intellectual property rights and operate without infringing on the rights of third parties.
- Our business depends on third-party suppliers to meet our requirements for high-quality production and timely delivery of raw materials and components.
- Our manufacturing capabilities depend on labor supply and middle management, and we may not be able to recruit, train and retain qualified personnel or maintain a sufficient workforce.
- Our distributors may engage in misconduct or other improper activities, as a result of which, we may be exposed to regulatory investigations, penalties or other negative consequences.
- 我們的業務部分取決於我們保護知識產權及在不侵犯第三方權利的情況下運營的能力。
- 我們的業務依賴第三方供應商滿足我們對原材料及零部件的高質量生產及及時交付的要求。
- 我們的製造能力取決於勞動力供應及中級管理人員，而我們可能無法招聘、培訓及挽留合資格人員或維持足夠的勞動力。
- 我們的分銷商可能從事不當行為或其他不當活動，因此，我們可能面臨監管調查、處罰或其他負面後果。

Principal Risks and Uncertainties Relating to Our Financial Condition

我們財務狀況有關的主要風險及不確定因素

- We may not be able to obtain adequate financing on commercially reasonable terms on a timely basis, or at all, and any debt financing may contain covenants that restrict our business or operations.
- We may not achieve optimal results in future acquisitions, investments, partnerships or new businesses, or may encounter difficulties in integrating and developing the acquired assets or investments successfully.
- Changes in taxation on our business may materially and adversely affect our business, financial condition and results of operations.
- 我們可能無法及時或根本無法以商業合理條款獲得足夠融資，且任何債務融資可能包含限制我們業務或運營的契諾。
- 我們在未來的收購、投資、合夥或新業務中可能無法取得最佳結果，或在成功整合及開發所收購資產或投資方面可能遭遇困難。
- 我們業務的稅務變化可能會對我們的業務、財務狀況及經營業績產生重大不利影響。

DIRECTORS' REPORT

董事會報告

Principal Risks and Uncertainties Relating to Regulatory Compliance

監管合規有關的主要風險及不確定因素

- We may not be able to obtain, maintain and renew various permits, licenses, certificates, consents and other approvals from administrative authorities.
- 我們可能無法從行政當局取得、維持及更新各種許可、牌照、證書、獲批及其他批准。
- Failure in complying with quotas, duties, tariffs or other restrictions on imports and exports may expose us to increased costs and delay the transportation of our products to market.
- 未能遵守對進出口的配額、稅項、關稅或其他限制，可能令我們面臨成本增加及延遲產品運輸至市場。
- We are subject to national and local environmental and health and safety directives, laws and regulations, and the violation of which may materially and adversely affect our business, results of operations and financial condition.
- 我們遵守國家及地方的環境、健康及安全指令、法律及法規，違反有關指令、法律及法規可能對我們的業務、經營業績及財務狀況造成重大不利影響。

Principal Risks and Uncertainties Relating to Doing Business in the PRC

於中國開展業務有關的主要風險及不確定因素

- The economic, political and social conditions in China, as well as government policies, laws and regulations, could affect our business, financial conditions and results of operations.
- 中國的經濟、政治及社會狀況以及政府政策、法律及法規可能會影響我們的業務、財務狀況及經營業績。
- Uncertainties with respect to the PRC legal system could limit the legal protections available to us and any litigation in China may be protracted and result in substantial costs and diversion of our resources and management attention.
- 有關中國法律制度的不明朗因素或會限制提供予我們的法律保障，且中國的任何訴訟可能延長，並會導致巨額費用及分散我們的資源及管理層的注意力。
- Fluctuations in the value of the RMB and the PRC government's control over foreign currency conversion may adversely affect our business and results of operations.
- 人民幣幣值波動及中國政府管制外匯兌換可能對我們的業務及經營業績構成不利影響。

For details regarding the Company's risk management system, please refer to the section headed "Risk Management and Internal Control" in the Corporate Governance Report on pages 89 to 91 of this Annual Report.

有關本公司的風險管理系統詳情，請參閱本年報第89至91頁的企業管治報告「風險管理及內部控制」一節。

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Board is responsible for evaluating and managing material ESG issues. Company management is responsible for developing the Company's ESG strategy, policy and reporting, including assessing and managing climate-related risks, with oversight provided by the Board. For environmental matters, our Environmental, Health and Safety ("EHS") department and equipment management department are responsible for managing environmental and climate-related risks arising from our business operations. The EHS department identifies key environmental factors, establishes operational control requirements and procedures and conducts relevant monitoring and inspections. The EHS department also reviews and updates the operational control procedures on an annual basis in accordance with changes to key environmental factors, applicable laws and regulations and compliance assessments.

During the Reporting Period, we had not been subject to any material fines or other penalties due to non-compliance in relation to environmental protection laws and regulations that had a material adverse impact on our operations and, so far as our Directors are aware after making all reasonable enquiries, there was no threatened or pending action by any environmental government authorities in respect thereof.

For details of the Company's environmental policies and performance, please refer to the Company's 2025 Environmental, Social and Governance Report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

During the Reporting Period, the Group has complied with the "comply or explain" provisions in the Environmental, Social and Governance Reporting Guide as set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange (the "Listing Rules").

Further details of the Group's ESG matters including environmental policies and performance are set out in the Company's 2025 Environmental, Social and Governance Report.

環境政策及表現

董事會負責評估及管理重大ESG事宜。公司管理層負責在董事會的監督下制定本公司的ESG策略、政策及報告，包括評估及管理氣候相關風險。於環境事宜方面，我們的環境、健康及安全（「EHS」）部門及設備管理部門負責管理我們業務運營中產生的環境及氣候相關風險。EHS部門識別關鍵環境因素，制定運作控制要求及程序，並進行相關的監測及檢查。EHS部門亦根據關鍵環境因素、適用法律法規及合規評估的變化，每年審查及更新運作控制程序。

於報告期，我們並無因未遵守環保法律法規而遭受對我們經營造成重大不利影響的任何重大罰款或其他處罰。經董事在作出一切合理查詢後所悉，本集團概無面臨任何政府環保機關就此作出的任何具威脅性或待決行動。

有關本公司的環境政策及表現詳情，請參閱本公司的2025年「環境、社會及管治報告」。

環境、社會及管治報告

於報告期，本集團已遵守聯交所證券上市規則（「上市規則」）附錄C2所載的環境、社會及管治報告指引的「不遵守就解釋」條文。

有關本集團ESG事項（包括環境政策及表現）的進一步詳情載於本公司的2025年「環境、社會及管治報告」。

DIRECTORS' REPORT

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MAJOR CUSTOMERS AND SUPPLIERS

For the year ended December 31, 2025, the Group's largest customer and five largest customers accounted for approximately 34.6% and 58.0% (2024: 39.1% and 63.3%) respectively of the Group's total revenue; and the Group's largest supplier and five largest suppliers accounted for approximately 4.3% and 14.6% respectively of the Group's total purchases (2024: 9.6% and 23.1%).

As far as the Directors are aware, none of the Directors, their associates or any Shareholders who owned more than 5% of the Company's share capital had any interest in the five largest customers or suppliers of the Group.

RESULTS

The results of the Group for the Reporting Period are set out in the consolidated financial statement on page 106 of this Annual Report.

FINAL DIVIDEND

The Board has recommended the payment of a final dividend of US\$0.0573 per ordinary share (equivalent to HK\$0.4469 per ordinary share) for the year ended December 31, 2025 (2024: US\$0.0802, equivalent to HK\$0.6258). This proposed final dividend is subject to the approval of the Shareholders at the annual general meeting of the Company (the "AGM") to be held on Monday, May 18, 2026, and the final dividend is expected to be payable on or before Monday, June 8, 2026 to those Shareholders whose names appear on the Company's register of members as of Tuesday, May 26, 2026.

重要客戶及供應商

截至2025年12月31日止年度，本集團的最大客戶及五大客戶分別約佔本集團總收入的34.6%及58.0%（2024年：39.1%及63.3%）；而本集團的最大供應商及五大供應商分別約佔本集團總採購額的4.3%及14.6%（2024年：9.6%及23.1%）。

就董事所知，概無董事、彼等之聯繫人或擁有本公司股本5%以上之任何股東於本集團的五大客戶或供應商中擁有任何權益。

業績

本集團於報告期的業績載於本年報第106頁的綜合財務報表內。

末期股息

董事會已建議就截至2025年12月31日止年度派付每股普通股0.0573美元（相當於每股普通股0.4469港元）之末期股息（2024年：0.0802美元（相當於0.6258港元））。該建議末期股息須經股東於2026年5月18日（星期一）舉行的本公司股東週年大會（「股東週年大會」）批准，且末期股息預計將於2026年6月8日（星期一）或之前派付予截至2026年5月26日（星期二）名列本公司股東名冊的股東。

SPECIAL DIVIDEND

A special dividend of HK\$1.1905 per ordinary share was approved by the Shareholders on May 22, 2025 and paid on June 12, 2025.

特別股息

每股普通股1.1905港元的特別股息已於2025年5月22日獲股東批准，並於2025年6月12日派付。

CLOSURE OF REGISTER OF MEMBERS/RECORD DATE

The register of members of the Company will be closed from Wednesday, May 13, 2026 to Monday, May 18, 2026, both days inclusive, in order to determine the identity of the Shareholders who are entitled to attend the AGM, during which period no share transfers will be registered. To be eligible to attend the AGM, all transfer forms accompanied by the relevant share certificates must be lodged for registration with the Company's share registrar, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong before 4:30 p.m. on Tuesday, May 12, 2026.

Record date for determining the entitlement of the Shareholders to the final dividend (if approved by the Shareholders in the AGM) is Tuesday, May 26, 2026. To qualify for the final dividend, all transfers forms accompanied by the relevant share certificates must be lodged for registration with the Company's share registrar, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong before 4:30 p.m. on Thursday, May 21, 2026. The register of members of the Company will be closed from Friday, May 22, 2026 to Tuesday, May 26, 2026, both days inclusive, on which dates no share transfers will be registered.

暫停辦理股份過戶登記／記錄日期

本公司將自2026年5月13日(星期三)至2026年5月18日(星期一)(包括首尾兩日)暫停辦理股份過戶登記手續，以釐定有權出席股東週年大會的股東身份，該期間內將不會登記任何股份過戶。為符合資格出席股東週年大會，所有過戶表格連同相關股票須於2026年5月12日(星期二)下午4時30分前送達本公司的股份過戶登記處卓佳證券登記有限公司(地址為香港夏慤道16號遠東金融中心17樓)以辦理登記手續。

釐定股東收取末期股息(倘於股東週年大會上獲股東批准)資格的記錄日期為2026年5月26日(星期二)。為符合資格獲派末期股息，所有過戶表格連同相關股票須於2026年5月21日(星期四)下午4時30分前送達本公司的股份過戶登記處卓佳證券登記有限公司(地址為香港夏慤道16號遠東金融中心17樓)以辦理登記手續。本公司將自2026年5月22日(星期五)至2026年5月26日(星期二)(包括首尾兩日)暫停辦理股份過戶登記手續，於該等日期將不會登記任何股份過戶。

DIVIDEND POLICY

Pursuant to the dividend policy adopted by the Company (the “**Dividend Policy**”), the declaration of dividends is subject to the discretion of the Board, and, if necessary, the approval of the Shareholders. In considering the declaration and payment of dividends, the Board shall take into account the Group's results of operations, cash flows, financial condition, statutory and regulatory restrictions on the payment of dividends by the Company, the Company's capital requirements, future business plans and prospects and any other factors that the Board may consider relevant. Any declaration and payment, as well as the amount, of any dividend will also be subject to the articles of association of the Company (the “**Articles of Association**”) and all applicable laws and regulations. The Directors may reassess the Dividend Policy from time to time.

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 5 of this Annual Report. The summary does not form part of the audited consolidated financial statements.

BANK BORROWINGS

Details of the bank borrowings of the Group for the year ended December 31, 2025 are set out in note 23 to the consolidated financial statements.

股息政策

根據本公司採納的股息政策（「**股息政策**」），股息宣派由董事會酌情釐定及（如需要）須經股東批准。董事會考慮宣派及派發股息時，須考慮本集團的經營業績、現金流量、財務狀況、本公司派發股息的法定及監管限制、本公司的資本需求、未來業務計劃及前景以及董事會可能認為相關的任何其他因素。任何股息的宣派及派發以及金額亦將須遵守本公司組織章程細則（「**組織章程細則**」）及所有適用的法律及法規。董事可不時重新評估股息政策。

財務概要

本集團過去五個財政年度之業績及資產與負債之概要載列於本年報第5頁。該概要不構成經審計綜合財務報表之一部分。

銀行借款

本集團截至2025年12月31日止年度的銀行借款詳情載列於綜合財務報表附註23。

USE OF NET PROCEEDS FROM GLOBAL OFFERING

The Company received net proceeds (after deduction of underwriting commissions and related costs and expenses) from its global offering completed in December 2021, including the full exercise of the over-allotment option, of approximately HK\$3,470.1 million (the “**2021 Net Proceeds**”). As of December 31, 2024, we have utilized all of the IPO Proceeds.

SUBSIDIARIES

Particulars of the Company's subsidiaries are set out in note 16 to the consolidated financial statements.

PROPERTY, PLANT AND EQUIPMENT

During the Reporting Period, the Group continued to expand its business and spent approximately US\$59.9 million on property, plant and equipment. Details of the movements in the property, plant and equipment of the Group during the Reporting Period are set out in note 12 to the consolidated financial statements.

全球發售所得款項淨額用途

本公司於2021年12月完成的全球發售（包括悉數行使超額配股權）獲得所得款項淨額（經扣除包銷佣金及相關成本及開支）約為3,470.1百萬港元（「**2021年所得款項淨額**」）。該筆款項已於2024年底悉數使用完畢。

附屬公司

本公司附屬公司之詳情載於綜合財務報表附註16。

物業、廠房及設備

報告期，本集團繼續擴展其業務並花費約59.9百萬美元於物業、廠房及設備。本集團於報告期的物業、廠房及設備變動詳情載列於綜合財務報表附註12。

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SHARE CAPITAL

As of December 31, 2025, the Company's total number of issued Shares was 511,053,811. Details of movements in the Company's share capital during the Reporting Period are set out in note 32(c) to the consolidated financial statements.

EQUITY-LINKED AGREEMENT

There was no equity-linked agreement entered into by the Company or any of its subsidiaries during the Reporting Period or subsisted as of December 31, 2025.

RESERVES

Details of the movements in the reserves of the Company and the Group during Reporting Period are set out in note 32(a) to the consolidated financial statements.

DISTRIBUTABLE RESERVES

The Company's reserves available for distribution to the Shareholders as of December 31, 2025 amounted to US\$211.4 million (2024: US\$139.4 million). Details of the reserves of the Company available for distribution to the Shareholders as of December 31, 2025 are set out in note 32(a) to the consolidated financial statements.

DEBENTURE ISSUED

The Group did not issue any debenture during the Reporting Period.

PURCHASE, SALE OR REDEMPTION OF THE LISTED SECURITIES

During the Reporting Period, neither the Company nor any of its subsidiaries has purchased, redeemed or sold any of the Company's listed securities.

DONATIONS

During the Reporting Period, approximately RMB2.5 million charitable donations were made by the Group (2024: RMB3.2 million).

股本

截至2025年12月31日，本公司已發行股份總數為511,053,811股。本公司於報告期的股本變動詳情載列於綜合財務報表附註32(c)。

股票掛鉤協議

於報告期，本公司或其任何附屬公司並無訂立或於截至2025年12月31日存續股票掛鉤協議。

儲備

本公司及本集團於報告期的儲備變動詳情載於綜合財務報表附註32(a)。

可供分派儲備

截至2025年12月31日，本公司可供分派予股東的儲備為211.4百萬美元（2024年：139.4百萬美元）。有關本公司截至2025年12月31日可供分派予股東的儲備詳情載於綜合財務報表附註32(a)。

已發行債權證

於報告期，本集團並無發行任何債權證。

購買、出售或贖回上市證券

於報告期內，本公司及其任何附屬公司概無購買、贖回或出售本公司任何上市證券。

捐款

於報告期，本集團做出慈善捐款約人民幣2.5百萬元（2024年：人民幣3.2百萬元）。

DIRECTORS

The directors of the Company and its subsidiaries during the Reporting Period and as of the date of this Annual Report are:

Directors of the Company:

Executive Directors

Mr. Pan Longquan (*Chairman, Chief Executive Officer*)
Ms. Zhang Tong
Mr. Ke Zuqian
Mr. Michael John Clancy

Independent Non-Executive Directors

Dr. Li Minghui
Mr. Jiang Li
Dr. Fan Hao (*appointed on February 4, 2026*)
Mr. Tian Ming (*resigned on November 28, 2025*)

Directors of the subsidiaries of the Company:

The following directors have served on the board of the subsidiaries of the Company as of December 31, 2025

董事

於報告期及截至本年報日期，本公司及其附屬公司的董事如下：

本公司董事：

執行董事

潘龍泉先生 (*董事長，行政總裁*)
張彤女士
柯祖謙先生
Michael John Clancy先生

獨立非執行董事

李明輝博士
蔣立先生
范浩博士 (*於2026年2月4日獲委任*)
田明先生 (*於2025年11月28日辭任*)

本公司附屬公司董事：

截至2025年12月31日，以下董事於本公司附屬公司的董事會任職：

Name of Subsidiaries 附屬公司名稱	Place of Incorporation 公司註冊成立地	Name of Directors	董事名稱
Chervon (HK) Limited 泉峰(香港)有限公司	Hong Kong 香港	Mr. Pan Longquan Chervon Holdings Limited Ms. Zhang Tong Mr. Ke Zuqian Mr. Cheng Hong Kei	潘龍泉先生 泉峰控股有限公司 張彤女士 柯祖謙先生 鄭康祺先生
Chervon Overseas Holdings Limited 泉峰海外控股有限公司	Hong Kong 香港	Mr. Pan Longquan Ms. Zhang Tong Mr. Ke Zuqian	潘龍泉先生 張彤女士 柯祖謙先生
Chervon (China) Trading Co., Ltd 泉峰(中國)貿易有限公司	PRC 中國	Mr. Pan Longquan Ms. Zhang Tong Mr. Hu Yian	潘龍泉先生 張彤女士 胡以安先生
Chervon (China) Tools Sales Co., Ltd 泉峰(中國)工具銷售有限公司	PRC 中國	Mr. Pan Longquan	潘龍泉先生

DIRECTORS' REPORT

董事會報告

Name of Subsidiaries 附屬公司名稱	Place of Incorporation 公司註冊成立地	Name of Directors	董事名稱
Chervon Industry Co., Ltd 泉峰科技有限公司	PRC 中國	Mr. Pan Longquan Ms. Zhang Tong Mr. Ke Zuqian Mr. Hu Yian	潘龍泉先生 張彤女士 柯祖謙先生 胡以安先生
Chervon Industry (Vietnam) Co. Ltd 泉峰實業(越南)有限公司	Vietnam 越南	Mr. Ke Zuqian Mr. Li Ang	柯祖謙先生 李昂先生
Chervon North America Inc.	US 美國	Ms. Zhang Tong Mr. Frank Carroll Mr. Wang Bin	張彤女士 Frank Carroll先生 Wang Bin先生
Chervon Canada Inc.	Canada 加拿大	Mr. Pan Longquan Ms. Zhang Tong Mr. Gerald Beaudrie II	潘龍泉先生 張彤女士 Gerald Beaudrie II先生
Chervon Europe Ltd	United Kingdom 英國	Mr. Pan Longquan Ms. Zhang Tong Mr. Peter John Melrose	潘龍泉先生 張彤女士 Peter John Melrose先生
EGO Europe GmbH	Germany 德國	Mr. Peter John Melrose Mr. Axel Stemmer	Peter John Melrose先生 Axel Stemmer先生
Chervon Australia Pty	Australia 澳大利亞	Mr. Pan Longquan Mr. Ng Paul King-Por	潘龍泉先生 Ng Paul King-Por先生
Chervon NZ Subsidiary Limited	New Zealand 新西蘭	Mr. ASHBY, Richard Charles Mr. Pan Longquan Ms. Zhang Tong	ASHBY, Richard Charles先生 潘龍泉先生 張彤女士
Flex Geschäftsführungs GmbH	Germany 德國	Mr. Ke Zuqian Mr. Ralf Haefele	柯祖謙先生 Ralf Haefele先生
Flex Verwaltungs GmbH & Co KG	Germany 德國	Mr. Ke Zuqian Mr. Ralf Haefele	柯祖謙先生 Ralf Haefele先生

Name of Subsidiaries 附屬公司名稱	Place of Incorporation 公司註冊成立地	Name of Directors	董事名稱
FLEX Elektrowerkzeuge GmbH	Germany 德國	Mr. Ralf Haefele	Ralf Haefele先生
FLEX Power Tools BVBA	Belgium 比利時	Mr. Robert Charles de Koning Flex Elektrowerkzeuge GmbH	Robert Charles de Koning先生 Flex Elektrowerkzeuge GmbH
FLEX Power Tools B.V.	Netherlands 荷蘭	FLEX Elektrowerkzeuge GmbH Mr. Robert Charles de Koning	FLEX Elektrowerkzeuge GmbH Robert Charles de Koning先生
FLEX Elektronářadí, s.r.o	The Czech Republic 捷克共和國	Mr. Ralf Haefele Mr. Jan Skala	Ralf Haefele先生 Jan Skala先生
FLEX Italia S.r.l	Italy 意大利	Mr. Ralf Haefele Mr. Stefano Galdabino	Ralf Haefele先生 Stefano Galdabino先生
FLEX Electroportatif Machines et Accessoires-FEMA	France 法國	Mr. Ralf Haefele Mr. Philippe Bayet	Ralf Haefele先生 Philippe Bayet先生
Flex Power Tools Limited	United Kingdom 英國	Mr. Ralf Haefele Ms. Liesl Nathalie Lowes	Ralf Haefele先生 Liesl Nathalie Lowes女士
Flex Power Tools Middle East Fzco	United Arab Emirate 阿拉伯聯合酋長國	Mr. Ralf Haefele Mr. Chadi Kachmar	Ralf Haefele先生 Chadi Kachmar先生
SKIL B.V.	Netherlands 荷蘭	Mr. Pan Longquan Mr. Peter John Melrose Chervon (HK) Ltd	潘龍泉先生 Peter John Melrose先生 泉峰(香港)有限公司
Chervon GmbH	Germany 德國	Mr. Pan Longquan Zhang Tong	潘龍泉先生 張彤女士

DIRECTORS' REPORT

董事會報告

Name of Subsidiaries 附屬公司名稱	Place of Incorporation 公司註冊成立地	Name of Directors	董事名稱
FLEX Scandinavia Aktiebolag	Sweden 瑞典	Mr. Fredrik Carl Åke Sandberg Mr. Ralf Haefele Mr. Peter John Melrose	Fredrik Carl Åke Sandberg先生 Ralf Haefele先生 Peter John Melrose先生
CHERVON NORWAY AS	Norway 挪威	Mr. Fredrik Carl Åke Sandberg Mr. Ralf Haefele	Fredrik Carl Åke Sandberg先生 Ralf Haefele先生
Stierman De Leeuw B.V.	Netherlands 荷蘭	EGO Europe GmbH	EGO Europe GmbH

In accordance with article 111 of the Articles of Association, Mr. Ke Zuqian, Mr. Jiang Li and Mr. Michael John Clancy will retire by rotation and, being eligible, offer themselves for re-election at the forthcoming AGM of the Company.

The Company has not received any notice in writing specifying that the resignation or refusal to stand for election is due to reasons relating to the affairs of the Company from the Directors.

The particulars of Directors who are subject to re-election at the forthcoming AGM are set out in the circular to our Shareholders dated April 24, 2026.

根據組織章程細則第111條，柯祖謙先生、蔣立先生及Michael John Clancy先生將於本公司應屆股東週年大會上輪值退任，並符合資格且願意膺選連任。

本公司並無接獲任何指明董事因與本公司事務有關的原因辭任或拒絕參選的書面通知。

將於應屆股東週年大會上膺選連任之董事詳情載於日期為2026年4月24日致股東之通函。

CONFIRMATION OF INDEPENDENCE FROM THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has reviewed the independence of each independent non-executive Director in accordance with Rule 3.13 of the Listing Rules. The Company considers all independent non-executive Directors to be independent as of the date of this Annual Report.

獨立非執行董事的獨立性確認

本公司已根據上市規則第3.13條審閱各獨立非執行董事之獨立性。截至本年報日期，本公司認為全體獨立非執行董事均為獨立人士。

DIRECTORS' AND SENIOR MANAGEMENT'S BIOGRAPHIES

Biographical details of the Directors and the senior management of the Group are set out on pages 26 to 35 of this Annual Report.

董事及高級管理層履歷

本集團董事及高級管理層的履歷詳情載於本年報第26至35頁。

CHANGES TO DIRECTORS' INFORMATION

Save as disclosed in this Annual Report, there are no changes to any information required to be disclosed in relation to any Director pursuant to paragraphs (a) to (e) and (g) under Rule 13.51(2) of the Listing Rules since the publication of the Company's Interim Report dated September 24, 2025.

DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENTS

Each of the executive Directors has entered into a service contract with the Company on December 8, 2021, and the Company has issued letters of appointment to each of the independent non-executive Directors. The service contracts with each of the executive Directors is for an initial fixed term of three years commencing from December 8, 2021, which may be automatically renewed for successive periods of three years until termination. The letter of appointment with each of the independent non-executive Directors is for an initial fixed term of three years commencing from the December 8, 2021, which was renewed on December 8, 2024 for a term of three years. The service contract and the letters of appointment are subject to termination in accordance with their respective terms, and may be renewed in accordance with the Articles of Association and the applicable Listing Rules.

Save as disclosed above, none of the Directors has entered, or has proposed to enter, a service contract with any member of the Group (other than contracts expiring or determinable by the employer within one year without the payment of compensation (other than statutory compensation)).

EMOLUMENT POLICY

The Remuneration Committee was set up for reviewing the Group's emolument policy and structure of the Directors and senior management of the Group, having regard to the Group's operating results, individual performance of the Directors and senior management and comparable market practices.

Details of the emoluments of the Directors and the five highest paid individuals during the Reporting Period are set out in notes 8 and 9 to the consolidated financial statements.

董事資料變動

除本年報所披露外，自本公司日期為2025年9月24日的中期報告刊發以來，根據上市規則第13.51(2)條第(a)至(e)及(g)段須予披露有關任何董事的任何資料概無變動。

董事服務合約及委任函

各執行董事已於2021年12月8日與本公司訂立服務合約及本公司已向各獨立非執行董事發出委任函。各執行董事的服務合約初步固定任期為三年，自2021年12月8日開始，可自動重續三年，直至終止。各獨立非執行董事的委任函初步固定任期為自2021年12月8日起計三年，並於2024年12月8日續期三年。服務合約及委任函可根據其各自條款予以終止，並可根據組織章程細則以及適用上市規則重續。

除上文所披露外，概無董事已或擬與本集團任何成員公司訂立任何服務合約（不包括於一年內屆滿或僱主可於一年內終止而無須支付賠償（法定賠償除外）的合約）。

薪酬政策

薪酬委員會已告成立，以根據本集團的經營業績、董事及高級管理層的個人表現及可資比較市場慣例審閱本集團的薪酬政策以及本集團董事及高級管理層架構。

於報告期，董事及五名最高薪酬人士的薪酬詳情載於綜合財務報表附註8及9。

RETIREMENT AND EMPLOYEE BENEFITS SCHEME

Details of the retirement and employee benefits scheme of the Company are set out in note 6(b) and note 31 to the consolidated financial statements.

退休及僱員福利計劃

本公司退休及僱員福利計劃的詳情載於綜合財務報表附註6(b)及附註31。

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As of December 31, 2025, the interests or short positions of each Director of the Board or chief executive of the Company in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "SFO") which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including the interests and short positions which were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to section 352 of the SFO or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") are as follows:

董事及最高行政人員於股份、相關股份及債權證之權益及淡倉

截至2025年12月31日，董事會各董事或本公司最高行政人員於本公司或其任何相聯法團（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）的股份、相關股份或債權證中擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉（包括根據證券及期貨條例有關條文被當作或視為擁有的權益及淡倉），或記錄於本公司根據證券及期貨條例第352條須存置的登記冊或根據上市發行人董事進行證券交易的標準守則（「標準守則」）須知會本公司及聯交所的權益及淡倉如下：

(i) Interest in our Company

(i) 於本公司的權益

Name of Director	董事名稱	Nature of interest 權益性質	Number of shares ⁽¹⁾ 股份數目 ⁽¹⁾	Approximate percentage of shareholding interest ⁽²⁾ 股權概約百分比 ⁽²⁾
Mr. Pan ⁽³⁾	潘先生 ⁽³⁾	Interest in controlled corporation 受控法團權益	260,226,344 (L)	50.92%
Ms. Zhang ⁽⁴⁾	張女士 ⁽⁴⁾	Interest in controlled corporation 受控法團權益	97,637,750 (L)	19.11%
Mr. Ke ⁽⁵⁾	柯先生 ⁽⁵⁾	Interest in controlled corporation 受控法團權益	27,118,822 (L)	5.31%

Notes:

- (1) The letter "L" denotes the person's long position in such shares of the Company.
- (2) As of December 31, 2025, the total number of issued Shares was 511,053,811.
- (3) These shares are held by Panmercy Holdings Limited ("**Panmercy**"), which is wholly owned by Mr. Pan, who is also a director of Panmercy.
- (4) These shares are held by Green Hope Limited ("**Green Hope**"), which is wholly owned by Ms. Zhang, who is also a director of Green Hope.
- (5) These shares are held by Klamm Limited ("**Klamm**"), which is wholly owned by Mr. Ke, who is also a director of Klamm.

附註：

- (1) 字母「L」指該人士於本公司該等股份的好倉。
- (2) 截至2025年12月31日已發行股份總數為511,053,811股股份。
- (3) 該等股份由潘先生全資擁有的德潤控股有限公司（「**德潤**」）持有，潘先生亦為德潤董事。
- (4) 該等股份由翠鴻有限公司（「**翠鴻**」）持有，翠鴻由張女士全資擁有，彼亦為翠鴻董事。
- (5) 該等股份由宗谷有限公司（「**宗谷**」）持有，宗谷由柯先生全資擁有，彼亦為宗谷董事。

DIRECTORS' REPORT

董事會報告

(ii) Interest in our associated corporations

(ii) 於相聯法團中的權益

Name of director	董事名稱	Nature of interest 權益性質	Name of the associated corporation/subsidiary 相聯法團／附屬公司名稱	Approximate percentage of shareholding interest 股權概約百分比
Mr. Pan	潘先生	Interest in controlled corporation 受控法團權益	Chervon Global	66.72%
			Chervon Assets Management Holdings Limited	85.00%
			Chervon Investment Limited	100.00%
			Chervon Capital Management Limited	100.00%
			Chervon Assets Holdings Limited	100.00%
			Chervon (Nanjing) Management Services Co., Ltd. * (泉峰(南京)管理服務有限公司) ("Chervon Management Services") 泉峰(南京)管理服務有限公司(「泉峰管理服務」)	100.00%
			Chervon International Trading (南京泉峰國際貿易有限公司) 南京泉峰國際貿易有限公司	85.00%
			Nanjing Jiuhaio Electromechanical Industry Co., Ltd. 南京玖浩機電實業有限公司	100.00%
			Chervon Precision Technology Holdings Company Limited (「Chervon Precision Technology」) 泉峰精密技術控股有限公司(「泉峰精密技術」)	100.00%
			Chervon China Investment * (泉峰(中國)投資有限公司) 泉峰(中國)投資有限公司	100.00%
			Chervon Auto Precision Technology (南京泉峰汽車精密技術股份有限公司) ⁽¹⁾ 南京泉峰汽車精密技術股份有限公司 ⁽¹⁾	44.44%
			Chervon Auto Precision Technology (Europe) Limited Liability Company 泉峰汽車精密技術(歐洲)有限公司	100.00%
			Chervon Auto Precision Technology (Anhui) Co., Ltd. * (泉峰汽車精密技術(安徽)股份有限公司) ("Chervon Anhui") 泉峰汽車精密技術(安徽)股份有限公司(「泉峰安徽」)	100.00%

Name of director	董事名稱	Nature of interest 權益性質	Name of the associated corporation/subsidiary 相聯法團／附屬公司名稱	Approximate percentage of shareholding interest 股權概約百分比
Ms. Zhang	張女士	Interest in controlled corporation 受控法團權益	Chervon Global	24.66%
			Chervon Assets Management Holdings Limited	85.00%
			Chervon Investment Limited	100.00%
			Chervon Capital Management Limited	100.00%
			Chervon Assets Holdings Limited	100.00%
			Chervon Management Services 泉峰管理服務	100.00%
			Chervon International Trading 泉峰國際貿易	85.00%
			Jiuhao Electromechanical 玖浩機電	100.00%
			Chervon Precision Technology 泉峰精密技術	100.00%
			Chervon China Investment 泉峰(中國)投資	100.00%
			Chervon Auto Precision Technology ⁽²⁾ 泉峰汽車精密技術 ⁽²⁾	37.43%
			Chervon Auto Precision Technology (Europe) Limited Liability Company 泉峰汽車精密技術(歐洲)有限公司	100.00%
			Chervon Anhui 泉峰安徽	100.00%

DIRECTORS' REPORT

董事會報告

Name of director	董事名稱	Nature of interest 權益性質	Name of the associated corporation/subsidiary 相聯法團／附屬公司名稱	Approximate percentage of shareholding interest 股權概約百分比
Mr. Ke	柯先生	Interest in controlled corporation 受控法團權益	Chervon Global	6.85%
			Chervon Assets Management Holdings Limited	85.00%
			Chervon Investment Limited	100.00%
			Chervon Capital Management Limited	100.00%
			Chervon Assets Holdings Limited	100.00%
			Chervon Management Services 泉峰管理服務	100.00%
			Chervon International Trading 泉峰國際貿易	85.00%
			Jiuhao Electromechanical 玖浩機電	100.00%
			Chervon Precision Technology 泉峰精密技術	100.00%
			Chervon China Investment 泉峰(中國)投資	100.00%
			Chervon Auto Precision Technology ⁽³⁾ 泉峰汽車精密技術 ⁽³⁾	37.43%
			Chervon Auto Precision Technology (Europe) Limited Liability Company 泉峰汽車精密技術(歐洲)有限公司	100.00%
			Chervon Anhui 泉峰安徽	100.00%

* For identification purposes only

Note:

附註：

- | | | | |
|-----|--|-----|---|
| (1) | 44.44% interest in Chervon Auto Precision Technology is indirectly held through Panmercy, Chervon Global, Chervon Precision Technology and Chervon China Investment. | (1) | 於泉峰汽車精密技術的44.44%權益乃透過德潤、Chervon Global、泉峰精密技術及泉峰(中國)投資間接持有。 |
| (2) | 37.43% interest in Chervon Auto Precision Technology is indirectly held through Green Hope, Chervon Global, Chervon Precision Technology and Chervon China Investment. | (2) | 於泉峰汽車精密技術的37.43%權益乃透過翠鴻、Chervon Global、泉峰精密技術及泉峰(中國)投資間接持有。 |
| (3) | 37.43% interest in Chervon Auto Precision Technology is indirectly held through Klamm, Chervon Global, Chervon Precision Technology and Chervon China Investment. | (3) | 於泉峰汽車精密技術的37.43%權益乃透過宗谷、Chervon Global、泉峰精密技術及泉峰(中國)投資間接持有。 |

Save as disclosed above, as of December 31, 2025, none of the Directors and the chief executives of the Company had or were deemed to have any interest or short position in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO), which were required to be notified to the Company under Divisions 7 and 8 of Part XV of the SFO or recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO or otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

除上文所披露外，截至2025年12月31日，概無董事及本公司最高行政人員於本公司或其相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份或債權證中擁有或被視為擁有根據證券及期貨條例第XV部第7及8分部須知會本公司的任何權益及淡倉，或根據證券及期貨條例第352條須記入本公司須存置的登記冊的任何權益或淡倉，或根據標準守則須知會本公司及聯交所的任何權益或淡倉。

SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

主要股東及其他人士於股份及相關股份的權益或淡倉

As of December 31, 2025, to the best knowledge of the Directors, the following persons (other than the Directors or the chief executive of the Company) have interests or short positions in the shares or underlying shares of the Company which were recorded in the register required to be kept by the Company under section 336 of the SFO or which were required to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO:

截至2025年12月31日，就董事所深知，以下人士（董事或本公司最高行政人員除外）於本公司股份或相關股份中擁有根據證券及期貨條例第336條須記入本公司須存置的登記冊的權益或淡倉，或根據證券及期貨條例第XV部第2及3分部的條文須向本公司披露的權益或淡倉：

Name of shareholder	股東名稱	Nature of interest 權益性質	Number of shares ⁽¹⁾ 股份數目 ⁽¹⁾	Approximate percentage of interest ⁽²⁾ 權益概約百分比 ⁽²⁾
Panmercy ⁽³⁾	德潤 ⁽³⁾	Beneficial owner 實益擁有人	260,226,344 (L)	50.92%
Green Hope ⁽⁴⁾	翠鴻 ⁽⁴⁾	Beneficial owner 實益擁有人	97,637,750 (L)	19.11%
China Minsheng Banking Corp. Ltd. ⁽⁵⁾	中國民生銀行股份有限公司 ⁽⁵⁾	Interest in controlled corporation 受控法團權益	41,940,000 (L)	8.21%
Klamm ⁽⁶⁾	宗谷 ⁽⁶⁾	Beneficial owner 實益擁有人	27,118,822 (L)	5.31%

DIRECTORS' REPORT

董事會報告

Notes:

- (1) The letter "L" denotes the person's long position in such shares of the Company.
- (2) As of December 31, 2025, the Company's total number of issued Shares was 511,053,811.
- (3) Panmercy is wholly owned by Mr. Pan, who is also a director of Panmercy.
- (4) 97,637,750 Shares are held by Green Hope, which is wholly owned by Ms. Zhang, who is also a director of Green Hope.
- (5) China Minsheng Banking Corp. Ltd. is interested in the shares through CMBC International Holdings Limited and CMBC International Investment (HK) Limited, its wholly owned subsidiaries.
- (6) Klamm is wholly owned by Mr. Ke, who is also a director of Klamm.

Save as disclosed above, as of December 31, 2025, the Directors were not aware of any persons (who were not Directors or chief executive of the Company) who had interests or short positions in the Shares or underlying Shares which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to Section 336 of the SFO, to be entered in the register referred to therein.

附註：

- (1) 字母「L」指該人士於本公司該等股份的好倉。
- (2) 截至2025年12月31日，本公司已發行股份總數為511,053,811股股份。
- (3) 德潤由潘先生全資擁有，潘先生亦為德潤董事。
- (4) 97,637,750股股份由翠鴻持有，翠鴻由張女士全資擁有，且張女士亦為翠鴻的董事。
- (5) 中國民生銀行股份有限公司透過其全資附屬公司民生商銀國際控股有限公司及民銀國際投資（香港）有限公司持有該等股份的權益。
- (6) 宗谷由柯先生全資擁有，柯先生亦為宗谷的董事。

除上文所披露外，截至2025年12月31日，董事並不知悉任何人士（並非董事或本公司最高行政人員）於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部的條文須向本公司披露的權益或淡倉，或根據證券及期貨條例第336條的規定須記入該條所述登記冊的權益或淡倉。

RELATIONSHIP WITH STAKEHOLDERS

The Group considers investors, employees, suppliers, society, peers, governments and clients as its key stakeholders. It is committed to building diversified, streamlined mechanisms for communicating with such key stakeholders. Please refer to the Company's 2025 Environmental, Social and Governance Report for further details.

與利益相關者的關係

本集團將投資者、僱員、供應商、社會、同業、政府及客戶等視為主要利益相關者。本集團致力建立多元化及精簡的機制，以與主要利益相關者溝通。有關進一步詳情，請參閱本公司2025年環境、社會及管治報告。

RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS

We set out below a summary of the connected transactions conducted by the Group during the Reporting Period.

關聯方交易及關連交易

下文載列本集團於報告期內進行的關連交易概要。

Continuing Connected Transactions Fully Exempt from the Reporting, Annual Review, Announcement and Independent Shareholders' Approval Requirements

We set out below a brief summary of the continuing connected transactions fully exempt from the reporting, annual review, announcement and independent shareholder's approval requirements conducted by the Group during the Reporting Period.

獲全面豁免遵守申報、年度審閱、公告及獨立股東批准規定的持續關連交易

下文載列本集團於報告期間進行的獲全面豁免遵守申報、年度審閱、公告及獨立股東批准規定的持續關連交易概要。

DIRECTORS' REPORT

董事會報告

Connected Persons of the Company

We have entered into certain transactions that will constitute continuing connected transactions under Rule 14A.31 of the Listing Rules upon Listing. Those transactions are entered into with the following connected persons and their associates:

本公司的關連人士

我們已訂立若干交易，根據上市規則第14A.31條，該等交易將於上市後構成持續關連交易。該等交易乃與下列關連人士及其聯繫人訂立：

Connected person 關連人士	Connected Relationship 關連關係
Chervon Auto Precision Technology 泉峰汽車精密技術	Chervon Auto Precision Technology is owned as to 37.43% by Chervon Precision Technology, which is an indirect subsidiary of Panmercy. As such, Chervon Auto Precision Technology is an associate of Panmercy and therefore our connected person under Rule 14A.13(3) of the Listing Rules. 泉峰汽車精密技術由德潤的間接附屬公司泉峰精密技術擁有37.43%權益。因此，泉峰汽車精密技術為德潤的聯繫人，故根據上市規則第14A.13(3)條為我們的關連人士。
Cheng & Cheng Corporate Services Limited ("Cheng & Cheng") 漢能秘書服務有限公司(「漢能」)	Cheng & Cheng is owned as to 50% by Mr. Cheng Hong Kei (鄭康棋) and 50% by his spouse. Cheng & Cheng is an associate of Mr. Cheng Hong Kei, a director of Chervon (HK) Limited, and therefore our connected person under Rule 14A.12(1)(c) of the Listing Rules. 漢能由鄭康棋先生及其配偶分別擁有50%及50%權益。漢能為泉峰(香港)有限公司董事鄭康棋先生的聯繫人，故根據上市規則第14A.12(1)(c)條為我們的關連人士。
Cheng & Cheng Taxation Services Limited ("Cheng & Cheng Taxation") 鄭鄭稅務有限公司(「鄭鄭稅務」)	Cheng & Cheng Taxation is owned as to 50% by Mr. Cheng Hong Kei (鄭康棋) and 50% by his spouse. Cheng & Cheng Taxation is an associate of Mr. Cheng Hong Kei, a director of Chervon (HK) Limited, and therefore our connected person under Rule 14A.12(1)(c) of the Listing Rules. 鄭鄭稅務由鄭康棋先生及其配偶分別擁有50%及50%權益。鄭鄭稅務為泉峰(香港)有限公司董事鄭康棋先生的聯繫人，故根據上市規則第14A.12(1)(c)條為我們的關連人士。

- Nanjing Chervon Auto Precision Technology Factory Lease.** During the Reporting Period, Nanjing Chervon Industry, a wholly-owned subsidiary of the Company (as lessor) performed under a lease agreement with Chervon Auto Precision Technology (the “**Nanjing Chervon Auto Precision Technology Factory Lease**”), pursuant to which Nanjing Chervon Industry leased to Chervon Auto Precision Technology (as lessee) part of its factory of an area of approximately 7,654.22 m² located at No. 159 Jiangjun Avenue, Jiangning District, Nanjing, the PRC. The transactions under the Nanjing Chervon Auto Precision Technology Factory Lease constitute *de minimis* transactions and are exempt from the reporting, announcement, annual review and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.
- Utilities Payment Agreement.** During the Reporting Period, Nanjing Chervon Industry, a wholly-owned subsidiary of the Company, performed under a utilities payment agreement with Chervon Auto Precision Technology (the “**Utilities Payment Agreement**”), pursuant to which Nanjing Chervon Industry procured supply of water and electricity services in respect of the Factory for the operations of Chervon Auto Precision Technology. Given that (1) the utilities supply services is a “consumer service” and (2) the use of the water and electricity supply services is on normal commercial terms in our ordinary and usual course of business, the payment for water and electricity utilities charges under the Utilities Payment Agreement on an at-cost basis is fully exempt from the reporting, announcement and independent shareholders' approval requirements under Rule 14A.97 of the Listing Rules.
- 南京泉峰汽車精密技術廠房租約。**於報告期內，本公司全資附屬公司南京泉峰科技（作為出租人）根據與泉峰汽車精密技術訂立的租賃協議（「**南京泉峰汽車精密技術廠房租約**」）履行責任，據此南京泉峰科技向泉峰汽車精密技術（作為承租人）出租其位於中國南京市江寧區將軍大道159號面積約7,654.22平方米的部分廠房。南京泉峰汽車精密技術廠房租約項下的交易構成符合最低豁免水平的交易，並獲豁免遵守上市規則第14A章項下的申報、公告、年度審閱及獨立股東批准規定。
- 代收代繳協議。**於報告期內，本公司全資附屬公司南京泉峰科技根據與泉峰汽車精密技術的代收代繳協議履行責任（「**代收代繳協議**」），據此，南京泉峰科技為泉峰汽車精密技術的運營採購該廠房的供水及供電服務。鑒於(1)該供水及供電服務為「消費性服務」及(2)我們是在日常及一般業務過程中按一般商業條款使用供水及供電服務，因此，根據代收代繳協議按成本價支付水費及電費獲全面豁免遵守上市規則第14A.97條項下的申報、公告及獨立股東批准規定。

- Company Secretarial Services Agreement and Tax Compliance Services Agreement.** During the Reporting Period, the Company performed under a company secretarial services agreement with Cheng & Cheng (the “**Company Secretarial Services Agreement**”), pursuant to which Cheng & Cheng provided company secretarial services, custody of company records and act as the designated representative of certain of the Company’s subsidiaries. The Company also performed under a tax compliance services agreement with Cheng & Cheng Taxation (the “**Tax Compliance Services Agreement**”), pursuant to which Cheng & Cheng Taxation provided routine tax compliance services and prepare profits tax returns and tax computations to Company and certain of its subsidiaries. The transactions under the Company Secretarial Services Agreement and Tax Compliance Services Agreement, when aggregated, constitute *de minimis* transactions and are exempt from the reporting, announcement, annual review and independent shareholders’ approval requirements under Chapter 14A of the Listing Rules.
- 公司秘書服務協議及稅務合規服務協議。**於報告期內，本公司根據與漢能訂立的公司秘書服務協議（「**公司秘書服務協議**」）履行責任，據此，漢能提供公司秘書服務、保管公司記錄及擔任本公司若干附屬公司的指定代表。本公司亦根據與鄭鄭稅務訂立的稅務合規服務協議（「**稅務合規服務協議**」）履行責任，據此，鄭鄭稅務向本公司及其若干附屬公司提供例行稅務合規服務並編製利得稅申報表和稅務計算。公司秘書服務協議及稅務合規服務協議項下的交易合併計算時構成符合最低豁免水平的交易，並獲豁免遵守上市規則第14A章項下的申報、公告、年度審閱及獨立股東批准規定。

Details of the related party transactions undertaken in the normal course of business are provided under note 37 to the consolidated financial statements. Save as disclosed in note 37 to the consolidated financial statements, pursuant to Chapter 14A of the Listing Rules, none of such related party transactions constitutes a connected transaction or continuing connected transaction (as the case may be).

於日常業務過程中進行的關聯方交易詳情載於綜合財務報表附註37。除綜合財務報表附註37所披露外，根據上市規則第14A章，該等關聯方交易概無構成關連交易或持續關連交易（視情況而定）。

DIRECTORS' AND CONTROLLING SHAREHOLDERS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as the related party transactions as disclosed in note 37 to the consolidated financial statements and the section headed "Related Party Transactions and Connected Transactions" in this Annual Report, no transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director and/or any of its connected entity had a material interest, whether directly or indirectly, and no transaction, arrangement or contract of significance between the Company or any of its subsidiaries and the Company's controlling Shareholders or any of their subsidiaries, subsisted at the end of the year or at any time during the year ended December 31, 2025.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

At no time during the Reporting Period was the Company or its subsidiaries a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18 were granted any right to subscribe for the equity or debt securities of the Company or any other body corporate or had exercised any such right.

MANAGEMENT CONTRACTS

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

董事及控股股東於重大交易、安排或合約的權益

除綜合財務報表附註37及本年報「一關聯方交易及關連交易」一節所披露的關聯方交易外，本公司或其任何附屬公司概無訂立董事及／或其任何關連實體於其中擁有重大權益（無論直接或間接）的任何重大交易、安排或合約，本公司或其任何附屬公司與本公司控股股東或其任何附屬公司概無訂立於年末或截至2025年12月31日止年度內任何時間存續的任何重大交易、安排或合約。

董事收購股份或債權證的權利

報告期內任何時間，本公司或其附屬公司概無訂立任何安排，使董事可藉收購本公司或任何其他法團的股份或債權證而獲得利益，且董事或其任何配偶或未滿18歲子女概無獲授予任何認購本公司或任何其他法團的權益或債務證券的權利或已經行使任何有關權利。

管理合約

報告期內，概無訂立或存在有關本公司全部或任何重要部分業務管理及行政合約。

DIRECTORS' REPORT

董事會報告

DIRECTORS' INTEREST IN COMPETING BUSINESS

During the Reporting Period and up to the date of this Annual Report, none of the Directors or their respective associates (as defined under the Listing Rules) had engaged in or had any interest in any business which competes or may compete, either directly or indirectly, with the business of the Group which would require disclosure under Rule 8.10 of the Listing Rules.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Articles of Association and subject to applicable laws, the Company has arranged for appropriate insurance to cover all costs, charges, losses, expenses and liabilities incurred by any Directors or officers in the execution and discharge of his duties or in relation thereto. The relevant provisions in the Articles of Association and such directors and officers liability insurance were in force during the Reporting Period and as of the date of this Annual Report.

PUBLIC FLOAT

The Company has applied to the Stock Exchange to request the Stock Exchange to exercise its discretion under Rule 8.08(1)(d) of the Listing Rules, and the Stock Exchange has granted to the Company, a waiver from strict compliance with the requirements under Rule 8.08(1)(a) of the Listing Rules. Based on the information that is publicly available to the Company and to the best knowledge of the Directors, at least 18.43% (being the minimum public float prescribed by the Stock Exchange and the Listing Rules) of the Company's entire issued share capital were held by the public as of the date of this Annual Report.

董事於競爭業務的權益

報告期內且直至本年報日期，概無董事或彼等各自的聯繫人（定義見上市規則）從事直接或間接與本集團業務構成競爭或可能構成競爭的任何業務，或於該等業務中擁有任何權益而須根據上市規則第8.10條予以披露。

獲准許賠償條文

根據組織章程細則及受適用法律所規限，本公司已安排合適保險以涵蓋任何董事或高級職員在執行及履行其職責或與此有關產生的所有成本、費用、虧損、開支及責任。報告期內及截至本年報日期，組織章程細則的相關條文及上述董事及高級職員責任保險已生效。

公眾持股量

本公司已向聯交所申請，要求聯交所根據上市規則第8.08(1)(d)條行使其酌情權，而聯交所已向本公司授出豁免嚴格遵守上市規則第8.08(1)(a)條規定。根據本公司所得的公開資料及就董事所深知，截至本年報日期，本公司至少18.43%（聯交所及上市規則規定的最低公眾持股量）的全部已發行股本由公眾持有。

2024 SHARE SCHEME

On January 29, 2024, the Board proposed to adopt a share scheme under Chapter 17 of the Listing Rules (the “**2024 Share Scheme**”). The purposes of the 2024 Share Scheme are (1) to bind the interests of shareholders, the Company and employees to focus on the realization of the Company's strategic development objectives and to drive the performance growth; and (2) to improve our long-term incentive mechanism to attract and retain outstanding talents and to fully mobilize the senior management team and core employees. On February 20, 2024, the resolution for adopting the 2024 Share Scheme was passed in an extraordinary general meeting. As of the date of this report, no share was granted, exercised, cancelled or lapsed under the 2024 Share Scheme. As of the date of this report, the total number of the Shares available for granting under the 2024 Share Scheme was 51,105,381 Shares, representing 10% of the Shares in issue on February 20, 2024 (the “**Adoption Date**”), within which the Service Provider Participant Sublimit (as defined in the 2024 Share Scheme) shall not in aggregate exceed 5,110,538 Shares, representing 1% of the total number of Shares in issue on the Adoption Date. For further details regarding the 2024 Share Scheme, please refer to the Company's circular dated February 2, 2024.

Between June 11, 2025 and June 19, 2025, the trustee for the 2024 Share Scheme purchased a total of 2,117,600 shares on the market, accounting for approximately 0.4% of the total number of the Company's shares. For details regarding the on-market share purchases by the Company's trustee pursuant to the 2024 Share Scheme, please refer to the Company's announcements dated June 13, June 16, June 17, June 18 and June 19, 2025, respectively.

The number of Shares that may be issued in respect of options and awards granted under all schemes of the Company during the Reporting Period divided by the weighted average number of Shares in issue for the Reporting Period is nil.

EVENT AFTER THE REPORTING PERIOD

Save as disclosed above, the Group has no important events which occurred after the end of the Reporting Period that are required to be disclosed.

2024年股份計劃

於2024年1月29日，董事會建議根據上市規則第17章採納股份計劃（「**2024年股份計劃**」）。2024年股份計劃的目的為(1)約束股東、本公司及僱員的利益，以專注於實現本公司的戰略發展目標及推動業績增長；及(2)完善我們的長期激勵機制，以吸引及挽留優秀人才，並充分調動高級管理團隊及核心僱員的積極性。於2024年2月20日，採納2024年股份計劃的決議案已於股東特別大會上通過。截至本報告日期，概無股份根據2024年股份計劃獲授出、行使、註銷或失效。截至本報告日期，根據2024年股份計劃可供授出的股份總數為51,105,381股股份，佔2024年2月20日（「**採納日期**」）已發行股份的10%，其中，服務提供者參與者分項限額（定義見2024年股份計劃）合共不得超過5,110,538股股份，佔採納日期已發行股份總數的1%。有關2024年股份計劃的進一步詳情，請參閱本公司日期為2024年2月2日的通函。

於2025年6月11日至2025年6月19日期間，2024年股份計劃的受託人於市場上合共購入2,117,600股股份，佔本公司股份總數約0.4%。有關本公司受託人根據2024年股份計劃於市場上購入股份的詳情，請參閱本公司日期分別為2025年6月13日、6月16日、6月17日、6月18日及6月19日的公告。

報告期內就根據本公司所有計劃授出的購股權及獎勵可予發行的股份數目除以報告期內已發行股份的平均數目為零。

報告期後事項

除上文所披露者外，本集團概無須予披露的於報告期末後發生的重大事項。

DIRECTORS' REPORT

董事會報告

AUDIT COMMITTEE

The Board has established the Audit Committee, which comprised three independent non-executive Directors, namely, Dr. Li Minghui (Chairperson), Mr. Jiang Li and Mr. Tian Ming (resigned on November 28, 2025) during the Reporting Period. The current members of our Audit Committee are Dr. Li Minghui (Chairperson), Mr. Jiang Li and Dr. Fan Hao (appointed on February 4, 2026). The Audit Committee has also adopted written terms of reference which clearly set out its duties and obligations (the terms of reference are available on the websites of the Company and the Stock Exchange).

The Audit Committee has, together with the senior management of the Company, reviewed the accounting principles and practices adopted by the Group as well as the audited consolidated financial statements of the Group for the year ended December 31, 2025.

AUDITOR

KPMG was appointed as auditor of the Company for the Reporting Period.

KPMG shall retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as auditors of the Company is to be proposed at the forthcoming AGM.

CORPORATE GOVERNANCE

The Company is committed to maintaining a high level of corporate governance practices. Details of the corporate governance practices adopted by the Company are set out in the section headed "Corporate Governance Report" on pages 67 to 98 of this Annual Report.

By Order of the Board

Pan Longquan

Executive Director, Chairman and Chief Executive Officer
Hong Kong, March 25, 2026

審核委員會

於報告期內，董事會已成立審核委員會，由三名獨立非執行董事組成，即李明輝博士（主席）、蔣立先生及田明先生（於2025年11月28日辭任）。審核委員會現任成員為李明輝博士（主席）、蔣立先生及范浩博士（於2026年2月4日獲委任）。審核委員會亦已採納書面職權範圍，清楚列明其職責及責任（職權範圍可於本公司及聯交所網站查閱）。

審核委員會連同本公司高級管理層已審閱本集團採納的會計原則及慣例以及本集團截至2025年12月31日止年度的經審核綜合財務報表。

核數師

畢馬威會計師事務所獲委任為本公司報告期內的核數師。

畢馬威會計師事務所將退任，惟符合資格並願意膺選連任。續聘畢馬威會計師事務所為本公司核數師的決議案將於應屆股東週年大會上提呈。

企業管治

本公司致力維持高水平的企業管治常規。本公司所採納之企業管治常規詳情載於本年報第67至98頁的「企業管治報告」一節。

承董事會命

潘龍泉

執行董事、董事長及行政總裁
香港，2026年3月25日

CORPORATE GOVERNANCE REPORT

企業管治報告

The Board is pleased to report to the Shareholders on the corporate governance of the Company during the Reporting Period.

董事會欣然向股東報告本公司報告期內的企業管治。

CORPORATE GOVERNANCE PRACTICES

The Company strives to attain and maintain high standards of corporate governance best suited to the needs and interests of the Group as it believes that an effective corporate governance framework is fundamental to promoting and safeguarding interests of Shareholders and other stakeholders and enhancing Shareholder value. Accordingly, the Company has adopted and applied corporate governance principles and practices that emphasize a quality board of Directors, effective risk management and internal control systems, stringent disclosure practices, transparency and accountability as well as effective communication and engagement with Shareholders and other stakeholders. It is, in addition, committed to continuously enhancing these standards and practices and inculcating a robust culture of compliance and ethical governance underlying the business operations and practices across the Group.

The Company has adopted the Corporate Governance Code set out in Appendix C1 of the Listing Rules (the “CG Code”) as its own code of corporate governance. Save as disclosed in this Annual Report, the Company has complied with all applicable code provisions under the CG Code during the Reporting Period. The amendments to the CG Code came into effect on 1 July 2025 and the requirements under the new CG Code will apply to the corporate governance reports and annual reports of the Company for the financial years commencing on or after 1 July 2025. The Company will continue to review and enhance the corporate governance practices to ensure compliance with the new CG Code and align with the latest developments.

企業管治常規

本公司相信有效的企業管治架構是提高及保障股東及其他持份者權益與提升股東價值的基本要素，因此致力達致及維持最符合本集團需要及利益的高水平企業管治。因此，本公司已採納及應用企業管治原則及常規，強調具備一個優秀的董事會、有效的風險管理及內部控制系統、嚴格的披露常規、透明度及問責性，以及與股東及其他持份者進行有效的溝通及互動。此外，本集團致力不斷提升該等標準及常規，並建立穩健的合規及道德管治文化，以配合本集團的業務營運及常規。

本公司已採納上市規則附錄C1所載的企業管治守則（「企業管治守則」）作為其本身的企業管治守則。除本年報所披露者外，本公司於報告期內已遵守企業管治守則項下的所有適用守則條文。《企業管治守則》的修訂本已於2025年7月1日生效，新《企業管治守則》的規定將適用於本公司2025年7月1日或之後開始的財政年度的企業管治報告及年報。本公司將持續檢討及提升企業管治常規，以確保符合新《企業管治守則》並與最新發展保持一致。

THE BOARD

Corporate Culture and Strategy

The Group instills a culture that respects and promotes creativity, opportunities to exchange ideas and cross-fertilization of innovative advancements and solutions. The Board sets the tone and shapes the corporate culture of the Company, which is underpinned by the core values of acting lawfully, ethically and responsibly across all levels of the Group. The Board plays a leading role in defining the purpose, values and strategic direction of the Group and in fostering a culture that is forward-looking, change-embracing and competitiveness-focused. The desired culture is developed and reflected consistently in the operating practices of the Group, workplace policies and practices as well as relations with stakeholders. The Board's oversight of culture encompasses a range of measures and tools over time, including workforce engagement, employee retention and training, stringent financial reporting, effective and accessible whistleblowing framework, legal and regulatory compliance (including compliance with the Code of Conduct and group policies), as well as staff safety, well-being and support. Taking into account the corporate culture in a range of contexts, the Board considers that the culture and the purpose, value and strategy of the Group are aligned.

Responsibilities

The Board is responsible for the overall leadership of the Group, oversees the Group's strategic decisions and monitors business and performance. The Board has delegated the authority and responsibility for day-to-day management and operation of the Group to the senior management of the Group. To oversee particular aspects of the Company's affairs, the Board has established three Board committees, including the Audit Committee, the Remuneration Committee and the Nomination Committee (collectively, the **"Board Committees"**). The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference.

All Directors have carried out their duties in good faith, in compliance with applicable laws and regulations, and in the interests of the Company and its Shareholders at all times.

The Company has arranged appropriate insurance coverage in respect of liability arising from legal action against its Directors, and will conduct an annual review on such insurance coverage.

董事會

企業文化及策略

本集團推崇尊重及激發創新、交流想法的機會及交叉分享創新進步及解決方案的文化。董事會為本公司的企業文化定調，並以本集團於所有層面合法、合乎道德及負責的核心價值觀為基礎。董事會在界定本集團的宗旨、價值觀及策略方向，以及培育具前瞻性、擁抱變化及著重競爭力的文化方面發揮領導作用。本集團在營運常規、工作場所政策及常規以及與持份者的關係中建立及貫徹反映所需文化。長期以來，董事會對文化的監督包含一系列措施及工具，包括員工參與、員工留任及培訓、嚴格的財務報告、有效及可用的舉報框架、法律及監管合規（包括遵守行為守則及集團政策）以及員工安全、福祉及支持。經考慮一系列情況下的企業文化，董事會認為本集團的文化與宗旨、價值觀及策略一致。

職責

董事會負責本集團的整體領導、監督本集團的戰略決策及監控業務與表現。董事會已授權本集團高級管理層負責本集團的日常管理及營運。為監督本公司事務的特定方面，董事會已成立三個董事委員會，包括審核委員會、薪酬委員會及提名委員會（統稱「**董事委員會**」）。董事會已向董事委員會授權彼等各自職權範圍所載的職責。

全體董事須本著真誠、遵守適用法律法規，且始終以符合本公司及股東利益的方式履行職責。

本公司已就針對董事的法律訴訟安排適當責任保險，並將每年審視該保險的保障範圍。

Board Composition

As of December 31, 2025 and up to the date of this Annual Report, the Board comprised seven Directors, including four executive Directors and three independent non-executive Directors as set out below:

Executive Directors

Mr. Pan Longquan (*Chairman, Chief Executive Officer and member of Remuneration Committee*)
Ms. Zhang Tong (*Member of Nomination Committee*)
Mr. Ke Zuqian
Mr. Michael John Clancy

Independent Non-Executive Directors

Dr. Li Minghui (*Chairperson of Audit Committee and member of Remuneration Committee*)
Mr. Jiang Li (*Chairperson of Nomination Committee and member of Audit Committee*)
Dr. Fan Hao (*Chairperson of Remuneration Committee and member of Audit and Nomination Committee*)
(*appointed on February 4, 2026*)
Mr. Tian Ming (*Chairperson of Remuneration Committee and member of Audit and Nomination Committees*)
(*resigned on November 28, 2025*)

董事會組成

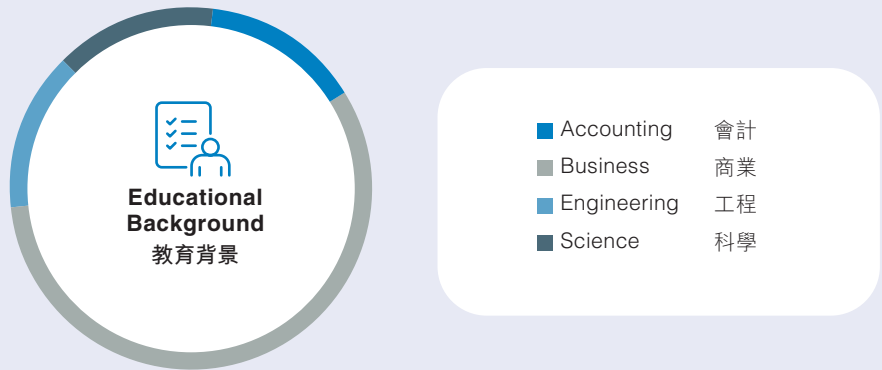
截至2025年12月31日且直至本年報日期，董事會由七名董事組成，包括四名執行董事及三名獨立非執行董事，載列如下：

執行董事

潘龍泉先生（*董事長、行政總裁兼薪酬委員會成員*）
張彤女士（*提名委員會成員*）
柯祖謙先生
Michael John Clancy先生

獨立非執行董事

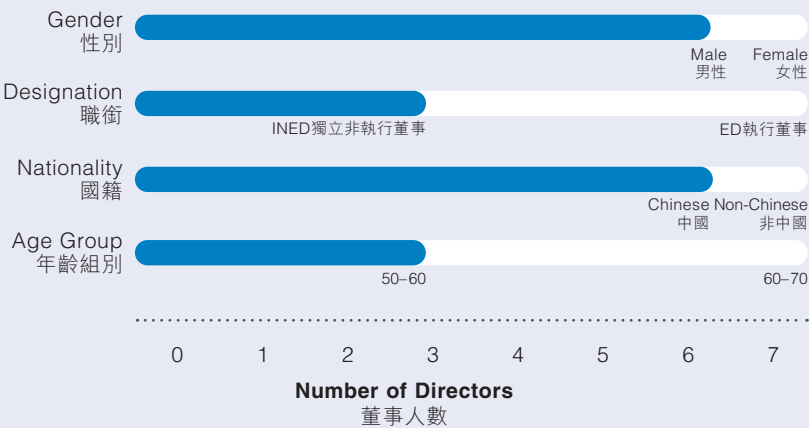
李明輝博士（*審核委員會主席及薪酬委員會成員*）
蔣立先生（*提名委員會主席及審核委員會成員*）
范浩博士（*薪酬委員會主席以及審核委員會及提名委員會成員*）（*於2026年2月4日獲委任*）
田明先生（*薪酬委員會主席以及審核委員會及提名委員會成員*）（*於2025年11月28日辭任*）



Remark: The above graph stated the information as of April 22, 2026 (i.e. the date of this report)
註：上圖為截至2026年4月22日（即本報告日期）的數據



Remark: The above graph stated the information as of April 22, 2026 (i.e. the date of this report)
註：上圖為截至2026年4月22日（即本報告日期）的數據



Remark: The above graph stated the information as of April 22, 2026 (i.e. the date of this report)
註：上圖為截至2026年4月22日（即本報告日期）的數據

	4 EDs+	1 Female+	100%	66.7%	66.7%
	3 INEDs	6 Male	INED	INED	INED
	4名執行董事+	1名女性+	100%	66.7%	66.7%
	3名獨立非執行董事	6名男性	獨立非執行董事	獨立非執行董事	獨立非執行董事
	Board Composition		Board Committees		
	董事會組成		董事會委員會		
	Designation	Gender	Audit	Nomination	Remuneration
	職銜	性別	審核	提名	薪酬
Mr. Pan Longquan	ED	Male			M
潘龍泉先生	執行董事	男性			成員
Ms. Zhang Tong	ED	Female		M	
張彤女士	執行董事	女性		成員	
Mr. Ke Zuqian	ED	Male			
柯祖謙先生	執行董事	男性			
Mr. Michael John Clancy	ED	Male			
Michael John Clancy先生	執行董事	男性			
Dr. Li Minghui	INED	Male	C		M
李明輝博士	獨立非執行董事	男性	主席		成員
Mr. Jiang Li	INED	Male	M	C	
蔣立先生	獨立非執行董事	男性	成員	主席	
Dr. Fan Hao	INED	Male	M	M	C
范浩博士	獨立非執行董事	男性	成員	成員	主席

ED: Group Executive Director

ED: 本集團執行董事

INED: Independent Non-executive Director

INED: 獨立非執行董事

C: Chairman M: Member

C: 主席 M: 成員

Remark: The above graph stated the information as at April 22, 2026 (i.e. the date of this report)

註: 上圖為截至2026年4月22日(即本報告日期)的數據

The biographies of the Directors are set out under the section headed "Biographical Details of Directors and Senior Management" of this Annual Report.

董事履歷載於本年報「董事及高級管理層履歷詳情」一節。

The Board considers that the composition of the Board provides a strong independent element with a balance of skills, experience and diversity of perspectives appropriate for the requirements of the business of the Company.

董事會認為，董事會的組成能確保董事會擁有強效之獨立性，具備切合本公司業務所需的技能、經驗及多元化觀點。

During the Reporting Period and up to the date of this Annual Report, the Board has met at all times the requirements under Rules 3.10(1) and 3.10(2) of the Listing Rules relating to the appointment of at least three independent non-executive directors with at least one independent non-executive director possessing appropriate professional qualifications or accounting or related financial management expertise.

報告期內且直至本年報日期，董事會一直遵守上市規則第3.10(1)及3.10(2)條有關委任至少三名獨立非執行董事的規定，其中至少一名獨立非執行董事擁有適當專業資格或會計或相關財務管理專業知識。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the Reporting Period and up to the date of this Annual Report, the Company has also complied with Rule 3.10A of the Listing Rules, which relates to the appointment of independent non-executive directors representing at least one-third of the Board.

Each of the independent non-executive Directors has confirmed his independence pursuant to Rule 3.13 of the Listing Rules and the Company considers each of them to be independent as of the date of this Annual Report.

Save as disclosed in the biographies of the Directors as set out in the section headed "Biographical Details of Directors and Senior Management" of this Annual Report, none of the Directors has any personal relationship (including financial, business, family or other material/relevant relationship) with any other Directors or any chief executive.

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and expertise to the Board for its efficient and effective functioning. Independent non-executive Directors are invited to serve on the Audit Committee, the Remuneration Committee and the Nomination Committee.

As regards the code provision under the CG Code requiring directors to disclose the number and nature of offices held in public companies or organizations and other significant commitments as well as their identity and the time involved to the issuer, the Directors have agreed to disclose their commitments to the Company in a timely manner.

Board Independence Evaluation

The Company has established a Board Independence Evaluation Mechanism which sets out the mechanisms to ensure a strong independent element on, and independent views and input are available to, the Board. The mechanisms cover, among other topics, (i) appointment of independent non-executive directors to the Board and Board committees, (ii) independence assessments conducted by the Nomination Committee and (iii) Board decision-making process. We believe these mechanisms will enable the Board effectively exercises independent judgment to better safeguard the Shareholders' interests. During the Reporting Period, the Board reviewed the implementation and effectiveness of the Board Independence Evaluation Mechanism and the results were satisfactory.

報告期內且直至本年報日期，本公司亦已遵守上市規則第3.10A條有關委任佔董事會人數至少三分之一的獨立非執行董事規定。

各獨立非執行董事已根據上市規則第3.13條確認其獨立性，而本公司認為彼等截至本年報日期均為獨立人士。

除本年報「董事及高級管理層履歷詳情」一節所載董事履歷披露外，概無董事與任何其他董事或任何主要行政人員有任何個人關係（包括財務、業務、家族或其他重大／相關關係）。

全體董事（包括獨立非執行董事）均為董事會帶來各種不同的寶貴營商經驗、知識及專長，使其有效率及有效地運作。獨立非執行董事應邀於審核委員會、薪酬委員會及提名委員會任職。

鑒於企業管治守則條文要求董事披露於上市公司或機構所持職務的數量及性質及其他重大承擔，以及彼等的身份及於發行人任職的時間，故董事已同意及時向本公司披露彼等的承擔。

董事會獨立性評估

本公司已設立董事會獨立性評估機制，當中載有確保董事會具備強大的獨立元素及獲得獨立的觀點與意見的機制。該等機制涵蓋（其中包括）(i)委任獨立非執行董事加入董事會及董事委員會；(ii)提名委員會進行的獨立性評估；及(iii)董事會決策過程。我們認為，該等機制將使董事會能夠有效地作出獨立判斷，以更好地保障股東的利益。於報告期內，董事會已檢討董事會獨立性評估機制的實施及成效，結果令人滿意。

Board Diversity Policy

To enhance the effectiveness of the Board and to maintain the high standard of corporate governance, we have adopted the board diversity policy (the “**Board Diversity Policy**”) on December 8, 2021, which sets out the objective and approach to achieve and maintain diversity of our Board. Pursuant to Board Diversity Policy, we seek to achieve board diversity by taking into consideration of various factors and objective criteria, including but not limited to professional experience, skills, knowledge, gender, age, cultural and education background, ethnicity and length of service.

The Company will also take into account factors relating to its own business model and specific needs from time to time. The Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level, including gender diversity, as an essential element in maintaining the Company's competitive advantage and enhancing its ability to attract, retain and motivate employees from the widest possible pool of available talent.

For the purpose of implementation of the Board Diversity Policy, the following measurable objectives were adopted:

- (A) at least one member of the Board shall be female;
- (B) at least one-third of the members of the Board shall be independent non-executive Directors;
- (C) at least one of the members of the Board shall have obtained accounting or other professional qualifications;
- (D) at least 80% of the members of the Board shall have more than 15 years of experience in the industry he/she is specialized in; and
- (E) at least one member of the Board shall have overseas work experience.

董事會多元化政策

為提高董事會的效率及維持高標準的企業管治，我們已於2021年12月8日採納董事會多元化政策（「**董事會多元化政策**」），當中載列實現及維持董事會多元化的目標及方法。根據董事會多元化政策，我們力求通過考慮多項因素及客觀準則實現董事會多元化，包括但不限於專業經驗、技能、知識、性別、年齡、文化及教育背景、種族及服務年限。

本公司亦會考慮有關自身業務模式及不時的特殊需求之因素。本公司認同並重視擁有多元化董事會成員的裨益，並認為提高董事會層面的多元化（包括性別多元化）是維持本公司競爭優勢及盡可能更好地吸引、挽留及激勵優秀人才的重要因素。

就實施董事會多元化政策而言，已採用以下可計量目標：

- (A) 至少一名董事會成員須為女性；
- (B) 至少三分之一董事會成員須為獨立非執行董事；
- (C) 至少一名董事會成員須獲得會計或其他專業資格；
- (D) 至少80%董事會成員須於其專業行業內擁有十五年以上經驗；及
- (E) 至少一名董事會成員須擁有境外工作經驗。

CORPORATE GOVERNANCE REPORT

企業管治報告

As of the date of this Annual Report, the seven Directors of the Company have a balanced mix of knowledge, skills and experience, including the areas of accounting, asset management, consumer goods and computer industries. They obtained academic degrees in various majors, including business administration, accounting, computer and marketing. We have three independent non-executive Directors with different industry backgrounds, representing more than one-third of the members of our Board. Furthermore, our Board has a wide range of age, ranging from 50 years old to 70 years old. We currently have one female Director and one female member of senior management, and will continue to take steps to further promote gender diversity at all levels of our Company, including but not limited to the Board and management levels. In addition, the range of length of service of the Directors is between 1 and 27 years, balancing the needs for both fresh perspectives and leadership continuity. The Directors also have a range of ethnicity background and cross-border work experience. While we recognize that the diversity at the Board can be further improved, we will continue to apply the principle of appointments based on merits, with reference to our Board Diversity Policy.

Our Nomination Committee is responsible for ensuring the diversity of our Board members and compliance with relevant codes governing board diversity under the CG Code. Our Nomination Committee will review and revisit the Board Diversity Policy and our diversity profile (including gender balance) at least once annually to ensure its continued effectiveness and discuss any revisions that may be required, and recommend any such revisions to our Board for consideration and approval. We will also disclose in our Corporate Governance Report regarding the implementation of the Board Diversity Policy on an annual basis. At present, the Nomination Committee considers that the diversity of the Board is sufficient.

截至本年報日期，本公司七名董事擁有各種知識、技能及經驗，包括會計、資產管理、消費品及計算機行業領域。彼等於多個專業獲得學位，包括工商管理、會計、計算機及市場營銷。我們擁有三名具有不同行業背景的獨立非執行董事，佔董事會成員的三分之一以上。此外，董事會年齡範圍廣泛，介乎50歲至70歲。我們現有一名女性董事及一名女性高級管理層成員，且將繼續採取措施進一步促進本公司所有層面的性別多元化，包括但不限於董事會及管理層層面。此外，董事服務期限介乎1至27年，以平衡新視角及領導連續性的需求。董事亦具有不同的民族背景及跨境工作經驗。儘管我們認識到董事會多元化可以進一步改善，但我們將繼續參照董事會多元化政策採用任人唯賢的原則。

提名委員會負責確保董事會成員的多元化及遵守企業管治守則項下規管董事會多元化的相關守則。提名委員會將至少每年進行一次董事會多元化政策及多元化概況（包括性別平衡）的回顧和檢討，以確保其持續有效，並討論可能需要的任何修訂，以及向董事會建議任何有關修訂以供審批。我們亦將每年於我們的企業管治報告中披露董事會多元化政策的實施情況。提名委員會現認為董事會多元化屬充分。

The Board had targeted to achieve and had achieved at least one female Director, one member of female senior management and appropriate balance of female employees of the Group and considers that the Company's current gender diversity is satisfactory. The Nomination Committee will continue to identify suitable female candidate(s) for appointment to the Board based on merits against objective criteria. Details on the gender ratio of the Group together with relevant data can be found in the Company's 2025 Environmental, Social and Governance Report to be published separately.

Training and Continuous Professional Development

Each newly appointed Directors would be provided with necessary induction and information to ensure that he/she has a proper understanding of the Company's operations and businesses as well as his/her responsibilities under relevant statutes, laws, rules and regulations. The Company also arranges regular seminars to provide the Directors with updates on the latest development and changes in the Listing Rules and other relevant legal and regulatory requirements from time to time. The Directors are also provided with regular updates on the Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties.

Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The Company has from time to time updated and provided the Directors with written training materials in relation to their roles, functions and duties.

During the Reporting Period, all Directors have been given the training regarding the directors' duties and responsibilities, corporate governance and regulatory updates and relevant reading materials including compliance manual/legal and regulatory updates/seminar handouts have been provided to the Directors for their reference and studying.

董事會有計劃實現並已實現本集團至少一名女性董事、一名女性高級管理層成員及適當比例女性僱員的目標，並認為本公司現有性別多元化令人滿意。提名委員會將根據客觀標準持續物色合適的女性候選人以供董事會任命。本集團性別比例詳情及相關數據見於本公司將單獨刊發的2025年環境、社會及管治報告。

培訓及持續專業發展

每名新委任的董事均獲提供必要的入職培訓及資料，以確保其對本公司的營運及業務以及其於相關法規、法律、規則及規例下的責任有適當程度的了解。本公司亦會定期安排研討會，不時向董事提供上市規則及其他相關法律及監管規定最新發展及變動的更新資料。董事亦定期獲提供有關本公司業績、狀況及前景的最新資料，以便董事會整體及各董事履行其職責。

本公司鼓勵董事參與持續專業發展，以發展及更新其知識及技能。本公司不時更新及向董事提供有關彼等角色、職能及職責的書面培訓材料。

於報告期內，全體董事已接受有關董事職責及責任、企業管治及監管更新的培訓，而相關閱讀材料（包括合規手冊／法律及監管更新／研討會講義）已提供予董事以供彼等參考及學習。

CORPORATE GOVERNANCE REPORT

企業管治報告

Based on the information provided by the Directors, during the Reporting Period, the Directors received the following trainings and updates:

根據董事提供的資料，報告期內，董事已接受以下培訓及更新：

Name of Directors	董事名稱	Attending seminars and/or conferences and/or forums relating to rules and regulations or duties of the directors	Reading newspapers, journals and updates relating to the economy and business management and duties of directors
		出席有關規則及規例或董事職責之研討會及／或會議及／或論壇	閱讀有關經濟及業務管理以及董事職責之報章、期刊及最新資料
Executive Directors	執行董事		
Mr. Pan Longquan	潘龍泉先生	✓	✓
Ms. Zhang Tong	張彤女士	✓	✓
Mr. Ke Zuqian	柯祖謙先生	✓	✓
Mr. Michael John Clancy	Michael John Clancy先生	✓	✓
Independent Non-executive Directors	獨立非執行董事		
Dr. Li Minghui	李明輝博士	✓	✓
Mr. Jiang Li	蔣立先生	✓	✓
Mr. Tian Ming (resigned on November 28, 2025)	田明先生(於2025年11月28日辭任)	✓	✓
Dr. Fan Hao (appointed on February 4, 2026)	范浩博士(於2026年2月4日獲委任)	N/A 不適用	N/A 不適用

Chairman and Chief Executive Officer

Provision C.2.1 of the CG Code requires that the roles of chairman and chief executive officer be separate and not be performed by the same individual.

However, the Company does not have separate chairman and chief executive officer roles, and the responsibilities of both chairman and chief executive officer vest in Mr. Pan Longquan. The Board believes that vesting the responsibilities of both chairman and chief executive officer in the same person has the benefit of ensuring the consistent leadership within the Group and enables more effective and efficient overall strategic planning of the Group. Besides, with three independent non-executive Directors out of a total of seven Directors on the Board, there will be sufficient independent voice within the Board to protect the interests of the Company and the Shareholders as a whole.

主席及行政總裁

企業管治守則第C.2.1條要求主席與行政總裁的角色應有區分，並不應由一人同時兼任。

然而，本公司並無區分主席及行政總裁，而主席及行政總裁的職責均由潘龍泉先生承擔。董事會相信，由同一人兼任主席及行政總裁的職責，可確保本集團內部領導貫徹一致，使本集團的整體策略規劃更有效及更具效率。此外，董事會合共七名董事中有三名獨立非執行董事，董事會內將有足夠的獨立意見，以保障本公司及股東的整體利益。

Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.

Appointment and Re-Election of Directors

Each of Mr. Pan Longquan, Ms. Zhang Tong, Mr. Ke Zuqian and Mr. Michael John Clancy, each an executive Director, has entered into an executive director service agreement with the Company for an initial fixed term of three years commencing from December 8, 2021, which may be automatically renewed for successive periods of three years until termination, and subject to termination in accordance with their respective terms, the Articles of Association and the applicable Listing Rules.

Each of Dr. Li Minghui and Mr. Jiang Li, each an independent non-executive Director, has entered into a letter of appointment with the Company for an initial fixed term of three years commencing from December 8, 2021, which was renewed on December 8, 2024 for a term of three years, and subject to termination in accordance with their respective terms. Dr. Fan Hao, an independent non-executive Director, has entered into a letter of appointment with the Company for an initial fixed term of three years commencing from February 4, 2026 and subject to termination in accordance with their respective terms. He has obtained legal advice from a firm of solicitors certified to advice on Hong Kong law as regards the requirements under the Listing Rules that are applicable to him as a Director and the possible consequences of making a false declaration or giving false information to the Stock Exchange of Hong Kong Limited.

Save as disclosed above, none of the Directors has entered into, or has proposed to enter into, a service contract or letter of appointment with the Group (other than contracts expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation)).

因此，董事會認為，現行安排不會損害權力與權限之間的平衡，而此架構將使本公司能夠迅速及有效地作出及實施決策。董事會將繼續進行檢討，並會在計及本集團整體情況後考慮於適當時候將董事會主席與本公司行政總裁的角色分開。

委任及重選董事

執行董事潘龍泉先生、張彤女士、柯祖謙先生及 Michael John Clancy 先生各自已與本公司訂立執行董事服務協議，初步固定任期為自2021年12月8日起計三年，可自動續期連續三年，直至終止，並可根據彼等各自的條款、組織章程細則及適用上市規則予以終止。

獨立非執行董事李明輝博士及蔣立先生各自已與本公司訂立委任函，初步固定任期為自2021年12月8日起計三年，於2024年12月8日續期三年，並可根據彼等各自的條款予以終止。獨立非執行董事范浩博士已與本公司訂立委任函，初始固定任期為自2026年2月4日起計三年，可根據其條款予以終止。彼已就上市規則中適用於彼作為董事的規定，以及向香港聯合交易所有限公司作出虛假聲明或提供虛假資料可能產生的後果，向一間有資格就香港法律提供意見的律師行取得法律意見。

除上文所披露外，概無董事已與或擬與本集團訂立服務合約或委任函（不包括於一年內屆滿或可由僱主於一年內終止而毋須支付賠償（法定賠償除外）的合約）。

CORPORATE GOVERNANCE REPORT

企業管治報告

Pursuant to Article 111(a) of the Articles of Association, subject to the provisions of the Articles of Association, at each AGM one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but greater than one-third, shall retire from office by rotation. Subject to the provisions of the Ordinance, the Listing Rules and the Articles of Association, the Directors to retire in every year shall be those who have been longest in office since their last election, and as between persons who became Directors on the same day, the Directors to retire shall (unless they otherwise agree between themselves) be determined by lot. Every Director, including those appointed for a specific term, shall be subject to retirement at least once every three years.

Pursuant to Article 110 of the Articles of Association, without prejudice to the power of the Company in general meeting in accordance with any of the provisions of the Articles of Association to appoint any person to be a Director, the Board shall have power, exercisable at any time and from time to time, to appoint any other person as a Director, either to fill a casual vacancy or as an addition to the Board, provided that the number of Directors so appointed shall not exceed the maximum number (if any) determined pursuant to the Articles of Association. Any Directors so appointed shall hold office only until the next following AGM of the Company and shall then be eligible for reelection, but shall not be taken into account in determining the Directors or the number of Directors who are to retire by rotation at each AGM.

Accordingly, Mr. Ke Zuqian, Mr. Jiang Li and Mr. Michael John Clancy shall retire by rotation at the AGM and they being eligible, offer themselves for re-election.

The procedures and process of appointment, re-election and removal of Directors are set out in the Articles of Association. The Nomination Committee is responsible for reviewing the Board composition, and for making recommendations to the Board on the appointment, re-appointment of Directors and succession plans for the Directors.

根據組織章程細則第111(a)條，在組織章程細則條文的規限下，於每屆股東週年大會上，當時三分之一的董事（或如董事人數並非三或三的倍數，則須為最接近但超過三分之一的董事人數）均須輪席退任。在條例、上市規則及組織章程細則條文的規限下，每年退任的董事須為自上次獲選後任期最長的董事，而就於同日成為董事的人士而言，退任的董事（除非彼等之間另有協定）須以抽籤方式決定。每名董事（包括有指定任期的董事）須至少每三年退任一次。

根據組織章程細則第110條，在不損害本公司根據組織章程細則任何條文於股東大會上委任任何人士為董事的權力的情況下，董事會有權隨時及不時委任任何其他人士為董事，以填補臨時空缺或作為董事會新增成員，惟所委任的董事人數不得超過根據組織章程細則釐定的最高人數（如有）。按上述方式委任的任何董事任期將於本公司下屆股東週年大會舉行時屆滿，屆時可於會上重選連任，惟於釐定須於每屆股東週年大會輪值退任的董事或董事人數時不會被計算在內。

因此，柯祖謙先生、蔣立先生及Michael John Clancy先生將於股東週年大會上輪值退任，且彼等符合資格並願意重選連任。

委任、重選及罷免董事的程序及過程載於組織章程細則。提名委員會負責審閱董事會組成，並就董事委任、重新委任及董事繼任計劃向董事會提出建議。

Board Meetings

The Company adopts the practice of holding Board meetings regularly, at least four times a year, and at approximately quarterly intervals in accordance with the code provision C.5.1 of the CG Code. Notices of no less than fourteen days are given for all regular Board meetings to provide all Directors with an opportunity to attend and include matters in the agenda for a regular meeting.

For other Board meetings and Board Committee meetings, reasonable notice is generally given. The agenda and accompanying Board papers are dispatched to the Directors or Board Committee members at least three days before the meetings to ensure that they have sufficient time to review the papers and are adequately prepared for the meetings and that each Director can participate the board proceedings in a meaningful and effective manner. When Directors or Board Committee members are unable to attend a meeting, they will be advised of the matters to be discussed and given an opportunity to make their views known to the Chairman prior to the meeting. Minutes of meetings shall be kept by the company secretary of the Company with copies circulated to all Directors for information and records. Minutes of the Board meetings and Board Committee meetings are recorded in sufficient detail about the matters considered by the Board and the Board Committees and the decisions reached, including any concerns raised by the Directors. Draft minutes of each Board meeting and Board Committee meeting are sent to the Directors for comments within a reasonable time after the date on which the meeting is held. Minutes of the Board meetings are open for inspection by the Directors.

董事會會議

本公司採納根據企業管治守則的守則條文C.5.1定期舉行董事會會議的慣例，每年至少舉行四次會議，大約每季舉行一次。本公司就所有定期董事會會議發出不少於十四日的通知，讓全體董事均有機會出席定期會議並討論議程事項。

就其他董事會會議及董事委員會會議而言，一般會發出合理通知。議程及相關董事會文件將於會議舉行前至少三日寄發予董事或董事委員會成員，以確保彼等有充足時間審閱有關文件及為會議作充分準備，且各董事均能以具意義及有效的方式參與董事會會議。倘董事或董事委員會成員未能出席會議，則彼等會獲悉將予討論的事宜及於會議召開前有機會知會主席有關彼等的意見。會議記錄須由本公司之公司秘書保存，副本將於全體董事間傳閱，以供參考及記錄。董事會會議及董事委員會會議的會議記錄會詳細記錄董事會及董事委員會所考慮的事宜及所達致的決定，包括董事提出的任何問題。各董事會會議及董事委員會會議的會議記錄草擬本將於會議舉行當日後的合理時間內寄送至各董事，以供彼等提出意見。董事會會議記錄可供董事查閱。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the Reporting Period, six Board meetings and two general meetings were held by the Company. The attendance of each Director at the Board meetings during the Reporting Period is set out below:

於報告期內，本公司召開六次董事會會議及兩次股東大會。於報告期內，各董事出席董事會會議的情況載列如下：

		Attended/eligible to attend	
		已出席／應出席	
Name of Directors	董事名稱	Board meetings	General meetings
		董事會會議	股東大會
Executive Directors	執行董事		
Mr. Pan Longquan	潘龍泉先生	4/4	2/2
Ms. Zhang Tong	張彤女士	4/4	2/2
Mr. Ke Zuqian	柯祖謙先生	4/4	2/2
Mr. Michael John Clancy	Michael John Clancy先生	4/4	2/2
Independent Non-executive Directors	獨立非執行董事		
Dr. Li Minghui	李明輝博士	4/4	2/2
Mr. Jiang Li	蔣立先生	4/4	2/2
Mr. Tian Ming	田明先生 (於2025年	3/4	2/2
(resigned on November 28, 2025)	11月28日辭任)		
Dr. Fan Hao	范浩博士 (於2026年	N/A	N/A
(appointed on February 4, 2026)	2月4日獲委任)	不適用	不適用

The CG Code requires that the chairman should at least annually hold meetings with the independent non-executive Directors without the presence of other Directors. During the Reporting Period, one meeting was held between the Chairman and the independent non-executive Directors.

企業管治守則規定，主席應至少每年與獨立非執行董事舉行一次沒有其他董事出席的會議。於報告期內，主席與獨立非執行董事之間舉行一次會議。

Model Code for Securities Transactions

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors' securities transactions. In response to specific enquiries made, all of the Directors confirmed that they have complied with the required standards as set out in the Model Code during the Reporting Period. There has been no non-compliance with the required standard set out in the Model Code during the Reporting Period and up to the date of the Annual Report.

證券交易的標準守則

本公司已採納上市規則附錄C3所載標準守則，作為其本身有關董事進行證券交易的行為守則。全體董事於回應有關查詢時均確認，彼等於報告期內一直遵守標準守則所載的規定標準。於報告期內及直至本年報日期，概無違反標準守則所載的規定標準。

Delegation by the Board

The Board reserves for its decision on all major matters of the Company, including: approval and monitoring of all policy matters, overall strategies and budgets, internal control and risk management systems, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters. The Directors may seek independent professional advice in performing their duties at the Company's expense and are encouraged to access and to consult with the Company's senior management independently.

The daily management, administration and operation of the Group are delegated to senior management. The delegated functions and responsibilities are periodically reviewed by the Board. Approval must be obtained from the Board prior to any significant transactions entered into by senior management.

Corporate Governance Function

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

The Board confirmed that corporate governance is a collective responsibility of the Directors, which corporate governance functions include:

- (a) to develop and review the Company's policies and practices on corporate governance and make recommendations to the Board;
- (b) to review and monitor the training and continuous professional development of Directors and senior management;
- (c) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- (d) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and
- (e) to review the Company's compliance with the CG Code and disclosures in the Corporate Governance Report.

董事會授權

董事會對本公司所有重大事宜保留決策權，包括：批准及監察一切政策事宜、整體策略及預算、內部監控及風險管理系統、重大交易（特別是可能牽涉利益衝突者）、財務資料、委任董事及其他重大財務及營運事宜。董事於履行彼等職責時或會尋求獨立專業意見，費用由本公司承擔。彼等亦可向本公司高級管理層進行獨立諮詢。

本集團的日常管理、行政及營運交予高級管理層負責。授權職能及職責由董事會定期檢討。高級管理層進行任何重大交易前須取得董事會批准。

企業管治職能

董事會負責履行企業管治守則之守則條文第A.2.1條所載之職能。

董事會確認，企業管治屬董事的共同責任，企業管治職能包括：

- (a) 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議；
- (b) 檢討及監察董事及高級管理層的培訓及持續專業發展；
- (c) 檢討及監察本公司在遵守法律及監管規定方面的政策及常規；
- (d) 制定、檢討及監察適用於僱員及董事的行為守則及合規手冊（如有）；及
- (e) 檢討本公司遵守企業管治守則的情況及企業管治報告的披露資料。

CORPORATE GOVERNANCE REPORT

企業管治報告

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

BOARD COMMITTEES

AUDIT COMMITTEE

During the Reporting Period, the Audit Committee comprised three members, namely Dr. Li Minghui, Mr. Jiang Li and Mr. Tian Ming (resigned on November 28, 2025), being all independent non-executive Directors. The current members of the Audit Committee are Dr. Li Minghui, Mr. Jiang Li and Dr. Fan Hao (appointed on February 4, 2026), being all independent non-executive Directors. The Audit Committee is chaired by Dr. Li Minghui (being the independent non-executive Director with the appropriate professional qualifications).

The terms of reference of the Audit Committee are in compliance with Rule 3.21 of the Listing Rules and the CG Code. The primary duties of the Audit Committee are to assist the Board in, among other aspects: (i) overseeing the scope of audit and appointment of external auditors, (ii) monitoring the integrity of the Company's financial statements and accounts, as well as annual and interim reports, (iii) reviewing the Company's financial controls and risk management and internal control systems, (iv) reviewing the Company's financial and accounting policies and practices and (iv) establishing a whistleblowing policy and system for the Company's employees to raise concerns regarding possible improprieties in financial reporting, internal control and other matters. The written terms of reference of Audit Committee are available on the websites of the Stock Exchange and the Company.

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、在遵守法律及監管規定方面的政策及常規、遵守標準守則及書面僱員指引的情況，以及遵守企業管治守則的情況及在本企業管治報告內的披露。

董事委員會

審核委員會

於報告期內，審核委員會由三名成員組成，即李明輝博士、蔣立先生及田明先生（於2025年11月28日辭任），彼等均為獨立非執行董事。審核委員會的現任成員為李明輝博士、蔣立先生及范浩博士（於2026年2月4日獲委任），彼等均為獨立非執行董事。審核委員會由李明輝博士（具備適當專業資格的獨立非執行董事）擔任主席。

審核委員會的職權範圍符合上市規則第3.21條及企業管治守則。審核委員會的主要職責為在以下方面協助董事會，其中包括：(i)監督審核範圍及外部核數師的委聘；(ii)監督本公司財務報表及賬目，以及年度及中期報告的公正性；(iii)審閱本公司財務控制及風險管理以及內部控制系統；(iv)審查本公司財務及會計政策及實踐；及(v)建立舉報制度及系統，以加強本公司僱員對可能存在的與財務申報、內部控制及其他事宜有關的不當行為的關注。審核委員會的書面職權範圍可於聯交所及本公司網站查閱。

During the Reporting Period, two meetings of the Audit Committee were held to discuss and consider the following matters:

- reviewed interim and final results of the Company and its subsidiaries for the fiscal year as well as the audit report prepared by the auditor relating to accounting issues and major findings in course of audit; and
- reviewed the financial reporting system, compliance procedures, internal control (including the adequacy of resources, staff qualifications and experience, training programs and budget of the Company's accounting and financial reporting function), risk management systems, review the annual cap of existing continued connected transactions, and processes and the re-appointment of the auditor; the Board had not deviated from any recommendation given by the Audit Committee on the selection, appointment, resignation or dismissal of the auditor.

於報告期內，審核委員會已舉行兩次會議，以討論及考慮以下事項：

- 審閱本公司及其附屬公司於財政年度的中期及末期業績，以及由核數師就會計事宜及於審核過程中的重大發現所編製的審核報告；及
- 檢討財務申報制度、合規程序、內部監控（包括本公司在會計及財務申報職能方面的資源、員工資歷及經驗、培訓課程及有關預算是否充足）、風險管理系統、檢討現有持續關連交易的年度上限及程序以及核數師的續聘；董事會並無偏離審核委員會就甄選、委任、辭任或罷免核數師提出的任何建議。

The attendance of each Audit Committee member at the Audit Committee meeting during the Reporting Period is set out in the table below:

各審核委員會成員於報告期內出席審核委員會會議的情況載於下表：

Name of Directors	董事名稱	Attended/ Eligible to attend 已出席／應出席
Dr. Li Minghui	李明輝博士	2/2
Mr. Jiang Li	蔣立先生	2/2
Mr. Tian Ming (<i>resigned on November 28, 2025</i>)	田明先生 (於2025年11月28日辭任)	2/2
Dr. Fan Hao (<i>appointed on February 4, 2026</i>)	范浩博士 (於2026年2月4日獲委任)	N/A 不適用

During the Reporting Period, the Audit Committee also met the auditor once without the presence of the executive Directors.

於報告期內，審核委員會亦在執行董事不在場的情況下與核數師會面一次。

NOMINATION COMMITTEE

During the Reporting Period, the Nomination Committee comprised three members, including one executive Director, namely, Ms. Zhang Tong, and two independent non-executive Directors, namely, Mr. Jiang Li and Mr. Tian Ming (resigned on November 28, 2025). The current members of the Nomination Committee are Ms. Zhang Tong, and two independent non-executive Directors, namely, Mr. Jiang Li and Dr. Fan Hao (appointed on February 4, 2026). The Nomination Committee is chaired by Mr. Jiang Li.

The terms of reference of the Nomination Committee are in compliance with the CG Code. The primary responsibilities of our nomination committee are to, among other aspects, (i) consider and recommend to the Board on the appointment, removal and re-election of Directors of the Company and (ii) review the structure, size and composition of the Board and the Nomination Policy and the Board Diversity Policy adopted by the Company on regular basis. The written terms of reference of Nomination Committee are available on the websites of the Stock Exchange and the Company.

Policy on Directors Nomination

The Company has adopted a nomination policy (the “**Nomination Policy**”) on December 8, 2021, which sets out the approach to guide the Nomination Committee in relation to the selection, appointment and re-appointment of the Directors. The Nomination Committee will review the Director Nomination Policy, as appropriate, to ensure its effectiveness.

The Nomination Committee will recommend to the Board for the appointment of a Director in accordance with the following procedures and process as set out in the Nomination Policy:

- (i) the Nomination Committee will, giving the consideration to the current composition and size of the Board, develop a list of desirable skills, perspectives and experience at the outset to focus the search effort on suitable candidates, where necessary;
- (ii) the Nomination Committee may consult any source it deems appropriate in identifying or selecting suitable candidates, such as referrals from existing Directors, advertisements, recommendations from an independent agency firm and proposals from Shareholders with due consideration given to the criteria as set out in the Nomination Policy;

提名委員會

於報告期內，提名委員會由三名成員組成，包括一名執行董事（即張彤女士），及兩名獨立非執行董事（即蔣立先生及田明先生（於2025年11月28日辭任））。提名委員會的現任成員為張彤女士及兩名獨立非執行董事（即蔣立先生及范浩博士（於2026年2月4日獲委任））。提名委員會由蔣立先生擔任主席。

提名委員會的職權範圍符合企業管治守則。提名委員會的主要職責為，其中包括，(i)考慮及就委任、罷免及重選本公司董事向董事會提出建議及(ii)定期檢討董事會的架構、規模及組成以及本公司採納的提名政策及董事會多元化政策。提名委員會的書面職權範圍可於聯交所及本公司網站查閱。

董事提名政策

本公司已於2021年12月8日採納提名政策（「**提名政策**」），當中載列指引提名委員會有關甄選、委任及重新委任董事的方法。提名委員會將在適當時候檢討董事提名政策，以確保其有效性。

提名委員會將根據提名政策所載的以下程序及流程向董事會建議委任董事：

- (i) 提名委員會經考慮董事會現行組成及人數後，會首先制定一份合適技能、觀點及經驗清單，以便集中尋覓適當人選（如必要）；
- (ii) 提名委員會可諮詢其認為恰當的任何來源，以物色或挑選合適候選人，例如現任董事推介、廣告、獨立代理公司推薦及股東建議，並審慎考慮本提名政策所載準則；

- | | |
|---|--|
| <p>(iii) the Nomination Committee may adopt any process it deems appropriate in evaluating the suitability of the candidates, such as conducting interviews, background checks, presentations and third-party reference checks;</p> | <p>(iii) 提名委員會可於評估候選人是否合適時採納其認為恰當的任何程序，例如進行面試、背景調查、簡介會及第三方資歷查核；</p> |
| <p>(iv) upon considering a candidate suitable for the directorship, the Nomination Committee will hold a meeting and/or by way of written resolutions to, if thought fit, approve the recommendation to the Board for appointment;</p> | <p>(iv) 於考慮候選人是否適合擔任董事時，提名委員會將舉行會議及／或透過書面決議方式酌情批准就委任向董事會提供建議；</p> |
| <p>(v) the Nomination Committee will thereafter make the recommendation to the Board in relation to the proposed appointment and the proposed remuneration package; and</p> | <p>(v) 提名委員會其後將就建議委任及建議薪酬待遇向董事會提供建議；及</p> |
| <p>(vi) the Board will have the final authority in determining the selection of nominees and all appointment of Directors will be confirmed by the filing of the consent to act as Director of the relevant Director (or any other similar filings requiring the relevant Director to acknowledge or accept the appointment as Director, as the case may be).</p> | <p>(vi) 董事會將擁有最終權力可決定提名人選，而所有董事任命將透過相關董事提交出任董事職位同意書（或任何其他要求相關董事確認或接受委任為董事（視情況而定）的類似文件）而確定。</p> |

In recommending candidates for appointment to the Board, the Nomination Committee will consider candidates on merit against objective criteria and with due regards to the benefits of diversity on the Board. During the Reporting Period and up to the date of this Annual Report, there was no change in the composition of the Board.

於向董事會推薦候選人時，提名委員會將按客觀準則考慮候選人的優點，並適當考慮董事會成員多元化的裨益。於報告期內直至本年報日期，董事會組成概無變化。

During the Reporting Period, one meeting of the Nomination Committee was held to discuss and consider the following matters:

於報告期內，提名委員會已舉行一次會議，以討論及考慮以下事項：

- | | |
|---|---|
| <ul style="list-style-type: none"> • reviewed the structure, size and composition of the Board; | <ul style="list-style-type: none"> • 檢討董事會的架構、規模及組成； |
| <ul style="list-style-type: none"> • assessed independence of the independent non-executive Directors; | <ul style="list-style-type: none"> • 評估獨立非執行董事的獨立性； |
| <ul style="list-style-type: none"> • reviewed the Nomination Policy; | <ul style="list-style-type: none"> • 檢討提名政策； |
| <ul style="list-style-type: none"> • reviewed the Board Diversity Policy; and | <ul style="list-style-type: none"> • 檢討董事會成員多元化政策；及 |
| <ul style="list-style-type: none"> • considered the re-appointment of the retiring Directors. | <ul style="list-style-type: none"> • 考慮重新委任退任董事。 |

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The attendance of each Nomination Committee member at the Nomination Committee meeting during the Reporting Period is set out in the table below:

下表載列於報告期內，提名委員會各成員出席提名委員會會議的情況：

Name of Directors	董事名稱	Attended/ Eligible to attend
		已出席／應出席
Mr. Jiang Li	蔣立先生	1/1
Ms. Zhang Tong	張彤女士	1/1
Mr. Tian Ming (<i>resigned on November 28, 2025</i>)	田明先生 (於2025年11月28日辭任)	1/1
Dr. Fan Hao (<i>appointed on February 4, 2026</i>)	范浩博士 (於2026年2月4日獲委任)	N/A 不適用

REMUNERATION COMMITTEE

During the Reporting Period, the Remuneration Committee comprised three members, including one executive Director, namely, Mr. Pan Longquan, and two independent non-executive Directors, namely, Mr. Tian Ming (resigned on November 28, 2025) and Dr. Li Minghui. The Remuneration Committee was chaired by Mr. Tian Ming. The current members of Remuneration Committee are Mr. Pan Longquan, and two independent non-executive Directors, namely, Dr. Fan Hao (appointed on February 4, 2026) and Dr. Li Minghui. The Remuneration Committee is chaired by Dr. Fan Hao.

The terms of reference of the Remuneration Committee are in compliance with Rule 3.25 of the Listing Rules and the CG Code. The primary duties of the Remuneration Committee are to, among other aspects, (i) make recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy, (ii) review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives and (iii) make recommendations to the Board on the remuneration packages of individual Directors and senior management. The written terms of reference of the Remuneration Committee are available on the websites of the Stock Exchange and the Company.

薪酬委員會

於報告期內，薪酬委員會由三名成員組成，其中包括一名執行董事（即潘龍泉先生）以及兩名獨立非執行董事（即田明先生（於2025年11月28日辭任）及李明輝博士）。薪酬委員會由田明先生擔任主席。薪酬委員會現任成員為潘龍泉先生以及兩名獨立非執行董事（即范浩博士（於2026年2月4日獲委任）及李明輝博士）。薪酬委員會由范浩博士擔任主席。

薪酬委員會的職權範圍符合上市規則第3.25條以及企業管治守則。薪酬委員會的主要職責為，其中包括，(i)就本公司所有董事及高級管理層薪酬政策及架構以及就制定薪酬政策建立正式透明程序，向董事會作出推薦建議；(ii)參考董事會的企業方針及目標，審閱及批准管理層的薪酬提議及(iii)就個別董事及高級管理層的薪酬待遇向董事會作出推薦建議。薪酬委員會的書面職權範圍可於聯交所及本公司網站查閱。

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During the Reporting Period, one meeting of the Remuneration Committee was held to discuss and consider the following matters:

於報告期內，薪酬委員會舉行了一次會議，以討論並考慮以下事項：

- recommended to the Board the remuneration packages of individual executive Directors and senior management in respect of the year ended December 31, 2025;
 - reviewed the remuneration of non-executive Directors; and
 - reviewed and recommended to the Board the Company's policy and structure for the remuneration of all Directors and senior management.
- 向董事會建議個別執行董事及高級管理層截至2025年12月31日止年度的薪酬方案；
 - 檢討非執行董事的薪酬；及
 - 檢討並向董事會建議本公司有關全體董事及高級管理層的薪酬方案及架構。

The attendance of each Remuneration Committee member at the Remuneration Committee meeting during the Reporting Period is set out in the table below:

下表載列於報告期內，薪酬委員會各成員出席薪酬委員會會議的情況：

Name of Directors	董事名稱	Attended/ Eligible to attend 已出席／應出席
Mr. Tian Ming (<i>resigned on November 28, 2025</i>)	田明先生 (於2025年11月28日辭任)	1/1
Mr. Pan Longquan	潘龍泉先生	1/1
Dr. Li Minghui	李明輝博士	1/1
Dr. Fan Hao (<i>appointed on February 4, 2026</i>)	范浩博士 (於2026年2月4日獲委任)	N/A 不適用

Remuneration of Directors and Senior Management

The aggregate remuneration (including fees, salaries, bonuses, allowances, benefits in kind and pension scheme contributions) payable to the Directors during the Reporting Period was approximately US\$1.5 million.

The remuneration of the Directors is determined with reference to salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group. Details of the remuneration by band of the members of the Board and senior management of the Company, whose biographies are set out on pages 26 to 35 of this Annual Report, during the Reporting Period, are set out below:

董事及高級管理層薪酬

於報告期內，應付董事的薪酬總額（包括袍金、薪金、花紅、津貼、實物福利及養老金計劃供款）約為1.5百萬美元。

董事薪酬通過參考可資比較公司支付的薪金、董事投入的時間及承擔的職責以及本集團的業績釐定。以下載列於報告期內，本公司董事會成員及高級管理層（彼等的履歷載列於本年報第26至35頁）薪酬區間詳情：

Band of remuneration (US\$)	薪酬區間 (美元)	Number of individuals 人數
Nil to US\$500,000	零至500,000美元	13
Over US\$500,000	超過500,000美元	1

DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Company for each financial period to ensure that they give a true and fair view of the affairs of the Company and the Group and of the Group's results and cash flows.

Senior management has provided to the Board such explanations and information as are necessary to enable the Board to carry out an informed assessment of the Company's financial statements, which are put to the Board for approval. The Company has provided all members of the Board with monthly updates on the Company's performance, positions and prospects.

The Directors were not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Group's ability to continue as a going concern.

The statement by the auditor regarding its reporting responsibilities on the consolidated financial statements of the Company is set out in the Independent Auditor's Report on pages 99 to 105 of this Annual Report.

董事就財務報表的財務申報責任

董事知悉彼等對編製本公司各財務報告期間真實而中肯地反映本公司及本集團事務以及本集團業績及現金流量的財務報表的責任。

高級管理層已向董事會提供為使董事會可對呈交予董事會以供批准的本公司財務報表進行知情評估而必要的解釋及資料。本公司已向董事會全體成員提供有關本公司表現、狀況及前景的月度更新情況。

董事並不知悉任何與可能對本集團持續經營能力構成重大疑惑的事件或情況有關的重大不確定因素。

核數師就其對本公司綜合財務報表的申報責任發表的聲明載於本年報第99至105頁的獨立核數師報告。

RISK MANAGEMENT AND INTERNAL CONTROL

The Board is responsible for (i) maintaining sound and effective internal control and risk management systems in order to safeguard the Company's assets and its Shareholders' interests and (ii) reviewing the effectiveness of the Company's internal control and risk management systems on an annual basis so as to ensure that internal control and risk management systems in place are adequate. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

Our internal audit department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The Company has established comprehensive risk management and internal control processes through which the Company monitors, evaluates and manages the risks that the Company is exposed to regarding its business activities and operations, which include but are not limited to procurement management, sales management, inventory management, research and development management, investment management, credit risk, related party transaction controls, information disclosure controls, human resources, IT management and other financial and operational controls and monitoring procedures. Examples of the relevant risk management and internal control measures are as follows:

Financial Reporting Risk Management – The Company has in place a set of accounting policies in connection with its financial reporting risk management, such as financial report management policies, budget management policies, financial statements preparation policies and financial department and staff management policies.

Information System Risk Management – The Company has implemented relevant internal procedures and controls to ensure that user data is protected and that leakage and loss of such data is avoided.

Internal Control Risk Management – The legal & compliance department of the Company reviews and updates the forms of contracts the Company enters into with its customers and suppliers and other relevant due diligence materials.

風險管理及內部控制

董事會負責(i)維持完備有效的內部控制及風險管理系統，以保障本公司資產及其股東權益，以及(ii)負責每年審閱本公司內部控制及風險管理系統的有效性，以確保到位的內部控制及風險管理系統屬充分。該等系統設計旨在管理而非消除未達致業務目標的風險，並僅可提供針對重大錯誤陳述或損失的合理而非絕對的保證。

我們的內部審計部門負責獨立審閱風險管理及內部控制系統的充分性及有效性。本公司已建立綜合風險管理及內部控制流程，並通過此流程監察、評估及管理本公司在其業務活動及運營中面臨的風險，包括但不限於採購管理、銷售管理、存貨管理、研發管理、投資管理、信貸風險、關聯方交易控制、信息披露控制、人力資源、資訊科技管理及其他財務及營運控制及監控程序。相關風險管理及內部控制措施的示例如下：

財務報告風險管理 – 本公司已就其財務報告風險管理制定一套會計政策，如財務報告管理政策、預算管理政策、財務報表編製政策以及財務部門及員工管理政策。

資訊系統風險管理 – 本公司已實施相關內部程序及控制措施，以確保用戶數據受到保護，並避免有關數據洩漏及丟失。

內部控制風險管理 – 本公司法律及合規部門會審閱及更新本公司與客戶及供應商訂立的合約形式以及其他相關盡職審查材料。

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Human Resources Risk Management – The Company has in place an employee handbook approved by its management and distributed to all of its employees, which contains internal rules and guidelines regarding best commercial practices, work ethics, fraud prevention mechanism, negligence and corruption. A whistle blowing policy has also been adopted to detect and identify potential improprieties and bring issues to the attention of senior management, the Audit Committee and the Board.

Investment Risk Management – The investment strategy of the Company is grounded in the principles of compliance, prudence, safety and effectiveness and the Company considers criteria including (i) size, expected returns and associated risks; (ii) compliance with applicable laws and regulations; (iii) consistency with our growth strategy; (iv) appropriateness of enterprise resource allocation; and (v) optimization of our portfolio when making investment decisions.

ESG Risk Management – The Company undertakes measures to manage ESG risks and issues covered under relevant international standards, such as reduction of greenhouse gas emissions, use of environmentally friendly resources, as well as production safety and employee health.

The risk management procedure of the Company is based on the well-defined risk identification standards, risk monitor responsibilities and risk control measure of each major classification. The management of the Company actively monitors the regional economy, trends of power tools and outdoor power equipment industry, reliance on continuing connected transactions and changes in applicable laws and regulations, and assesses income and expenditure and absorptive capacity of business expansions. The risk management procedure of the Company clearly specifies the management duties, authorization and approval of each party in respect of the major risk identification and management, and develops clear written policy for significant risk management process and circulate it to all members of management and staffs. The Company's internal control procedures are designed to provide reasonable assurance for achieving objectives, including efficient and stable operations, reliable financial reporting and compliance with applicable laws and regulations. The Company's management will review the risk assessment report on a quarterly basis and reports to the Board on a semi-annual basis.

人力資源風險管理 – 本公司已制定經管理層批准並派發予全體僱員的員工手冊，當中載有有關最佳商業慣例、職業道德、防止欺詐機制、疏忽及貪污的內部規則及指引。本公司亦已採納舉報制度以查明及識別潛在不當行為並引起高級管理層、審核委員會及董事會的注意。

投資風險管理 – 本公司投資策略乃基於合規、審慎、安全有效的原則。本公司於作出投資決策時考慮的標準包括(i)規模、預期回報及相關風險；(ii)適用法律法規的合規情況；(iii)與我們增長策略的一致性；(iv)企業資源分配的合理性；及(v)投資組合的優化。

ESG風險管理 – 本公司採取措施管理ESG風險及相關國際準則所包含的問題，如減少溫室氣體排放、使用環境友好型資源以及安全生產及僱員健康。

本公司的風險管理程序基於各主要分類界定分明的風險識別標準、風險監察責任及風險控制措施。本公司管理層積極監察地區經濟、電動工具及戶外動力設備行業趨勢、對持續關連交易的依賴情況以及適用法律法規的變動情況，並評估業務擴張的收入及支出以及消化能力。本公司的風險管理程序明確列出各方在主要風險識別及管理方面的管理職責、授權及批准，以及就重大風險管理流程制定明確的書面政策並將其向全體管理層成員及員工傳閱。本公司的內部控制程序設計旨在提供對達致目標的合理保證，有關目標包括高效及穩健的營運、可靠的財務申報及遵守適用法律法規。本公司管理層將每季度審閱風險評估報告，每半年向董事會報告。

During the Reporting Period, the Board has conducted a review of the effectiveness of internal control and risk management system of the Group and is of the view that such system is effective and adequate.

During the Reporting Period, the Company has adopted various measures to ensure the effective implementation of its internal control and risk management system, including (i) establishing the Audit Committee to review and supervise its financial reporting process and internal control system; (ii) adopting various policies to ensure compliance with the Listing Rules, including but not limited to aspects related to risk management, connected transactions and information disclosure; (iii) organizing training sessions for its Directors and senior management in respect of the relevant requirements of the Listing Rules and duties of directors of companies listed in Hong Kong; (iv) conducting regular internal training for its employees and management on applicable laws and regulations to ensure awareness and compliance, which cover various aspects of employee behavior during the ordinary business operations.

The Company has adopted other internal rules and policies on December 8, 2021, which include procedures for handling inside information in accordance with the SFO and the Listing Rules to ensure the confidentiality of handling inside information and the publication of respective disclosure to the public as soon as practicable. The Company will make timely disclosure of information that is unlikely to maintain confidentiality, so as to ensure effective protection of the rights and interests of investors and stakeholders.

於報告期內，董事會已審閱本集團內部控制及風險管理系統的有效性，並認為該系統有效且充分。

於報告期內，本公司已採取各種措施確保其內部控制及風險管理系統的有效執行，其中包括(i)建立審核委員會，以審閱及監督其財務報告流程和內部控制系統；(ii)採取各種政策以確保遵守上市規則，包括但不限於與風險管理、關連交易及信息披露有關的方面；(iii)就上市規則的相關規定及香港上市公司董事的職責，為其董事及高級管理層舉辦培訓課程；(iv)對其員工及管理層定期進行適用法律法規方面的內部培訓，以確保了解和遵守日常業務運營中僱員行為的各個方面。

本公司已於2021年12月8日根據證券及期貨條例以及上市規則採用其他內部規則及政策（包括處理內幕消息的程序），以確保處理內幕消息的保密性及在實際可行的情況下盡快向公眾刊發相關披露。對於不大可能保持機密的信息，本公司將及時披露信息，以確保投資者及利益相關者的權利和利益得到有效保護。

**WHISTLEBLOWING PROCEDURES AND
ANTI-CORRUPTION POLICIES**

The Company has in place a whistleblowing policy for employees of the Company and those who deal with the Company to raise concerns, in confidence and anonymity, with the legal & compliance department and the Company's management and the Audit Committee about possible improprieties in any matters related to the Company.

The Company has also in place an anti-corruption policy to safeguard against corruption and bribery within the Company. The Company has an internal reporting channel that is open and available for employees of the Company to report any suspected corruption and bribery. Employees can also make anonymous reports to the legal & compliance department, which is responsible for investigating the reported incidents and taking appropriate measures. The Company continues to carry out anti-corruption and anti-bribery activities to cultivate a culture of integrity, and actively organizes anti-corruption training and inspections to ensure the effectiveness of anti-corruption and anti-bribery. For example, during the Reporting Period, the Company held anti-corruption trainings and briefings for its employees. There was no material non-compliance in relation to bribery and corruption during the Reporting Period.

DISCLOSURE POLICY

The Company has adopted other internal rules and policies on December 8, 2021, which includes procedures for disclosure policy and provides a general guide to the Company's directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries. Control procedures have been implemented to ensure that unauthorized access and use of inside information are strictly prohibited.

舉報程序及反貪污政策

本公司已制定舉報政策，讓本公司僱員及其他與本公司有往來的人士可以保密及匿名的方式向法律及合規部門以及本公司管理層及審核委員會提出其對任何可能關於本公司的不當事宜的關注。

本公司亦已制定反貪污政策，以防止本公司內出現貪污及賄賂。本公司設有公開及可供本公司僱員舉報任何涉嫌貪污及賄賂的內部舉報渠道。僱員亦可向負責調查舉報事件及採取適當措施的法律及合規部門作出匿名舉報。本公司持續開展反貪污、反賄賂活動，培育廉潔文化，積極組織反貪污培訓和檢查，確保反貪污、反賄賂工作的有效性。例如，於報告期內，本公司為其僱員舉辦反貪污培訓及簡介會。於報告期內，概無有關賄賂及貪污的重大不合規情況。

披露政策

本公司已於2021年12月8日採用其他內部規則及政策，包括披露政策程序及為本公司董事、高級職員、高級管理層及相關僱員處理機密資料、監督資料披露及回應查詢提供全面指引。本公司已實施監控程序，以確保嚴格禁止未經授權的內部資料獲取及使用。

DIVIDEND POLICY

The Company adopted the Dividend Policy on December 8, 2021, which outlines the principles and guidelines that the Company intends to apply in relation to the declaration, payment and distribution of dividends to the Shareholders.

According to the Dividend Policy, subject to the Articles of Association of the Company and all applicable laws and regulations, the Board after taking into account several factors, has absolute discretion on whether to declare and distribute dividends.

The Board will take into consideration, if it decides to pay dividends, the Company's operational results, cash flows, financial condition, statutory and regulatory restrictions on the payment of dividends by the Company, the capital requirements, future business plans and prospects and any other factors that the Board may consider relevant.

The Company has adopted a general annual dividend policy of declaring and paying dividends on an annual basis of no less than 20% of the Company's total net profit attributable to the Company for any particular year. The declaration of dividends is subject to the discretion of the Directors, and, if necessary, the approval of the Shareholders. A decision to declare or to pay any dividends and the amount of any dividends will depend on various factors, including but not limited to the Company's results of operations, cash flows and financial conditions, operating and capital expenditure requirements, distributable profits as determined under applicable laws, the Articles of Association, market conditions, the Company's strategic plans and prospects for business development, contractual limits and obligations, payment of dividends to the Company by its operating subsidiaries, taxation, and any other factors determined by the Board from time to time to be relevant to the declaration of dividend payments. The Company's future declarations of dividends may or may not reflect its historical declarations of dividends. In addition, the Directors may reassess the Company's Dividend Policy in the future.

股息政策

於2021年12月8日，本公司採用股息政策，該政策概述本公司就向股東宣派、派付或分派股息擬採用的原則及指引。

根據股息政策，在受本公司組織章程細則及所有適用法律法規規限的情況下，董事會經考慮若干因素後，可全權酌情決定是否宣派及分派股息。

倘決定派付股息，董事會將考慮本公司的營運業績、現金流量、財務狀況、本公司派付股息的法定及監管限制、資本需求、未來業務計劃及前景以及董事會可能認為相關的任何其他因素。

本公司已採納一般年度股息政策，按任何特定年份本公司應佔淨利潤總額的不少於20%基準宣派及派付年度股息。股息宣派由董事酌情釐定及（如需要）須經股東批准。宣派或派付任何股息的決定及任何股息金額將取決於各項因素，包括但不限於本公司的經營業績、現金流量及財務狀況、運營及資本開支需求、根據適用法律釐定的可供分配利潤、組織章程細則、市場狀況、本公司的策略計劃及業務發展前景、合同限制及責任、運營附屬公司向本公司支付的股息、稅務及董事會不時釐定與宣派股息相關的任何其他因素。本公司日後的股息宣派可能會或可能不會反映其過往股息宣派。此外，董事日後可重新評估本公司的股息政策。

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AUDITOR'S REMUNERATION

The remuneration for the audit and non-audit services provided by the auditor to the Company during the Reporting Period was approximately as follows:

核數師薪酬

於報告期內，核數師向本公司提供的審計及非審計服務的薪酬概約情況如下：

Type of Services	服務類別	Amount 金額 (US\$'000) (千美元)
Audit services	審計服務	858
Non-audit services related to tax consultation	關於稅務諮詢的非審計服務	1
Total	總計	859

COMPANY SECRETARIES

Directors have access to the services of the joint company secretaries to ensure that the Board procedures are followed. Mr. Hu Yian, one of the joint company secretaries, is responsible for advising the Board on corporate governance matters and ensuring that Board policy and procedures and applicable laws, rules and regulations are followed.

In order to uphold good corporate governance and ensure compliance with the Listing Rules and applicable Hong Kong laws, the Company also engaged Ms. Lam Wing Chi (resigned on June 30, 2025) and Ms. Lai Siu Kuen (appointed on June 30, 2025), a director of Tricor Services Limited (a global corporate services provider), as another joint company secretary to assist Mr. Hu in discharging his duties as company secretary of the Company. Ms. Lai's primary corporate contact person at the Company was Mr. Hu.

During the Reporting Period, Mr. Hu, Ms. Lam and Ms. Lai have undertaken not less than 15 hours of relevant professional training respectively in compliance with Rule 3.29 of the Listing Rules.

公司秘書

董事可獲得聯席公司秘書服務，以確保遵循董事會程序。胡以安先生（其中一名聯席公司秘書）負責就企業管治事宜向董事會提供意見，並確保董事會政策及程序以及適用法律、規則及法規得到遵守。

為維持良好的企業管治及確保遵守上市規則及適用香港法例，本公司亦聘請林穎芝女士（於2025年6月30日辭任）及黎少娟女士（於2025年6月30日獲委任）（卓佳專業商務有限公司（一家環球企業服務供應商）董事）為另一名聯席公司秘書，以協助胡先生履行其作為本公司的公司秘書職責。黎女士於本公司的主要企業聯繫人為胡先生。

於報告期內，胡先生、林女士及黎女士已根據上市規則第3.29條分別接受不少於15個小時的相關專業培訓。

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONS

The Company considers that effective communication with the Shareholders is essential for enhancing investor relations and understanding of the Company's business, performance and strategies. The Company also recognizes the importance of timely and non-selective disclosure of information, which will enable Shareholders and investors to make the informed investment decisions.

To promote effective communication, the Company adopts a shareholders' communication policy which aims at establishing a two-way relationship and communication between the Company and the Shareholders to ensure that Shareholders' views and concerns are appropriately addressed. The Company has several channels to communicate and engage with the Shareholder as described below:

- The AGM provides an opportunity for constructive communication between the Company and the Shareholders. The Chairman and the chairpersons of the Board Committees of the Company or their delegates will attend the AGMs to answer Shareholders' questions. The Auditor will also attend the AGMs to answer questions about the conduct of the audit, the preparation and content of the auditor's report, the accounting policies and auditor independence.
- The Company maintains a website of the Company at <https://global.chervongroup.com>, where up-to-date information on the Company's business operations and developments, financial information, corporate governance practices and other information are available for public access.
- Latest information of the Group including annual and interim reports, announcements and other corporate communications which will be sent to the Shareholders and/or published are updated on the websites of the Stock Exchange and the Company on a timely basis.

與股東的溝通及投資者關係

本公司認為與股東的有效溝通對加強投資者關係及增進投資者對本公司業務、表現及策略的了解至關重要。本公司亦認識到及時和非選擇性披露信息的重要性，其將使股東及投資者得以作出知情的投資決策。

為促進有效溝通，本公司採用一項旨在建立本公司與股東之間雙向關係及溝通的股東溝通政策，以確保股東的意見及關注得到適當回應。本公司通過以下所述多個渠道與股東溝通及互動：

- 股東週年大會為本公司與股東之間的建設性溝通提供了機會。本公司董事長及董事委員會主席或彼等授權代表將出席股東週年大會以回答股東提問。核數師亦將出席股東週年大會以回答有關審計行為、核數師報告編製及內容、會計政策及核數師獨立性的提問。
- 本公司維持本公司網站 <https://global.chervongroup.com>，登載本公司業務營運及發展的最新資料、財務資料、企業管治實踐及其他資料，以供公眾查閱。
- 本集團最新資料（包括將寄發予股東及／或公佈的年度及中期報告、公告及其他公司通訊）將於聯交所及本公司網站及時更新。

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- Investor/analysts briefings and one-on-one meetings, media interviews and marketing activities for investors, among other channels, will be available where necessary in order to facilitate communication between the Company, Shareholders and the investment community. The Directors and Company employees who have contacts or dialogues with investors, analysts, media or other interested outside parties are required to comply with the relevant disclosure obligations and requirements under the Listing Rules and other applicable laws.
- Shareholders may submit requisitions to move a resolution at the AGM, convene a general meeting, propose a person for election as a director at a general meeting or enquiries or concerns with the Board, among other rights, in accordance with the applicable laws and procedures under the section headed "Shareholders' Rights" below.
- The Hong Kong branch share registrar of the Company serves the Shareholders in respect of share registration, dividend payment and related matters.
- 如有必要，將提供投資者／分析員簡報會及一對一會議、媒體訪問及投資者推廣活動等其他渠道，以促進本公司、股東及投資界之間的溝通。與投資者、分析員、媒體或其他外界相關人士有聯繫或與彼等對話的董事及本公司僱員須遵守上市規則及其他適用法律的相關披露責任及規定。
- 股東可根據適用法律及下文「股東權利」一節所載程序，向董事會提出請求於股東週年大會上動議決議案、召開股東大會、於股東大會上提名人士參選董事或查詢或關注事項，以及其他權利。
- 本公司的香港股份過戶登記分處為股東提供股份登記、股息派付及相關事宜的服務。

The Company regularly reviews its shareholders' communication to ensure that it has been implemented in a proper and effective manner. Having considered the various channels of communications and engagement with the Shareholders, the Company considers its shareholders' communications policy to be effective during the Reporting Period.

本公司定期檢討其股東溝通，以確保其妥善及有效地執行。經考慮與股東的各種溝通及互動渠道，本公司認為其股東溝通政策於報告期內有效。

SHAREHOLDERS' RIGHTS

To safeguard Shareholders' interests and rights, separate resolution on each substantially separate issue will be proposed for voting at a general meeting, including the election of individual Directors.

股東權利

為保障股東的利益及權利，將就股東大會上的每個實質性不同的議題提呈單獨決議案以供進行投票表決，包括選舉個別董事。

All resolutions put forward at general meetings will be voted by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and the Stock Exchange in a timely manner after each general meeting.

股東大會上提呈的所有決議案將根據上市規則以投票方式進行表決，表決結果將在每次股東大會後及時發佈在本公司及聯交所網站。

According to Article 62 of the Articles of Association and the Companies Ordinance, the Shareholders may: (i) move a requisition to move a resolution at the AGM; (ii) requisition to convene an extraordinary general meeting; and (iii) propose a person for election as a Director at a general meeting.

根據組織章程細則第62條及公司條例，股東可：(i) 於股東週年大會上請求動議決議案；(ii) 請求召開股東特別大會；及(iii) 提議於股東大會上選舉任何人士為董事。

Requisition to Move a Resolution at an AGM

In accordance with section 615 of the Companies Ordinance, a requisition to move a resolution at the AGM may be submitted by any number of Shareholders representing not less than 2.50% of the total voting rights of all Shareholders having the right to vote on that resolution at the AGM, or not less than 50 Shareholders having the right to vote on that resolution at the AGM. The requisition must identify the resolution and must be authenticated by the person(s) making it. The requisition must be deposited at the Registered Office (as defined below), for the attention of the joint company secretaries, not later than 6 weeks before the AGM to which the request relates, or if later, when the Notice of AGM is dispatched.

Requisition to Convene General Meeting

Shareholders holding not less than 5% of the total voting rights of all the members having a right to vote at general meetings of the Company can deposit a requisition to call a general meeting pursuant to sections 566 to 568 of the Companies Ordinance. The requisition must state the general nature of the business to be dealt with at the meeting, and must be authenticated by the person(s) making it. The requisition must be deposited at our Registered Office for the attention of the joint company secretaries.

Proposing a Person for Election as a Director at a General Meeting

If a Shareholder wishes to propose a person for election as a Director at a general meeting, he/she must give a written notice to that effect to the joint company secretaries. The written notice must include the personal information of the person proposed for election as a Director as required by Rule 13.51(2) of the Listing Rules and be signed by such Shareholder and the person proposed for election as a Director indicating his or her willingness to be appointed or re-appointed and consent of publication of his or her personal information. Such notice shall be given within the period (or a longer period as may be determined by the Directors from time to time) commencing no earlier than the day after the dispatch of the notice of such meeting and ending no later than seven days prior to the date appointed for such meeting. Such details and procedures are available on the Company's website. For requesting the Company to circulate to Shareholders a statement with respect to a matter mentioned in a proposed resolution or any other business to be dealt with at a general meeting, Shareholders are requested to follow the requirements and procedures as set out in section 580 of the Companies Ordinance.

於股東週年大會上請求動議決議案

根據公司條例第615條規定，於股東週年大會上動議決議案的請求可由下列股東提交：任何不少於有權在股東週年大會上就該決議案表決的所有股東的總表決權2.50%的該等股東，或不少於50名有權於股東週年大會上就該決議案表決的股東。請求書須陳述決議案之內容，並須經提出該要求的人士認證。請求書須於就該請求有關股東週年大會至少六個星期前，或（倘於在上述時間後送抵）於股東週年大會的通知發出之時，遞交至註冊辦事處（定義見下文），收件人為聯席公司秘書。

請求召開股東大會

持有不少於所有有權於本公司股東大會上表決的股東的總表決權5%的股東，可根據公司條例第566至568條請求召開股東大會。請求書須陳述大會上將予處理事宜之一般性質，並須經提出該要求的人士認證。請求書須遞交至我們的註冊辦事處，收件人為聯席公司秘書。

於股東大會上提議選舉任何人士為董事

倘股東希望於股東大會上提議選舉任何人士為董事，彼須將一份關於該事宜的書面通知遞交聯席公司秘書。根據上市規則第13.51(2)條的要求，該書面通知須包括該名獲提議選舉為董事之人士的個人資料，且須經該股東及董事候選人簽署，以表明其願意獲委任或連任，並同意公佈其個人資料。通知須於自有關大會的通知寄發之翌日起至有關大會指定舉行日期前七日止期間（或董事可能不時釐定的更長期間）送交。有關詳情及程序已登載於本公司網站。股東如要求本公司就股東大會所提呈的決議案所述事宜或股東大會上將予處理的任何其他事宜向股東轉傳聲明，股東須遵守公司條例第580條所載的規定及程序。

Procedure in Relation to Raising Enquiry and Concerns with the Board

Shareholders of the Company wishing to make any enquiry to the Board may do so in writing to the Company since verbal or anonymous enquiries would not generally be dealt with by the Company.

Shareholders who intend to put forward their enquiries about the Company to the Board may send their enquiries to the registered office of the Company (the “**Registered Office**”) at Unit 04, 22/F, Saxon Tower, 7 Cheung Shun Street, Lai Chi Kok, Kowloon, Hong Kong by mail, telephone (+86 25 84994002) or e-mail chervon-ir@cn.chervongroup.com.

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

CHANGE IN CONSTITUTIONAL DOCUMENTS

During the Reporting Period, the proposed amendments to the Articles of Association of the Company have been approved by the shareholders of the Company by way of a special resolution at the AGM and have become effective on 22 May 2025. The full text of the amended Articles of Association of the Company is available on the websites of the Stock Exchange of Hong Kong Limited and the Company.

向董事會提出查詢與關注的程序

本公司股東如欲向董事會提出任何查詢，可以書面方式向本公司提出。本公司通常不會處理口頭或匿名的查詢。

股東如欲向董事會作出有關本公司的查詢，可將其查詢郵寄至本公司註冊辦事處（「**註冊辦事處**」），地址為香港九龍荔枝角長順街7號西頓中心22樓04室，或透過電話(+86 25 84994002)或電郵(chervon-ir@cn.chervongroup.com)方式作出有關查詢。

為免生疑問，股東必須將經正式簽署的書面要求、通告、聲明或查詢（視情況而定）之正本遞交至上述地址，並提供其全名、聯絡方式以及身份證明，以使相關要求、通告、聲明或查詢生效。股東資料可能會按照法律規定予以披露。

章程文件的更改

於報告期內，建議修訂本公司組織章程細則已於股東週年大會上以特別決議案方式獲本公司股東批准，並於2025年5月22日生效。本公司經修訂組織章程細則全文將刊載於香港聯合交易所有限公司及本公司網站。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

Independent auditor's report to the members of Chervon Holdings Limited

(incorporated in Hong Kong with limited liability)

OPINION

We have audited the consolidated financial statements of Chervon Holdings Limited ("the Company") and its subsidiaries ("the Group") set out on pages 106 to 252, which comprise the consolidated statement of financial position as at December 31, 2025, the consolidated statement of profit or loss, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes, comprising material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at December 31, 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 Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") as issued by HKICPA. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants ("the Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

致泉峰控股有限公司股東之獨立核數師報告

(於香港註冊成立之有限公司)

意見

我們已審核泉峰控股有限公司(「貴公司」)及其附屬公司(統稱為「貴集團」)的綜合財務報表(載於第106至252頁)，其包括於2025年12月31日的綜合財務狀況表及截至該日止年度的綜合損益表、綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及附註(包括重大會計政策資料及其他解釋資料)。

我們認為，該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則真實而公允地反映 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，並已按照香港公司條例妥為編製。

意見基準

我們已根據香港會計師公會頒佈的香港審計準則(「香港審計準則」)進行審核。我們就該等準則承擔的責任在本報告「核數師就審核綜合財務報表承擔的責任」部分中進一步闡述。根據香港會計師公會頒佈的適用於審計公眾利益實體財務報表的《專業會計師道德守則》(以下簡稱「守則」)，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。我們相信，我們所獲得的審計證據能充足及適當地為我們的審計意見提供基礎。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, 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.

Revenue recognition

收入確認

Refer to Note 4 to the consolidated financial statements and the accounting policies on pages 141 to 145.

請參閱綜合財務報表附註4及第141至145頁的會計政策。

The Key Audit Matter

關鍵審核事項

The Group's revenue principally comprises sales of power tools, outdoor power equipment and related products.

貴集團的收入主要包括電動工具、戶外電動設備及相關產品的銷售額。

Contracts for different products with different types of customers have a variety of different terms. Such terms may affect the timing of the recognition of sales to these customers. Management evaluates the terms of each contract in order to determine the appropriate timing of revenue recognition.

與不同類型客戶就不同產品訂立的合約的條款各異。有關條款可能影響向該等客戶銷售的確認時間。管理層評估每份合約的條款，以釐定收入確認的合適時間。

Revenue from sales of products is recognized when the control over the goods is transferred to customers, which is generally at the point in time when the goods leave the Group's warehouses, when the goods are delivered at the customers' premises or when the goods are loaded on board of shipping, in accordance with the terms of sales contracts with customers.

產品銷售收入於貨品的控制權移交予客戶時確認，而根據與客戶訂立的銷售合約的條款，有關時間通常分別指貨品離開貴集團倉庫時、貨品送抵客戶處所時及貨品裝載上船時。

關鍵審核事項

關鍵審核事項是根據我們的專業判斷，認為對我們審核本期間的綜合財務報表最為重要的事項。該等事項是在我們審核整體綜合財務報表及出具意見時進行處理的。我們不會對該等事項提供單獨的意見。

How the matter was addressed in our audit

我們於審核過程中處理有關事項的方式

Our audit procedures to assess the recognition of revenue included the following:

我們評估收入確認的審核程序包括以下各項：

- obtaining an understanding of and assessing the design, implementation and operating effectiveness of key internal controls in relation to revenue recognition;
- 了解及評估有關收入確認的關鍵內部控制措施的設計、實施及運行有效性；
- inspecting customer contracts, on a sample basis, to identify performance obligations and terms and conditions relating to the transfer of control of the goods and assessing the Group's timing of revenue recognition with reference to the requirements of prevailing accounting standards;
- 參考現行會計準則規定，按抽樣基準檢查客戶合約以識別與轉讓貨品控制權相關的履約責任以及條款及條件並評估貴集團收入確認的時間；

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

Revenue recognition (continued)

收入確認(續)

Refer to Note 4 to the consolidated financial statements and the accounting policies on pages 141 to 145.

請參閱綜合財務報表附註4及第141至145頁的會計政策。

The Key Audit Matter

關鍵審核事項

How the matter was addressed in our audit

我們於審核過程中處理有關事項的方式

We identified the recognition of revenue as a key audit matter because revenue is one of the key performance indicators of the Group and therefore there is an inherent risk of manipulation of the timing of revenue recognition by management to meet specific targets or expectations.

我們確定收入確認為關鍵審核事項，原因是收入為貴集團的關鍵業績指標之一，故存在管理層藉操縱收入確認時間以達到特定目標或預期的固有風險。

- comparing revenue transactions recorded during the current year, on a sample basis, with invoices, sales contracts, customer acceptance notes, customs declaration forms, sales statements, or other underlying documents, where appropriate, to assess whether the related revenue was recognized in accordance with the Group's revenue recognition accounting policies;
- 按抽樣基準，將於本年度內所入賬的交易收入與發票、銷售合約、客戶驗收單、海關申報表、銷售報表或其他相關文件(如適用)進行比較，以評估相關收入是否已根據貴集團的收入確認會計政策確認；
- comparing, on a sample basis, specific revenue transactions recorded before and after the financial year end date with underlying documentation, which included goods delivery notes, customs declaration forms, goods acceptance notes, or sales statements, where appropriate, to assess whether the revenue had been recognized in accordance with the contract terms and in the correct financial year; and
- 按抽樣基準，將於財政年結日前後所入賬的特定交易收入與相關單據(包括貨品交付單、海關申報表、貨品驗收單或銷售報表(如適用))進行比較，以評估有關收入是否已根據銷售合約的條款及於正確的財政年度內確認；及

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

Revenue recognition (continued)

收入確認(續)

Refer to Note 4 to the consolidated financial statements and the accounting policies on pages 141 to 145.

請參閱綜合財務報表附註4及第141至145頁的會計政策。

The Key Audit Matter

關鍵審核事項

How the matter was addressed in our audit

我們於審核過程中處理有關事項的方式

- confirming selected sales transactions for the year ended December 31, 2025 directly with customers, inspecting underlying documentation to reconcile the difference, between the transaction amounts confirmed by customers and the Group's accounting records, if any, and for unreturned confirmations, performing alternative procedures by comparing the sales amount of the transactions with relevant underlying documentation.
- 確認截至2025年12月31日止年度直接與客戶進行的選定銷售交易，就客戶已確認交易金額與貴集團賬目記錄之間的對賬差額核驗其原始單據（如有），以及對於未回函的確認函，則執行替代程序，將交易的銷售金額與相關原始單據進行比較。

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

綜合財務報表及就此所作核數師報告以外的資料

董事對其他資料負責。其他資料包括年報所載的所有資料，惟不包括綜合財務報表及我們就此所作的核數師報告。

我們有關綜合財務報表的意見並無涵蓋其他資料，我們亦並無就此發表任何形式的核證結論。

就我們對綜合財務報表的審核而言，我們的責任是閱讀其他資料，從而考慮其他資料是否與綜合財務報表或我們在審核過程中獲悉的資料存在重大不符，或似乎存在重大錯誤陳述。

倘若我們基於已完成的工作認為其他資料出現重大錯誤陳述，我們須報告該事實。我們就此並無須報告事項。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors 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 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 directors are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

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. This report is made solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒佈的香港財務報告準則會計準則及香港公司條例編製真實而公允的綜合財務報表，並對其認為為使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述所必需的內部控制負責。

於編製綜合財務報表時，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。

董事於審核委員會的協助下履行其責任，監督 貴集團的財務報告過程。

核數師就審核綜合財務報表承擔的責任

我們的目標是對整體綜合財務報表是否不存在由於欺詐或錯誤而導致的任何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書。本報告按照香港公司條例第405節僅向 閣下（作為整體）作出，除此以外，本報告書別無其他目的。我們不就此報告的內容對任何其他人士承擔任何責任。

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一定能發現某一重大錯誤陳述。錯誤陳述可以由欺詐或錯誤引起，倘合理預期彼等個別或匯總起來可能影響該等綜合財務報表使用者所作出的經濟決定，則有關的錯誤陳述可被視作重大。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

As part of an audit in accordance with HKSAs, we exercise professional judgement 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.
- 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.

在根據香港審計準則進行的審核過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別及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，設計及執行審核程序以應對該等風險，以及取得充足及適當的審核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。
- 了解與審核相關的內部控制，以設計適當的審核程序，但目的並非對 貴集團內部控制的有效性發表意見。
- 評估董事所採用會計政策的適當性以及作出會計估計及相關披露資料的合理性。
- 對董事採納持續經營會計基準的適當性作出結論。根據所取得的審核證據，確定是否存在與事件或情況有關的重大不確定性，而可能對 貴集團持續經營的能力構成重大疑慮。倘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關注綜合財務報表中的相關披露資料。假若有關披露資料不足，則我們須出具非無保留意見的核數師報告。我們的結論乃基於截至核數師報告日期所取得的審核憑證。然而，未來事件或情況可能導致 貴集團不能繼續持續經營。
- 評估綜合財務報表的整體列報方式、結構及內容，包括披露資料以及綜合財務報表是否公允呈報相關交易及事項。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee 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 with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, 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 Chan Ting Yuen (practising certificate number: P06379).

- 計劃及執行集團審核，以就集團內實體或業務單位的財務資料獲取充分、適當的審核憑證，作為對集團財務報表形成意見的基礎。我們負責指導、監督及覆核就集團審核目的而執行的審核工作。我們仍對審核意見承擔全部責任。

我們與審核委員會溝通了有關（其中包括）已計劃的審核範圍、時間安排、重大審核發現等事項，包括我們於審核期間識別出內部控制的任何重大缺陷。

我們亦向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，並與彼等溝通所有可能合理地被認為會影響我們獨立性的關係及其他事項，以及在適用的情況下，採取消除威脅的行動或應用防範措施。

從與審核委員會溝通的事項中，我們釐定對本期間綜合財務報表的審核最為重要的該等事項，因而構成關鍵審核事項。我們於核數師報告中描述該等事項，除非法律法規不允許對某事項作出公開披露，或在極端罕見的情況下，若有合理預期於我們的報告中溝通某事項而造成的負面後果將會超過其產生的公眾利益，則我們將不會於該等情況下於報告中溝通該事項。

本獨立核數師報告的審核工作合夥人為陳定元（執業證書編號：P06379）。

KPMG

Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

March 25, 2026

畢馬威會計師事務所

執業會計師

香港中環
遮打道10號
太子大廈8樓

2026年3月25日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

綜合損益表

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度（以美元「美元」列示）

			Year ended December 31, 截至12月31日止年度	
			2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註			
Revenue		收入		
Cost of sales	4	銷售成本	1,627,785 (1,091,901)	1,773,773 (1,158,092)
Gross profit		毛利	535,884	615,681
Other revenue	5(a)	其他收入	3,944	4,893
Other net gain/(loss)	5(b)	其他收益／（虧損）淨額	32,336	(14,798)
Selling and distribution expenses		銷售及分銷開支	(258,799)	(262,251)
Administrative and other operating expenses		行政及其他經營開支	(105,367)	(104,758)
Research and development costs		研發成本	(85,795)	(83,410)
Profit from operations		經營利潤	122,203	155,357
Net finance costs	6(a)	財務成本淨額	(3,167)	(5,250)
Share of loss of an associate		應佔一間聯營公司虧損	(3,940)	(17,344)
Profit before taxation		除稅前利潤	115,096	132,763
Income tax expense	7	所得稅開支	(17,403)	(20,055)
Profit for the year		年內利潤	97,693	112,708
Attributable to:		以下人士應佔：		
Equity shareholders of the Company		本公司權益股東	97,600	112,474
Non-controlling interests		非控股權益	93	234
Profit for the year		年內利潤	97,693	112,708
Earnings per share		每股盈利		
Basic (USD)	11	基本（美元）	0.19	0.22
Diluted (USD)		攤薄（美元）	0.19	0.22

The Notes on pages 115 to 252 form part of these financial statements.

第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

綜合損益及其他全面收益表

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度（以美元「美元」列示）

			Year ended December 31, 截至12月31日止年度	
			2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註			
Profit for the year		年內利潤	97,693	112,708
Other comprehensive income for the year (after tax adjustments)		年內其他全面收益 (稅項調整後)		
<i>Item that will not be reclassified to profit or loss:</i>		將不會重新分類至損益的 項目：		
Remeasurement of defined benefit plan obligations	10	界定福利計劃責任重新計量	20	15
<i>Item that may be reclassified subsequently to profit or loss:</i>		隨後可能重新分類至損益的 項目：		
Exchange difference on translation of financial statements of subsidiaries with functional currencies other than US dollar ("USD")		以功能貨幣(美元(「美元」)除外)換算附屬公司財務報表的匯兌差額	11,191	(15,245)
Other comprehensive income for the year		年內其他全面收益	11,211	(15,230)
Total comprehensive income for the year		年內全面收益總額	108,904	97,478
Attributable to:		以下人士應佔：		
Equity shareholders of the Company		本公司權益股東	108,811	97,244
Non-controlling interests		非控股權益	93	234
Total comprehensive income for the year		年內全面收益總額	108,904	97,478

The Notes on pages 115 to 252 form part of these financial statements.

第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At December 31, 2025 (Expressed in US dollar ("USD"))
於2025年12月31日 (以美元「美元」列示)

			As at December 31, 於12月31日	
			2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
			Note 附註	
Non-current assets		非流動資產		
Properties, plants and equipment	物業、廠房及設備	12	302,211	282,495
Right-of-use assets	使用權資產	13	68,480	57,511
Intangible assets	無形資產	14	5,174	2,259
Goodwill	商譽	15	4,532	2,963
Interest in an associate	於一間聯營公司的權益		—	67,348
Prepayments, deposits and other receivables	預付款項、保證金及其他應收款項	21	29,517	7,824
Financial assets at fair value through profit or loss ("FVPL")	以公允價值計量且其變動計入當期損益(「以公允價值計量且其變動計入當期損益」)的金融資產	17	6,778	6,586
Deferred tax assets	遞延稅項資產	27(b)	55,882	51,781
			472,574	478,767
Current assets		流動資產		
Derivative financial instruments	衍生金融工具	18	4,045	6,411
Inventories	存貨	19	448,051	608,304
Right to returned goods asset	退回貨物資產的權利		4,329	16,516
Trade and bills receivables	貿易應收款項及應收票據	20	459,204	489,473
Prepayments, deposits and other receivables	預付款項、保證金及其他應收款項	21	41,749	42,122
Taxation recoverable	可收回稅項	27(a)	15,236	1,757
Pledged deposits	抵押存款	22(b)	19,455	20,189
Cash and cash equivalents	現金及現金等價物	22(a)	379,292	328,758
			1,371,361	1,513,530

The Notes on pages 115 to 252 form part of these financial statements. 第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At December 31, 2025 (Expressed in US dollar ("USD"))
於2025年12月31日 (以美元「美元」列示)

		As at December 31, 於12月31日	
	Note	2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	附註		
Current liabilities	流動負債		
Bank loans	銀行貸款 23	107,754	192,619
Derivative financial instruments	衍生金融工具 18	2,203	6,392
Lease liabilities	租賃負債 24	9,391	5,157
Trade and bills payables	貿易應付款項及應付票據 25	222,899	317,942
Other payables and accruals	其他應付款項及應計費用 26	229,151	196,600
Taxation payable	應付稅項 27(a)	8,729	8,265
Provisions	撥備 28	43,529	32,313
Refund liabilities from right of return	退回權利的退款負債 29	6,502	23,680
		630,158	782,968
Net current assets	流動資產淨值	741,203	730,562
Total assets less current liabilities	總資產減流動負債	1,213,777	1,209,329
Non-current liabilities	非流動負債		
Bank loans	銀行貸款 23	147,102	102,935
Lease liabilities	租賃負債 24	16,167	8,767
Provisions	撥備 28	9,653	38,916
Deferred income	遞延收益 30	7,167	4,503
Defined benefit plan obligations	界定福利計劃責任 31	329	354
Deferred tax liabilities	遞延稅項負債 27(b)	15,505	17,161
		195,923	172,636
NET ASSETS	資產淨值	1,017,854	1,036,693

The Notes on pages 115 to 252 form part of these financial statements.

第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At December 31, 2025 (Expressed in US dollar ("USD"))
於2025年12月31日 (以美元「美元」列示)

		As at December 31, 於12月31日	
	Note 附註	2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
CAPITAL AND RESERVES	資本及儲備		
Share capital	股本 32	601,859	601,859
Reserves	儲備 32	415,772	434,704
Total equity attributable to equity shareholders of the Company	本公司權益股東應佔權益總額	1,017,631	1,036,563
Non-controlling interests	非控股權益	223	130
TOTAL EQUITY	權益總額	1,017,854	1,036,693

Approved and authorised for issue by the board of directors on March 25, 2026. 已於2026年3月25日獲董事會批准及授權刊發。

Pan Longquan
潘龍泉

Zhang Tong
張彤

Directors
董事

The Notes on pages 115 to 252 form part of these financial statements. 第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度（以美元「美元」列示）

Attributable to equity shareholders of the Company 本公司權益股東應佔									
	Share capital 股本	Other reserve 其他儲備	PRC statutory reserve 中國法定儲備	Exchange reserve 匯兌儲備	Fair value reserve (non-recycling) 公允價值儲備 (不可回撥)	Retained profits 保留利潤	Total 總計	Non-controlling interests 非控股權益	Total equity 權益總額
	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元
Balance at January 1, 2024	601,859	26,331	48,076	(2,891)	(66)	287,416	960,725	(104)	960,621
Changes in equity for 2024:									
Profit for the year	-	-	-	-	-	112,474	112,474	234	112,708
Other comprehensive income	-	-	-	(15,245)	15	-	(15,230)	-	(15,230)
Total comprehensive income	-	-	-	(15,245)	15	112,474	97,244	234	97,478
Appropriation of reserve	-	-	13,398	-	-	(13,398)	-	-	-
Appropriation of dividends	-	-	-	-	-	(18,091)	(18,091)	-	(18,091)
Purchase of shares for share award scheme	-	-	-	-	-	(2,557)	(2,557)	-	(2,557)
Shares of other reserve of an associate	-	(758)	-	-	-	-	(758)	-	(758)
Balance at December 31, 2024	601,859	25,573	61,474	(18,136)	(51)	365,844	1,036,563	130	1,036,693

The Notes on pages 115 to 252 form part of these financial statements.

第115至252頁的附註構成該等財務報表的一部分。

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度(以美元「美元」列示)

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度(以美元「美元」列示)

第115至252頁的附註構成該等財務報表的一部分。

The Notes on pages 115 to 252 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT

綜合現金流量表

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度 (以美元「美元」列示)

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註		
Operating activities	經營活動		
Cash generated from operations	經營所得現金 22(c)	265,560	177,671
Tax paid	已付稅項 27(a)	(41,279)	(14,507)
Tax refund	退稅 27(a)	5,074	4,520
Net cash generated from operating activities	經營活動所得現金淨額	229,355	167,684
Investing activities	投資活動		
Payment for the acquisition of properties, plants and equipment and other long-term assets	收購物業、廠房及設備以及其他長期資產的付款	(73,554)	(73,731)
Proceeds from disposal of properties, plants and equipment	出售物業、廠房及設備的所得款項	3,250	2,896
Proceeds from disposal of financial assets measured at FVPL	出售以公允價值計量且其變動計入當期損益的金融資產的所得款項	1,189,536	116,247
Payment for acquisition of financial assets measured at FVPL	收購以公允價值計量且其變動計入當期損益的金融資產的付款	(1,187,638)	(115,925)
Acquisition of a subsidiary, net of cash acquired	收購一間附屬公司，扣除已收購現金 36	(5,834)	(6,907)
Proceeds from disposal of a subsidiary, net of cash disposed of	出售一間附屬公司的所得款項，扣除已出售現金 22(f)	78,546	—
Interest received	已收利息 6(a)	6,470	7,005
Net cash generated from/(used in) investing activities	投資活動所得／(所用) 現金淨額	10,776	(70,415)

The Notes on pages 115 to 252 form part of these financial statements. 第115至252頁的附註構成該等財務報表的一部分。

CONSOLIDATED CASH FLOW STATEMENT

綜合現金流量表

For the year ended December 31, 2025 (Expressed in US dollar ("USD"))
截至2025年12月31日止年度 (以美元/美元列示)

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註		
Financing activities	融資活動		
Capital element of lease rental paid	已付租賃租金的資本部分	22(d) (8,000)	(4,071)
Interest element of lease rental paid	已付租賃租金的利息部分	22(d) (637)	(515)
Proceeds from new bank loans	新增銀行貸款所得款項	22(d) 456,896	433,682
Repayment of bank loans	償還銀行貸款	22(d) (506,550)	(457,772)
Interest paid	已付利息	22(d) (8,252)	(10,571)
Increase in pledged deposits for banking facilities	銀行融資的已抵押存款增加	(933)	(913)
Dividends paid to equity shareholders of the Company	支付予本公司權益股東的股息	32(b) (118,717)	(18,091)
Payment for purchase of shares for share award scheme	購買股份獎勵計劃股份的付款	32(c) (4,049)	(2,557)
Net cash used in financing activities	融資活動所用現金淨額	(190,242)	(60,808)
Net increase in cash and cash equivalents	現金及現金等價物增加淨額	49,889	36,461
Cash and cash equivalents at the beginning of the year	年初現金及現金等價物	328,758	296,337
Effect of foreign exchange rate changes	外匯匯率波動的影響	645	(4,040)
Cash and cash equivalents at the end of the year	年末現金及現金等價物	379,292	328,758

The Notes on pages 115 to 252 form part of these financial statements. 第115至252頁的附註構成該等財務報表的一部分。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

1 GENERAL INFORMATION

Chervon Holdings Limited (the "Company") was incorporated in Hong Kong on February 19, 1999 as a limited liability company with its registered office at Unit 04, 22/F, Saxon Tower, 7 Cheung Shun Street, Lai Chi Kok, Kowloon, Hong Kong. The Company's shares were listed on the Main Board of the Stock Exchange of Hong Kong Limited on December 30, 2021.

The Company is an investment holding company. The Company and its subsidiaries (together, "the Group") are principally engaged in researching, developing, manufacturing, testing, sales, and after-sale services for power tools, outdoor power equipment and related products. The information of the principal subsidiaries is set out in Note 16.

2 MATERIAL ACCOUNTING POLICIES

(a) Statement of compliance

These financial statements have been prepared in accordance with HKFRS Accounting Standards, which collective term includes all applicable individual Hong Kong Financial Reporting Standards ("HKFRSs"), Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"), and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Material accounting policies adopted by the Group are disclosed below.

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

1 一般資料

泉峰控股有限公司（「本公司」）為於1999年2月19日於香港註冊成立的有限公司，註冊辦事處位於香港九龍荔枝角長順街7號西頓中心22樓04室。本公司股份於2021年12月30日於香港聯合交易所有限公司主板上市。

本公司為投資控股公司。本公司及其附屬公司（統稱「本集團」）主要從事電動工具、戶外動力設備及相關產品的研究、開發、製造、測試、銷售及售後服務。主要附屬公司的資料載於附註16。

2 重大會計政策

(a) 合規聲明

該等財務報表乃根據香港財務報告準則會計準則編製，該統稱詞語包括香港會計師公會（「香港會計師公會」）發佈的所有適用的個別香港財務報告準則（「香港財務報告準則」）、香港會計準則（「香港會計準則」）及詮釋以及香港公司條例的規定。該等財務報表亦遵守香港聯合交易所有限公司證券上市規則的適用披露條文。本集團採納的重大會計政策披露於下文。

香港會計師公會已發佈首次生效或可於本集團的當前會計期間提早採納的新訂或經修訂香港財務報告準則會計準則。開始應用該等與本集團有關的現時會計期間的會計政策變動已於該等財務報表內反映，有關資料載列於附註2(c)。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(b) Basis of preparation of the financial statements

The consolidated financial statements of the Group for the year ended December 31, 2025 comprise the Company and its subsidiaries.

The measurement basis used in the preparation of the consolidated financial statements is the historical cost basis except that the following assets and liabilities are stated at their fair value as explained in the accounting policies as set out below:

- derivative financial instruments (see Note 2(h)).

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

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

Judgements made by management in the application of HKFRS Accounting Standards that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in Note 3.

2 重大會計政策(續)

(b) 財務報表編製基準

本集團截至2025年12月31日止年度的綜合財務報表包括本公司及其附屬公司。

編製綜合財務報表時使用的計量基準為歷史成本法，但以下資產及負債按下文會計政策中解釋的公允價值列示：

- 衍生金融工具（請參閱附註2(h)）。

編製符合香港財務報告準則會計準則的財務報表要求管理層須作出判斷、估計及假設，而該等判斷、估計及假設會影響政策應用以及所呈報的資產、負債、收入及開支金額。該等估計及相關假設乃基於過往經驗及在有關情況下被認為屬合理的各項其他因素，而所得結果乃用作判斷顯然無法輕易通過其他來源獲得有關資產與負債賬面值的依據。實際結果或有別於該等估計。

該等估計及相關假設被持續審閱。若會計估計的修訂僅影響作出修訂的期間，將會於該期間確認，若修訂影響當期及未來期間，則會於作出修訂及其後期間確認。

於附註3中討論了管理層在應用香港財務報告準則會計準則時作出的對財務報表有重大影響的判斷以及估計不確定性的主要來源。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Changes in accounting policies

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

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

(d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it 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. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

2 重大會計政策 (續)

(c) 會計政策變動

本集團已於本會計期間將香港會計師公會頒佈的香港會計準則第21號修訂本，*匯率變動的影響 – 缺乏可交換性*應用於該等財務報表。由於本集團並無進行任何外幣不可兌換為另一種貨幣的外幣交易，故該修訂本對該等財務報表並無重大影響。

本集團尚未應用於本會計期間尚未生效的任何新準則或詮釋。

(d) 附屬公司及非控股權益

附屬公司乃由本集團所控制的實體。當本集團能透過其參與承擔或享有實體可變回報的風險或權利，並能夠向實體使用其權力影響回報金額，即對該實體擁有控制權。附屬公司的財務報表自控制開始之日直至控制終止之日併入綜合財務報表。

集團內公司間結餘及交易，以及集團內公司間交易所產生的任何未變現收入及開支（外幣交易收益或虧損除外）均予以抵銷。集團內公司間交易所產生的未變現虧損的抵銷方法與未變現收益相同，惟僅限於並無減值跡象的情況下。

本集團將不導致喪失控股權的附屬公司權益的變動按權益交易方式入賬。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Subsidiaries and non-controlling interests (Continued)

When the Group loses control of a subsidiary, it derecognizes the assets and liabilities of the subsidiary, and any related non-controlling interests ("NCI") and other components of equity. Any resulting gain or loss is recognized in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see Note 2(l)(ii)), unless it is classified as held for sale (or included in a disposal group classified as held for sale).

(e) Associates

An associate is an entity in which the Group or the Company has significant influence, but not control or joint control, over the financial and operating policies.

An interest in an associate is accounted for using the equity method, unless it is classified as held for sale (or included in a disposal group classified as held for sale). They are initially recognized at cost, which includes transaction costs. Subsequently, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income ("OCI") of those investees, until the date on which significant influence ceases.

When the Group's share of losses exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method together with any other long-term interests that in substance form part of the Group's net investment in the associate after applying the ECL model to such other long-term interests where applicable.

2 重大會計政策(續)

(d) 附屬公司及非控股權益(續)

當本集團失去對附屬公司的控制權時，其終止確認附屬公司的資產及負債以及任何相關非控股權益（「非控股權益」）及其他權益部分。任何所產生的盈虧於損益中確認。任何於喪失控股權之日仍保留於該前度附屬公司的權益按公允價值確認。

於本公司財務狀況表中，除非投資被列為持作出售（或計入分類為持作出售的出售組別），於附屬公司的投資按成本減減值虧損列賬（請參閱附註2(l)(ii)）。

(e) 聯營公司

聯營公司為本集團或本公司對其有重大影響力但對其財務及經營政策並無控制權或共同控制權的實體。

於聯營公司的權益按權益法列賬，除非其分類為持作出售（或計入分類為持作出售的出售組別）。其初步按成本確認，包括交易成本。其後，綜合財務報表包括本集團應佔該等被投資公司的損益及其他全面收益（「其他全面收益」），直至重大影響力終止當日為止。

當本集團分佔虧損超過其於聯營公司的權益時，本集團的權益減少至零且終止確認進一步虧損，惟本集團已產生法定或推定責任或代表被投資公司作出付款則除外。就此而言，本集團的權益為根據權益法計量的投資的賬面值，連同實質上構成本集團於聯營公司的投資淨額的一部分的任何其他長期權益，並將預期信貸虧損模式應用於該等其他長期權益（如適用）。

NOTES TO THE FINANCIAL STATEMENTS

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Associates (Continued)

Unrealized gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent there is no evidence of impairment.

(f) Goodwill

Goodwill arising on acquisition of businesses is measured at cost less accumulated impairment losses and is tested annually for impairment (see Note 2(l)(ii)).

(g) Other investments in securities

The Group's policies for investments in securities, other than investments in subsidiaries and an associates, are set out below.

Investments in securities are recognized/derecognized on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at FVPL for which transaction costs are recognized directly in profit or loss. For an explanation of how the Group determines fair value of financial instruments, see Note 33(e). These investments are subsequently accounted for as follows, depending on their classification.

(i) Non-equity investments

Non-equity investments are classified into one of the following measurement categories:

- amortized cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Expected credit losses, interest income calculated using the effective interest method (see Note 2(w)(ii)), foreign exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.

2 重大會計政策 (續)

(e) 聯營公司 (續)

與以權益法入賬的被投資公司進行交易產生的未變現收益以本集團於被投資公司的權益為限與投資抵銷。未變現虧損的抵銷方法與未變現收益相同，但僅限於並無減值跡象的情況。

(f) 商譽

收購業務產生的商譽按成本減累計減值虧損計量，並每年進行減值測試（請參閱附註2(l)(ii)）。

(g) 於證券的其他投資

除對附屬公司及聯營公司的投資外，本集團的證券投資政策載列如下。

證券投資於本集團承諾購買該等投資之日予以確認或於本集團承諾出售該等投資之日終止確認。該等投資初步按公允價值加直接應佔交易成本列賬，惟以公允價值計量且其變動計入當期損益的投資除外，有關投資之交易成本直接於損益確認。有關本集團如何確定金融工具公允價值的解釋，請參閱附註33(e)。該等投資其後根據其分類按如下方式入賬。

(i) 非股本投資

非股本投資分類為以下其中一項計量類別：

- 按攤銷成本，倘持有投資的目的為收取合約現金流量，即純粹為獲得本金及利息付款。預期信貸虧損、使用實際利率法計算的利息收入（請參閱附註2(w)(ii)）及匯兌收益及虧損於損益中確認。終止確認的任何收益或虧損於損益中確認。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Other investments in securities (Continued)

(i) Non-equity investments (Continued)

- fair value through other comprehensive income (FVOCI) - recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Expected credit losses, interest income (calculated using the effective interest method) and foreign exchange gains and losses are recognized in profit or loss and computed in the same manner as if the financial asset was measured at amortised cost. The difference between the fair value and the amortised cost is recognized in OCI. When the investment is derecognized, the amount accumulated in OCI is recycled from equity to profit or loss.
- FVPL if the investment does not meet the criteria for being measured at amortized cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognized in profit or loss.

(ii) Equity investments

An investment in equity securities is classified as FVPL unless the investment is not held for trading purposes and on initial recognition the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognized in OCI. Such elections are made on an instrument-by-instrument basis but may only be made if the investment meets the definition of equity from the issuer's perspective. If such election is made for a particular investment, at the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings and not recycled through profit or loss. Dividends from an investment in equity securities, irrespective of whether classified as at FVPL or FVOCI, are recognized in profit or loss as other income (see Note 2(w)(ii)).

2 重大會計政策(續)

(g) 於證券的其他投資(續)

(i) 非股本投資(續)

- 以公允價值計量且其變動計入其他全面收益(以公允價值計量且其變動計入其他全面收益)－可回撥，倘投資的合約現金流量僅包括本金及利息付款，且投資乃按其目的為同時收取合約現金流量及出售的業務模式持有。預期信貸虧損、利息收入(使用實際利率法計算)及匯兌收益及虧損於損益中確認，並按與金融資產按攤銷成本計量相同的方式計算。公允價值與攤銷成本之間的差額於其他全面收益中確認。當終止確認投資時，於其他全面收益累計的金額由權益回撥至損益。
- 以公允價值計量且其變動計入當期損益，倘投資不符合按攤銷成本或以公允價值計量且其變動計入其他全面收益(可回撥)計量的標準。投資的公允價值變動(包括利息)於損益中確認。

(ii) 股本投資

於股本證券的投資分類為以公允價值計量且其變動計入當期損益，除非投資並非持作買賣用途，且於初次確認時，本集團不可撤回地選擇指定投資為以公允價值計量且其變動計入其他全面收益(不可回撥)，以致公允價值的後續變動於其他全面收益確認。該等選擇乃按工具逐個作出，惟僅當發行人認為投資符合權益定義時方可作出。倘就特定投資做出該選擇，出售時，於公允價值儲備(不可回撥)累計的金額轉撥至保留盈利，而非透過損益賬回撥。來自股本證券(不論分類為以公允價值計量且其變動計入當期損益或以公允價值計量且其變動計入其他全面收益)投資的股息，均於損益確認為其他收益(請參閱附註2(w)(ii))。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(h) Derivative financial instruments

The Group holds derivative financial instruments to manage its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met.

Derivatives are initially measured at fair value. Subsequently, they are measured at fair value with changes therein recognized in profit or loss, except where the derivatives qualify for cash flow hedge accounting or hedges of net investment in a foreign operation.

(i) Property, plant and equipment

Property, plant and equipment are stated at cost (which is, in the case of assets acquired in a business combination, the acquisition date fair value). Items of property, plant and equipment are stated at cost, which includes capitalised borrowing costs, less accumulated depreciation and any accumulated impairment losses (see Note 2(l)(ii)).

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components).

Any gain or loss on disposal of an item of property, plant and equipment is recognized in profit or loss.

2 重大會計政策 (續)

(h) 衍生金融工具

本集團持有衍生金融工具以管理其外幣及利率風險。倘主合約並非金融資產且符合若干標準，則嵌入式衍生工具與主合約分開並單獨入賬。

衍生工具初步按公允價值計量。其後，該等衍生工具按公允價值計量，其變動於損益確認，惟若該等衍生金融工具符合資格作現金流量對沖或作為海外業務淨投資對沖則除外。

(i) 物業、廠房及設備

物業、廠房及設備按成本（就業務合併中購入資產而言，為收購日期公允價值）列賬。物業、廠房及設備項目按成本（包括資本化借款成本）減去累計折舊及累計減值虧損列賬（請參閱附註2(l)(ii)）。

如物業、廠房及設備項目中的重大部分有不同的可使用年期，則計作獨立項目（主要組成部分）。

出售物業、廠房及設備項目的收入或虧損於損益確認。

NOTES TO THE FINANCIAL STATEMENTS

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(i) Property, plant and equipment (Continued)

Depreciation is calculated to write off the cost of property, plant and equipment, less their estimated residual values, if any, using the straight line method over their estimated useful lives, and is generally recognized in profit or loss.

The estimated useful lives for the current and comparative periods are as follows:

(i) 物業、廠房及設備(續)

折舊乃按物業、廠房及設備的估計可使用年期以直線法撇銷其成本減估計剩餘價值(如有)計算，通常於損益確認。

於本期間及比較期間的估計可使用年期如下：

		Estimated useful life 估計可使用年期
Leasehold land (see Note 2(k))	租賃土地(請參閱附註2(k))	over the period of leases 租期
Plant and buildings	廠房及樓宇	20 years or remaining lease terms 20年或剩餘租期
Machinery and equipment	機器及設備	3 – 10 years 3至10年
Software and office equipment	軟件及辦公設備	3 – 5 years 3至5年
Motor vehicles	汽車	5 – 10 years 5至10年

Depreciation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

折舊方法、可使用年期及剩餘價值每年檢討，並於適當時作出調整。

Construction in progress represents properties under construction and machinery and equipment pending installation and is stated at cost (which is, in the case of assets acquired in a business combination, the acquisition date fair value) less impairment losses (see Note 2(l)(ii)). Cost comprises the purchase costs of the asset and the related construction and installation costs.

在建工程指在建物業及待安裝的機器設備，且按成本(若為業務合併中所收購的資產，則為收購日期的公允價值)減減值虧損列賬(請參閱附註2(l)(ii))。成本包括資產購買成本以及相關建設及安裝成本。

Construction in progress is transferred to property, plant and equipment when the asset is substantially ready for its intended use and depreciation will be provided at the appropriate rates in accordance with the depreciation policies specified above.

在建工程於資產大致可用作其擬定用途時轉為物業、廠房及設備，且折舊將根據上述折舊政策按適用比率進行計提。

No depreciation is provided in respect of construction in progress.

並無就在建工程計提折舊。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(j) Intangible assets (other than goodwill)

Expenditure on research activities is recognized in profit or loss as incurred. Development expenditure is capitalized only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and the Group intends to and has sufficient resources to complete development and to use or sell the resulting asset. Otherwise, it is recognized in profit or loss as incurred. Capitalized development expenditure is subsequently measured at cost less accumulated amortization and any accumulated impairment losses.

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost (the acquisition date fair value) less accumulated amortization and any accumulated impairment losses (see Note 2(l)(ii)).

Amortization is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, if any, and is generally recognized in profit or loss.

The estimated useful lives for the current and comparative periods are as follows:

2 重大會計政策 (續)

(j) 無形資產 (商譽除外)

研究活動的支出在產生時於損益確認。開發支出僅在支出能夠可靠計量、產品或過程在技術及商業上可行、未來經濟利益有可能獲得及本集團有意並有足夠資源完成開發及使用或出售所產生的資產時予以資本化。否則，開發支出在產生時於損益確認。資本化開發支出其後按成本減累計攤銷及任何累計減值虧損計量。

本集團收購的具有有限可使用年期的無形資產按成本（收購日期的公允價值）減累計攤銷及任何累計減值虧損計量（請參閱附註2(l)(ii)）。

攤銷按無形資產的估計可使用年期（如有）以直線法撇銷其成本減估計剩餘價值計算，通常於損益確認。

於本期間及比較期間的估計可使用年期如下：

		Estimated useful life 估計可使用年期
Patents	專利	10 years 10年
Trademarks	商標	10 years 10年
Customer relationship	客戶關係	10 years 10年

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財務報表附註

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(j) Intangible assets (other than goodwill) (Continued) (j) 無形資產(商譽除外)(續)

The patents, trademark and customer relationship of the Group is arising from the business combination and acquisition from a third party. The useful lives of patents and trademark are estimated based on the remaining period of economic benefits to be derived from the respective products to be produced relying on the acquired patents and product trademark. The useful life of customer relationship is estimated based on the historical length of business relationship and turnover rate of customers of the acquiree.

The Group estimates the period of economic benefits to be derived from the respective products based on the expected time period required from its discovery to commercialization and other factors, including the patent protection period, the historical life of similar products, the characteristics of such technologies, their update frequency and market requirement and Based on such assessment, the Group considers that the expected economic useful lives of the patents and trademark, the customer relationship held by the Group are 10 years.

Amortization methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

(k) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. This is the case if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

本集團的專利、商標及客戶關係乃因業務合併及自第三方收購而產生。專利及商標的可使用年期乃根據依託所收購專利及產品商標將予生產的各產品所產生經濟利益的剩餘期間估計。客戶關係的可使用年期乃根據業務關係過往年期及被收購方過往客戶流失率估計。

本集團根據自發現到商業化所需的預期時間以及其他因素(包括專利保護期限、類似產品的歷史壽命、有關技術的特徵、其更新頻率及市場需求)估計將自各產品產生經濟利益的期間。根據有關評估，本集團認為本集團持有的專利、商標及客戶關係的預期經濟可使用年期為10年。

攤銷方法、可使用年期及剩餘價值每年檢討，並於適當時作出調整。

(k) 租賃資產

本集團於合約初始評估有關合約是否屬租賃或包含租賃。倘合約為換取代價而給予在一段時間內控制使用可識別資產的權利，則該合約屬於租賃或包含租賃。當客戶既有權直接使用已識別資產，又有權從該使用中獲得幾乎所有的經濟利益時，即擁有控制權。

NOTES TO THE FINANCIAL STATEMENTS

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(k) Leased assets (Continued)

(i) As a lessee

Where the contract contains lease component(s) and non-lease component(s), the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognizes a right-of-use asset and a lease liability, except for leases that have a short lease term of 12 months or less and leases of low-value items. When the Group enters into a lease in respect of a low-value items, the Group decides whether to capitalize the lease on a lease-by-lease basis. If not capitalised, the associated lease payments are recognized in profit or loss on a systematic basis over the lease term.

Where the lease is capitalized, the lease liability is initially recognized at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortized cost and interest expense is recognized using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and are charged to profit or loss as incurred.

The right-of-use asset recognized when a lease is capitalized is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see Notes 2(i) and 2(l)(ii)).

2 重大會計政策 (續)

(k) 租賃資產 (續)

(i) 作為承租人

倘合約包含租賃部分及非租賃部分，本集團選擇不區分非租賃部分及將各租賃部分及任何關聯非租賃部分入賬列為所有租賃的單一租賃部分。

於租賃開始日期，本集團確認使用權資產及租賃負債（租賃期為12個月或更短的租賃以及低價值項目租賃除外）。當本集團就低價值項目訂立租賃時，本集團按每項租賃情況決定是否將租賃資本化。倘租賃未資本化，相關租賃付款於租賃期內按系統基準於損益確認。

當租賃已資本化，租賃負債初步按租期應付租賃付款現值確認，並按租賃中所隱含的利率貼現，或倘該利率無法即時釐定，則以相關增量借款利率貼現。於初步確認後，租賃負債按攤銷成本計量，而利息開支則採用實際利率法確認。租賃負債的計量並不包括不依賴指數或利率的可變租賃付款，因此可變租賃付款在產生時於損益扣除。

於租賃資本化時確認的使用權資產初步按成本計量，包括就於開始日期或之前作出的任何租賃付款調整的租賃負債的初始金額，加上所產生的任何初始直接成本及拆卸及移除相關資產或恢復相關資產或其所在地原貌的估計成本，減任何已收租賃優惠。使用權資產隨後按成本減去累計折舊及減值虧損列賬（請參閱附註2(i)及2(l)(ii)）。

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(k) Leased assets (Continued)

(i) As a lessee (Continued)

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The lease liability is also remeasured when there is a lease modification, which means a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract, if such modification is not accounted for as a separate lease. In this case, the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

The Group presents "right-of-use assets" and presents "lease liabilities" separately in the consolidated statement of financial position. The current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

(k) 租賃資產(續)

(i) 作為承租人(續)

當未來租賃付款因某一指數或比率變動而變更，或當本集團根據殘值擔保估計預期應付的金額有變，或倘本集團是否將行使購買、續租或終止選擇權的評估發生變動，則重新計量租賃負債。按此方式重新計量租賃負債時，使用權資產的賬面值將作相應調整，或倘使用權資產的賬面值已減至零，則於損益內列賬。

當發生租賃修訂時，租賃負債亦會重新計量，即租賃範圍或租賃合約原先並無規定的租賃代價出現變動（倘有關修訂並非作為單獨租賃入賬）。於該情況下，租賃負債根據經修訂租賃付款及租期，使用經修訂貼現率於修訂生效日期重新計量。

本集團於綜合財務狀況表分別呈列「使用權資產」及「租賃負債」。長期租賃負債的即期部分釐定為應於報告期後十二個月內結算的合約付款現值。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(k) Leased assets (Continued)

(ii) As a lessor

The Group determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. Otherwise, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognized in accordance with Note 2(w)(ii).

(l) Credit losses and impairment of assets

(i) Credit losses from financial instruments

The Group recognizes a loss allowance for expected credit losses ("ECL"s) on financial assets measured at amortized cost (including cash and cash equivalents and trade and other receivables).

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

The expected cash shortfalls are discounted using the following rates if the effect is material:

- fixed-rate financial assets and trade and other receivables: effective interest rate determined at initial recognition or an approximation thereof; and
- variable-rate financial assets: current effective interest rate.

2 重大會計政策 (續)

(k) 租賃資產 (續)

(ii) 作為出租人

本集團於租賃開始時釐定各項租賃為融資租賃或經營租賃。倘其將相關資產所有權附帶的絕大部分風險及回報轉移至承租人，則租賃分類為融資租賃。如不屬該情況，則租賃分類為經營租賃。

當合約包含租賃及非租賃部分，本集團按相對獨立的銷售價格將合約中代價分配到各部分。經營租賃的租金收入根據附註2(w)(ii)確認。

(l) 信貸虧損及資產減值

(i) 來自金融工具的信貸虧損

本集團就按攤銷成本計量之金融資產（包括現金及現金等價物、貿易及其他應收款項）的預期信貸虧損（「預期信貸虧損」）確認虧損撥備。

計量預期信貸虧損

預期信貸虧損為按概率加權估計的信貸虧損。信貸虧損通常按合約及預期金額之間的所有預期現金差額的現值計量。

倘貼現的影響重大，預期現金差額將使用以下貼現率貼現：

- 固定利率金融資產和貿易及其他應收款項：初步確認時釐定的實際利率或其近似值；及
- 浮動利率金融資產：當前的實際利率。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) Credit losses and impairment of assets (Continued)

- (i) Credit losses from financial instruments (Continued)
- Measurement of ECLs (Continued)

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and
- lifetime ECLs: these are the ECLs that result from all possible default events over the expected lives of the items to which the ECL model applies.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- financial instruments that are determined to have low credit risk at the reporting date; and
- other financial instruments (including loan commitments issued) for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade and other receivables are always measured at an amount equal to lifetime ECLs.

2 重大會計政策(續)

(I) 信貸虧損及資產減值(續)

- (i) 來自金融工具的信貸虧損(續)
- 計量預期信貸虧損(續)

於估計預期信貸虧損時考慮的最長期間為本集團承受信貸風險的最長合約期間。

預期信貸虧損基於下列其中一項基準計量：

- 12個月的預期信貸虧損：其為於報告日期後12個月內(或倘工具的預期年期少於12個月，則為較短期間)可能發生的違約事件導致的預期信貸虧損部分；及
- 整個存續期的預期信貸虧損：採用預期信貸虧損模型的項目在預計的整個存續期內所有可能發生的違約事件導致的預期信貸虧損。

本集團按等於整個存續期預期信貸虧損的金額計量虧損撥備，惟以下按12個月預期信貸虧損計量：

- 於報告日期被釐定為具有低信貸風險的金融工具；及
- 信貸風險(即於金融工具的預期年期内發生的違約風險)自初始確認以來並無顯著增加的其他金融工具(包括已發出的貸款承擔)。

貿易及其他應收款項的虧損撥備始終按等於整個存續期預期信貸虧損的金額計量。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments (Continued)

Significant increases in credit risk

When determining whether the credit risk of a financial instrument (including a loan commitment) has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is 90 days past due.

2 重大會計政策 (續)

(I) 信貸虧損及資產減值 (續)

(i) 來自金融工具的信貸虧損 (續)

信貸風險顯著增加

於釐定金融工具 (包括貸款承諾) 的信貸風險自初始確認後是否顯著增加及計量預期信貸虧損時，本集團考慮無須付出不必要的額外成本或努力即可獲得的合理且有依據的相關信息。這包括根據本集團的過往經驗及已知信貸評估得出的定量及定性資料及分析，並包括前瞻性資料。

本集團假設，倘金融資產逾期超過30天，其信貸風險會顯著增加。

本集團認為金融資產於下列情況下為違約：

- 債務人不大可能在本集團無追索權採取變現抵押 (如持有) 等行動的情況下向本集團悉數支付其信貸債務；或
- 該金融資產已逾期90天。

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(I) Credit losses and impairment of assets (Continued) (I) 信貸虧損及資產減值(續)

- (i) Credit losses from financial instruments (Continued) (i) 來自金融工具的信貸虧損(續)
- Significant increases in credit risk (Continued) 信貸風險顯著增加(續)

The Group considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognized as an impairment gain or loss in profit or loss. The Group recognizes an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in non-equity securities that are measured at FVOCI (recycling), for which the loss allowance is recognized in OCI and accumulated in the fair value reserve (recycling) does not reduce the carrying amount of the financial asset in the statement of financial position.

當金融工具的信貸風險評級等同於全球公認的「投資級別」定義時，本集團認為該金融工具的信貸風險較低。

預期信貸虧損於各報告日期重新計量，以反映金融工具自初始確認以來的信貸風險變動。預期信貸虧損金額的任何變動均於損益中確認為減值收益或虧損。本集團就所有金融工具確認減值收益或虧損，並透過虧損撥備賬對其賬面值作出相應調整，惟按公允價值計量且其變動計入其他全面收益(可撥回)計量的非股本證券投資除外，其虧損撥備於其他全面收益確認，並於公允價值儲備(可撥回)累計，不會減少財務狀況表中金融資產的賬面值。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments (Continued)

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter into bankruptcy or other financial reorganization; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

Write-off policy

The gross carrying amount of a financial asset is written off to the extent that there is no realistic prospect of recovery. This is generally the case when the Group otherwise determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognized as a reversal of impairment in profit or loss in the period in which the recovery occurs.

2 重大會計政策 (續)

(I) 信貸虧損及資產減值 (續)

(i) 來自金融工具的信貸虧損 (續)

信貸減值金融資產

於各報告日期，本集團評估金融資產有否出現信貸減值。當發生一項或多項對金融資產估計未來現金流量產生不利影響的事件時，金融資產即被視為出現信貸減值。

金融資產出現信貸減值的跡象包括以下可觀察事件：

- 債務人面臨重大財務困難；
- 違反合約，如利息或本金付款違約或拖欠；
- 本集團根據其他情況下不會考慮的條款重組貸款或墊款；
- 債務人有可能破產或需要進行其他財務重組；或
- 發行人陷入財務困難導致證券失去活躍市場。

撇銷政策

倘日後回收不可實現，金融資產的賬面總值將撇銷。該情況通常出現在本集團以其他方式釐定債務人並無資產或收入來源可產生足夠現金流量以償還撇銷金額時。

過往撇銷資產的後續回收於回收期間於損益確認為減值撥回。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) Credit losses and impairment of assets (Continued)

(ii) Impairment of other non-current assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than inventories and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units ("CGU"s). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognized if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognized in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the resulting carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

2 重大會計政策(續)

(I) 信貸虧損及資產減值(續)

(ii) 其他非流動資產減值

於各報告日期，本集團審閱其非金融資產（存貨及遞延稅項資產除外）的賬面值，以釐定是否有任何減值跡象。倘存在任何有關跡象，則會估計資產的可收回金額。每年對商譽進行減值測試。

就減值測試而言，資產納入持續使用產生現金流入的最小組別，該組別基本獨立於其他資產或現金產生單位（「現金產生單位」）的現金流入。業務合併產生的商譽分配至預期受益於合併協同效應的現金產生單位或現金產生單位組別。

資產或現金產生單位的可收回金額為其使用價值與其公允價值減出售成本兩者中的較高者。使用價值乃基於估計未來現金流量，使用能反映現時市場對金錢的時間價值的評估及該資產或現金產生單位的特有風險的除稅前折現率折減至其現值。

倘資產或現金產生單位的賬面值超過其可收回金額，則確認減值虧損。

減值虧損於損益內確認。減值虧損首先用以調低分攤至現金產生單位的任何商譽的賬面值，然後按比例調低現金產生單位內其他資產的賬面值。

有關商譽之減值虧損將不予撥回。就其他資產而言，僅當所產生的賬面值不超過假設並無確認減值虧損而應釐定的賬面值（已扣除折舊或攤銷）方可撥回減值虧損。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(I) Credit losses and impairment of assets (Continued)

(iii) Interim financial reporting and impairment

Under the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited, the Group is required to prepare an interim financial report in compliance with HKAS 34, Interim financial reporting, in respect of the first six months of the financial year. At the end of the interim period, the Group applies the same impairment testing, recognition, and reversal criteria as it would at the end of the financial year (see Notes 2(I)(i) and (ii)).

(m) Inventories

Inventories are measured at the lower of cost and net realizable value.

Cost is calculated using the weighted average cost formula and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of work in progress, costs include direct labour and appropriate share of overheads based on normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Net realizable value represents the estimated selling price less any estimated costs of completion and costs to be incurred in selling the property.

2 重大會計政策 (續)

(I) 信貸虧損及資產減值 (續)

(iii) 中期財務報告及減值

香港聯合交易所有限公司證券上市規則規定，本集團須遵守香港會計準則第34號「中期財務報告」的規定編製有關財政年度首六個月的中期財務報告。於中期期末，本集團應用於財政年度末所應用的相同減值測試、確認及撥回規限（請參閱附註2(I)(i)及(ii)）。

(m) 存貨

存貨按成本與可變現淨值中的較低者計量。

成本按加權平均成本法計算，包括所有採購成本、加工成本及將存貨運至現時地點及達致現狀產生的其他成本。就在製品而言，成本包括直接勞工以及適當比例的間接成本（根據正常運營能力計算）。

可變現淨值按日常業務過程中的估計售價減完成生產及銷售所需估計成本計算。

可變現淨值指估計售價減任何完成生產所需估計成本及出售物業將產生的成本。

NOTES TO THE FINANCIAL STATEMENTS

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(n) Contract liabilities

A contract liability is recognized when the customer pays consideration before the Group recognizes the related revenue (see Note 2(w)). A contract liability is also recognized if the Group has an unconditional right to receive consideration before the Group recognizes the related revenue. In such latter cases, a corresponding receivable is also recognized (see Note 2(o)).

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method (see Note 2(w)(i)).

(o) Trade and other receivables

A receivable is recognized when the Group has an unconditional right to receive consideration and only the passage of time is required before payment of that consideration is due.

Trade receivables that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortized cost (see Note 2(l)(i)).

(p) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and other short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECL (see Note 2(l)(i)).

(n) 合約負債

倘客戶於本集團確認相關收益之前支付代價，則確認合約負債（請參閱附註2(w)）。倘本集團擁有無條件權利可於本集團確認相關收益前收取代價，亦將確認合約負債。在該等情況下，亦將確認相應的應收款項（請參閱附註2(o)）。

合約計及重大融資部分時，合約結餘計及按實際利率法累計的利息（請參閱附註2(w)(i)）。

(o) 貿易及其他應收款項

應收款項於本集團具無條件收取代價的權利且僅隨時間推移代價即會成為到期時予以確認。

包含重大融資部分的貿易應收款項及其他應收款項初步按公允價值加交易成本計量。所有應收款項其後按攤銷成本列賬（請參閱附註2(l)(i)）。

(p) 現金及現金等價物

現金及現金等值物包括銀行存款及手頭現金、銀行及其他金融機構的活期存款以及其他可隨時兌換為已知數額現金的短期高流動性投資（該等投資所面對的價值變動風險並不重大，並於購入起計三個月內到期）。現金及現金等價物就預期信貸虧損進行評估（請參閱附註2(l)(i)）。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(q) Interest-bearing borrowings

Interest-bearing borrowings are measured initially at fair value less transaction costs. Subsequently, these borrowings are stated at amortized cost using the effective interest method. Interest expense is recognized in accordance with Note 2(z).

(r) Trade and other payables (other than refund liabilities)

Trade and other payables are initially recognized at fair value. Subsequent to initial recognition, trade and other payables are stated at amortized cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

(s) Employee benefits

(i) Short-term employee benefits and contributions to defined contribution retirement plans

Short-term employee benefits are expensed as the related service is provided. A liability is recognized for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Obligations for contributions to defined contribution retirement plans are expensed as the related service is provided.

(ii) Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring.

2 重大會計政策 (續)

(q) 計息借款

計息借款初始按公允價值減交易成本計量。其後，該等借款採用實際利率法按攤銷成本列賬。利息支出根據附註2(z)確認。

(r) 貿易及其他應付款項 (退款負債除外)

貿易及其他應付款項初始按公允價值確認。於初步確認後，貿易及其他應付款項按攤銷成本列賬，除貼現影響微少則作別論，於該情況下，則按發票金額列賬。

(s) 僱員福利

(i) 短期僱員福利及向界定供款退休計劃供款

短期僱員福利於提供相關服務時支銷。倘本集團因僱員過往提供的服務而有支付該金額的現有法定或推定責任，且該責任能夠可靠估計，則就預期將支付的金額確認負債。

界定供款退休計劃的供款責任於提供相關服務時支銷。

(ii) 終止福利

終止福利於本集團不再可撤回該等福利要約時及本集團確認重組成本時 (以較早者為準) 支銷。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(s) Employee benefits (Continued)

(iii) Defined benefit retirement plans obligations

The Group's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value. The calculation is performed by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

Service cost and net interest expense (income) on the net defined benefit liability (asset) are recognized in profit or loss and allocated by function as part of "cost of sales", "selling and distribution expenses" or "administrative expenses". Current service cost is measured as the increase in the present value of the defined benefit obligation resulting from employee service in the current period. Net interest expense (income) for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the net defined benefit liability (asset). The discount rate is the yield at the end of the reporting period on high quality corporate bonds that have maturity dates approximating the terms of the Group's obligations.

2 重大會計政策(續)

(s) 僱員福利(續)

(iii) 界定福利退休計劃責任

本集團就界定福利退休計劃承擔的負債淨值通過估算僱員在當前及以往期間因其服務所賺取的未來利益總額分別對每個計劃進行計算；在釐定現值時該項利益須予以折讓。由合格的精算師使用預計單位信貸法進行計算。倘計算導致為集團帶來利益，已確認資產應僅限於來自計劃任何未來退款或未來出資減少的方式獲得的經濟利益的現值。

界定福利負債(資產)淨值中的服務費用和利息費用(收入)淨值應計入損益中，並按職能分配至「銷售成本」、「銷售及分銷開支」或「行政開支」。當前服務費用在由於僱員服務在當前期限產生的界定福利負債現值增加時計算。相應期限的利息費用(收入)淨值應通過就界定福利負債(資產)淨值使用報告期初時用來計量界定福利負債的貼現率進行計算。貼現率為優質公司債券(到期日與本集團履行義務的期限相近)在報告期末的收益率。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(s) Employee benefits (Continued)

(iii) Defined benefit retirement plans obligations (Continued)

When the benefits of a plan are changed, or when a plan is curtailed, current service cost for the portion of the changed benefit related to past service by employees, or the gain or loss on curtailment, is recognized as an expense in profit or loss at the earlier of when the plan amendment or curtailment occurs and when related restructuring costs or termination benefits are recognized.

Remeasurements arising from defined benefit retirement plans are recognized in other comprehensive income and reflected immediately in retained earnings. Remeasurements comprise actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability (asset)) and any change in the effect of the asset ceiling (excluding amounts included in net interest on the net defined benefit liability (asset)).

(t) Share-based payments

The fair value of share-based payment awards granted to employees is recognized as an employee cost with a corresponding increase in a reserve within equity. The fair value is measured at grant date by reference to the market price or the valuer's valuation of the underlying shares. Where the employees have to meet vesting conditions before becoming unconditionally entitled to the shares, the total estimated fair value of the shares is spread over the vesting period, taking into account the probability that the shares will vest.

During the vesting period, the number of shares that is expected to vest is reviewed. Any resulting adjustment to the cumulative fair value recognized in prior years is charged/credited to the profit or loss for the year of the review, unless the original employee expenses qualify for recognition as an asset, with a corresponding adjustment to the capital reserve. On vesting date, the amount recognized as an expense is adjusted to reflect the actual number that vest (with a corresponding adjustment to the reserve).

2 重大會計政策 (續)

(s) 僱員福利 (續)

(iii) 界定福利退休計劃責任 (續)

當計劃的利益被改變或計劃被縮減時，與僱員過去的服務有關的改變的利益部分的當期服務成本或減少的損益於發生計劃修訂或縮減時及於確認相關的重組費用或終止利益時（以較早者為準）被確認為損益中的支出。

由於界定福利退休計劃產生的重新測量金額計入其他全面收益並立即體現於保留盈餘中。重新測量金額包括精算收益及虧損、計劃資產收益（不包括計入界定福利負債（資產）淨值利息淨值的金額）以及資產上限影響的任何變更（不包括計入界定福利負債（資產）淨值利息淨值的金額）。

(t) 以股份為基礎的付款

向僱員授出的以股份為基礎的付款獎勵的公允價值確認為僱員成本，權益內儲備作相應增加。公允價值乃於授出日期參考相關股份的市價或估值師估值計量。倘僱員須符合歸屬條件方能無條件地有權獲授股份，於計及股份會否歸屬的可能性後，便會將股份的估計公允價值總額於歸屬期內攤分。

預期歸屬的股份數目於歸屬期內審閱。已於過往年度確認的累計公允價值的任何所需調整，會於審閱年度的損益中扣除／計入，除非原有員工開支符合資格確認為資產，並對資本儲備進行相應調整。已確認為開支的數額會於歸屬日作出調整，以反映該項歸屬的實際數目（同時對儲備作出相應的調整）。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(u) Income tax

Income tax expense comprises current tax and deferred tax. It is recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or in OCI.

Current tax comprises the estimated tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects any uncertainty related to income taxes. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investment in subsidiaries, associates and joint venture to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future;

2 重大會計政策(續)

(u) 所得稅

所得稅開支包括即期稅項以及遞延稅項。其於損益確認，惟與業務合併或直接於權益或其他全面收益確認的項目有關者則除外。

即期稅項包括年內應課稅收入或虧損的估計應付或應收稅項，以及就之前年度應付或應收稅項作出的任何調整。當期應付或應收稅項金額為預期支付或收取的稅項金額的最佳估計，反映與所得稅有關的任何不確定性。其採用於報告日期已頒佈或實質上已頒佈的稅率計量。即期稅項亦包括股息產生的任何稅項。

即期稅項資產及負債僅於符合若干標準時方可抵銷。

遞延稅項就作財務報告用途的資產及負債的賬面價值與作稅務用途金額之間的暫時差額確認。遞延稅項不會就下列各項予以確認：

- 初始確認某項不屬業務合併且對會計處理或應課稅利潤或虧損均無影響、不會產生相等的應課稅及可扣稅暫時差額的交易的資產或負債所產生的暫時差額；
- 有關於附屬公司、聯營企業及合營企業投資的暫時差額，僅限本集團可控制該暫時差額的撥回時間及於可預見未來很可能不會撥回的情況；

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(u) Income tax (Continued)

- taxable temporary differences arising on the initial recognition of goodwill; and
- those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

The Group recognized deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

Deferred tax assets are recognized for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognize a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable profits improves.

Deferred tax assets and liabilities are offset only if certain criteria are met.

2 重大會計政策 (續)

(u) 所得稅 (續)

- 初步確認商譽時所產生的應課稅暫時差額；及
- 與為實施經濟合作與發展組織公佈的第二支柱模型規則而頒佈或實質頒佈的稅法所產生的所得稅有關的暫時差額。

本集團就租賃負債及使用權資產分別確認遞延稅項資產及遞延稅項負債。

遞延稅項資產乃就未動用稅務虧損、未動用稅務抵免及可扣減暫時差額確認，惟以日後可能有應課稅溢利可用作抵銷有關虧損、未動用稅務抵免及可扣減暫時差額為限。未來應課稅溢利按相關應課稅暫時差額撥回釐定。倘應課稅暫時差額的金額不足以全數確認遞延稅項資產，則根據本集團個別附屬公司的業務計劃，考慮未來應課稅溢利，並就現有暫時差額的撥回作出調整。遞延稅項資產於各報告日期審閱，並在相關稅務利益不再可能實現的情況下予以扣減；當未來應課稅利潤的可能性提高時，有關減少將被撥回。

遞延稅項資產及負債僅於符合若干標準時方可抵銷。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(v) Provisions and contingent liabilities

Generally provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

A provision for warranties is recognized when the underlying products or services are sold, based on historical warranty data and a weighting of possible outcomes against their associated probabilities.

A provision for onerous contracts is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract, which is determined based on the incremental costs of fulfilling the obligation under that contract and an allocation of other costs directly related to fulfilling that contract. Before a provision is established, the Group recognizes any impairment loss on the assets associated with that contract (see Note 2 (I)(ii)).

A restructuring provision is recognised only when the general recognition criteria for provision are met. The obligation for a restructuring is often constructive. A constructive restructuring obligation arises only when there is a detailed formal plan identifying the main features of the restructuring; and a valid expectation in those affected that the entity will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

Restructuring provision includes only the direct expenditures arising from the restructuring, which are necessarily entailed by the restructuring and not those associated with the entity's ongoing activities. Any expected gains on the sale of assets are not considered in measuring a restructuring provision.

(v) 撥備及或有負債

撥備通常通過按反映當時市場對貨幣時間價值及負債特定風險的評估的除稅前利率貼現預期未來現金流量而釐定。

保修撥備乃於相關產品或服務售出時根據過往保修數據及權衡保修可能出現的結果及有關的可能性確認。

多項虧損性合約的撥備乃按終止合約預期成本及繼續合約預期成本淨額(以較低者為準)的現值計量，而繼續合約預期成本淨額乃根據履行該合約項下責任的增量成本及與履行該合約直接相關的其他成本的分配釐定。於計提撥備前，本集團就該合約相關資產確認任何減值虧損(請參閱附註2(I)(ii))。

重組撥備於符合撥備的一般確認標準時方獲確認。重組責任往往為推定責任。推定重組責任於出現下列情況時方會產生：詳盡的正式計劃識別出主要重組特性；及對該等受影響者合理預期實體將開始執行計劃或向該等受影響者公佈主要特性以進行重組。

重組撥備僅包括源自重組的直接開支，該項開支屬重組的必要開支，而非有關實體持續活動的開支。於計量重組撥備時概無計及任何資產銷售的預期收益。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Provisions and contingent liabilities (Continued)

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognized for any expected reimbursement that would be virtually certain. The amount recognized for the reimbursement is limited to the carrying amount of the provision.

(w) Revenue and other income

Income is classified by the Group as revenue when it arises from the sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Further details of the Group's revenue and other income recognition policies are as follows:

(i) Revenue from contracts with customers

The Group is the principal for its revenue transactions and recognizes revenue on a gross basis. In determining whether the Group acts as a principal or as an agent, it considers whether it obtains control of the products before they are transferred to the customers. Control refers to the Group's ability to direct the use of and obtain substantially all of the remaining benefits from the products.

Revenue is recognized when control over a product or service is transferred to the customer at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties such as value added tax or other sales taxes.

2 重大會計政策 (續)

(v) 撥備及或有負債 (續)

倘經濟利益不大可能流出，或無法對有關數額作出可靠估計，則會將該責任披露為或有負債，除非經濟利益流出的可能性甚微。其存在僅能以一宗或多宗未來事件的發生與否來確定的潛在責任，除非經濟利益流出的可能性甚微，否則亦披露為或有負債。

倘結算撥備所需的部分或全部支出預期將由另一方償付，則就幾乎確定有任何預期償付款項時確認個別資產。就償付款項確認的金額以撥備的賬面值為限。

(w) 收入及其他收益

當本集團於其日常業務過程中銷售商品、提供服務或他人根據租約使用本集團資產而產生收入時，本集團將該項收入分類為收益。

有關本集團的收入及其他收益確認政策的進一步詳情如下：

(i) 與客戶所訂合約的收入

本集團為其收入交易的主體，並按總額基準確認收入。於釐定本集團作為委託人或代理人時，本集團會考慮在產品轉讓予客戶前是否取得產品控制權。控制權指本集團可直接使用該等產品及從該等產品取得絕大部分餘下利益的能力。

當產品或服務控制權轉移予客戶時，則收入按本集團預期有權獲得的承諾代價金額（不包括代表第三方收取的金額，如增值稅或其他銷售稅）確認。

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2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(w) Revenue and other income (Continued)

(i) Revenue from contracts with customers (Continued)

Sale of goods

Sales of the Group's products are recognized as follows:

Revenue is recognized when the customer takes possession of and accepts the products. Payment terms and conditions vary by customers and are based on the billing schedule established in the contracts or purchase orders with customers, but the Group generally provides credit terms to customers within six months upon customer acceptance. The Group takes advantage of the practical expedient in paragraph 63 of HKFRS 15 and does not adjust the consideration for any effects of a significant financing component as the period of financing is 12 months or less.

The Group offers warranties for its products for up to three years from the date of sale. A related provision is recognized in accordance with the Note 2(v).

(w) 收入及其他收益(續)

(i) 與客戶所訂合約的收入(續)

銷售貨品

本集團產品的銷售額確認如下：

收入於客戶管有並接受產品時確認。付款條款及條件因客戶而異，並根據與客戶訂立的合約或採購訂單中設立的付款時間表而定，但本集團一般於客戶接受後六個月內向客戶提供信貸期。本集團利用香港財務報告準則第15號第63段的可行權宜方法，由於融資期為12個月或以下，故並無就重大融資部分的任何影響調整代價。

本集團為其產品提供自銷售日期起計最多三年的保修。相關撥備根據附註2(v)確認。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(w) Revenue and other income (Continued)

(i) Revenue from contracts with customers (Continued)

Sale of goods (Continued)

The Group typically offers customers of products that are not made-to-order rights of return for a period of 90 days upon customer acceptance. It also offers retrospective volume rebates to certain major customers of products when their purchases reach an agreed threshold. Such rights of return and volume rebates give rise to variable consideration. The Group uses an expected value approach to estimate variable consideration based on the Group's current and future performance expectations and all information that is reasonably available. This estimated amount is included in the transaction price to the extent it is highly probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. At the time of sale of products, the Group recognizes revenue after taking into account adjustment to transaction price arising from returns and rebates as mentioned above. A refund liability is recognized for the expected returns and rebates, and is included in refund liabilities from right of return (see Note 29). A right to recover returned goods and corresponding adjustment to cost of sales are also recognized for the right to recover products from customers. This right to recover returned goods is measured at the former carrying amount of the inventory less any expected costs to recover goods (including potential decreases in the value of the returned goods).

2 重大會計政策 (續)

(w) 收入及其他收益 (續)

(i) 與客戶所訂合約的收入 (續)

銷售貨品 (續)

本集團一般向非按訂單生產的產品的客戶提供於客戶接納後為期90天的退貨權。其亦於若干主要產品客戶的採購達到協定限額時向彼等提供追溯批量回扣。該等退貨權及批量回扣產生可變代價。本集團使用預期價值法根據本集團目前及未來表現預期以及所有合理可得資料估計可變代價。倘與可變代價相關的不確定因素獲解決時，已確認累計收入極有可能不會發生重大撥回，則該估計金額將計入交易價格。於銷售產品時，本集團經考慮上述退貨及回扣產生的交易價格調整後確認收入。退款負債就預期退貨及回扣確認，並計入退貨權退款負債（請參閱附註29）。就從客戶收回產品的權利，亦會確認收回退貨的權利及對銷售成本的相應調整。收回已退回貨品的權利按存貨的先前賬面值減收回貨品的任何預期成本（包括退回貨品價值的潛在減少）計量。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(w) Revenue and other income (Continued)

(ii) Revenue from other sources and other income

(a) Rental income from operating leases

Rental income from operating leases is recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognized as an integral part of the total rental income, over the term of the lease.

(b) Interest income

Interest income is recognized using the effective interest method. The 'effective interest rate' is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired). However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(c) Government grants

Government grants are recognized in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them.

Grants that compensate the Group for expenses incurred are recognized as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Group for the cost of an asset are recognized as deferred income and subsequently recognized in profit or loss on a systematic basis over the useful life of the asset.

2 重大會計政策(續)

(w) 收入及其他收益(續)

(ii) 來自其他來源的收入及其他收益

(a) 經營租賃的租金收益

經營租賃的租金收益於租賃期內按直線法於損益確認。所授出的租賃優惠於租賃期內確認為租金收益總額的組成部分。

(b) 利息收益

利息收益按實際利率法確認。「實際利率」指將金融資產於預計年期內的估計未來現金收入準確貼現至金融資產總賬面值的利率。計算利息收益時，實際利率應用於資產的總賬面值(倘資產並無信貸減值)。然而，對於初始確認後出現信貸減值的金融資產，利息收益通過對金融資產的攤銷成本應用實際利率計算。倘資產不再出現信貸減值，則利息收益的計算將恢復至總額基準。

(c) 政府補助

倘有合理保證將收取政府補助且本集團符合補助所附條件，則政府補助初步於財務狀況表確認。

補償本集團所產生開支的補助於開支產生的相同期間有系統地於損益確認為收益。

補償本集團資產成本的補助確認為遞延收入，其後於該項資產的可使用年期內有系統地於損益內確認。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(w) Revenue and other income (Continued)

(ii) Revenue from other sources and other income (Continued)

(d) Dividends

Dividend income is recognized in profit or loss on the date on which the Group's right to receive payment is established.

(x) Refund liabilities

A refund liability is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period.

(y) Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of Group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognized in profit or loss.

However, foreign currency differences arising from the translation of the following items are recognized in OCI:

- an investment in equity securities designated as at FVOCI;

2 重大會計政策 (續)

(w) 收入及其他收益 (續)

(ii) 來自其他來源的收入及其他收益 (續)

(d) 股息

股息收益於本集團收取款項的權利確立當日於損益內確認。

(x) 退款負債

退款負債為退回部分或所有來自客戶的已收（或應收）代價的責任，乃按本集團最終預期其將必須退回客戶的金額計量。本集團於各報告期末更新其估計退款負債（及交易價的相應變動）。

(y) 外幣換算

外幣交易按交易日期的匯率換算為本集團公司各自的功能貨幣。

以外幣為單位之貨幣性資產及負債按報告日期的匯率換算為功能貨幣。以外幣公允價值計量的非貨幣資產及負債，採用於釐定公允價值時的即期匯率換算為功能貨幣。以外幣歷史成本計量的非貨幣資產及負債按交易日期的匯率換算。匯兌差額通常於損益內確認。

然而，換算以下項目產生的匯兌差額於其他全面收益確認：

- 指定為以公允價值計量且其變動計入其他全面收益的股本證券投資；

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(y) Translation of foreign currencies (Continued)

- a financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective; and
- qualifying cash flow hedges to the extent that the hedges are effective.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into Hong Kong dollars at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into Hong Kong dollars at the exchange rates at the dates of the transactions.

Foreign currency differences are recognized in OCI and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the exchange reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. On disposal of a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation that have been attributed to the NCI shall be derecognized, but shall not be reclassified to profit or loss. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

2 重大會計政策(續)

(y) 外幣換算(續)

- 在對沖有效的情況下，被指定為海外業務淨投資對沖的金融負債；及
- 在對沖有效的情況下，有資格進行現金流量對沖。

海外業務的資產及負債(包括收購產生的商譽及公允價值調整)按報告日期的匯率換算為港元。海外業務的收入及開支按交易日期的匯率換算為港元。

匯兌差額於其他全面收益確認，並於匯兌儲備累計，惟匯兌差額分配至非控股權益除外。

當出售全部或部分海外業務而失去控制權、重大影響力或共同控制權時，與該海外業務相關的匯兌儲備的累計金額重新分類至損益，作為出售收益或虧損的一部分。於出售包括海外業務的附屬公司時，已歸屬於非控股權益的有關該海外業務的匯兌差額的累計金額將終止確認，惟不得重新分類至損益。倘本集團出售其於附屬公司的部分權益但保留控制權，則累計金額的相關比例重新歸屬於非控股權益。當本集團僅出售部分聯營公司或合營企業並保留重大影響力或共同控制權時，累計金額的相關比例重新分類至損益。

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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(z) Borrowing costs

Borrowing costs that directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of that asset. Other borrowing costs are expensed in the period in which they are incurred.

(aa) Asset acquisition

Groups of assets acquired and liabilities assumed are assessed to determine if they are business or asset acquisitions. On an acquisition-by-acquisition basis, the Group chooses to apply a simplified assessment of whether an acquired set of activities and assets is an asset rather than business acquisition, when substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

When a group of assets acquired and liabilities assumed do not constitute a business, the overall acquisition cost is allocated to the individual identifiable assets and liabilities based on their relative fair values at the date of acquisition. An exception is when the sum of the individual fair values of the identifiable assets and liabilities differs from the overall acquisition cost. In such case, any identifiable assets and liabilities that are initially measured at an amount other than cost in accordance with the Group's policies are measured accordingly, and the residual acquisition cost is allocated to the remaining identifiable assets and liabilities based on their relative fair values at the date of acquisition.

2 重大會計政策 (續)

(z) 借貸成本

資產的收購、建設或生產(須經過頗長時間籌備以作擬定用途或出售)直接應佔借貸成本撥充為該資產的部分成本。其他借貸成本於產生期間支銷。

(aa) 資產收購

對所收購的資產組別及所承擔的負債進行評估，以釐定其為業務或資產收購。按逐項收購基準，當所收購的資產總值的大部分公允價值都集中於單一的可辨認資產或類似可辨認資產組別中時，本集團選擇採用簡化的評估方法以釐定所收購的一組業務及資產是否為資產而非業務收購。

當所收購的一組資產及所承擔的負債不構成業務時，按其於收購日期的相對公允價值，將整體收購成本分攤至單項可識別資產及負債。可識別資產及負債的個別公允價值之和不同於整體收購成本時除外。於該等情況下，任何根據本集團的政策按成本以外的金額進行初始計量的可識別資產及負債均應進行相應計量，剩餘收購成本根據其於收購日期的相對公允價值分配至剩餘可識別資產及負債。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

2 MATERIAL ACCOUNTING POLICIES 2 重大會計政策(續) (CONTINUED)

(bb) Related parties

- (a) A person, or a close member of that person's family, is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions applies:
 - (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(bb) 關聯方

- (a) 倘屬以下情況，則某人士或該人士的近親與本集團有關聯：
 - (i) 對本集團有控制權或共同控制權；
 - (ii) 對本集團有重大影響力；或
 - (iii) 為本集團或本集團母公司的主要管理成員。
- (b) 倘符合以下任何條件，即實體與本集團有關聯：
 - (i) 該實體與本集團屬同一集團的成員公司（即各母公司、附屬公司及同系附屬公司互相關聯）。
 - (ii) 一家實體為另一實體的聯營公司或合營企業（或另一實體所屬集團的成員公司的聯營公司或合營企業）。
 - (iii) 兩家實體均為同一第三方的合營企業。
 - (iv) 一家實體為第三方實體的合營企業，而另一實體為該第三方實體的聯營公司。

NOTES TO THE FINANCIAL STATEMENTS

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(Expressed in US dollar ("USD") unless otherwise indicated)
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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(bb) Related parties (Continued)

- (b) An entity is related to the Group if any of the following conditions applies: (Continued)
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

2 重大會計政策 (續)

(bb) 關聯方 (續)

- (b) 倘符合以下任何條件，即實體與本集團有關聯：(續)
- (v) 該實體為本集團或與本集團有關聯的實體就僱員利益設立的離職福利計劃。
 - (vi) 該實體受(a)所識別人士控制或受共同控制。
 - (vii) 於(a)(i)所識別人士對該實體有重大影響力或屬該實體(或該實體的母公司)主要管理成員。
 - (viii) 該實體或其所屬集團的任何成員公司向本集團或本集團的母公司提供主要管理成員服務。

任何人士的近親是指預期在與該實體交易時可影響該人士或受該人士影響的家庭成員。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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2 MATERIAL ACCOUNTING POLICIES (CONTINUED)

(cc) Segment reporting

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

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

3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

Key sources of estimation uncertainty

Notes 17, 18 and 33(e) contains information about the assumptions and their risk factors relating to fair value of financial assets. Other key sources of estimation uncertainty are as follows:

(a) Net realizable value of inventories

Net realizable value of inventories is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale. These estimates are based on the current market conditions and the historical experience of selling products with similar nature. Any change in the assumptions would increase or decrease the amount of inventories write-down or the related reversals of write-down made in prior years and affect the Group's net assets value. The Group reassesses these estimates annually.

2 重大會計政策(續)

(cc) 分部報告

經營分部及財務報表所呈列各分部項目的金額，乃從為向本集團各項業務及地理位置進行資源分配及評估其業績而定期向本集團最高行政管理層提供的財務資料當中識別出來。

個別重大經營分部不予合併以作財務報告用途，但當各分部具有類似經濟性質，以及產品及服務性質、生產工序性質、客戶類型或類別、用於分銷產品或提供服務的方法及監管環境的本質均屬類似時，則作別論。倘個別不重大的經營分部符合以上大部分條件，則可能合併。

3 重大會計判斷及估計

估計不確定因素的主要來源

附註17、18及33(e)包含與金融資產公允價值有關的假設及其風險因素的資料。其他估計不確定因素的主要來源如下：

(a) 存貨的可變現淨值

存貨的可變現淨值乃於日常業務過程中的估計售價減完成的估計成本及進行銷售所需的估計成本。該等估計乃基於目前市況及銷售同類產品的過往經驗作出。假設的任何變動將導致過往年度存貨撇減的金額或相關的撇減撥回增加或減少，並影響本集團的資產淨值。本集團每年重新評估該等估計。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

Key sources of estimation uncertainty (Continued)

(b) *Impairment of trade and other receivables*

The Group estimates the amount of loss allowance for ECLs on trade and other receivables that are measured at amortized cost based on the credit risk of the respective financial instruments. The loss allowance amount is measured as the asset's carrying amount and the present value of estimated future cash flows with the consideration of expected future credit loss of the respective financial instrument. The assessment of the credit risk of the respective financial instrument involves high degree of estimation and uncertainty. When the actual future cash flows are less than expected or more than expected, a material impairment loss or a material reversal of impairment loss may arise, accordingly.

(c) *Warranty provisions*

The Group makes provisions under the warranties it gives on sale of its power tools and outdoor power equipment taking into account the Group's recent claim experience. As the Group is continually upgrading its product designs and launching new models it is possible that the recent claim experience is not indicative of future claims that it will receive in respect of past sales. Any increase or decrease in the provision would affect profit or loss in future years.

3 重大會計判斷及估計(續)

估計不確定因素的主要來源(續)

(b) *貿易及其他應收款項減值*

本集團按照相關金融工具的信用風險估計按攤銷成本計量的貿易及其他應收款項的預期信貸虧損的虧損撥備金額。虧損撥備金額乃按資產賬面值及估計未來現金流量現值計量，並經考慮相關金融工具的預期未來信貸虧損。相關金融工具的信用風險評估涉及高度估計及不確定性。當實際未來現金流量少於預期或多於預期，可能因此出現重大減值虧損或重大減值虧損撥回。

(c) *保修撥備*

經計及本集團近期的申索經驗，本集團在其電動工具及戶外動力設備的銷售保修項下作出撥備。由於本集團不斷升級其產品設計並推出新型號，近期的申索經驗可能並不表示其未來將遇到與過往銷售有關的申索。撥備的任何增加或減少均會影響未來數年的損益。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

Key sources of estimation uncertainty (Continued)

(d) *The recognition of the deferred tax assets*

The recognition of the deferred tax assets mainly depends on whether sufficient future taxable profits or taxable temporary differences will be available. In cases where the actual future taxable profits generated are less or more than expected, or change in facts and circumstances which result in revision of future taxable profits estimation, a material reversal or further recognition of deferred tax assets may arise, which would be recognized in profit or loss for the period in which such a reversal or further recognition takes place.

(e) *Right to returned goods asset*

The Group makes a reasonable estimate of the return rate for a portfolio of contracts with similar characteristics based on historical sales data, current sales conditions and taking into account all relevant information such as customer and market changes. The return rate is reasonably estimated. The estimated return rate may not equal the actual return rate in the future and the Group reassesses the return rate at least at each balance sheet date and determines the return rate based on the reassessed return rate. The Group reassesses the return rate at least at each balance sheet date and determines the accounting treatment based on the reassessed return rate. products with similar nature. Any change in the assumptions would increase or decrease the amount of inventories write-down or the related reversals of write-down made in prior years and affect the Group's net assets value. The Group reassesses these estimates annually.

3 重大會計判斷及估計（續）

估計不確定因素的主要來源（續）

(d) *確認遞延稅項資產*

遞延稅項資產的確認主要取決於是否有足夠的未來應課稅溢利或應課稅暫時差額。倘所產生的實際未來應課稅溢利少於或多於預期，或事實及情況變動導致修訂未來應課稅溢利估計，則可能產生遞延稅項資產的重大撥回或進一步確認，其將於有關撥回或進一步確認發生期間於損益確認。

(e) *退回貨物資產的權利*

本集團根據歷史銷售數據、當前銷售情況，並計及客戶、市場變化等所有相關資料，對具有類似特徵的合同組合的退貨率進行合理估計。退貨率是合理估計的。估計退貨率未來可能不等於實際退貨率，本集團至少於每個資產負債表日對退貨率進行重新評估，並根據重新評估後的退貨率確定退貨率。本集團至少於每個資產負債表日重新評估退貨率，並根據重新評估後的退貨率確定會計處理。產品具有類似性質。假設的任何變動將導致過往年度存貨撇減的金額或相關的撇減撥回增加或減少，並影響本集團的資產淨值。本集團每年重新評估該等估計。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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4 REVENUE AND SEGMENT REPORTING

(a) Revenue

The principal activities of the Group are researching, developing, manufacturing, testing, sales, and after-sale services for power tools, outdoor power equipment and related products. Further details regarding the Group's principal activities are disclosed in Note 4(b).

(i) Disaggregation of revenue

Disaggregation of revenue from contracts with customers by business lines is as follows:

4 收入及分部報告

(a) 收入

本集團的主要業務是電動工具、戶外動力設備及相關產品的研發、製造、測試、銷售及售後服務。有關本集團主要業務的進一步詳情於附註4(b)披露。

(i) 收入分類

與客戶所訂合約的收入按業務線分類如下：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Revenue from contracts with customers within the scope of HKFRS 15	香港財務報告準則第15號範圍內與客戶所訂合約的收入		
Disaggregated by major products	按主要產品分類		
– Sales of power tools	– 電動工具的銷售額	610,720	747,638
– Sales of outdoor power equipment	– 戶外動力設備的銷售額	1,008,843	1,007,478
– Others	– 其他	8,222	18,657
		1,627,785	1,773,773

The Group's revenue from contracts with customers were recognized at point in time.

The Group's customer base is diversified and 1 (2024: 1) customer with whom transactions has exceeded 10% of the Group's revenues for the year ended December 31, 2025. The total revenue from the sales of power tools, outdoor power equipment and others to these customers amounted to US\$563 million (2024: US\$694 million) and arose in North Americans. Details of concentrations of credit risk arising from the customers are set out in Note 33(a).

本集團與客戶所訂合約的收入按時間點確認。

本集團的客戶群較為多元化，截至2025年12月31日止年度，與之交易額超過本集團收入10%的客戶為1名（2024年：1名）客戶。產生自北美的向該等客戶銷售電動工具、戶外動力設備及其他產品所得總收入為563百萬美元（2024年：694百萬美元）。有關由客戶引致的信貸風險集中的詳情載於附註33(a)。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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4 REVENUE AND SEGMENT REPORTING (CONTINUED)

(a) Revenue (Continued)

- (ii) *Revenue expected to be recognized in the future arising from contracts with customers in existence at the reporting date*

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to its sales contracts for goods such that information about revenue expected to be recognized in the future is not disclosed in respect of revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts for sales of goods that had an expected duration of one year or less.

(b) Segment reporting

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

- Power tools: sales of power tools and power tool accessories for consumer, professional and industrial users. The products are available under the *FLEX*, *DEVON*, *SKIL* and *X-TRON* brands plus original design manufacturer ("ODM") customers.
- Outdoor power equipment: sales of outdoor tools and outdoor tool accessories for premium or professional and mass-market users. The products are available under the *EGO*, *SKIL* brands and some ODM private labels.
- Others: sales of parts and components to a home appliances business.

4 收入及分部報告(續)

(a) 收入(續)

- (ii) *預期於報告日期與現有客戶簽訂的合約所產生的於未來確認的收入*

本集團已將香港財務報告準則第15號第121段中的實際權宜方法應用於其貨物銷售合約，由此，當本集團履行貨物銷售合約項下的剩餘履約責任時（預期期限為一年或更短），不會就本集團將有權獲得的收入披露有關未來確認的收入的資料。

(b) 分部報告

本集團按分部管理其業務，分部按業務線（產品及服務）及地區兩方面劃分。本集團已呈列如下報告分部，方式與向本集團最高行政管理人員內部呈報資料以分配資源及評估表現的方式一致。概無合併經營分部以組成以下可報告分部。

- 電動工具：對消費者、專業人士及工業用戶銷售電動工具及電動工具配件。產品以*FLEX*、*大有*、*SKIL*及小強品牌以及原設計製造商（「原設計製造商」）客戶提供。
- 戶外動力設備：向高端或專業及大眾市場用戶銷售戶外工具及戶外工具配件。以*EGO*、*SKIL*品牌及若干原設計製造商自有品牌提供有關產品。
- 其他：對一間家電公司銷售零部件。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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4 REVENUE AND SEGMENT REPORTING (CONTINUED)

(b) Segment reporting (Continued)

(i) Information about reportable segments

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

Revenue are allocated to the reportable segments with reference to sales generated by those segments.

The measure used for reporting segment profit is gross profit. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries.

In addition to receiving segment information concerning segment results, management is provided with segment information concerning revenue generated by the segments in their operations.

Segment assets and liabilities are not regularly reported to the Group's executive directors and therefore information of reportable segment assets and liabilities are not presented in the consolidated financial statements.

4 收入及分部報告(續)

(b) 分部報告(續)

(i) 有關可報告分部的資料

為評估分部表現及於分部間分配資源，本集團高級行政管理人員按以下基準監察各可報告分部應佔的業績：

收入經參考可報告分部產生的銷售額分配至該等分部。

毛利用於計量報告分部利潤。分部利潤用於計量表現，原因是管理層認為有關資料與評估各分部業績（相對於在同一行業中運營的其他實體）最相關。

除收取有關分部業績的分部資料外，管理層亦獲提供有關分部於其運營中產生的收入的分部資料。

分部資產及負債並無定期向本集團執行董事報告，因此綜合財務報表中並無呈列報告分部資產及負債的資料。

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4 REVENUE AND SEGMENT REPORTING (CONTINUED)

(b) Segment reporting (Continued)

(i) Information about reportable segments (Continued)

Disaggregation of revenue from contracts with customers by the timing of revenue recognition, as well as information regarding the Group's reportable segments as provided to the Group's senior executive management for the purposes of resource allocation and assessment of segment performance is set out below.

4 收入及分部報告 (續)

(b) 分部報告 (續)

(i) 有關可報告分部的資料 (續)

按收入確認時間劃分的來自客戶合約的收入分類，以及為資源分配及分部業績評估而向本集團高級行政管理人員提供的有關本集團可報告分部的資料載於下文。

		Reportable segments 可報告分部			
		Power tools 電動工具 USD'000 千美元	Outdoor power equipment 戶外動力設備 USD'000 千美元	Others 其他 USD'000 千美元	Total reportable segments 可報告分部總額 USD'000 千美元
2025	2025年				
Revenue from external customers Point in time	來自外部客戶的收入 於時間點	610,720	1,008,843	8,222	1,627,785
Gross profit from external customers and reportable segment profit	來自外部客戶的毛利及可報告分部利潤	173,661	360,368	1,855	535,884

		Reportable segments 可報告分部			
		Power tools 電動工具 USD'000 千美元	Outdoor power equipment 戶外動力設備 USD'000 千美元	Others 其他 USD'000 千美元	Total reportable segments 可報告分部總額 USD'000 千美元
2024	2024年				
Revenue from external customers Point in time	來自外部客戶的收入 於時間點	747,638	1,007,478	18,657	1,773,773
Gross profit from external customers and reportable segment profit	來自外部客戶的毛利及可報告分部利潤	224,902	386,362	4,417	615,681

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

4 REVENUE AND SEGMENT REPORTING (CONTINUED)

4 收入及分部報告 (續)

(b) Segment reporting (Continued)

(b) 分部報告 (續)

(ii) Reconciliations of reportable segment gross profit

(ii) 可報告分部毛利對賬

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Reportable segment gross profit	可報告分部毛利	535,884	615,681
Other revenue	其他收入	3,944	4,893
Other net gain/(loss)	其他收益／(虧損)淨額	32,336	(14,798)
Selling and distribution expenses	銷售及分銷開支	(258,799)	(262,251)
Administrative and other operating expenses	行政及其他經營開支	(105,367)	(104,758)
Research and development costs	研發成本	(85,795)	(83,410)
Net finance costs	融資成本淨額	(3,167)	(5,250)
Share of loss of an associate	分佔聯營公司虧損	(3,940)	(17,344)
Consolidated profit before taxation	除稅前綜合利潤	115,096	132,763

(iii) Geographic information

(iii) 區域資料

The following table sets out the geographic information analyses of the Group's revenue and specified non-current assets including property, plant and equipment, right-of-use assets, intangible assets and goodwill ("specified non-current assets"). In presenting the geographic information, segment revenue has been based on the geographic location of customers and segment assets have been based on the geographic location of the assets.

下表載列本集團收入及特定非流動資產的區域資料分析，包括物業、廠房及設備、使用權資產、無形資產及商譽（「特定非流動資產」）。於呈列區域資料時，分部收入基於客戶的地理位置，而分部資產基於資產的地理位置。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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4 REVENUE AND SEGMENT REPORTING 4 收入及分部報告 (續) (CONTINUED)

(b) Segment reporting (Continued)

(iii) Geographic information (Continued)

Revenue from external customers

(b) 分部報告 (續)

(iii) 區域資料 (續)

來自外部客戶的收入

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
North Americans	北美	1,144,669	1,293,059
Europe	歐洲	316,902	314,119
China	中國	106,342	110,519
Rest of the World	世界其他地區	59,872	56,076
		1,627,785	1,773,773

Specified non-current assets

特定非流動資產

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
North Americans	北美	16,190	18,045
Europe	歐洲	29,004	25,553
China	中國	307,205	295,582
Rest of the World	世界其他地區	27,998	6,048
		380,397	345,228

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

5 OTHER REVENUE AND OTHER NET GAIN

(a) Other revenue

5 其他收入及其他收益淨額

(a) 其他收入

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Government grants (Note (i))	政府補助(附註(i))	2,215	1,453
Sale of scrap materials	廢料銷售	1,344	3,057
Rentals receivable from operating leases, other than those relating to investment property	經營租賃應收租金(與投資物業 相關者除外)	385	383
		3,944	4,893

Note:

- (i) During the year ended December 31, 2025, the Group received unconditional government grants of USD1,936,000 (2024: USD1,336,000), as rewards of the Group's contribution to technology innovation and regional economic development.

During the year ended December 31, 2025, the Group received government grants of USD2,803,000 (2024: USD1,126,000) as subsidies for construction and equipment and recognized such grants of USD279,000 (2024: USD117,000) in the consolidated statements of profit or loss.

附註：

- (i) 截至2025年12月31日止年度，本集團收取1,936,000美元（2024年：1,336,000美元）的無條件政府補助，作為對本集團為科技創新及區域經濟發展所作貢獻的獎勵。

截至2025年12月31日止年度，本集團收取政府補助2,803,000美元（2024年：1,126,000美元）作為建設及設備補貼，並於綜合損益表內確認有關補助279,000美元（2024年：117,000美元）。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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5 OTHER REVENUE AND OTHER NET GAIN 5 其他收入及其他收益淨額（續） (CONTINUED)

(b) Other net gain/(loss)		(b) 其他收益／（虧損）淨額	
		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Net foreign exchange gain	匯兌收益淨額	7,871	2,136
Gain on disposal of properties, plants and equipment	出售物業、廠房及設備收益	92	286
Net loss on disposal of leases	出售租賃虧損淨額	—	(605)
Net realized and unrealized gains on financial assets at FVPL	以公允價值計量且其變動計入當期損益的金融資產已變現及未變現收益淨額	2,090	515
Net realized and unrealized gains on derivative financial instruments	衍生金融工具的已變現及未變現收益淨額	2,269	4,120
Restructuring costs (Note 28)	重組成本（附註28）	—	(23,032)
Net gain on disposal of a subsidiary (Note 22(f))	出售一間附屬公司的收益淨額（附註22(f)）	19,240	—
Others	其他	774	1,782
		32,336	(14,798)

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

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6 PROFIT BEFORE TAXATION

Profit before taxation is arrived at after (crediting)/
charging:

(a) Net finance costs

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Interest income from bank deposits	銀行存款利息收益	(6,470)	(7,005)
Finance income	融資收益	(6,470)	(7,005)
Interest on bank loans	銀行貸款利息	8,060	10,466
Other financing cost	其他融資成本	940	1,274
Interest on lease liabilities	租賃負債利息	637	515
Finance costs	融資成本	9,637	12,255
Net finance costs	融資成本淨額	3,167	5,250

(b) Staff costs

6 除稅前利潤

除稅前利潤乃經(計入)/扣除以下各項後得
出：

(a) 融資成本淨額

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Contributions to defined contribution retirement plans	界定供款退休計劃供款	34,447	33,829
Expenses recognized in respect of defined benefit retirement plans obligation (Note 31(a))	就界定福利退休計劃責任確認的 開支(附註31(a))	12	12
Salaries, wages and other benefits	薪金、工資及其他福利	194,318	206,335
		228,777	240,176

(b) 員工成本

Year ended December 31,
截至12月31日止年度

		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Contributions to defined contribution retirement plans	界定供款退休計劃供款	34,447	33,829
Expenses recognized in respect of defined benefit retirement plans obligation (Note 31(a))	就界定福利退休計劃責任確認的 開支(附註31(a))	12	12
Salaries, wages and other benefits	薪金、工資及其他福利	194,318	206,335
		228,777	240,176

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

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6 PROFIT BEFORE TAXATION (CONTINUED)

6 除稅前利潤（續）

(c) Other items

(c) 其他項目

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Depreciation charge	折舊費用		
– owned properties, plants and equipment	– 自有物業、廠房及設備	42,827	49,289
– right-of-use assets	– 使用權資產	9,999	6,274
Amortization of intangible assets	無形資產攤銷	549	401
Research and development costs (Note (i))	研發成本 (附註(i))	85,795	83,410
(Reversal of)/provision for impairment loss on trade and other receivables	貿易及其他應收款項減值虧損的 (回撥)/撥備	(290)	2,180
Provision for write-down of inventories	存貨撇減撥備	8,270	1,284
Auditors' remuneration	核數師酬金		
– audit services	– 審核服務	858	881
– non-audit services	– 非審核服務	1	14
Cost of inventories sold (Note (ii))	出售存貨成本 (附註(ii))	1,091,901	1,158,092

Notes:

附註：

- (i) Research and development costs include amounts relating to staff costs, depreciation and amortization expenses, which are also included in the respective total amounts disclosed separately above or in Note 6 for each of these types of expenses.
- (ii) Cost of inventories recognized as expenses includes amounts relating to staff costs, depreciation and amortization expenses, provision for write-down of inventories, which are also included in the respective total amounts disclosed separately above or in Note 6 for each of these types of expenses.

- (i) 研發成本包括與員工成本、折舊及攤銷開支有關的款項，該等款項亦計入上述單獨披露的總額中或附註6中（就各類開支而言）。
- (ii) 確認為開支的存貨成本包括與員工成本、折舊及攤銷開支、存貨撇減撥備有關的款項，該等款項亦計入上述單獨披露的總額中或附註6中（就各類開支而言）。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS 7 綜合損益表內所得稅

(a) Taxation in the consolidated statements of profit or loss represents: (a) 綜合損益表內稅項指：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current tax	即期稅項		
<i>PRC Corporate Income Tax</i>	<i>中國企業所得稅</i>		
– Provision for the year	– 年內撥備	3,692	10,296
– Over-provision in respect of prior years	– 過往年度超額撥備	719	53
		4,411	10,349
<i>Hong Kong Profits Tax</i>	<i>香港利得稅</i>		
– Provision for the year	– 年內撥備	4,322	5,612
<i>Tax jurisdictions outside PRC and Hong Kong</i>	<i>中國及香港境外稅務司法管轄區</i>		
– Provision for the year	– 年內撥備	11,694	4,499
Deferred tax	遞延稅項		
– Origination and reversal of temporary differences (Note 27(b))	– 暫時差額產生及撥回 (附註27(b))	(3,024)	(405)
Total income tax expense	所得稅開支總額	17,403	20,055

Notes:

附註：

(i) Pursuant to the income tax rules and regulations of Hong Kong, the Company and the subsidiary in Hong Kong were liable to the Hong Kong Profits Tax at a rate of 16.5% during the years ended December 31, 2024 and 2025.

(i) 根據香港的所得稅條例及法規，截至2024年及2025年12月31日止年度，本公司及香港附屬公司須按16.5%的稅率繳納香港利得稅。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS (CONTINUED)

(a) Taxation in the consolidated statements of profit or loss represents: (Continued)

Notes: (Continued)

- (ii) The PRC subsidiaries of the Group are subject to PRC Corporate Income Tax ("CIT") at a statutory rate of 25%, except for the following specified subsidiary:

According to the Administrative Measures for Determination of High-Tech Enterprises (Guokefahuo [2016] No.32), Nanjing Chervon Industry Co., Ltd. obtained the qualification as a high-tech enterprise and was entitled to a preferential income tax rate of 15% for the years from 2022 to 2025. Nanjing Chervon Industry Co., Ltd. renewed the qualification in December 19, 2025 and was entitled to a preferential income tax rate of 15% for the next three years.

According to the prevailing PRC CIT law and its relevant regulations, non-PRC tax resident enterprises are levied withholding tax on dividends from their PRC resident investees for intra-group earnings accumulated beginning on January 1, 2008, at 10% (unless reduced by tax treaties or similar arrangements), respectively. Undistributed earnings generated prior to 2008 are exempt from such withholding tax.

Under the arrangement between the Mainland China and Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income and its relevant regulations, dividends paid by a PRC resident enterprise to its direct holding company in Hong Kong will be subject to withholding tax at a reduced rate of 5% (if the Hong Kong investor is the "beneficial owner" and owns directly at least 25% of the equity interest of the PRC resident enterprise for the past twelve months before the dividends distribution). The Group met the beneficial owner requirements in 2024 and 2025 and were entitled to a preferential rate of 5% since 2015.

7 綜合損益表內所得稅(續)

(a) 綜合損益表內稅項指：(續)

附註：(續)

- (ii) 本集團的中國附屬公司須按25%的法定稅率繳納中國企業所得稅(「企業所得稅」)，惟以下特定附屬公司除外：

根據《高新技術企業認定管理辦法》(國科發火[2016]32號)，南京泉峰科技有限公司取得高新技術企業資格，自2022年至2025年享受15%的所得稅優惠稅率。南京泉峰科技有限公司於2025年12月19日重續有關資格，並有權於未來三年享有15%的優惠所得稅稅率。

根據現行《中華人民共和國企業所得稅法》及其相關法規，非中國稅務居民企業對自2008年1月1日起累計的集團內公司間收益從其中國居民被投資公司獲得的股息分別徵收10%的預扣稅(除非按稅收協定或類似安排降低)。2008年之前產生的未分配收益免徵有關預扣稅。

根據《內地和香港特別行政區關於對所得避免雙重徵稅和防止偷漏稅的安排》及其相關法規，倘香港投資者為「實益擁有人」及於股息分派前過往十二個月直接擁有中國居民企業最少25%的股權，中國居民企業支付予其香港直接控股公司的股息將按5%的寬減稅率繳納預扣稅。本集團於2024年及2025年符合實益擁有人規定並自2015年起有權享有5%的優惠稅率。

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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS (CONTINUED)

(a) Taxation in the consolidated statements of profit or loss represents: (Continued)

Notes: (Continued)

- (iii) Pursuant to the income tax rules and regulations of the United States, the Group's subsidiaries in the United States was liable to United States federal income tax at a rate of 21% and state income tax at a rate ranging from 0.75% to 9.99% during the year ended December 31, 2024 and 2025.
- (iv) Pursuant to the income tax rules and regulations of the United Kingdom, the Group's subsidiary in the United Kingdom was liable to the United Kingdom corporation tax at a rate of 19% during the year ended December 31, 2024 and 2025.
- (v) Pursuant to the income tax rules and regulations of Germany, Chervon GmbH, Flex Geschäftsführungs GmbH, Flex Verwaltungs GmbH & Co., KG, Flex-Elektrowerkzeuge GmbH and EGO Europe GmbH were liable to German corporate tax at a rate between 22.825% and 26.825% determined by municipalities during the year ended December 31, 2024 and 2025.
- (vi) Pursuant to the rules and regulations of Australia, the Group's subsidiary in Australia was liable to Australia corporation tax at a rate of 27.5% during the year ended December 31, 2024 and 2025.
- (vii) Pursuant to the rules and regulations of Canada, the Group's subsidiary in Canada was liable to Canada corporation tax at a rate of 26.5% during the year ended December 31, 2024 and 2025.
- (viii) Pursuant to the rules and regulations of the Netherlands, the Group's subsidiaries in the Netherlands was liable to the Netherlands corporation tax at a rate of 25.8% during the year ended December 31, 2024 and 2025.

7 綜合損益表內所得稅(續)

(a) 綜合損益表內稅項指：(續)

附註：(續)

- (iii) 截至2024年及2025年12月31日止年度，根據美國所得稅條例及法規，本集團在美國的附屬公司須按21%的美國聯邦所得稅稅率及介乎0.75%至9.99%之間的州所得稅稅率納稅。
- (iv) 截至2024年及2025年12月31日止年度，根據英國的所得稅條例及法規，本集團在英國的附屬公司須按19%的稅率繳納英國公司稅。
- (v) 截至2024年及2025年12月31日止年度，根據德國的所得稅條例及法規，Chervon GmbH、Flex Geschäftsführungs GmbH、Flex Verwaltungs GmbH & Co., KG、Flex-Elektrowerkzeuge GmbH及EGO歐洲GmbH須繳納德國公司稅，稅率為22.825%至26.825%，由市政當局確定。
- (vi) 截至2024年及2025年12月31日止年度，根據澳大利亞的規則及法規，本集團在澳大利亞的附屬公司須按27.5%的稅率繳納澳大利亞公司稅。
- (vii) 截至2024年及2025年12月31日止年度，根據加拿大的規則及法規，本集團在加拿大的附屬公司須按26.5%的稅率繳納加拿大公司稅。
- (viii) 截至2024年及2025年12月31日止年度，根據荷蘭的規則及法規，本集團在荷蘭的附屬公司須按25.8%的稅率繳納荷蘭公司稅。

NOTES TO THE FINANCIAL STATEMENTS

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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS (CONTINUED)

(a) Taxation in the consolidated statements of profit or loss represents: (Continued)

Notes: (Continued)

- (ix) Pursuant to the rules and regulations of the Czech Republic, the Group's subsidiary in the Czech Republic was liable to the Czech Republic corporation tax at a rate of 19% during the year ended December 31, 2024 and 2025.
- (x) Pursuant to the rules and regulations of Belgium, the Group's subsidiary in Belgium was liable to Belgium corporation tax at a rate of 25% during the year ended December 31, 2024 and 2025.
- (xi) Pursuant to the rules and regulations of Italia, the Group's subsidiary in Italia was liable to Italia corporation tax at a rate of 24% during the year ended December 31, 2024 and 2025.
- (xii) Pursuant to the rules and regulations of France, the Group's subsidiary in France was liable to France corporation tax at a rate of 28% during the year ended December 31, 2024 and 2025.
- (xiii) Pursuant to the Vietnam Investment Law and the approval of Industry Zone Committee of Tinh Binh Duong, the Group's subsidiary in the Vietnam was entitled to a tax exemption for 2024 and 2025 and a preferential income tax rate of 10% from 2022 to 2025.
- (xiv) Pursuant to the rules and regulations of New Zealand, the Group's subsidiary in New Zealand was liable to New Zealand corporation tax at a rate of 28% during the year ended December 31, 2024 and 2025.
- (xv) Pursuant to the rules and regulations of Sweden, the Group's subsidiary in Sweden was liable to Swedish corporation tax at a rate of 20.6% during the year ended December 31, 2025.
- (xvi) Taxation for overseas subsidiaries is charged at the appropriate current rates of taxation ruling in the relevant countries. As disclosed in Note 7(c), the group is also liable to Pillar Two income taxes.

7 綜合損益表內所得稅(續)

(a) 綜合損益表內稅項指：(續)

附註：(續)

- (ix) 截至2024年及2025年12月31日止年度，根據捷克共和國的規則及法規，本集團在捷克共和國的附屬公司須按19%的稅率繳納捷克公司稅。
- (x) 截至2024年及2025年12月31日止年度，根據比利時的規則及法規，本集團在比利時的附屬公司須按25%的稅率繳納比利時公司稅。
- (xi) 截至2024年及2025年12月31日止年度，根據意大利的規則及法規，本集團在意大利的附屬公司須按24%的稅率繳納意大利公司稅。
- (xii) 截至2024年及2025年12月31日止年度，根據法國的規則及法規，本集團在法國的附屬公司須按28%的稅率繳納法國公司稅。
- (xiii) 根據《越南投資法》及平陽省工業區委員會的批文，本集團在越南的附屬公司於2024年及2025年享有免稅待遇以及自2022年至2025年按10%的優惠稅率繳納所得稅。
- (xiv) 截至2024年及2025年12月31日止年度，根據新西蘭的規則及法規，本集團在新西蘭的附屬公司須按28%的稅率繳納新西蘭公司稅。
- (xv) 截至2025年12月31日止年度，根據瑞典的規則及法規，本集團在瑞典的附屬公司須按20.6%的稅率繳納瑞典公司稅。
- (xvi) 海外附屬公司稅項按相關國家適用之現行稅率計提。誠如附註7(c)所披露，本集團亦須繳納第二支柱所得稅。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS (CONTINUED)

7 綜合損益表內所得稅（續）

(b) Reconciliation between profit before taxation and tax expense and at applicable tax rates:

(b) 除稅前利潤及稅項開支以及適用稅率之間的對賬：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Profit before taxation	除稅前利潤	115,096	132,763
Notional tax on profit before taxation, calculated at the rates applicable to profits in the jurisdictions concerned	除稅前利潤名義稅，按適用於相關司法管轄區利潤的稅率計算	24,954	23,006
Effect of PRC tax concessions obtained	獲得中國稅收減免的影響	(4,349)	(7,149)
Tax effect of non-deductible expenses (Note)	不可扣稅開支的稅務影響（附註）	4,038	4,795
Tax effect of non-taxable income	非應課稅收益的稅務影響	(850)	(960)
Tax effect of tax losses not recognized	未確認稅項虧損的稅務影響	1,384	8,632
Tax effect of bonus deduction for research and development costs	研發成本加計扣除的稅務影響	(8,637)	(9,620)
Provision of withholding tax on undistributed profits	未分配利潤的預扣稅撥備	144	1,298
Over-provision in prior years	過往年度超額撥備	719	53
Income tax expense	所得稅開支	17,403	20,055

Note:

Tax effect of non-deductible expenses mainly represented tax effect of loss of an associate, expenses incurred by entities without assessable profits and other non-deductible expenses.

附註：

不可扣稅開支的稅務影響主要指聯營公司虧損、無應課稅利潤的實體產生的開支及其他不可扣稅開支的稅務影響。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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7 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF PROFIT OR LOSS (CONTINUED)

(c) Pillar Two income taxes

The Group is part of a multinational enterprise group which is subject to the Global Anti-Base Erosion Model Rules ("Pillar Two model rules") published by the Organisation for Economic Co-operation and Development.

From January 1, 2024, the Group's earnings in Vietnam, Canada, United Kingdom and certain European countries are subject to the domestic minimum top-up tax that was introduced by Vietnam, Canada, United Kingdom and certain European countries with effect from January 1, 2024.

From January 1, 2025, the Group is also liable to Pillar Two income taxes under the Hong Kong Inland Revenue (Amendment) (Minimum Tax for Multinational Enterprise Groups) Ordinance 2025 for its earnings in the Hong Kong SAR and certain other jurisdictions where a domestic minimum top-up tax has not been implemented, including the Chinese Mainland.

The Group has applied the temporary mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes and accounted for the tax as current tax when incurred. The Group didn't recognise any current tax expense related to Pillar Two income taxes for the year ended December 31, 2025 (2024: nil).

7 綜合損益表內所得稅(續)

(c) 第二支柱所得稅

本集團隸屬於一家跨國企業集團，該集團須遵守經濟合作與發展組織發佈的全球反基礎侵蝕模型規則(「第二支柱模型規則」)。

自2024年1月1日起，本集團於越南、加拿大、英國及若干歐洲國家的盈利須繳納越南、加拿大、英國及若干歐洲國家自2024年1月1日起生效的國內最低補足稅項。

自2025年1月1日起，本集團亦須就其於香港特別行政區及若干尚未實施國內最低補足稅項的其他司法權區(包括中國大陸)的盈利根據2025年香港稅務(修訂)(跨國企業集團最低稅項)條例繳納第二支柱所得稅。

本集團已應用暫時強制豁免，無需確認及披露有關第二支柱所得稅的遞延稅項資產及負債的資料，並將於產生時將稅項入賬列作即期稅項。本集團並無確認截至2025年12月31日止年度任何有關第二支柱所得稅的即期稅項開支(2024年：零)。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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8 DIRECTORS' EMOLUMENTS

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follows:

8 董事酬金

根據香港公司條例第383(1)條及公司（披露董事利益資料）規例第二部分披露的董事酬金披露如下：

			Salaries, allowances and benefits in kind 薪金、津貼及 董事袍金 USD' 000 千美元	Discretionary bonuses 酌情花紅 USD' 000 千美元	Retirement scheme contributions 退休計劃供款 USD' 000 千美元	2025 Total 2025年總計 USD' 000 千美元
		<i>Note 附註</i>				
Chairman	主席					
Pan Longquan	潘龍泉		30	168	—	366
Executive directors	執行董事					
Zhang Tong	張彤		30	233	2	381
Ke Zuqian	柯祖謙		30	233	2	381
Michael John Clancy	Michael John Clancy	(iii)	30	270	—	300
Independent non-executive directors	獨立非執行董事					
Tian Ming	田明	(ii)	28	—	—	28
Li Minghui	李明輝		28	—	—	28
Jiang Li	蔣立		28	—	—	28
			204	904	4	1,512

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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8 DIRECTORS' EMOLUMENTS (CONTINUED)

8 董事酬金 (續)

		Salaries, allowances and benefits in kind 薪金、津貼及 實物福利	Discretionary bonuses 酌情花紅	Retirement scheme contributions 退休計劃供款	2024 Total 2024年總計	
	<i>Note</i> <i>附註</i>	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	
Chairman	主席					
Pan Longquan	潘龍泉	30	121	281	–	432
Executive directors	執行董事					
Zhang Tong	張彤	30	160	281	–	471
Ke Zuqian	柯祖謙	30	160	281	–	471
Michael John Clancy	Michael John Clancy	30	476	603	20	1,129
Independent non-executive directors	獨立非執行董事					
Tian Ming	田明	(ii)	28	–	–	28
Li Minghui	李明輝		28	–	–	28
Jiang Li	蔣立		28	–	–	28
		204	917	1,446	20	2,587

Notes:

附註：

- (i) All the executive directors are key management personnel of the Group during the year ended December 31, 2024 and 2025 and their remuneration disclosed above include those for services rendered by them as key management personnel.
- (ii) Mr. Tian Ming resigned from the position of an independent non-executive director on November 28, 2025.
- (iii) During the year ended 31 December 2025, the emolument of Mr. Michael John Clancy was paid by the Group in the form of consultant fees to an entity controlled by him for providing consulting service for the Group.
- (iv) Mr. Fan Hao was appointed as an independent non-executive director in February 4, 2026.

- (i) 截至2024年及2025年12月31日止年度，所有執行董事均為本集團的主要管理人員，上文所披露彼等的薪酬包括彼等作為主要管理人員提供服務所獲報酬。
- (ii) 田明先生於2025年11月28日辭任獨立非執行董事職務。
- (iii) 截至2025年12月31日止年度，Michael John Clancy先生的薪酬由本集團以顧問費形式支付予由其控制的實體，以換取該實體為本集團提供的諮詢服務。
- (iv) 范浩先生於2026年2月4日獲委任為獨立非執行董事。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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9 INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, nil (2024: one) is director whose emoluments are disclosed in Note 8. The aggregate of the emoluments in respect of the remaining five (2024: four) individuals are as follows:

9 最高薪酬人士

於五名最高薪酬的人士中，零名（2024年：一名）為董事，其薪酬於附註8中披露。其餘五名（2024年：四名）人士的薪酬總額如下：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Salaries, allowances and benefits in kind	薪金、津貼及實物福利	1,421	1,170
Discretionary bonuses	酌情花紅	689	713
Retirement scheme contributions	退休計劃供款	175	98
		2,285	1,981

The emoluments of the five (2024: four) individuals with the highest emoluments are within the following bands:

五名（2024年：四名）最高薪酬人士的薪酬處於以下區間內：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 Number of individuals 人數	2024 2024年 Number of individuals 人數
USD nil to USD500,000	零美元至500,000美元	4	3
USD500,001 to USD1,000,000	500,001美元至1,000,000美元	1	1

None of the Directors of the Company has waived any emoluments for the year ended December 31, 2025.

截至2025年12月31日止年度，概無本公司董事放棄任何薪酬。

No emoluments were paid by the Group to the directors or the five highest paid individuals (including directors and employees) as an inducement to join or upon joining the Group or as compensating for loss of office during both years.

於兩個年度內，本集團概無向董事或五名最高薪酬人士（包括董事及僱員）支付酬金，作為加入本集團或加入本集團後的獎勵或作為離職補償。

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財務報表附註

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10 OTHER COMPREHENSIVE INCOME

Tax effects relating to each component of other comprehensive income

10 其他全面收益

與其他全面收益各組成部分相關的稅務影響

		Exchange differences on translation of financial statements 換算財務報表的 匯兌差額 USD' 000 千美元	Remeasurement of net defined benefit liability 重新計量 USD' 000 千美元	Total 總計 USD' 000 千美元
For the year ended December 31, 2024	截至2024年12月31日 止年度			
Before-tax amount	除稅前金額	(15,245)	21	(15,224)
Tax expense	稅項開支	—	(6)	(6)
Net-of-tax amount	扣除稅項的金額	(15,245)	15	(15,230)
For the year ended December 31, 2025	截至2025年12月31日 止年度			
Before-tax amount	除稅前金額	11,191	29	11,220
Tax expense	稅項開支	—	(9)	(9)
Net-of-tax amount	扣除稅項的金額	11,191	20	11,211

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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11 EARNINGS PER SHARE

(a) Basic earnings per share

The calculation of basic and diluted earnings per share is based on the profits attributable to equity shareholders of the Company of USD97,600,000 (2024: profit attributable to equity shareholders of the Company of USD112,474,000) and the weighted average of ordinary shares calculated as follows:

Weighted average number of ordinary shares

11 每股盈利

(a) 每股基本盈利

每股基本及攤薄盈利乃根據本公司權益股東應佔溢利97,600,000美元（2024年：本公司權益股東應佔溢利112,474,000美元）及普通股加權平均數計算如下：

普通股加權平均數

		Year ended December 31, 截至12月31日止年度	
		2025 2025年	2024 2024年
Ordinary shares at the beginning of the year	於年初的普通股	511,053,811	511,053,811
Effect of shares held for share award scheme at the beginning of the year	於年初就股份獎勵計劃所持股份的影響	(1,106,100)	—
Effect of shares purchased (Note 32(c))	購入股份的影響 (附註32(c))	(1,152,267)	(561,045)
Weighted average number of ordinary shares at the end of the year	於年末的普通股加權平均數	508,795,444	510,492,766

(b) Diluted earnings per share

There were no dilutive potential ordinary shares in existence for the years ended December 31, 2025 and 2024. The calculated diluted earnings per share equals the basic earnings per share at December 31, 2025 and 2024.

(b) 每股攤薄盈利

截至2025年及2024年12月31日止年度，不存在潛在攤薄普通股。計算得出的每股攤薄盈利分別等於2025年及2024年12月31日的每股基本盈利。

NOTES TO THE FINANCIAL STATEMENTS

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(Expressed in US dollar ("USD") unless otherwise indicated)
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12 PROPERTIES, PLANTS AND EQUIPMENT

(a) Reconciliation of carrying amount

12 物業、廠房及設備

(a) 賬面值對賬

		Plant and buildings 廠房及樓宇 USD' 000 千美元	Machinery and equipment 機器及設備 USD' 000 千美元	Software, motor vehicles and office equipment 軟件、汽車及 辦公設備 USD' 000 千美元	Construction in progress 在建工程 USD' 000 千美元	Total 總計 USD' 000 千美元
Cost:	成本：					
At January 1, 2024	於2024年1月1日	175,176	187,007	73,177	12,162	447,522
Additions	添置	5	15,918	6,115	41,002	63,040
Acquisition of a subsidiary	收購附屬公司	—	—	43	—	43
Transfers	轉讓	2,595	764	3,852	(7,211)	—
Disposals	出售	(166)	(2,395)	(2,548)	—	(5,109)
Exchange adjustment	匯兌調整	(3,230)	(3,741)	(2,485)	(609)	(10,065)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	174,380	197,553	78,154	45,344	495,431
Additions	添置	16,065	11,729	5,952	26,118	59,864
Acquisition of a subsidiary (Note 36)	收購附屬公司(附註36)	—	18	74	—	92
Transfers	轉讓	30,891	12,796	4,111	(47,798)	—
Disposals	出售	(4)	(16,129)	(1,902)	—	(18,035)
Exchange adjustment	匯兌調整	11,169	200	4,050	1,158	16,577
At December 31, 2025	於2025年12月31日	232,501	206,167	90,439	24,822	553,929
Accumulated depreciation:	累計折舊：					
At January 1, 2024	於2024年1月1日	(56,467)	(80,497)	(34,003)	—	(170,967)
Charge for the year	年內費用	(8,122)	(25,788)	(15,379)	—	(49,289)
Written back on disposals	出售時撥回	53	1,312	1,134	—	2,499
Exchange adjustment	匯兌調整	1,320	2,039	1,462	—	4,821
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	(63,216)	(102,934)	(46,786)	—	(212,936)
Charge for the year	年內費用	(10,323)	(24,818)	(7,686)	—	(42,827)
Written back on disposals	出售時撥回	2	13,104	1,771	—	14,877
Exchange adjustment	匯兌調整	(4,486)	(2,781)	(3,565)	—	(10,832)
At December 31, 2025	於2025年12月31日	(78,023)	(117,429)	(56,266)	—	(251,718)
Net book value:	賬面淨值：					
At December 31, 2024	於2024年12月31日	111,164	94,619	31,368	45,344	282,495
At December 31, 2025	於2025年12月31日	154,478	88,738	34,173	24,822	302,211

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13 RIGHT-OF-USE ASSETS

The analysis of the net book value of right-of-use assets by class of underlying asset is presented below:

13 使用權資產

按相關資產類別劃分的使用權資產賬面淨值的分析呈列如下：

		Plant and buildings 廠房及樓宇 USD' 000 千美元	Leasehold land 租賃土地 USD' 000 千美元	Total 總計 USD' 000 千美元
Cost:	成本：			
At January 1, 2024	於2024年1月1日	25,683	53,032	78,715
Additions	添置	7,190	—	7,190
Disposals	出售	(6,023)	—	(6,023)
Exchange adjustment	匯兌調整	(234)	(780)	(1,014)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	26,616	52,252	78,868
Additions	添置	19,964	—	19,964
Disposals	出售	(774)	—	(774)
Exchange adjustment	匯兌調整	32	1,186	1,218
At December 31, 2025	於2025年12月31日	45,838	53,438	99,276
Accumulated depreciation:	累計折舊：			
At January 1, 2024	於2024年1月1日	(14,277)	(6,456)	(20,733)
Charge for the year	年內費用	(5,098)	(1,176)	(6,274)
Written back on disposals	出售時撥回	5,418	—	5,418
Exchange adjustment	匯兌調整	125	107	232
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	(13,832)	(7,525)	(21,357)
Charge for the year	年內費用	(8,827)	(1,172)	(9,999)
Written back on disposals	出售時撥回	774	—	774
Exchange adjustment	匯兌調整	(25)	(189)	(214)
At December 31, 2025	於2025年12月31日	(21,910)	(8,886)	(30,796)
Net book value:	賬面淨值：			
At December 31, 2024	於2024年12月31日	12,784	44,727	57,511
At December 31, 2025	於2025年12月31日	23,928	44,552	68,480

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13 RIGHT-OF-USE ASSETS (CONTINUED)

Notes:

- (i) The Group obtains the right-of-use certain land in the PRC under several operating lease agreements of 50 years. As at December 31, 2025, the carrying amounts of leasehold land held for own use were USD44,552,000 (2024: USD44,727,000).
- (ii) The Group has obtained the right to use certain office, plant and warehouse properties through tenancy agreements during the years ended December 31, 2025 and 2024. The leases typically run for a period of 2 to 13 years.

The analysis of expense items in relation to leases recognized in profit or loss is as follows:

13 使用權資產 (續)

附註：

- (i) 本集團在中國根據若干50年的經營租賃協議取得若干土地的使用權。於2025年12月31日，持作自用租賃土地的賬面值為44,552,000美元（2024年：44,727,000美元）。
- (ii) 本集團於截至2025年及2024年12月31日止年度通過租賃協議獲得若干辦公室、廠房及倉庫物業的使用權。租賃的租期通常為2至13年。

與於損益確認的租賃相關的開支項目分析如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Depreciation charge of right-of-use assets by class of underlying asset:	按相關資產類別劃分的使用權資產折舊費用：		
– Leasehold land	– 租賃土地	1,172	1,176
– Plant and buildings	– 廠房及樓宇	8,827	5,098
		9,999	6,274
Interest on lease liabilities (Note 6(a))	租賃負債利息 (附註6(a))	637	515
Expense relating to short-term leases	與短期租賃有關的開支	2,359	2,655

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in Notes 22(e) and 24, respectively.

租賃總現金流出及租賃負債到期分析的詳情分別載於附註22(e)及24。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

14 INTANGIBLE ASSETS

14 無形資產

		Patents 專利 USD' 000 千美元	Trademarks 商標 USD' 000 千美元	Customer relationship 客戶關係 USD' 000 千美元	Total 總計 USD' 000 千美元
Cost:	成本：				
At January 1, 2024	於2024年1月1日	932	2,425	–	3,357
Acquisition of a subsidiary	收購附屬公司	–	–	1,850	1,850
Exchange adjustment	匯兌調整	(3)	–	(72)	(75)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	929	2,425	1,778	5,132
Acquisition of a subsidiary (Note 36)	收購附屬公司 (附註36)	–	–	3,215	3,215
Exchange adjustment	匯兌調整	5	–	251	256
At December 31, 2025	於2025年12月31日	934	2,425	5,244	8,603
Accumulated amortization: 累計攤銷：					
At January 1, 2024	於2024年1月1日	(687)	(1,788)	–	(2,475)
Charge for the year	年內費用	(80)	(217)	(104)	(401)
Exchange adjustment	匯兌調整	3	–	–	3
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	(764)	(2,005)	(104)	(2,873)
Charge for the year	年內費用	(80)	(217)	(252)	(549)
Exchange adjustment	匯兌調整	(5)	–	(2)	(7)
At December 31, 2025	於2025年12月31日	(849)	(2,222)	(358)	(3,429)
Net book value:					
At December 31, 2024	於2024年12月31日	165	420	1,674	2,259
At December 31, 2025	於2025年12月31日	85	203	4,886	5,174

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

15 GOODWILL

15 商譽

USD'000
千美元

Cost:	成本：	
At January 1, 2024	於2024年1月1日	—
Acquisition of a subsidiary	收購附屬公司	3,078
Exchange adjustment	匯兌調整	(115)
At December 31, 2024 and January 1, 2025	於2024年12月31日及2025年1月1日	2,963
Acquisition of a subsidiary (Note 36)	收購附屬公司 (附註36)	1,203
Exchange adjustment	匯兌調整	366
At December 31, 2025	於2025年12月31日	4,532
Accumulated impairment losses:	累計減值虧損：	
At January 1, 2024, December 31, 2024 and December 31, 2025	於2024年1月1日，2024年12月31日及2025年12月31日	—
Carrying amount:	賬面值：	
At December 31, 2024	於2024年12月31日	2,963
At December 31, 2025	於2025年12月31日	4,532

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

15 GOODWILL (CONTINUED)

Impairment tests for cash-generating units containing goodwill

Goodwill is allocated to the Group's cash-generating unit as follows:

		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Flex Scandinavia AB	Flex Scandinavia AB	3,316	2,963
Stierman De Leeuw B.V.	Stierman De Leeuw B.V.	1,216	–
		4,532	2,963

The recoverable amount of each CGU is determined based on value-in-use calculations. The Group engaged an independent professional valuer to assist with the calculations, which use cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using an estimated annual growth rate of 2.0%, which is estimated based on the inflation rate. Key assumptions used for the value in use calculations are the discount rate and revenue growth rate in the five-year projection period. The discount rate was a pre-tax measure based on the risk-free rate in the relevant market and in the same currency as the cash flows, adjusted for a risk premium to reflect both the increased risk of investing in equities generally and the systematic risk of the specific CGU. Revenue growth rate in the five-year projection period was estimated taking into account of the past performance and management expectation for market development.

15 商譽 (續)

含商譽的現金產生單位的減值測試

商譽分配至本集團的以下現金產生單位：

各現金產生單位的可回收金額按使用價值計算釐定。本集團委聘獨立專業估值師協助計算，該等計算法採用根據經管理層批准的五年期財政預算釐定的現金流量預測。五年期後的現金流量採用2.0%的估計年度增長率推算，該增長率乃根據通貨膨脹率估計。用於使用價值計算的關鍵假設為五年預測期的貼現率及收入增長率。貼現率乃根據相關市場的無風險利率而釐定的除稅前計量，其使用與現金流量相同的貨幣，已就風險溢價調整，以反映通常股權投資增加的風險以及特定現金產生單位的系統性風險。五年預測期的收入增長率乃經計及過往表現及管理層對市場發展的預期進行估計。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

15 GOODWILL (CONTINUED)

Impairment tests for cash-generating units containing goodwill (Continued)

Key assumptions used in estimating the recoverable amount are as follows:

		2025 2025年	2024 2024年
Pre-tax discount rate	除稅前貼現率		
Flex Scandinavia AB	Flex Scandinavia AB	12.32%	10.81%
Stierman De Leeuw B.V.	Stierman De Leeuw B.V.	14.67%	N/A 不適用
Average revenue growth rate during the projection period	於預測期的平均收入增長率		
Flex Scandinavia AB	Flex Scandinavia AB	12.87%	13.00%
Stierman De Leeuw B.V.	Stierman De Leeuw B.V.	0.00%	N/A 不適用

The estimated recoverable amount of Flex Scandinavia AB and Stierman De Leeuw B.V. exceeded its carrying amount as at December 31, 2025 by USD642,000 (2024: USD827,000) and USD1,611,000, respectively.

Management performed sensitivity analysis of two key assumptions that could significantly affect the recoverable amount. The following table shows the percentage by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount:

15 商譽 (續)

含商譽的現金產生單位的減值測試 (續)

估計可收回金額所使用的關鍵假設如下：

於2025年12月31日，Flex Scandinavia AB及Stierman De Leeuw B.V.的估計可收回金額分別超過其賬面值642,000美元（2024年：827,000美元）及1,611,000美元。

管理層已對可能嚴重影響可收回金額的兩項關鍵假設進行敏感度分析。下表列示使估計可收回金額相等於賬面值時，該等兩項假設分別所需變動的百分比：

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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15 GOODWILL (CONTINUED)

Change required for recoverable amount of the CGUs to be equal to its carrying amount

		2025 2025年	2024 2024年
Flex Scandinavia AB	Flex Scandinavia AB		
Increase in pre-tax discount rate	除稅前貼現率上升	0.66%	0.88%
Decrease in revenue growth rate during the projection period	於預測期的收入增長率下降	1.44%	2.39%
Stierman De Leeuw B.V.	Stierman De Leeuw B.V.		
Increase in pre-tax discount rate	除稅前貼現率上升	6.25%	不適用
Decrease in revenue growth rate during the projection period	於預測期的收入增長率下降	7.35%	不適用

The recoverable amount of the CGUs based on the value-in-use calculations was higher than the carrying amount as at December 31, 2025 and 2024. Accordingly, no impairment loss for goodwill was recognised in the consolidated statements of profit or loss. Also, based on the sensitivity analysis above, the Group concluded that a reasonably possible change in key parameters would not cause the carrying amount of the CGU to exceed its recoverable amount as at December 31, 2025 and 2024.

15 商譽 (續)

使現金產生單位的可收回金額相等於其賬面值所需變動

於2025年及2024年12月31日，基於使用價值計算的現金產生單位的可收回金額高於賬面值。因此，並無於綜合損益表內確認商譽的減值虧損。此外，基於上述敏感度分析，本集團確定，於2025年及2024年12月31日，關鍵參數的合理可能變動不會導致現金產生單位的賬面值超過其可收回金額。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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16 INVESTMENTS IN SUBSIDIARIES

The following list contains the particulars of subsidiaries of the Company which principally affected the results, assets or liabilities of the Group. The class of shares held is ordinary unless otherwise stated.

16 於附屬公司的投資

下表載列本公司旗下主要影響本集團業績、資產或負債的附屬公司詳情。除非另有指明，否則所持股份類型均為普通股。

Company name 公司名稱	Place and date of establishment 成立地點及日期	Particulars of issued and paid-in capital 已發行及實繳資本詳情	Proportion of ownership interest 所有權權益比例		Principal activities 主營業務
			Held by the Company 本公司持有	Held by a subsidiary 附屬公司持有	
Nanjing Chervon Industry Co., Ltd. (南京泉峰科技有限公司) (Note (a)) 南京泉峰科技有限公司(附註(a))	The PRC September 26, 1997 中國1997年9月26日	USD345,000,000 345,000,000美元	100%	–	Production of tools, research and development, sales 生產工具、研發、銷售
Chervon (China) Trading Co., Ltd. (泉峰(中國)貿易有限公司) (Note (a)) 泉峰(中國)貿易有限公司(附註(a))	The PRC March 29, 2006 中國2006年3月29日	USD6,200,000 6,200,000美元	–	100%	Sales of power tools and outdoor power equipment 銷售電動工具及戶外動力設備
Chervon (China) Tools Sales Co., Ltd. (泉峰(中國)工具銷售有限公司) (Note (a)) 泉峰(中國)工具銷售有限公司(附註(a))	The PRC June 28, 2010 中國2010年6月28日	Renminbi ("RMB") 66,506,700 人民幣(「人民幣」) 66,506,700元	–	100%	Sales of power tools in the PRC 於中國銷售電動工具
Chervon (HK) Ltd. 泉峰(香港)有限公司	Hong Kong November 8, 2010 香港2010年11月8日	Hong Kong Dollar ("HKD") 790,000,000 790,000,000港元(「港元」)	100%	–	Trading and financial management 貿易及財務管理
Chervon Overseas Holdings Co., Ltd. 泉峰海外控股有限公司	Hong Kong August 6, 2013 香港2013年8月6日	USD105,746,836 105,746,836美元	100%	–	Investment holding 投資控股
Chervon Industry (Vietnam) Company Limited 泉峰實業(越南)有限公司	Vietnam January 21, 2020 越南2020年1月21日	Vietnamese Dongs ("VND") 70,100,000,000 70,100,000,000越南盾 (「越南盾」)	90%	10%	Production of gardening tools 生產園藝工具
Chervon Canada Inc. Chervon Canada Inc.	Canada October 31, 2016 加拿大2016年10月31日	CAD1,500,001 1,500,001加拿大元	–	100%	Sales of power tools and outdoor power equipment 銷售電動工具及戶外動力設備

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

16 INVESTMENTS IN SUBSIDIARIES 16 於附屬公司的投資(續) (CONTINUED)

Company name 公司名稱	Place and date of establishment 成立地點及日期	Particulars of issued and paid-in capital 已發行及實繳資本詳情	Proportion of ownership interest 所有權權益比例		Principal activities 主營業務
			Held by the Company 本公司持有	Held by a subsidiary 附屬公司持有	
Chervon Australia PTY Limited	Australia July 31, 2016	AUD1,500,000	–	100%	Sales of power tools and outdoor power equipment
Chervon Australia PTY Limited	澳大利亞2016年7月31日	1,500,000 澳元	–	100%	銷售電動工具及戶外動力設備
Chervon North America Inc.	The United States February 25, 2005	USD300,000	–	100%	Research in the North American market, product design, sales and services
Chervon North America Inc.	美國2005年2月25日	300,000 美元	–	100%	北美市場研究、產品設計、銷售及服務
Flex Geschäftsführungs GmbH	Germany May 3, 2013	Euro("EUR") 25,000	–	100%	Investment holding
Flex Geschäftsführungs GmbH	德國2013年5月3日	25,000 歐元 (「歐元」)	–	100%	投資控股
Flex Verwaltungs GmbH & Co., KG	Germany May 22, 2013	EUR19,000,500	–	100%	Production of FLEX brand, design, sales and services
Flex Verwaltungs GmbH & Co., KG	德國2013年5月22日	19,000,500 歐元	–	100%	生產FLEX品牌、設計、銷售及服務
Flex-Elektrowerkzeuge GmbH (Note (b))	Germany November 27, 1980	EUR3,580,100	–	100%	Production of FLEX brand, design, sales and services
Flex-Elektrowerkzeuge GmbH (附註(b))	德國1980年11月27日	3,580,100 歐元	–	100%	生產FLEX品牌、設計、銷售及服務
Chervon GmbH	Germany July 1, 2016	EUR25,000	–	100%	Sales of power tools and outdoor power equipment
Chervon GmbH	德國2016年7月1日	25,000 歐元	–	100%	銷售電動工具及戶外動力設備
EGO Europe GmbH	Germany November 20, 2015	EUR50,000	–	100%	Operation of EGO brand, sales, and services
EGO Europe GmbH	德國2015年11月20日	50,000 歐元	–	100%	運營EGO品牌、銷售及服務
Stierman De Leeuw B.V. (Note 36)	The Netherlands December 17, 2007	EUR18,000	–	100%	Sales of power tools and outdoor power equipment
Stierman De Leeuw B.V. (附註36)	荷蘭2007年12月17日	18,000 歐元	–	100%	銷售電動工具及戶外動力設備

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(Expressed in US dollar ("USD") unless otherwise indicated)
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16 INVESTMENTS IN SUBSIDIARIES 16 於附屬公司的投資（續） (CONTINUED)

Company name 公司名稱	Place and date of establishment 成立地點及日期	Particulars of issued and paid-in capital 已發行及實繳資本詳情	Proportion of ownership interest 所有權權益比例		Principal activities 主營業務
			Held by the Company 本公司持有	Held by a subsidiary 附屬公司持有	
Flex Elektronářadí, s.r.o	The Czech Republic June 18, 2008	CZK500,000	–	100%	Sales of power tools and outdoor power equipment
Flex Elektronářadí, s.r.o	捷克共和國2008年6月18日	500,000 捷克克朗	–	100%	銷售電動工具及戶外動力設備
Flex Italia S.r.l.	Italy July 11, 2012	EUR50,000	–	100%	Sales of power tools and outdoor power equipment
Flex Italia S.r.l.	意大利2012年7月11日	50,000 歐元	–	100%	銷售電動工具及戶外動力設備
Flex Electroportatif Machines et Accessoires	France July 11, 2012	EUR10,000	–	100%	Sales of power tools and outdoor power equipment
Flex Electroportatif Machines et Accessoires	法國2012年7月11日	10,000 歐元	–	100%	銷售電動工具及戶外動力設備
Flex Power Tools BVBA	Belgium May 15, 2005	EUR95,167,585	–	100%	Sales of power tools and outdoor power equipment
Flex Power Tools BVBA	比利時2005年5月15日	95,167,585 歐元	–	100%	銷售電動工具及戶外動力設備
Flex Power Tools B.V.	The Netherlands January 24, 2012	EUR31,800	–	100%	Sales of power tools and outdoor power equipment
Flex Power Tools B.V.	荷蘭2012年1月24日	31,800 歐元	–	100%	銷售電動工具及戶外動力設備
Skil B.V.	The Netherlands August 12, 2016	EUR50,000	–	100%	Do-It-Yourself business design in Europe, operations and sales
Skil B.V.	荷蘭2016年8月12日	50,000 歐元	–	100%	歐洲自助式業務設計、運營及銷售
Flex Power Tools Ltd.	The United Kingdom November 9, 2020	GBP1	–	100%	Sales of power tools and outdoor power equipment
Flex Power Tools Ltd.	英國2020年11月9日	1 英鎊	–	100%	銷售電動工具及戶外動力設備
Flex Power Tools Middle East FZCO	The United Arab Emirates April 13, 2022	AED2,000,000	–	70%	Sales of power tools and outdoor power equipment
Flex Power Tools Middle East FZCO	阿拉伯聯合酋長國 2022年4月13日	2,000,000 迪拉姆	–	70%	銷售電動工具及戶外動力設備

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

16 INVESTMENTS IN SUBSIDIARIES 16 於附屬公司的投資(續) (CONTINUED)

Company name 公司名稱	Place and date of establishment 成立地點及日期	Particulars of issued and paid-in capital 已發行及實繳資本詳情	Proportion of ownership interest 所有權權益比例		Principal activities 主營業務
			Held by the Company 本公司持有	Held by a subsidiary 附屬公司持有	
Chervon Europe Limited	The United Kingdom June 7, 2007	GBP1	–	100%	Sales of power tools and outdoor power equipment
Chervon Europe Limited	英國2007年6月7日	1英鎊	–	100%	銷售電動工具及戶外動力設備
Chervon NZ Subsidiary Limited	New Zealand May 3, 2021	New Zealand Dollar ("NZD")1,500,100	–	100%	Sales of power tools and outdoor power equipment
Chervon NZ Subsidiary Limited	新西蘭2021年5月3日	1,500,100新西蘭元 (「新西蘭元」)	–	100%	銷售電動工具及戶外動力設備
Flex Scandinavia AB	Sweden March 30, 1981	Swedish Krona ("SEK")100,000	–	100%	Sales of power tools and outdoor power equipment
Flex Scandinavia AB	瑞典1981年3月30日	100,000瑞典克朗 (「瑞典克朗」)	–	100%	銷售電動工具及戶外動力設備

Note:

- (a) These entities are limited liability companies established in the PRC. The official names of these entities are in Chinese. The English translation of the Company names is for identification purpose only.
- (b) When preparing the statutory financial statements of Flex Elektrowerkzeuge GmbH, the exemption from the obligation of disclosure as well as from the requirement to prepare notes and a management report pursuant to Section 264 (3) of the German Commercial Code (HGB) for the financial year ended December 31, 2025 is utilized by the management of Flex Elektrowerkzeuge GmbH, Steinheim/Murr, Germany.

None of the Group's subsidiaries has a material non-controlling interest.

附註：

- (a) 該等實體為在中國成立的有限責任公司。該等實體的官方名稱為中文名稱。公司名稱的英文翻譯僅供識別之用。
- (b) 在編製Flex Elektrowerkzeuge GmbH的法定財務報表時，Flex Elektrowerkzeuge GmbH(位於德國施泰因海姆／穆爾)的管理層依據《德國商法典》(HGB)第264 (3)條，豁免履行截至2025年12月31日止財政年度的披露義務以及編製附註與管理層報告規定。

本集團所有附屬公司均無重大非控股權益。

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17 FINANCIAL ASSETS AT FVPL

17 以公允價值計量且其變動計入當期損益的金融資產

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Financial assets at FVPL – non-current	以公允價值計量且其變動計入 當期損益的金融資產 – 非流動		
– Insurance product	– 保險產品	6,778	6,586

The Group's non-current balances of financial assets at FVPL represent a life insurance product issued by an independent third-party insurance company.

本集團以公允價值計量且其變動計入當期損益的金融資產的非流動結餘指獨立第三方保險公司推出的人壽保險產品。

The analysis on the fair value measurement of the Group's above financial assets is disclosed in Note 33(e).

有關本集團上述金融資產的公允價值計量分析於附註33(e)披露。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

18 DERIVATIVE FINANCIAL INSTRUMENTS

18 衍生金融工具

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Assets	資產		
– Foreign currency forward contracts (Note (i))	– 外匯遠期合約 (附註(i))	3,585	1,842
– Foreign currency option contracts (Note (i))	– 外匯期權合約 (附註(i))	–	366
– Foreign exchange swap contract (Note (ii))	– 外匯掉期合約 (附註(ii))	460	4,203
		4,045	6,411
Liabilities	負債		
– Foreign currency forward contracts (Note (i))	– 外匯遠期合約 (附註(i))	163	4,670
– Foreign currency option contracts (Note (i))	– 外匯期權合約 (附註(i))	215	20
– Foreign exchange swap contract (Note (ii))	– 外匯掉期合約 (附註(ii))	1,825	1,702
		2,203	6,392

Notes:

附註：

(i) The Group entered into several foreign currency forward contracts and foreign currency option contracts with certain banks to mitigate the currency risk arising from certain of its bank loans and receivables denominated in USD and EUR.

(i) 本集團與若干銀行訂立了若干外匯遠期合約及外幣期權合約，以降低其若干以美元及歐元計值的銀行貸款及應收款項產生的貨幣風險。

(ii) The Group entered into several foreign exchange swap contracts with bank to mitigate the currency risk arising from receivables denominated in USD.

(ii) 本集團與銀行訂立了若干外匯掉期合約，以降低其以美元計值的應收款項產生的貨幣風險。

The fair value changes of above derivative financial instruments were recognized in other net gains and losses.

上述衍生金融工具的公允價值變動於其他收益及虧損淨額確認。

The analysis on the fair value measurement of the above financial assets is disclosed in Note 33(e).

有關上述金融資產的公允價值計量分析於附註33(e)披露。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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19 INVENTORIES

(a) Inventories in the consolidated statements of financial position comprise:

19 存貨

(a) 綜合財務狀況表內的存貨包括：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Raw materials	原材料	152,759	187,557
Consumables	消耗品	3,647	3,941
Semi-finished goods	半成品	17,432	16,167
Finished goods	製成品	312,122	435,453
		485,960	643,118
Write down of inventories	存貨撇減	(37,909)	(34,814)
		448,051	608,304

(b) The analysis of the amount of inventories recognized as an expense and included in profit or loss is as follows:

(b) 確認為開支及計入損益的存貨金額分析如下：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Carrying amount of inventories sold	已售存貨賬面值	1,088,806	1,185,440
Written-off of inventories	存貨撇銷	(5,175)	(28,632)
Provision for write-down of inventories	存貨撇減撥備	8,270	1,284
		1,091,901	1,158,092

All inventories are expected to be recovered within one year.

所有存貨預期將於一年內收回。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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19 INVENTORIES (CONTINUED)

- (c) Certain inventories of the Group were pledged as security for bank loans (see Note 23). Details are set out as follows:

19 存貨 (續)

- (c) 本集團若干存貨已被質押作為銀行貸款的擔保(請參閱附註23)。詳情載列如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Inventories	存貨	—	16,427

20 TRADE AND BILLS RECEIVABLES

20 貿易應收款項及應收票據

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註		
Trade debtors and bills receivable, net of loss allowance	應收賬款及應收票據，扣除虧損撥備		
– measured at amortised cost	– 按攤銷成本計量		
Trade receivables	(i)	452,842	480,599
Bills receivables		2,298	4,136
		455,140	484,735
– measured at FVOCI	– 按以公允價值計量且其變動計入其他全面收益計量		
Trade receivables	(ii)	4,064	4,738
		459,204	489,473

All of the trade and bills receivables are expected to be recovered within one year.

Bills receivable primarily represent short-term bank acceptance notes receivable that entitle the Group to receive the full face amount from the banks at maturity, which generally ranges from 3 to 12 months from the date of issuance. Historically, the Group had experienced no credit losses on bills receivable.

所有貿易應收款項及應收票據預期將於一年內收回。

應收票據主要指賦予本集團權利以於到期時自銀行收回到期的全部面值的應收短期銀行承兌票據，該等票據通常自發行日期起為期3至12個月。於過往，本集團未遇到應收票據出現信貸虧損的情況。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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20 TRADE AND BILLS RECEIVABLES 20 貿易應收款項及應收票據 (續)

Notes:

- (i) As at December 31, 2025, certain trade debtors of nil (2024: USD1,921,000) were pledged as securities for bank loans of the Group (see Note 23).
- (ii) Certain amounts of the Group's trade debtors and bill receivables measured at FVOCI are trade debtors factored to banks in accordance with receivables purchase agreements. These factored trade debtors were held for both collection of contractual cash flows and sales. The contractual cash flows of the trade debtors comprised solely payments of principal and interest. Changes in fair value are recognized in other comprehensive income, except for the recognition in profit or loss of ECLs.

Aging analysis

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

附註：

- (i) 於2025年12月31日，零元（2024年：1,921,000美元）的若干貿易應收款項已被質押作為本集團銀行貸款的抵押（請參閱附註23）。
- (ii) 本集團以公允價值計量且其變動計入其他全面收益的貿易應收款項及應收票據的若干金額為根據應收款項購買協議向銀行保理貿易應收款項。就收回合約現金流及銷售持有該等獲保理的貿易應收款項。貿易應收賬款的合約現金流量僅計入本息付款。公允價值變動於其他全面收益內確認，惟預期信貸虧損於損益內確認。

賬齡分析

截至報告期末，基於發票日期及扣除虧損撥備的貿易應收款項及應收票據的賬齡分析如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Within 6 months	6個月內	449,843	480,763
Over 6 months but within 12 months	6個月以上但12個月內	4,552	3,414
Over 12 months	12個月以上	745	558
		455,140	484,735

Trade and bills receivables are due within 30 – 180 days from the date of billing. Further details on the Group's credit policy and credit risk arising from trade and bills receivables are set out in Note 33(a).

貿易應收款項及應收票據自開票日期起計30至180日內到期。有關本集團信貸政策及貿易應收款項及應收票據產生的信貸風險的進一步詳情載於附註33(a)。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

21 PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES 21 預付款項、保證金及其他應收款項

The Group	本集團	As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current	當期		
Value added tax recoverable	可收回增值稅	21,121	15,068
Other tax recoverable	其他可收回稅項	2,854	5,358
Prepayments for materials and expenses	材料預付款項及開支	11,497	16,289
Advances to employee	向僱員作出的墊款	766	902
Other deposits and receivables	其他保證金及應收款項	5,511	4,505
		41,749	42,122
Less: loss allowance	減：虧損撥備	—	—
		41,749	42,122
Non-current	非當期		
Prepayments for properties, plants and equipment and other long-term assets	物業、廠房及設備以及其他長期資產的預付款項	25,273	3,820
Advances to staff	向員工作出的墊款	4,244	4,004
		29,517	7,824
The Company	本公司	As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current	當期		
Amounts due from subsidiaries	應收附屬公司款項	—	118,050

All of prepayments, deposits and other receivables current balances are expected to be recovered or recognized as expense within one year.

所有預付款項、保證金及其他應收款項的當期結餘預期將於一年內收回或確認為開支。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS 22 現金及現金等價物及抵押存款

(a) Cash and cash equivalents comprise:

(a) 現金及現金等價物包括：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Cash at bank	銀行現金	379,231	328,688
Cash in hand	手頭現金	61	70
		379,292	328,758

Note:

As at December 31, 2025, cash and cash equivalents situated in Mainland China amounted to USD257,846,000 (2024: USD252,624,000). Remittance of funds out of Mainland China is subject to relevant rules and regulations of foreign exchange control.

附註：

於2025年12月31日，位於中國內地的現金及現金等價物金額為257,846,000美元（2024年：252,624,000美元）。將資金匯出中國內地須遵守外匯管制相關規章制度。

(b) Pledged deposits comprise:

(b) 抵押存款包括：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Pledged deposits for	以下各項的抵押存款		
– issuance of bills payable	– 發行應付票據	3,098	4,765
– issuance of banking facilities	– 發行銀行融資	16,357	15,424
		19,455	20,189

The pledged deposits will be released upon the settlement of letters of credit and bills payable and by the Group or the expiry of relevant banking facilities.

抵押存款將於本集團結算信用證及應付票據或相關銀行融資到期後解除。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED) 22 現金及現金等價物及抵押存款（續）

(c) Reconciliation of profit before taxation to cash generated from operations (c) 除稅前利潤與經營所得現金的對賬

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
	Note 附註		
Profit before taxation	除稅前利潤	115,096	132,763
Adjustments for:	就以下各項作出調整：		
Depreciation of properties, plants and equipment	物業、廠房及設備折舊	42,827	49,289
Depreciation of right-of-use assets	使用權資產折舊	9,999	6,274
Amortization of intangible assets	無形資產攤銷	549	401
Net finance costs	融資成本淨額	3,167	5,250
Share of loss of an associate	分佔聯營公司虧損	3,940	17,344
Net gains on disposal of properties, plants and equipment	出售物業、廠房及設備收益淨額	(92)	(286)
Net losses on disposal of leases	出售租賃虧損淨額	—	605
Net gain on disposal of a subsidiary (Note 22(f))	出售一間附屬公司的收益淨額 (附註22(f))	(19,240)	—
Net realized and unrealized gains on financial assets at FVPL	以公允價值計量且其變動計入當期損益的金融資產已變現及未變現收益淨額	(2,090)	(515)
Net realized and unrealized gains on derivative financial instruments	衍生金融工具的已變現及未變現收益淨額	(2,269)	(4,120)
Restructuring cost	重組成本	—	23,032
(Reversal of)/provision for impairment loss on trade and other receivables	貿易及其他應收款項減值虧損的 (撥回)/撥備	(290)	2,180
Provision for write-down of inventories	存貨撇減撥備	8,270	1,284
Net foreign exchange gain	匯兌收益淨額	(7,871)	(2,136)
Operating profit before changes in working capital	營運資金變動前的經營利潤	151,996	231,365
Decrease/(increase) in pledged deposits	抵押存款減少/(增加)	1,667	(1,032)
Decrease/(increase) in inventories	存貨減少/(增加)	154,474	(78,637)
Decrease/(increase) in trade and bills receivables	貿易應收款項及應收票據減少/(增加)	30,586	(132,372)
Decrease in prepayments, deposits and other receivables	預付款項、保證金及其他應收款項減少	129	27,924
Decrease in right to returned goods asset	退回貨物資產的權利減少	12,187	9,732
(Decrease)/increase in trade payables	貿易應付款項(減少)/增加	(95,753)	91,506
Increase in other payables and accruals	其他應付款項及應計費用增加	45,130	61,968
Decrease in warranty provision	保修撥備減少	(20,165)	(21,332)
Decrease in refund liabilities from right of return	退回權利的退款負債減少	(17,178)	(12,424)
Decrease in defined benefit retirement plans obligation	界定福利退休計劃責任減少	(36)	(36)
Increase in deferred income	遞延收益增加	2,523	1,009
Cash generated from operations	經營所得現金	265,560	177,671

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22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED) 22 現金及現金等價物及抵押存款（續）

(d) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statements as cash flows from financing activities.

(d) 融資活動產生的負債對賬

下表詳述了本集團自融資活動產生的負債的變動（包括現金及非現金變動）。融資活動產生的負債為其現金流量或未來現金流量於本集團綜合現金流量表內已分類或將分類為來自融資活動的現金流量的負債。

		Bank loans 銀行貸款 USD'000 千美元 (Note 23) (附註23)	Interest payable 應付利息 USD'000 千美元 (Note 26) (附註26)	Lease liabilities 租賃負債 USD'000 千美元 (Note 24) (附註24)	Total 總計 USD'000 千美元
At January 1, 2024	於2024年1月1日	323,640	452	12,381	336,473
Changes from financing cash flows:	融資現金流量變動：				
Proceeds from bank loans	銀行貸款所得款項	433,682	—	—	433,682
Repayment of bank loans	償還銀行貸款	(457,772)	—	—	(457,772)
Capital element of lease rentals paid	已付租賃租金的資本部分	—	—	(4,071)	(4,071)
Interest element of lease rentals paid	已付租賃租金的利息部分	—	—	(515)	(515)
Interest paid	已付利息	—	(10,571)	—	(10,571)
Total changes from financing cash flows	融資現金流量變動總額	(24,090)	(10,571)	(4,586)	(39,247)
Exchange adjustments	匯兌調整	(3,996)	—	(971)	(4,967)
Other changes:	其他變動：				
Increase in lease liabilities from entering into new leases during the year	年內訂立新租賃的租賃負債增加	—	—	6,585	6,585
Interest expenses (Note 6(a))	利息開支 (附註6(a))	—	10,466	515	10,981
Total other changes	其他變動總額	—	10,466	7,100	17,566

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED)

22 現金及現金等價物及抵押存款（續）

(d) Reconciliation of liabilities arising from financing activities (Continued)

(d) 融資活動產生的負債對賬（續）

		Bank loans 銀行貸款 USD' 000 千美元 (Note 23) (附註23)	Interest payable 應付利息 USD' 000 千美元 (Note 26) (附註26)	Lease liabilities 租賃負債 USD' 000 千美元 (Note 24) (附註24)	Total 總計 USD' 000 千美元
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	295,554	347	13,924	309,825
Changes from financing cash flows:	融資現金流量變動：				
Proceeds from bank loans	銀行貸款所得款項	456,896	—	—	456,896
Repayment of bank loans	償還銀行貸款	(506,550)	—	—	(506,550)
Capital element of lease rentals paid	已付租賃租金的資本部分	—	—	(8,000)	(8,000)
Interest element of lease rentals paid	已付租賃租金的利息部分	—	—	(637)	(637)
Interest paid	已付利息	—	(8,252)	—	(8,252)
Total changes from financing cash flows	融資現金流量變動總額	(49,654)	(8,252)	(8,637)	(66,543)
Exchange adjustments	匯兌調整	8,956	—	36	8,992
Other changes:	其他變動：				
Increase in lease liabilities from entering into new leases during the year	年內訂立新租賃的租賃負債 增加	—	—	19,598	19,598
Interest expenses (Note 6(a))	利息開支 (附註6(a))	—	8,060	637	8,697
Total other changes	其他變動總額	—	8,060	20,235	28,295
At December 31, 2025	於2025年12月31日	254,856	155	25,558	280,569

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED) 22 現金及現金等價物及抵押存款（續）

(e) Total cash flow for leases

Amounts included in the cash flow statement for leases comprise the following:

(e) 租賃現金流量總額

計入租賃現金流量表的款項包括以下各項：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Within operating cash flows	於經營現金流量內	2,359	2,655
Within financing cash flows	於融資現金流量內	8,637	4,586
		10,996	7,241

These amounts relate to the following:

該等款項與以下各項有關：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Lease rentals paid	已付租賃租金	10,996	7,241

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED)

(f) Disposal of interests in a subsidiary

On March 26, 2025, the Company entered into an agreement with Chervon Precision Technology Holdings Company Limited ("Chervon Precision Technology"), pursuant to which the Company conditionally agreed to sell and Chervon Precision Technology conditionally agreed to purchase the entire equity interest in Chervon (China) Investment Co., Ltd. ("Chervon (China) Investment"), one of the Group's subsidiaries, at a consideration of RMB570,000,000 (USD79,533,000 equivalent) which was determined after arm's length negotiation with reference to, among others, the historical financial performances of Nanjing Chervon Auto Precision Technology Co., Ltd. ("Chervon Auto Precision Technology"), the accumulated loss incurred from the Company's investment in Chervon Auto Precision Technology and the prevailing market price of the shares of Chervon Auto Precision Technology. The disposal transaction was approved on May 22, 2025 at the extraordinary general meeting and further completed on June 25, 2025 with all conditions satisfied.

The Group's associate, Chervon Auto Precision Technology was held by Chervon (China) Investment. With the disposal of Chervon (China) Investment, the Group also disposed its interest in an associate, Chervon Auto Precision Technology, on June 25, 2025.

22 現金及現金等價物及抵押存款（續）

(f) 出售一間附屬公司的權益

於2025年3月26日，本公司與泉峰精密技術控股有限公司（「泉峰精密技術」）訂立一份協議，據此，本公司有條件同意出售及泉峰精密技術有條件同意購買於泉峰（中國）投資有限公司（「泉峰（中國）投資」，為本集團附屬公司之一）之全部股權，代價為人民幣570,000,000元（相當於79,533,000美元），該代價乃經參考（其中包括）南京泉峰汽車精密技術股份有限公司（「泉峰汽車精密技術」）之過往財務表現、本公司就投資泉峰汽車精密技術所遭受之累計虧損及泉峰汽車精密技術股份之現行市價後公平磋商釐定。出售交易於2025年5月22日獲股東特別大會批准，並於所有條件獲達成後，於2025年6月25日進一步完成。

本集團的聯營公司泉峰汽車精密技術由泉峰（中國）投資持有。隨著出售泉峰（中國）投資，本集團亦於2025年6月25日出售其於聯營公司泉峰汽車精密技術的權益。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

22 CASH AND CASH EQUIVALENTS AND PLEDGED DEPOSITS (CONTINUED) 22 現金及現金等價物及抵押存款（續）

(f) Disposal of interests in a subsidiary (Continued)

Aggregate of assets and liabilities of Chervon (China) Investment at the date of disposal over which control was lost:

(f) 出售一間附屬公司的權益（續）

於出售日期泉峰（中國）投資已失去控制權的資產及負債總額：

June 25, 2025
2025年6月25日
USD'000
千美元

Interest in an associate	於聯營公司的權益	63,147
Cash	現金	987
Prepayments, deposits and other receivables	預付款項、保證金及其他應收款項	4
Other payables and accruals	其他應付款項及應計費用	(3)
Net assets disposed	已出售資產淨值	64,135

Net gain on disposal of a subsidiary:

出售一間附屬公司的收益淨額：

June 25, 2025
2025年6月25日
USD'000
千美元

Consideration	代價	79,533
Net assets disposed of	已出售資產淨值	(64,135)
Share of other reserve of Chervon Auto Precision Technology previously recognized	應佔泉峰汽車精密技術過往確認的其他儲備	3,842
Net gain on disposal of a subsidiary	出售一間附屬公司的收益淨額	19,240

Analysis of net cash in respect of the disposal of a subsidiary is as follows:

有關出售一間附屬公司的現金淨額分析如下：

June 25, 2025
2025年6月25日
USD'000
千美元

Consideration	代價	79,533
Less: cash disposed of	減：已出售現金	(987)
Proceeds from disposal of a subsidiary, net of cash disposed of	出售一間附屬公司所得款項（扣除已出售現金）	78,546

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(Expressed in US dollar ("USD") unless otherwise indicated)
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23 BANK LOANS

The maturity profile for the interest-bearing bank loans of the Group and the Company at the end of each reporting period is as follows:

23 銀行貸款

於各報告期末，本集團及本公司的計息銀行貸款的到期情況如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Short-term bank loans	短期銀行貸款	101,043	126,599
Current portion of long-term bank loans	長期銀行貸款的當期部分	6,711	66,020
Within 1 year or on demand	1年內或按要求償還	107,754	192,619
After 1 year but within 2 years	1年後但2年內	147,102	102,935
After 2 years but within 5 years	2年後但5年內	—	—
		147,102	102,935
		254,856	295,554

At the end of each reporting period, the bank loans were secured and guaranteed as follows:

於各報告期末，銀行貸款抵押及擔保如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Bank loans	銀行貸款		
– Secured	– 有抵押	23,665	34,546
– Secured and guaranteed	– 有抵押及有擔保	93,187	131,879
– Guaranteed	– 有擔保	80,929	87,488
– Unsecured and unguaranteed	– 無抵押及無擔保	57,075	41,641
		254,856	295,554

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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23 BANK LOANS (CONTINUED)

Note:

- (i) The Group's bank loans were secured by certain assets of the Group. An analysis of the carrying value of these assets is as follows:

23 銀行貸款 (續)

附註：

- (i) 本集團的銀行貸款以本集團的若干資產作抵押。該等資產的賬面值分析如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Inventories (Note 19)	存貨 (附註19)	—	16,427
Trade and bills receivables (Note 20)	貿易應收款項及應收票據 (附註20)	—	1,921
Pledged deposits (Note 22(b))	抵押存款 (附註22(b))	16,357	15,424
Interest in an associate	於聯營公司的權益	—	13,226
		16,357	46,998

24 LEASE LIABILITIES

At December 31, 2025, the lease liabilities were repayable as follows:

24 租賃負債

於2025年12月31日，租賃負債應償還情況如下：

		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Within 1 year	1年內	9,391	5,157
After 1 year but within 2 years	1年後但2年內	9,664	3,760
After 2 years but within 5 years	2年後但5年內	6,503	4,169
After 5 years	5年後	—	838
		16,167	8,767
		25,558	13,924

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(Expressed in US dollar ("USD") unless otherwise indicated)
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25 TRADE AND BILLS PAYABLES

25 貿易應付款項及應付票據

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Trade payables	貿易應付款項	208,257	294,758
Bills payable	應付票據	14,642	23,184
		222,899	317,942

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

截至報告期末，基於發票日期的貿易應付款項及應付票據的賬齡分析如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Within 3 months	3個月內	186,244	253,734
3 to 12 months	3至12個月	36,655	64,208
		222,899	317,942

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

所有貿易應付款項及應付票據預計將於一年內結算或須按要求償還。

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25 TRADE AND BILLS PAYABLES (CONTINUED)

Supplier finance arrangements

The Group has entered into certain reverse factoring arrangements with banks. Under these arrangements, the banks pay suppliers the amounts owed by the Group in early payment terms, which are upon suppliers' demand after the invoice date. The Group then settles with the banks between 90 – 120 days, which are the original due dates with the suppliers, without interest. The interest arising from such arrangements are born by the suppliers.

In the consolidated statement of financial position, the Group has presented the payables to the banks under these arrangements as "trade and bills payables", in view of the nature and function of such liabilities are similar to the Group's trade payables to suppliers, and these liabilities are part of the working capital used in the Group's normal operating cycle. As at December 31, 2025, the carrying amount of financial liabilities under these arrangements included in the "trade and bills payables" amounted to USD24,387,448 (December 31, 2024: USD54,159,056), USD19,745,568 (December 31, 2024: USD43,165,366) of which suppliers have received payments from the banks.

In the consolidated statement of cash flows, payments to the banks are included within operating cash flows based on the nature of the arrangements.

25 貿易應付款項及應付票據(續)

供應商融資安排

本集團已與銀行訂立若干反向保理安排。根據該等安排，銀行應供應商於發票日期後的要求，向供應商提前支付本集團所欠的款項。本集團隨後於90至120天期間（與供應商的原始到期日）與銀行結算，不計利息。有關安排產生的利息由供應商承擔。

於綜合財務狀況表內，鑒於有關負債的性質及功能與本集團應付供應商的貿易應付款項類似及該等負債為本集團於正常運營週期所用的營運資金的一部分，本集團已將根據該等安排應付銀行的款項呈列為「貿易應付款項及應付票據」。於2025年12月31日，該等安排項下的金融負債賬面值計入「貿易應付款項及應付票據」，金額為24,387,448美元（2024年12月31日：54,159,056美元），供應商已從銀行收取其中19,745,568美元（2024年12月31日：43,165,366美元）。

根據有關安排的性質，於綜合現金流量表內，向銀行的付款計入經營現金流量內。

NOTES TO THE FINANCIAL STATEMENTS

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(Expressed in US dollar ("USD") unless otherwise indicated)
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26 OTHER PAYABLES AND ACCRUALS

The Group

26 其他應付款項及應計費用

本集團

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Other payables and accrued charges	其他應付款項及應計支出	173,971	132,312
Salaries, wages, bonus and benefits payable	應付薪金、工資、花紅及福利	26,308	38,642
Payables for purchase of properties, plants and equipment	購置物業、廠房及設備的應付款項	15,953	8,190
Interest payables	應付利息	155	347
Other tax payables	其他應繳稅項	12,764	17,109
		229,151	196,600

The Company

本公司

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Amounts due to subsidiaries	應付附屬公司款項	4,278	6,353
Other payables and accruals	其他應付款項及應計費用	65	86
		4,343	6,439

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

Note:

Other payables and accrued charges primarily comprise accruals for marketing and advertising fee, utility expenses, service fee and other expenses.

所有其他應付款項及應計費用預期將於一年內結算或須按要求償還。

附註：

其他應付款項及應計支出主要包括營銷應計費用及廣告費用、公用事業開支、服務費及其他開支。

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(Expressed in US dollar ("USD") unless otherwise indicated)
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27 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION 27 綜合財務狀況表內的所得稅

(a) Current taxation in the consolidated statements of financial position represents: (a) 綜合財務狀況表中的即期稅項指：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
At the beginning of the year	於年初	(6,508)	3,939
Provision for the year:	年內撥備：		
– PRC Corporate Income Tax	– 中國企業所得稅	(3,692)	(10,296)
– Hong Kong Profits Tax	– 香港利得稅	(4,322)	(5,612)
– Income tax for tax jurisdictions outside PRC and Hong Kong	– 中國及香港境外稅務司法管轄區的所得稅	(11,694)	(4,499)
		(26,216)	(16,468)
Effect of withholding tax on dividends	預扣稅對股息的影響	(3,515)	–
Over-provision in respect of prior years	過往年度超額撥備	(719)	(53)
Tax paid:	已繳稅項：		
– PRC Corporate Income Tax	– 中國企業所得稅	13,243	10,584
– Hong Kong Profits Tax	– 香港利得稅	13,226	221
– Income tax for tax jurisdictions outside PRC and Hong Kong	– 中國及香港境外稅務司法管轄區的所得稅	11,295	3,702
– Withholding tax paid on dividends	– 已付股息預扣稅	3,515	–
		41,279	14,507
Tax refund	已退稅項	(5,074)	(4,520)
Exchange adjustment	匯兌調整	752	26
At the end of the year	於年末	6,507	(6,508)
Represented by:	按以下各項呈列：		
Taxation recoverable	可收回稅項	15,236	1,757
Taxation payable	應付稅項	(8,729)	(8,265)
		6,507	(6,508)

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27 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

27 綜合財務狀況表內的所得稅（續）

(b) Deferred tax assets and liabilities recognized represents:

(b) 已確認遞延稅項資產及負債指：

(i) The components of deferred tax assets/ (liabilities) recognised in the consolidated statement of financial position and the movements during the year are as follows:

(i) 於綜合財務狀況表內確認的遞延稅項資產／（負債）的組成部分及於年內的變動如下：

		Provision for asset impairment	Unrealized profits on inventories	Deductible tax losses	Deferred income	Fair value change of derivative financial instruments liabilities	Depreciation of properties, plants, and equipment	Accumulated amortization of intangible assets	Fair value change of financial assets at FVPL and derivative financial instruments 以公允價值 計量且其變動 計入當期損益 的金融資產及 衍生金融工具 的公允價值 變動	Undistributed profits	Others	Total
		資產減值 撥備	存貨未 變現利潤	可抵扣 稅項虧損	遞延收益	衍生金融 工具負債的 公允價值變動	物業、廠房 及設備折舊	無形資產 累計攤銷	公允價值 變動	未分配利潤	其他	總計
		USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元	USD' 000 千美元
At January 1, 2024	於2024年1月1日	12,036	25,180	8,700	534	576	(7,750)	-	(55)	(5,336)	778	34,663
Recognized in profit or loss	於損益確認	(4,488)	10,282	(5,714)	151	476	1,006	22	(820)	(1,298)	788	405
Recognized in other comprehensive income	於其他全面收益確認	-	-	-	-	-	-	-	-	-	(6)	(6)
Acquisition of a subsidiary	收購附屬公司	-	-	-	-	-	-	(381)	-	-	-	(381)
Exchange adjustment	匯兌調整	(188)	-	(208)	(10)	(2)	104	14	11	179	39	(61)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	7,360	35,462	2,778	675	1,050	(6,640)	(345)	(864)	(6,455)	1,599	34,620
Recognized in profit or loss	於損益確認	1,165	(1,235)	(1,501)	799	(718)	(294)	55	284	(144)	4,613	3,024
Effect of withholding tax on dividends	預扣稅對股息的影響	-	-	-	-	-	-	-	-	3,515	-	3,515
Recognized in other comprehensive income	於其他全面收益確認	-	-	-	-	-	-	-	-	-	(9)	(9)
Acquisition of a subsidiary (Note 36)	收購附屬公司 (附註36)	-	-	-	-	-	-	(829)	-	-	-	(829)
Exchange adjustment	匯兌調整	210	-	91	28	4	(148)	(54)	(8)	(96)	29	56
At December 31, 2025	於2025年12月31日	8,735	34,227	1,368	1,502	336	(7,082)	(1,173)	(588)	(3,180)	6,232	40,377

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27 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

27 綜合財務狀況表內的所得稅（續）

(b) Deferred tax assets and liabilities recognized represents: (Continued)

(b) 已確認遞延稅項資產及負債指：（續）

(ii) Reconciliation to the consolidated statements of financial position:

(ii) 與綜合財務狀況表對賬：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Net deferred tax assets recognized in the consolidated statements of financial position	於綜合財務狀況表確認的遞延稅項資產淨值	55,882	51,781
Net deferred tax liabilities recognized in the consolidated statements of financial position	於綜合財務狀況表確認的遞延稅項負債淨額	(15,505)	(17,161)
		40,377	34,620

(c) Deferred tax assets not recognized

(c) 未確認的遞延稅項資產

In accordance with the accounting policy set out in Note 2(u), the Group did not recognize deferred tax assets of USD18,988,000 as at December 31, 2025 (2024: USD17,604,000), in respect of cumulative tax losses USD85,243,000 as at December 31, 2025 (2024: USD75,550,000). It was not probable that future taxable profits against which the losses can be utilized will be available in the relevant tax jurisdiction and entities.

根據附註2(u)所載的會計政策，本集團並無就於2025年12月31日的累計稅項虧損85,243,000美元（2024年：75,550,000美元）確認於2025年12月31日的遞延稅項資產18,988,000美元（2024年：17,604,000美元）。於相關稅務司法管轄區及實體將有未來應課稅利潤可以抵銷有關虧損的可能性不大。

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27 INCOME TAX IN THE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (CONTINUED)

(d) Deferred tax liabilities not recognized

At December 31, 2025, the Group did not recognize deferred tax liabilities of USD26,779,000 (2024: USD22,196,000), in respect of distributable profits of the Group's subsidiaries amounted to USD238,389,000 (2024: USD208,774,000), respectively. As the Group controls the timing of the reversal of temporary differences associated with undistributed profits of its subsidiaries and it has been determined that it is probable that certain portion of the undistributed profits earned by the Group's subsidiaries will not be distributed in the foreseeable future, therefore no deferred tax liabilities arisen from above mentioned undistributed profits not probable to be distributed in the foreseeable future was recognized as at December 31, 2025.

28 PROVISIONS

The Group's provisions are analyzed for reporting purposes as below:

27 綜合財務狀況表內的所得稅（續）

(d) 未確認的遞延稅項負債

於2025年12月31日，本集團並無就本集團附屬公司的可分派利潤238,389,000美元（2024年：208,774,000美元）確認遞延稅項負債26,779,000美元（2024年：22,196,000美元）。由於本集團控制與該等附屬公司的未分派利潤有關的暫時差額撥回的時間，且其已被釐定於可預見未來不大可能分派本集團附屬公司所賺取的未分派利潤的若干部分，因此，於2025年12月31日，概無確認上述不大可能於可預見未來分派的未分派利潤產生的遞延稅項負債。

28 撥備

本集團就報告而言的撥備分析如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current	即期	43,529	32,313
Non-current	非即期	9,653	38,916
		53,182	71,229

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(Expressed in US dollar ("USD") unless otherwise indicated)
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28 PROVISIONS (CONTINUED)

As at December 31, 2025, the Group's provisions mainly comprise warranty provision of USD42,224,000 (2024: USD48,197,000) and provision for restructuring. The movements during the year are as below.

28 撥備 (續)

於2025年12月31日，本集團的撥備主要包括保修撥備42,224,000美元（2024年：48,197,000美元）及重組撥備。年內變動如下。

		Warranty Provision 保修撥備 USD'000 千美元	Provision for restructuring 重組撥備 USD'000 千美元	Total 總計 USD'000 千美元
At January 1, 2024	於2024年1月1日	69,677	–	69,677
Provision in the year	年內撥備	48,012	23,032	71,044
Utilization of provision	動用撥備	(69,344)	–	(69,344)
Exchange adjustment	匯兌調整	(148)	–	(148)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	48,197	23,032	71,229
Provision in the year	年內撥備	34,957	–	34,957
Utilization of provision	動用撥備	(41,125)	(13,997)	(55,122)
Exchange adjustment	匯兌調整	195	1,923	2,118
At December 31, 2025	於2025年12月31日	42,224	10,958	53,182

(i) Warranty provision

Under the terms of the Group's sales agreements, the Group will rectify any product defects arising within two or three years of the date of sale. The warranty provision represents management's best estimate of the Group's service commitments arising from products sold, based on past claims.

(i) 保修撥備

根據本集團的銷售協議條款，本集團將整改銷售日期後兩年或三年內產生的任何產品缺陷。保修撥備指管理層基於過往索賠對本集團因已售產品產生的服務承諾而作出的最佳估計。

(ii) Provision for restructuring

In October 2024, the Group decided to relocate certain Group's manufacturing function from Germany to Vietnam or China ("the restructuring plan"). As at December 31, 2025, the provision for the restructuring plan mainly represented the estimated restructuring cost of USD10,958,000 (2024: USD23,032,000).

(ii) 重組撥備

於2024年10月，本集團決定將本集團若干製造職能部門由德國搬遷至越南或中國（「重組計劃」）。於2025年12月31日，重組計劃的撥備主要指估計重組成本10,958,000美元（2024年：23,032,000美元）。

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29 REFUND LIABILITIES FROM RIGHT OF RETURN 29 退回權利的退款負債

		Total 總計 USD'000 千美元
At January 1, 2024	於2024年1月1日	36,104
Provision in the year	年內撥備	34,950
Utilization of provision	動用撥備	(47,374)
At December 31, 2024 and January 1, 2025	於2024年12月31日及2025年1月1日	23,680
Provision in the year	年內撥備	21,798
Utilization of provision	動用撥備	(38,976)
At December 31, 2025	於2025年12月31日	6,502

Under the terms of the Group's sales agreements, the Group will rectify any product return arising within three months of the date of sale. The refund liabilities represent management's best estimate of the Group's service commitments arising from products sold, based on past experiences.

根據本集團的銷售協議條款，本集團將整改銷售日期後三個月內產生的任何產品退貨。退款負債指管理層基於過往經驗對本集團因已售產品產生的服務承諾而作出的最佳估計。

30 DEFERRED INCOME

As at December 31, 2025, deferred income represented unamortized conditional government grants amounting to USD7,167,000 (2024: USD4,503,000), for land levelling compensation.

30 遞延收益

於2025年12月31日，遞延收益指有關土地平整補償的未攤銷有條件政府補助7,167,000美元(2024年：4,503,000美元)。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

31 POST-EMPLOYMENT BENEFITS

(a) Defined benefit retirement plans obligation

The Group has defined benefit retirement plans ("Plans") for its employees in the German subsidiaries.

The Group provides pension benefits for those employees who retire in the form of life-long annuities. These are in-line with usual German market practice and do not constitute any unusual or company-specific risks or require any specific regulatory framework to be taken into account. The costs of the Plans are solely funded by the Group.

The Group engaged an independent actuarial firm, Kern Mauch & Kollegen GmbH, to assist management to perform the actuarial valuations. The actuarial valuations of the defined benefit retirement obligation were performed in accordance with HKAS 19 "Employee Benefits" by actuaries using the projected unit credit method.

- (i) The amounts recognized in the consolidated statement of financial position are as follows:

31 離職後福利

(a) 界定福利退休計劃責任

本集團就其於德國附屬公司的僱員制定界定福利退休計劃（「計劃」）。

本集團以終生年金的形式為退休僱員提供退休金福利。此與一般的德國市場做法一致，且不構成任何異常或公司特定風險或要求考慮任何特定的監管框架。計劃成本完全由本集團撥付。

本集團已委聘獨立精算公司Kern Mauch & Kollegen GmbH協助管理層進行精算估值。界定福利退休義務的精算估值由精算師採用預測單位信貸法根據香港會計準則第19號「僱員福利」執行。

- (i) 於綜合財務狀況表中確認的金額如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Present value of defined benefit retirement plans obligation	界定福利退休計劃責任的現值	329	354

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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31 POST-EMPLOYMENT BENEFITS (CONTINUED)

31 離職後福利(續)

(a) Defined benefit retirement plans obligation (Continued)

(a) 界定福利退休計劃責任(續)

(ii) Movements in the present value of the defined benefit retirement plans obligation:

(ii) 界定福利退休計劃責任的現值變動：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
At the beginning of the year	於年初	354	434
Remeasurements effect recognized in other comprehensive income	於其他全面收益內確認的重新計量影響		
– Actuarial gain	— 精算收益	(29)	(21)
– Exchange adjustment	— 匯兌調整	40	(23)
		365	390
Benefits paid by the plans	計劃所支付的福利	(48)	(48)
Current service cost	即期服務成本	—	—
Interest cost	利息成本	12	12
At the end of the year	於年末	329	354

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

31 POST-EMPLOYMENT BENEFITS 31 離職後福利 (續) (CONTINUED)

(a) Defined benefit retirement plans obligation (Continued) (a) 界定福利退休計劃責任 (續)

(iii) Amounts recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

(iii) 於綜合損益及其他全面收益表確認的金額如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current service cost	即期服務成本	—	—
Interest on defined benefit retirement plans obligation	界定福利退休計劃責任利息	12	12
Total amounts recognized in profit or loss (Note 6(b))	於損益確認的總金額 (附註6(b))	12	12
Actuarial gain	精算收益	(29)	(21)
Exchange adjustment	匯兌調整	40	(23)
Total amounts recognized in other comprehensive income	於其他全面收益確認的總金額	11	(44)
Total defined benefit costs	界定福利成本總額	23	(32)

(iv) The current service cost and the interest on defined retirement obligation are recognized in the following line items in the consolidated statement of profit or loss:

(iv) 即期服務成本及界定退休責任利息於綜合損益表的以下項目內確認：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Cost of sales	銷售成本	12	12

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(Expressed in US dollar ("USD") unless otherwise indicated)
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31 POST-EMPLOYMENT BENEFITS (CONTINUED)

31 離職後福利(續)

(a) Defined benefit retirement plans obligation (Continued)

(a) 界定福利退休計劃責任(續)

(v) Significant actuarial assumptions (expressed as weighted averages) and sensitivity analysis are as follows:

(v) 重大的精算假設(以加權平均數表示)及敏感度分析如下:

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Discount rate	貼現率	3.57%	3.19%
Rate of pension increase	退休金增加率	1%	1%
Retirement age	退休年齡	age 65	age 65
Staff turnover	員工流失率	0.00%	0.00%

The below analysis shows how the defined benefit obligation would have increased/(decreased) as a result of 0.20% increase/(decrease) in the discount rate:

下列分析顯示了界定福利責任將如何因貼現率增加/(減少)0.20%而增加/(減少):

		As at December 31, 於12月31日			
		2025 2025年		2024 2024年	
		Increase in 0.20% 增加0.20% USD'000 千美元	Decrease in 0.20% 減少0.20% USD'000 千美元	Increase in 0.20% 增加0.20% USD'000 千美元	Decrease in 0.20% 減少0.20% USD'000 千美元
Discount rate	貼現率	(5)	5	(5)	5

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

上述敏感度分析乃假設精算假設變動無相關性，因此未計及精算假設之間的相關性。

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31 POST-EMPLOYMENT BENEFITS 31 離職後福利(續) (CONTINUED)

(b) Defined contribution retirement plans

Pursuant to the relevant labor rules and regulations in the PRC, the PRC subsidiaries of the Group participate in defined contribution retirement plans (the "Schemes") organized by the local authorities whereby the entities are required to make contributions to the Schemes based on a percentage of the eligible employees' salaries during the years ended December 31, 2024 and 2025. Contributions to the Schemes vest immediately. Under the Schemes, retirement benefits of existing and retired employees are payable by the relevant scheme administrators and the Group has no further obligations beyond the annual contributions. There is no forfeited contributions that may be used by the Group to reduce the existing level of contribution.

The Group's subsidiaries in jurisdictions other than the PRC, make contributions to local retirement schemes pursuant to the relevant labor rules and regulations in the jurisdiction in which such subsidiary located.

(b) 界定供款退休計劃

根據中國的相關勞動法規及條例，本集團的中國附屬公司參與地方機關組織的界定供款退休計劃(「計劃」)，據此，截至2024年及2025年12月31日止年度，有關實體須基於合資格僱員薪金的某一個百分比向計劃作出供款。對計劃作出的供款即時歸屬。根據計劃，相關計劃管理人應支付現有及已退休僱員的退休福利，除年度供款外，本集團並無任何進一步責任。本集團並無可用以減低現有供款水平的沒收供款。

本集團於中國以外司法管轄區的附屬公司根據該附屬公司所在司法管轄區的相關勞動法規及條例向當地退休計劃作出供款。

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32 CAPITAL, RESERVES AND DIVIDENDS

(a) Movement in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statements of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

The Company

32 資本、儲備及股息

(a) 股權組成部分的變動

本集團綜合權益的各組成部分的期初結餘與期末結餘之間的對賬載於綜合權益變動表。本公司的個別權益組成部分於年初與年末之間的變動詳情載列如下：

		本公司			
		Reserves			
		儲備			
		Share capital	Other reserve	Retained profits	Total
		股本	其他儲備	保留利潤	總計
		Note	USD' 000	USD' 000	USD' 000
		附註	千美元	千美元	千美元
Balance at January 1, 2024	於2024年1月1日的結餘		601,859	21,077	186,736
Changes in equity for 2024	2024年的權益變動				809,672
Loss and total comprehensive income for the year	年內虧損及全面收益總額		—	—	(26,712)
Appropriation of dividends	撥付股息	32(b)	—	—	(18,091)
Purchase of shares for share award scheme	就股份獎勵計劃購買股份	32(c)	—	—	(2,557)
Balance at December 31, 2024 and January 1, 2025	於2024年12月31日及2025年1月1日的結餘		601,859	21,077	139,376
Changes in equity for 2025	2025年的權益變動				762,312
Profit and total comprehensive income for the year	年內利潤及全面收益總額		—	—	194,788
Appropriation of dividends	撥付股息	32(b)	—	—	(118,717)
Purchase of shares for share award scheme	就股份獎勵計劃購買股份	32(c)	—	—	(4,049)
Balance at December 31, 2025	於2025年12月31日的結餘		601,859	21,077	211,398

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32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED) 32 資本、儲備及股息 (續)

(b) Dividends

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

(b) 股息

(i) 年內應付本公司權益股東的股息

		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Final dividends proposed after the end of the reporting period of HKD0.4469 (USD equivalent 0.0573) per share (2024: HKD0.6258 (USD equivalent 0.0802))	報告期末後擬派發的末期股息為每股0.4469港元(相當於0.0573美元)(2024年: 0.6258港元(相當於0.0802美元))	29,280	40,987
Special dividends proposed after the end of the reporting period of nil (2024: HKD1.1905 (USD equivalent 0.1526))	報告期末後擬派發的特別股息為零(2024年: 1.1905港元(相當於0.1526美元))	—	77,986
Less: Dividends for repurchased shares held by the Company	減: 本公司所持購回股份的股息	(185)	(256)
		29,095	118,717

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

於報告期末，於報告期末後的建議宣派股息尚未確認為負債。

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32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED)

32 資本、儲備及股息 (續)

(b) Dividends (Continued)

(b) 股息 (續)

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

(ii) 年內已獲批准及派付於過往財政年度應付本公司權益股東的股息

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Final dividends in respect of previous financial years, declared and approved, of HKD0.6258 (USD equivalent 0.0802) per share (2024: HKD0.2764 (USD equivalent 0.0354))	已宣派及批准的過往財政年度末期股息每股0.6258港元(相當於0.0802美元)(2024年: 0.2764港元(相當於0.0354美元))	40,987	18,091
Special dividends in respect of previous financial years, declared and approved, of HKD1.1905 (USD equivalent 0.1526) per share (2024: nil)	已宣派及批准的過往財政年度特別股息每股1.1905港元(相當於0.1526美元)(2024年: 零)	77,986	—
Less: Dividends for repurchased shares held by the Company	減: 本公司所持購回股份的股息	(256)	—
		118,717	18,091

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32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED) 32 資本、儲備及股息 (續)

(c) Share capital

(i) Issued share capital

		Number of shares 股份數目	HKD '000 千港元	USD '000 千美元
Ordinary shares, issued and fully paid:	普通股，已發行及 繳足：			
At December 31, 2024, January 1, 2025 and December 31, 2025	於2024年12月31日、 2025年1月1日及 2025年12月31日	511,053,811	4,692,327	601,859

In accordance with section 135 of the Hong Kong Companies Ordinance, the ordinary shares of the Company do not have a par value.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

(ii) Purchase of shares for share award scheme

On January 29, 2024, the Board proposed to adopt a share scheme under Chapter 17 of the Listing Rules (the "2024 Share Scheme"). The purposes of the 2024 Share Scheme are (1) to bind the interests of shareholders, the Company and employees to focus on the realization of the Company's strategic development objectives and to drive the performance growth; and (2) to improve our long-term incentive mechanism to attract and retain outstanding talents and to fully mobilize the senior management team and core employees. On February 20, 2024, the resolution for adopting the 2024 Share Scheme was passed in an extraordinary general meeting.

(c) 股本

(i) 已發行股本

根據香港公司條例第135條，本公司普通股並無面值。

普通股持有人有權領取不時宣派的股息且於本公司會議上就每股股份享有一票投票權。就本公司的剩餘資產而言，所有普通股享有同等地位。

(ii) 就股份獎勵計劃購買股份

於2024年1月29日，董事會建議根據上市規則第17章採納一項股份計劃（「2024年股份計劃」）。2024年股份計劃旨在(1)將股東、本公司及僱員的利益捆綁在一起，以專注於實現本公司的戰略發展目標及推動業績增長；及(2)完善我們的長期激勵機制，以吸引及挽留傑出人才及充分調動高級管理層團隊及核心僱員的積極性。於2024年2月20日，採納2024年股份計劃的決議案於股東特別大會上獲通過。

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32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED)

32 資本、儲備及股息(續)

(c) Share capital (Continued)

(c) 股本(續)

(ii) Purchase of shares for share award scheme (Continued)

(ii) 就股份獎勵計劃購買股份(續)

During the year ended December 31, 2025, the trustee of the Company purchased its shares on The Stock Exchange of Hong Kong Limited for the purpose of the 2024 Share Scheme. Details are as follows:

截至2025年12月31日止年度，本公司的受託人就2024年股份計劃於香港聯合交易所有限公司購入股份。詳情如下：

Date	日期	Number of Shares repurchased 所購入 股份數目	Highest price paid per share 每股已付 最高價 HKD 港元	Lowest price paid per share 每股已付 最低價 HKD 港元	Aggregate price paid 已付股價 總額 HKD 港元
June 11, 2025	2025年6月11日	193,200	15.00	14.56	2,866,824
June 12, 2025	2025年6月12日	320,000	15.74	15.34	4,985,724
June 13, 2025	2025年6月13日	320,000	15.24	14.94	4,836,588
June 16, 2025	2025年6月16日	320,000	15.40	15.02	4,881,366
June 17, 2025	2025年6月17日	350,000	15.30	14.80	5,232,832
June 18, 2025	2025年6月18日	280,000	15.18	14.62	4,190,286
June 19, 2025	2025年6月19日	334,400	14.84	14.50	4,917,174
Total	總計	2,117,600			31,910,794
Equivalent to USD	相當於美元				4,049,000

During the year ended December 31, 2025, the total amount paid on the purchased shares of HKD31,910,794 (USD equivalent 4,049,000) was paid wholly out of retained profits (2024: HKD19,943,096 (USD equivalent 2,557,000)).

於截至2025年12月31日止年度，就購入股份已付的總金額31,910,794港元(相當於4,049,000美元)全部從保留利潤中撥付(2024年：19,943,096港元(相當於2,557,000美元))。

As at December 31, 2025, no share was granted, vested, exercised or forfeited under the 2024 Share Scheme (2024: nil), the share repurchased and held for the 2024 Share Scheme was 3,223,700 shares (2024: 1,106,100 shares).

於2025年12月31日，並無根據2024年股份計劃授出、歸屬、行使或沒收股份(2024年：無)，就2024年股份計劃購回及持有的股份為3,223,700股(2024年：1,106,100股)。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED)

(d) Nature and purpose of reserves

(i) Other reserve

Other reserve primarily represented the portion of the grant date fair value of shares granted by the Share Incentive Scheme to the directors and employees of the Group.

(ii) PRC statutory reserve

Statutory reserve is established in accordance with the relevant PRC rules and regulations and the articles of association of the companies comprising the Group which are incorporated in the PRC.

In accordance with the PRC Company Law, certain subsidiaries of the Group which are domestic enterprises are required to allocate 10% of their profit after tax, as determined in accordance with the relevant PRC accounting standards, to their respective statutory reserves until the reserves reach 50% of their respective registered capital. For the entity concerned, statutory reserves can be used to make good previous years' losses, if any, and may be converted into capital in proportion to the existing equity interests of investors, provided that the balance of the reserve after such conversion is not less than 25% of the entity's registered capital.

(iii) Exchange reserve

The exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of operations with functional currency other than USD. The reserve is dealt with in accordance with the accounting policy as set out in Note 2(y).

32 資本、儲備及股息(續)

(d) 儲備的性質及目的

(i) 其他儲備

其他儲備主要指由股權激勵計劃授予本集團董事及僱員的股份的授出日期公允價值部分。

(ii) 中國法定儲備

法定儲備乃根據相關中國規則及法規以及在中國註冊成立的本集團旗下各公司的組織章程細則設立。

根據中國公司法，屬國內企業的本集團旗下若干附屬公司須分配其除稅後利潤的10%（按相關中國會計準則釐定）至其各自的法定儲備，直至儲備達到其各自註冊資本的50%。就有關實體而言，法定儲備可用於彌補過往年度的虧損（如有），並且可按投資者現有股本權益的比例轉為資本，惟儲備結餘在轉換後不少於該實體註冊資本的25%。

(iii) 匯兌儲備

匯兌儲備包括換算功能貨幣並非美元的經營財務報表引起的所有外匯差額。該儲備乃根據附註2(y)所載的會計政策處理。

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32 CAPITAL, RESERVES AND DIVIDENDS (CONTINUED)

(e) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products and services commensurately with the level of risk and by securing access to finance at a reasonable cost.

The Group actively and regularly reviews and manages its capital structure to maintaining a balance between the higher shareholders returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

The Group monitors its capital structure on the basis of a net gearing ratio. For this purpose, the Group defines net debt as total current and non-current bank loans and lease liabilities less cash and cash equivalents and pledged deposits. The Group defines capital as including all components of equity.

32 資本、儲備及股息（續）

(e) 資本管理

本集團管理資本的首要目標乃保障本集團能夠持續經營，以便透過對與風險水平相應的產品及服務定價以及獲得合理成本的融資，繼續為股東創造回報及為其他持份者帶來利益。

本集團定期積極對資本架構進行檢討及管理，以在較高股東回報情況下可能伴隨的較高借貸水平與良好資本狀況帶來的好處及保障之間取得平衡，並根據經濟狀況的變化對資本結構作出調整。

本集團利用淨資本負債比率監察其資本結構。就此而言，本集團將淨負債界定為流動及非流動銀行貸款及租賃負債總額減現金及現金等價物及已抵押存款。本集團將資本界定為包括所有權益組成部分。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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32 CAPITAL, RESERVES AND DIVIDENDS 32 資本、儲備及股息 (續) (CONTINUED)

The Group's net debt to capital ratio are as follows:

本集團的淨債務資本比率如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Current liabilities:	流動負債：		
– Bank loans	– 銀行貸款	107,754	192,619
– Lease liabilities	– 租賃負債	9,391	5,157
		117,145	197,776
Non-current liabilities:	非流動負債：		
– Bank loans	– 銀行貸款	147,102	102,935
– Lease liabilities	– 租賃負債	16,167	8,767
		163,269	111,702
Less: Cash and cash equivalents	減：現金及現金等價物	(379,292)	(328,758)
Pledged deposits	已抵押存款	(19,455)	(20,189)
Adjusted net debt (Note)	經調整淨債務 (附註)	–	–
Total equity	權益總額	1,017,854	1,036,693
Net debt to capital ratio	淨債務資本比率	0%	0%

Note:

Net debt to capital ratio is zero when the amount of cash and cash equivalent and pledged deposits of the Group is higher than gross debt.

附註：

當本集團的現金及現金等價物及已抵押存款的金額超過債務總額時，淨債務資本比率為零。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business.

The Group's exposure to these risks and financial risk management policies and practices used by the Group to manage these risks are described below:

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to trade and other receivables. The Group's exposure to credit risk arising from cash and cash equivalents, pledged deposits and bills receivable is limited because the counterparties are reputable financial institutions with high credit standing, for which the Group considers to have low credit risk.

Except for the financial guarantees given by the Group as set out in Note 35 the Group does not provide any other guarantees which would expose the Group to credit risk. The maximum exposure to credit risk in respect of these financial guarantees at the end of the reporting period is disclosed in Note 35.

Trade receivables

The Group has established a credit risk management policy under which individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customer's past history of making payments when due and current ability to pay and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates. Trade receivables are due within 30 to 180 days from the date of billing. Normally, the Group does not obtain collateral from customers.

33 財務風險管理及金融工具的公允價值

本集團業務面臨正常業務過程中產生的信貸、流動性、利率及貨幣風險。

本集團面臨的該等風險及本集團為管理該等風險而採用的財務風險管理政策及慣例描述如下：

(a) 信貸風險

信貸風險指對手方將違反合約義務而導致本集團產生財務虧損的風險。本集團信貸風險主要歸因於貿易及其他應收款項。本集團面對來自現金及現金等價物、已抵押存款及應收票據的信貸風險有限，原因是對手方為信譽狀況良好的知名金融機構，本集團認為其信貸風險較低。

除附註35所載由本集團提供的財務擔保外，本集團並無任何其他將令本集團承受信貸風險的擔保。於報告期末有關該等財務擔保的最高信貸風險敞口乃披露於附註35。

貿易應收款項

本集團已制定信貸風險管理政策，據此對所有需要超過一定金額的信貸的客戶均進行個別信貸評估。該等評估集中於客戶過往到期作出付款的記錄及目前的支付能力，並計及客戶的特定資料以及有關客戶經營所在經濟環境的資料。貿易應收款項自賬單日期起計30至180日內到期。正常情況下，本集團不會收取客戶的抵押品。

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財務報表附註

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(以美元「美元」列示，除非另有指明)

33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(a) Credit risk (Continued)

Trade receivables (Continued)

The Group has no significant concentration of credit risk in industries or countries in which the customers operate. Significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. As at December 31, 2025, 45% (2024: 53%) of the total trade receivables was due from the Group's largest customer and 72% (2024: 76%) was due from the Group's five largest customers respectively.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix. The Group segments its trade receivables based on geographic regions, due to different loss patterns experienced in the different regions.

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables:

33 財務風險管理及金融工具的公允價值 (續)

(a) 信貸風險 (續)

貿易應收款項 (續)

本集團於客戶營運所屬的行業或所在的國家並無重大信貸集中風險。重大信貸集中風險主要由於本集團與個別客戶往來時須承受重大風險所致。於2025年12月31日，貿易應收款項總額中分別有45% (2024年：53%) 應收自本集團的最大客戶，及72% (2024年：76%) 應收自本集團的五名最大客戶。

本集團按相等於全期預期信貸虧損的金額計量貿易應收款項虧損撥備，有關金額乃使用撥備矩陣計算得出。由於不同地區的虧損模式不同，本集團根據地區劃分其貿易應收款項。

下表提供了本集團所面臨的貿易應收款項信貸風險及預期信貸虧損的資料：

At December 31, 2025

於2025年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD'000 千美元	Loss allowance 虧損撥備 USD'000 千美元
North Americans				
Current (not past due)	北美 即期 (未逾期)	0.01%	358,177	(27)
Less than 30 days past due	逾期30天以下	0.20%	9,207	(18)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	0.66%	2,711	(18)
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	1.83%	164	(3)
More than 90 days past due	逾期90天以上	6.46%	805	(52)
			371,064	(118)

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(a) Credit risk (Continued)

Trade receivables (Continued)

33 財務風險管理及金融工具的公允價值 (續)

(a) 信貸風險 (續)

貿易應收款項 (續)

At December 31, 2025

於2025年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD' 000 千美元	Loss allowance 虧損撥備 USD' 000 千美元
Europe	歐洲			
Current (not past due)	即期 (未逾期)	0.00%	47,140	(1)
Less than 30 days past due	逾期30天以下	0.03%	2,914	(1)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	0.17%	606	(1)
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	2.56%	585	(15)
More than 90 days past due	逾期90天以上	6.37%	1,758	(112)
			53,003	(130)

At December 31, 2025

於2025年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD' 000 千美元	Loss allowance 虧損撥備 USD' 000 千美元
Rest of the world	世界其他地區			
Current (not past due)	即期 (未逾期)	0.06%	24,642	(16)
Less than 30 days past due	逾期30天以下	0.68%	2,072	(14)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	0.00%	—	—
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	1.72%	58	(1)
More than 90 days past due	逾期90天以上	22.20%	2,933	(651)
			29,705	(682)

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(a) Credit risk (Continued)

Trade receivables (Continued)

33 財務風險管理及金融工具的公允價值 (續)

(a) 信貸風險 (續)

貿易應收款項 (續)

At December 31, 2024
於2024年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD'000 千美元	Loss allowance 虧損撥備 USD'000 千美元
North Americans	北美			
Current (not past due)	即期 (未逾期)	0.01%	393,220	(32)
Less than 30 days past due	逾期30天以下	0.29%	10,743	(31)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	1.75%	1,604	(28)
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	0.00%	—	—
More than 90 days past due	逾期90天以上	0.00%	—	—
			405,567	(91)

At December 31, 2024
於2024年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD'000 千美元	Loss allowance 虧損撥備 USD'000 千美元
Europe	歐洲			
Current (not past due)	即期 (未逾期)	0.02%	39,048	(8)
Less than 30 days past due	逾期30天以下	0.03%	3,312	(1)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	0.00%	—	—
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	5.49%	91	(5)
More than 90 days past due	逾期90天以上	8.19%	293	(24)
			42,744	(38)

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

33 財務風險管理及金融工具的公允價值 (續)

(a) Credit risk (Continued)

(a) 信貸風險 (續)

Trade receivables (Continued)

貿易應收款項 (續)

At December 31, 2024

於2024年12月31日

		Expected loss rate 預期虧損率 %	Gross carrying amount 賬面總額 USD'000 千美元	Loss allowance 虧損撥備 USD'000 千美元
Rest of the world	世界其他地區			
Current (not past due)	即期 (未逾期)	0.14%	27,767	(38)
Less than 30 days past due	逾期30天以下	1.79%	1,063	(19)
More than 31 days but less than 60 days past due	逾期超過31天但少於60天	4.36%	527	(23)
More than 61 days but less than 90 days past due	逾期超過61天但少於90天	5.12%	918	(47)
More than 90 days past due	逾期90天以上	36.78%	3,589	(1,320)
			33,864	(1,447)

Expected loss rates are based on actual loss experience over the past years. These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

預期虧損率基於過往年度的實際虧損經驗得出。該等比率會作出調整以反映歸集歷史數據期間的經濟狀況、當前狀況與本集團對應收款項預期年期內經濟狀況的觀點的差異。

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(a) Credit risk (Continued)

Trade receivables (Continued)

Movement in the loss allowance in respect of trade receivables is as follows:

		North Americans 北美 USD' 000 千美元	Europe 歐洲 USD' 000 千美元	China 中國 USD' 000 千美元	Total 總計 USD' 000 千美元
Balance at 1 January 2024	於2024年1月1日的結餘	177	60	833	1,070
Impairment loss recognized	已確認減值虧損	66	28	2,086	2,180
Amounts written off during the year	年度撇銷金額	(152)	(46)	(1,441)	(1,639)
Exchange adjustment	匯兌調整	—	(4)	(31)	(35)
Balance at 31 December 2024	於2024年12月31日的結餘	91	38	1,447	1,576
Balance at 1 January 2025	於2025年1月1日的結餘	91	38	1,447	1,576
Impairment loss recognized/(reversed)	已確認／(撥回)減值虧損	27	108	(425)	(290)
Amounts written off during the year	年度撇銷金額	—	(21)	(382)	(403)
Exchange adjustment	匯兌調整	—	5	42	47
Balance at 31 December 2025	於2025年12月31日的結餘	118	130	682	930

(b) Liquidity risk

Individual operating entities within the Group are responsible for their own cash management, including the short-term investment of cash surpluses and the raising of loans to cover expected cash demands, subject to approval by the parent company's board when the borrowings exceed certain predetermined levels of authority. The Group's policy is to regularly monitor its liquidity requirements and its compliance with lending covenants to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and longer term.

33 財務風險管理及金融工具的公允價值 (續)

(a) 信貸風險 (續)

貿易應收款項 (續)

有關貿易應收款項的虧損撥備變動如下：

(b) 流動性風險

本集團旗下個別經營實體負責各自現金管理，包括現金盈餘短期投資及為滿足預期現金要求而籌集貸款，惟借款超出一定授權預定水平後須取得母公司董事會批准。本集團的政策為定期監察其流動資金需求及其遵守借貸契諾的情況，以確保維持充足的現金儲備及來自主要金融機構的足夠承諾額度以滿足其短期及長期的流動資金需求。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(b) Liquidity risk (Continued)

The following tables show the remaining contractual maturities of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the reporting date) and the earliest date the Group can be required to pay:

33 財務風險管理及金融工具的公允價值 (續)

(b) 流動性風險 (續)

下表載列本集團金融負債的餘下合約到期情況，其乃基於合約未貼現現金流量（包括按合約利率計算或如按浮動利率計算，則採用報告日期的當時利率計算的利息付款）及本集團須付款的最早日期：

At December 31, 2025

於2025年12月31日

		Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Carrying amount at December 31, 2025 於2025年 12月31日 的賬面值	
		1年內或 按要求 USD' 000 千美元	超過1年 但少於2年 USD' 000 千美元	超過2年 但少於5年 USD' 000 千美元	超過5年 USD' 000 千美元	總計 USD' 000 千美元	
Bank loans	銀行貸款	112,442	148,886	-	-	261,328	254,856
Lease liabilities	租賃負債	10,056	9,232	6,773	-	26,061	25,558
Trade and bills payables	貿易應付款項及應付票據	222,899	-	-	-	222,899	222,899
Other payables and accruals	其他應付款項及應計費用	229,151	-	-	-	229,151	229,151
Refund liabilities from right of return	退回權利的退款負債	6,502	-	-	-	6,502	6,502
		581,050	158,118	6,773	-	745,941	738,966
Financial guarantees issued:	已出具財務擔保：						
Maximum amount guaranteed (Note 35)	最高擔保金額 (附註35)	22,052	-	-	-	22,052	22,052
Derivatives settled gross:	衍生工具償還總額：						
Foreign currency forward and option contracts (Note 18)	外幣遠期及期權合約 (附註18)						
- outflow	- 流出	(788,646)	-	-	-	(788,646)	-
- inflow	- 流入	790,488	-	-	-	790,488	-

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(Expressed in US dollar ("USD") unless otherwise indicated)
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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(b) Liquidity risk (Continued)

33 財務風險管理及金融工具的公允價值 (續)

(b) 流動性風險 (續)

		At December 31, 2024 於2024年12月31日				Carrying amount at December 31, 2024 於2024年 12月31日 的賬面值	
		Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total	
		1年內或 按要求	超過1年 但少於2年	超過2年 但少於5年	超過5年	總計	
		USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元	USD'000 千美元
Bank loans	銀行貸款	198,734	104,701	–	–	303,435	295,554
Lease liabilities	租賃負債	5,521	4,009	4,491	919	14,940	13,924
Trade and bills payables	貿易應付款項及應付票據	317,942	–	–	–	317,942	317,942
Other payables and accruals	其他應付款項及應計費用	196,600	–	–	–	196,600	196,600
Refund liabilities from right of return	退回權利的退款負債	23,680	–	–	–	23,680	23,680
		742,477	108,710	4,491	919	856,597	847,700
Financial guarantees issued:	已出具財務擔保：						
Maximum amount guaranteed (Note 35)	最高擔保金額(附註35)	21,562	–	–	–	21,562	21,562
Derivatives settled gross:	衍生工具償還總額：						
Foreign currency forward and option contracts (Note 18)	外幣遠期及期權合約 (附註18)						
– outflow	– 流出	(508,628)	–	–	–	(508,628)	–
– inflow	– 流入	508,647	–	–	–	508,647	–

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(Expressed in US dollar ("USD") unless otherwise indicated)
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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(c) Interest rate risk

The Group's interest rate risk arises primarily from short-term and long-term borrowings. Borrowings issued at variable rates and at fixed rates expose the Group to cash flow interest rate risk and fair value interest rate risk respectively. The Group's interest rate profile as monitored by management is set out in (i) below:

(i) Interest rate profile

The following table details the interest rate profile of the Group's total borrowings as at the end of the reporting period:

		2025 2025年 Effective Interest rate 實際利率 % % USD'000 千美元		2024 2024年 Effective Interest rate 實際利率 % % USD'000 千美元	
Fixed rate borrowings:	固定利率借款：				
Bank loans	銀行貸款	2.080% – 2.450%	122,791	1.980% – 3.050%	157,963
Variable rate borrowings:	浮動利率借款：				
Bank loans	銀行貸款	0.700% – 2.489%	132,065	0.700% – 5.200%	137,591
Total borrowings	借款總額		254,856		295,554
Fixed rate borrowings as a percentage of total borrowings	固定利率借款佔借款總額的百分比		48%		53%

(ii) Sensitivity analysis

At December 31, 2025, it is estimated that a general increase/decrease of 100 basis points in interest rates, with all other variables held constant, would have decreased/increased the Group's profit after taxation and retained profits by approximately USD1,117,000 (2024: increased/decreased the Group's profit after taxation and retained profits by approximately USD1,165,000).

33 財務風險管理及金融工具的公允價值 (續)

(c) 利率風險

本集團的利率風險主要來自短期及長期借款。按浮動利率及固定利率發放的借款令本集團分別面臨現金流量利率風險及公允價值利率風險。管理層監控的本集團利率概況載於下文(i)：

(i) 利率概況

下表詳述於報告期末本集團借款總額的利率概況：

(ii) 敏感度分析

於2025年12月31日，估計利率整體上升／下降100個基點，在所有其他變量保持不變的情況下，本集團的除稅後利潤及保留利潤減少／增加約1,117,000美元（2024年：本集團的除稅後利潤及保留利潤增加／減少約1,165,000美元）。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(c) Interest rate risk (Continued)

(ii) Sensitivity analysis (Continued)

The sensitivity analysis above indicates the instantaneous change in the Group's loss after taxation (and retained profits) that would arise assuming that the change in interest rates had occurred at the end of each reporting period and had been applied to floating rate non-derivative instruments held by the Group, which expose the Group to cash flow interest rate risk. The impact on the Group's loss after taxation (and retained profits) is estimated as an annualized impact on interest expense of such a change in interest rates. Fixed rate financial instruments are excluded for the above analysis. The analysis is performed on the same basis as 2024.

(d) Currency risk

The Group is exposed to currency risk primarily through sales, purchase and borrowings which give rise to receivables, payables, cash balances and bank loans that are denominated in a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily USD and EUR.

(i) Exposure to currency risk

The following table details the Group's exposure as at December 31, 2025 to currency risk arising from the recognized assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purpose, the amounts of exposure are shown in USD translated using the spot rate of the end of each reporting period. Differences resulting from the translation of the financial statements of the Group's subsidiaries with functional currency other than USD into the Group's presentation currency are excluded.

33 財務風險管理及金融工具的公允價值 (續)

(c) 利率風險 (續)

(ii) 敏感度分析 (續)

上述敏感度分析顯示本集團的除稅後虧損（及保留利潤）可能產生的即時變動，當中假設利率變動已於各報告期末發生，並已用於使本集團面臨現金流量利率風險的本集團所持有浮動利率非衍生工具。本集團除稅後虧損（及保留利潤）所受影響乃按有關利率變動對年度化利息支出的影響作估計。上述分析不計及定息財務工具。有關分析按2024年的相同基準進行。

(d) 貨幣風險

本集團主要通過銷售、購買及借款面臨貨幣風險，而該等銷售、購買及借款產生以交易相關業務功能貨幣以外的貨幣計值的應收款項、應付款項、現金結餘及銀行貸款。引起該風險的貨幣主要為美元及歐元。

(i) 貨幣風險敞口

下表詳述本集團於2025年12月31日面臨因以與實體功能貨幣以外的貨幣計值的已確認資產或負債而引起的貨幣風險。為呈列之目的，有關敞口金額乃採用各報告期末的即期匯率換算為美元列示。以美元以外功能貨幣將本集團旗下附屬公司財務報表換算為本集團的呈列貨幣導致的差額不考慮在內。

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

33 財務風險管理及金融工具的公允價值 (續)

(d) Currency risk (Continued)

(d) 貨幣風險 (續)

(i) Exposure to currency risk (Continued)

(i) 貨幣風險敞口 (續)

As the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

由於港元與美元掛鈎，本集團認為港元與美元之間的匯率變動風險不大。

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
<i>USD</i>	美元		
Cash and cash equivalents	現金及現金等價物	14,799	20,339
Trade and bills receivables	貿易應收款項及應收票據	282,455	358,915
Trade and bills payables	貿易應付款項及應付票據	(8,836)	(10,700)
Gross exposure arising from recognized assets and liabilities	已確認資產及負債產生的敞口總額	288,418	368,554
Notional amounts of forward exchange contracts and foreign currency option contracts used as economic hedges	用作經濟對沖的遠期外匯合約及外幣期權合約的名義金額	(238,195)	(211,250)
Net exposure arising from recognized assets and liabilities	已確認資產及負債產生的敞口淨額	50,223	157,304
<i>EUR</i>	歐元		
Cash and cash equivalents	現金及現金等價物	10,833	2,156
Trade and bills receivables	貿易應收款項及應收票據	124,916	70,589
Bank loans	銀行貸款	(32,807)	(29,314)
Trade and bills payables	貿易應付款項及應付票據	(49,541)	(9,460)
Gross exposure arising from recognized assets and liabilities	已確認資產及負債產生的敞口總額	53,401	33,971
Notional amounts of forward exchange contracts and foreign currency option contracts used as economic hedges	用作經濟對沖的遠期外匯合約及外幣期權合約的名義金額	(57,412)	(40,935)
Net exposure arising from recognized assets and liabilities	已確認資產及負債產生的敞口淨額	(4,011)	(6,964)

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(d) Currency risk (Continued)

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's profit after taxation (and retained profits) that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant.

		2025 2025年		2024 2024年	
		Increase/ (decrease) in foreign exchange rates 外匯匯率上升 ／(下跌) %	Effect on profit after taxation and retained profits 對除稅後利潤及 保留利潤的影響 USD'000 千美元	Increase/ (decrease) in foreign exchange rates 外匯匯率上升 ／(下跌) %	Effect on profit after taxation and retained profits 對除稅後利潤及 保留利潤的影響 USD'000 千美元
		%	千美元	%	千美元
USD	美元	1% (1%)	472 (472)	1% (1%)	1,341 (1,341)
EUR	歐元	1% (1%)	(26) 26	1% (1%)	(51) 51

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group subsidiaries' loss after tax and equity measured in the respective functional currencies, translated into USD at the exchange rate ruling at the end of the reporting period for presentation purpose.

33 財務風險管理及金融工具的公允價值 (續)

(d) 貨幣風險 (續)

(ii) 敏感度分析

下表顯示倘本集團於報告期末需承受重大風險的外匯匯率於該日出現變動時，本集團的除稅後利潤（及保留利潤）的即時變動（假設所有其他風險變量維持不變）。

上表呈列的分析結果乃本集團旗下各附屬公司的除稅後虧損及權益所受即時影響的總數（按各自的功能貨幣計量），並按報告期末的當時匯率換算為美元，以作呈列之用。

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(d) Currency risk (Continued)

(ii) Sensitivity analysis (Continued)

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk as at December 31, 2025, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currencies of the lender or the borrower. The analysis excludes differences that would result from the translation of the financial statements of entities whose functional currency is not USD. The analysis is performed on the same basis for the years ended December 31, 2025.

(e) Fair value measurement

Fair value hierarchy

The following table presents the fair value of the Group's financial instruments measured at the end of each reporting period on a recurring basis, categorized into the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date;
- Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available;
- Level 3 valuations: Fair value measured using significant unobservable inputs.

33 財務風險管理及金融工具的公允價值 (續)

(d) 貨幣風險 (續)

(ii) 敏感度分析 (續)

敏感度分析假設，外匯匯率變動已適用於重新計量本集團持有的金融工具（令本集團於2025年12月31日面臨外幣風險，包括本集團內公司間以貸方或借方的功能貨幣以外的貨幣計值的應付款項及應收款項）。該分析不包括換算有關功能貨幣並非美元的實體的財務報表產生的差額。該分析乃基於截至2025年12月31日止年度的相同基準進行。

(e) 公允價值計量

公允價值層級

下表列示於各報告期末按經常基準計量本集團金融工具的公允價值，並歸入香港財務報告準則第13號公允價值計量界定的三個公允價值層級。公允價值計量分類層級乃參考估值方法中所使用輸入數據的可觀察及重要性釐定如下：

- 第一級估值：僅採用第一級輸入數據（即相同資產或負債於計量日期在活躍市場上未經調整的報價）計量的公允價值；
- 第二級估值：採用第二級輸入數據（即不滿足第一級要求的可觀察輸入數據）及並無採用重大不可觀察輸入數據計量的公允價值。不可觀察輸入數據為無法獲得市場數據的輸入數據；
- 第三級估值：採用重大不可觀察輸入數據計量的公允價值。

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(e) Fair value measurement (Continued)

Fair value hierarchy (Continued)

Analysis on fair value measurement of derivative financial instruments are as follows:

33 財務風險管理及金融工具的公允價值 (續)

(e) 公允價值計量 (續)

公允價值層級 (續)

衍生金融工具的公允價值計量分析如下：

		Fair value at December 31, 2025 於2025年 12月31日 的公允價值	Fair value measurement at December 31, 2025 categorized into 於2025年12月31日 的公允價值計量歸入		
		USD' 000 千美元	Level 1 第1級	Level 2 第2級	Level 3 第3級
Recurring fair value measurement	經常性公允價值計量				
Financial assets at FVPL	以公允價值計量且其 變動計入當期損益 的金融資產				
– Insurance product	– 保險產品	6,778	–	–	6,778
Derivative financial instruments	衍生金融工具				
Assets:	資產：				
– Foreign currency forward contracts	– 外幣遠期合約	3,585	–	3,585	–
– Foreign exchange swap contracts	– 外匯掉期合約	460	–	460	–
Liabilities:	負債：				
– Foreign currency forward contracts	– 外幣遠期合約	(163)	–	(163)	–
– Foreign currency option contracts	– 外幣期權合約	(215)	–	(215)	–
– Foreign exchange swap contracts	– 外匯掉期合約	(1,825)	–	(1,825)	–
Trade receivables	貿易應收款項	4,064	–	–	4,064

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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

33 財務風險管理及金融工具的公允價值 (續)

(e) Fair value measurement (Continued)

(e) 公允價值計量 (續)

Fair value hierarchy (Continued)

公允價值層級 (續)

		Fair value at December 31, 2024 於2024年 12月31日 的公允價值			
		Fair value measurement at December 31, 2024 categorized into 於2024年12月31日 的公允價值計量歸入			
		USD'000 千美元	Level 1 第1級	Level 2 第2級	Level 3 第3級
Recurring fair value measurement	經常性公允價值計量				
Financial assets at FVPL	以公允價值計量且其 變動計入當期損益 的金融資產				
– Insurance product	– 保險產品	6,586	–	–	6,586
Derivative financial instruments	衍生金融工具				
Assets:	資產：				
– Foreign currency forward contracts	– 外幣遠期合約	1,842	–	1,842	–
– Foreign currency option contracts	– 外幣期權合約	366	–	366	–
– Foreign exchange swap contracts	– 外匯掉期合約	4,203	–	4,203	–
Liabilities:	負債：				
– Foreign currency forward contracts	– 外幣遠期合約	(4,670)	–	(4,670)	–
– Foreign currency option contracts	– 外幣期權合約	(20)	–	(20)	–
– Foreign exchange swap contracts	– 外匯掉期合約	(1,702)	–	(1,702)	–
Trade receivables	貿易應收款項	4,738	–	–	4,738

During the years ended December 31, 2025 and 2024, there were no transfers, or transfers into or out of Level 3. The Group's policy is to recognize transfers between levels of fair value hierarchy as at the end of the reporting period in which they occur.

截至2025年及2024年12月31日止年度，概無發生任何轉移，亦無轉入或轉出第3級。本集團的政策為於所發生的報告期末確認公允價值層級之間的轉移。

Valuation techniques and inputs used in Level 2 fair value measurements

第2級公允價值計量中使用的估值技術及輸入數據

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(e) Fair value measurement (Continued)

Fair value hierarchy (Continued)

The fair value of forward exchange contracts in Level 2 is determined by discounting the difference between the contractual forward price and the current forward price. The discount rate used is derived from the relevant government yield curve as at the end of the reporting period plus an adequate constant credit spread.

The fair value of foreign exchange swaps is the estimated amount that the Group would receive or pay to transfer the swap at the end of the reporting period, taking into account current interest rates and the current creditworthiness of the swap counterparties.

The fair value of foreign currency option contracts is determined based on the quoted prices as at the reporting period end for identical or similar contracts of the banks in markets that are not active.

Information about Level 3 fair value measurements

33 財務風險管理及金融工具的公允價值 (續)

(e) 公允價值計量 (續)

公允價值層級 (續)

第2級遠期外匯合約的公允價值乃通過折算合約遠期價格與目前遠期價格之間的差額釐定。所使用的貼現率乃根據報告期末的相關政府收益率曲線另加充足穩定的信用價差得出。

外匯掉期的公允價值為本集團將於報告期末就轉讓掉期而收取或支付的估計金額，當中計及現行利率及掉期對手方目前的信譽。

外幣期權合約的公允價值乃根據報告期末非活躍市場中銀行相同或類似合約的報價釐定。

有關第3級公允價值計量的資料

	Valuation techniques 估值技術	Significant unobservable inputs 重大不可觀察輸入數據
Insurance product 保險產品	Cash value (Note (i)) 現金價值 (附註(i))	Expected return rate 預期回報率
Trade receivables 貿易應收款項	Discounted cash flow (Note (ii)) 貼現現金流量 (附註(ii))	Expected return rate 預期回報率

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(Expressed in US dollar ("USD") unless otherwise indicated)
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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(e) Fair value measurement (Continued)

Fair value hierarchy (Continued)

Notes:

- (i) The fair value of insurance product is the cash value that can be recovered from insurance company. The fair value measurement is positively correlated to expected return rate. As at December 31, 2025, it is estimated that with all other variables held constant, an increase/decrease in fair value of insurance product by 5% would have increased/decreased the Group's profit after taxation and retained profits for the year by USD283,000 (2024: decreased/increased the Group's loss after taxation and retained profits for the year by USD275,000).
- (ii) The fair value of trade receivables is calculated by discounting the expected future cash flows. The fair value measurement is positively correlated to expected return rate. As at December 31, 2025, it is estimated that with all other variables held constant, an increase/decrease in fair value of trade receivables by 5% would have increased/decreased the Group's profit after taxation and retained profits for the year by USD170,000 (2024: decreased/increased the Group's loss after taxation and retained profits for the year by USD198,000).

33 財務風險管理及金融工具的公允價值 (續)

(e) 公允價值計量 (續)

公允價值層級 (續)

附註：

- (i) 保險產品的公允價值為可以從保險公司收回的現金價值。公允價值計量與預期回報率正相關。於2025年12月31日，估計在所有其他變量不變的情況下，保險產品的公允價值增加／減少5%，本集團的年內除稅後利潤及保留利潤將增加／減少283,000美元（2024年：本集團的年內除稅後虧損及保留利潤將減少／增加275,000美元）。
- (ii) 貿易應收款項的公允價值透過貼現預期未來現金流量計算得出。公允價值計量與預期回報率正相關。於2025年12月31日，估計在所有其他變量不變的情況下，貿易應收款項的公允價值增加／減少5%，本集團的年內除稅後利潤及保留利潤將增加／減少170,000美元（2024年：本集團的年內除稅後虧損及保留利潤將減少／增加198,000美元）。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (CONTINUED)

(e) Fair value measurement (Continued)

Fair value hierarchy (Continued)

The following table shows a reconciliation from the beginning balances to the ending balances for fair value measurement for financial assets at FVPL in Level 3 of the fair value hierarchy:

33 財務風險管理及金融工具的公允價值 (續)

(e) 公允價值計量 (續)

公允價值層級 (續)

下表顯示公允價值層級第3級中以公允價值計量且其變動計入當期損益的金融資產的公允價值計量的期初結餘與期末結餘的對賬：

		Financial assets at FVPL 以公允價值計量且 其變動計入當期 損益的金融資產 USD'000 千美元
As at January 1, 2024	於2024年1月1日	6,393
Net realized and unrealized losses on financial assets at FVPL	以公允價值計量且其變動計入當期損益的金融資產的已變現及未變現虧損淨額	515
Purchases	購買	115,925
Sales and settlements	銷售及結算	(116,247)
As at December 31, 2024 and January 1, 2025	於2024年12月31日及2025年1月1日	6,586
Net realized and unrealized losses on financial assets at FVPL	以公允價值計量且其變動計入當期損益的金融資產的已變現及未變現虧損淨額	2,090
Purchases	購買	1,187,638
Sales and settlements	銷售及結算	(1,189,536)
As at December 31, 2025	於2025年12月31日	6,778

Trade receivables carried at FVOCI are not materially different from their values as at December 31, 2024 and 2025.

於2024年及2025年12月31日，以公允價值計量且其變動計入其他全面收益的貿易應收款項與其自身價值並無重大差異。

All financial instruments carried at cost or amortized cost are at amounts not materially different from their values as at December 31, 2024 and 2025.

於2024年及2025年12月31日，按成本或攤銷成本列賬的所有金融工具的金額與其自身價值並無重大差異。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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34 CAPITAL COMMITMENTS

Capital commitments outstanding at December 31, 2025 not provided for in the consolidated financial statements were as follows:

34 資本承擔

於2025年12月31日於綜合財務報表未計提撥備的未履行資本承擔如下：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Contracted for	已訂約	9,360	28,290
Authorised but not contracted for	已獲授權但未訂約	13,111	35,408
		22,471	63,698
Represented by:	指：		
Construction of plant and buildings	建設廠房及樓宇	21,577	62,540
Acquisition of machinery and equipment	購置機器及設備	894	1,158
		22,471	63,698

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

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35 CONTINGENT LIABILITIES

Guarantee to customers

Guarantees were given by certain subsidiaries in the Group to financial institutions in the PRC for certain indebtedness of independent third-party customers of the Group. The maximum exposures to the Group are limited to the facilities granted to individual customer. Details of guarantee to customers are set out below:

		2025 2025年		2024 2024年	
		Maximum guarantee amount 最高擔保金額 USD'000 千美元	Guarantee issued 已出具擔保 USD'000 千美元	Maximum guarantee amount 最高擔保金額 USD'000 千美元	Guarantee issued 已出具擔保 USD'000 千美元
Bank A	銀行A	7,825	810	7,651	2,309
Bank B	銀行B	14,227	1,122	13,911	5,818
		22,052	1,932	21,562	8,127

35 或有負債

向客戶提供的擔保

本集團若干附屬公司就本集團獨立第三方客戶的若干債務向中國金融機構提供擔保。本集團面臨的最大風險限於授予個別客戶的融資。向客戶提供的擔保詳情載列如下：

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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36 ACQUISITION OF A SUBSIDIARY

On October 6, 2025, EGO Europe GmbH., the Group's wholly owned subsidiary, entered into a share purchase agreement to acquire 100% equity interest in Stierman De Leeuw B.V. from a third party. The transaction completed on October 29, 2025 with cash consideration of EUR5,103,000 (USD equivalent 5,913,000) and Stierman De Leeuw B.V. became a subsidiary of the Group since then.

The following summarizes the recognised amounts of assets acquired and liabilities assumed at the acquisition date.

36 收購一間附屬公司

於2025年10月6日，本集團的全資附屬公司EGO Europe GmbH.訂立股份購買協議，以自第三方收購Stierman De Leeuw B.V.的100%股權。交易於2025年10月29日完成，現金代價為5,103,000歐元（相當於5,913,000美元），自此，Stierman De Leeuw B.V.成為本集團的附屬公司。

下文概述於收購日期所收購資產及所承擔負債的已確認金額。

		Fair value on acquisition 收購時的公允價值 USD'000 千美元
Property, plant and equipment	物業、廠房及設備	92
Intangible assets	無形資產	3,215
Inventories	存貨	2,491
Trade and other receivables	貿易及其他應收款項	980
Cash	現金	79
Trade and other payables	貿易及其他應付款項	(1,318)
Deferred tax liabilities	遞延稅項負債	(829)
Total identifiable net assets acquired	收購的可識別資產淨值總額	4,710

Goodwill arising from the acquisition has been recognized as follow.

因收購事項產生的商譽已予確認如下。

		USD'000 千美元
Consideration transferred	轉讓代價	5,913
Fair value of identifiable net assets	可識別資產淨值的公允價值	(4,710)
Goodwill	商譽	1,203

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(Expressed in US dollar ("USD") unless otherwise indicated)
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36 ACQUISITION OF A SUBSIDIARY 36 收購一間附屬公司（續） (CONTINUED)

Net cash outflow arising from the above acquisition is as follows:

上述收購產生的現金流出淨額如下：

		USD'000 千美元
Consideration paid in cash during the year	年內以現金支付的代價	5,913
Less: cash acquired	減：已收購現金	(79)
		5,834

The fair value of net identifiable assets of Stierman De Leeuw B.V. is determined by the directors of the Company with reference to the valuation performed by independent valuation firm on the acquisition date.

Stierman De Leeuw B.V.的可識別資產淨值的公允價值乃由本公司董事參考獨立估值公司於收購日期進行的估值釐定。

From the date of acquisition to December 31, 2025, Stierman De Leeuw B.V. contributed revenue of USD1,612,000 and loss for the period of USD30,000 (including amortization of identified intangible assets).

自收購日期至2025年12月31日，Stierman De Leeuw B.V.產生的收入為1,612,000美元，期內虧損為30,000美元（包括已識別無形資產攤銷）。

The consolidated revenue and net profit of the Group for the year ended December 31, 2025 would have been USD1,636,578,000 and USD101,980,000, respectively had the acquisition been completed as at January 1, 2025.

倘收購於2025年1月1日完成，本集團截至2025年12月31日止年度的綜合收入及純利將分別為1,636,578,000美元及101,980,000美元。

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財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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37 MATERIAL RELATED PARTY TRANSACTIONS 37 重大關聯方交易

(a) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in Note 8 and certain of the highest paid employees as disclosed in Note 9, is as follows:

(a) 關鍵管理人員薪酬

本集團關鍵管理人員薪酬（包括已付本公司董事的款項（有關披露見附註8）及已付若干最高薪酬僱員的款項（有關披露見附註9））如下：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Short-term employee benefits	短期僱員福利	4,124	4,707
Contributions to defined contribution retirement plans	界定供款退休計劃供款	156	177
		4,280	4,884

Total remuneration is included in "staff costs" (see Note 6(b)).

薪酬總額計入「員工成本」（見附註6(b)）。

NOTES TO THE FINANCIAL STATEMENTS

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(Expressed in US dollar ("USD") unless otherwise indicated)
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37 MATERIAL RELATED PARTY TRANSACTIONS (CONTINUED) 37 重大關聯方交易（續）

(b) Names and relationships of the related parties that had other material transactions with the Group (b) 與本集團有其他重大交易的關聯方的姓名／名稱及關係

Name of related party 關聯方姓名／名稱	Relationship 關係
Mr. Pan Longquan 潘龍泉先生	Ultimate controlling shareholder of the Group 本集團的最終控股股東
Ms. Zhang Tong 張彤女士	Director of the Group 本集團董事
Mr. Ke Zuqian 柯祖謙先生	Director of the Group 本集團董事
Chervon (China) Investment (Note) 泉峰（中國）投資（附註）	Controlled by the ultimate controlling shareholder of the Group 由本集團的最終控股股東控制
Chervon Auto Precision Technology (Note) 泉峰汽車精密技術（附註）	Associate of the Group/Controlled by the ultimate controlling shareholder of the Group 本集團的聯營公司／由本集團的最終控股股東控制
Chervon Precision Technology 泉峰精密技術	Controlled by the ultimate controlling shareholder of the Group 由本集團的最終控股股東控制

Note:

Upon the disposal of Chervon (China) Investment completed on 25 June, 2025 (see Note 22(f)), Chervon (China) Investment became the entity controlled by the ultimate controlling shareholder of the Group and Chervon Auto Precision Technology changed from associate of the Group to the entity controlled by the ultimate controlling shareholder of the Group.

附註：

泉峰（中國）投資於2025年6月25日完成出售後（參閱附註22(f)），泉峰（中國）投資成為由本集團最終控股股東控制的實體，而泉峰汽車精密技術由本集團的聯營公司變更為由本集團最終控股股東控制的實體。

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37 MATERIAL RELATED PARTY TRANSACTIONS (CONTINUED) 37 重大關聯方交易（續）

(c) Other significant related party transactions

The Group had following transactions with related parties:

(c) 其他重大關聯方交易

本集團與關聯方進行了以下交易：

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Sales of goods and service	銷售貨物及服務		
Chervon Auto Precision Technology	泉峰汽車精密技術	17	2
Rental income	租金收益		
Chervon (China) Investment	泉峰（中國）投資	2	—
Chervon Auto Precision Technology	泉峰汽車精密技術	362	363
		364	363

		Year ended December 31, 截至12月31日止年度	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Payments made on behalf of a related party	代表關聯方作出的付款		
Chervon Auto Precision Technology	泉峰汽車精密技術	1,039	1,348
Receivables made on behalf of a related party	代表關聯方作出的應收款項		
Chervon Auto Precision Technology	泉峰汽車精密技術	47	271
Disposal of a subsidiary to	出售一間附屬公司予		
Chervon Precision Technology	泉峰精密技術	79,533	—

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37 MATERIAL RELATED PARTY TRANSACTIONS (CONTINUED) 37 重大關聯方交易（續）

(d) Significant related party balances

The Group had following trade in nature balances with related parties:

(d) 重大關聯方結餘

本集團有以下性質的關聯方結餘：

		As at December 31, 於12月31日	
		2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Prepayments, deposits and other receivables	預付款項、保證金及其他應收款項		
Chervon Auto Precision Technology	泉峰汽車精密技術	142	111

(e) Guarantees issued by related parties

At December 31, 2025, certain bank loan of the Group, amounted to USD158,633,000, were guaranteed by Chervon (China) Investment and pledged with the equity interest of Chervon Auto Precision Technology held by Chervon (China) Investment (2024: USD213,801,000).

(e) 關聯方出具的擔保

於2025年12月31日，本集團為數158,633,000美元的若干銀行貸款已由泉峰（中國）投資提供擔保，並以泉峰（中國）投資持有的泉峰汽車精密技術股權進行質押（2024年：213,801,000美元）。

(f) Applicability of the Listing Rules relating to connected transactions

The related party transactions with Chervon Auto Precision Technology, Chervon Precision Technology and Chervon (China) Investment above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. However those transactions are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are below the de minimis threshold under Rule 14A.76(1) or they are sharing of administrative services under Rule 14A.98.

(f) 與關連交易有關的上市規則適用性

上文與泉峰汽車精密技術、泉峰精密技術及泉峰（中國）投資的關聯方交易構成根據上市規則第14A章所定義的關連交易或持續關連交易。然而，該等交易獲豁免遵守上市規則第14A章的披露規定，乃由於其低於第14A.76(1)條項下的最低閾值或彼等根據第14A.98條共享行政服務。

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38 COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION 38 公司層面的財務狀況表

		As at December 31, 於12月31日	
	Note 附註	2025 2025年 USD'000 千美元	2024 2024年 USD'000 千美元
Non-current assets	非流動資產		
Interests in subsidiaries	於附屬公司的權益	836,999	635,538
Loans to subsidiaries	對附屬公司的貸款	—	13,128
		836,999	648,666
Current assets	流動資產		
Prepayments, deposits and other receivables	預付款項、保證金及其他應收款項	—	118,050
Cash and cash equivalents	現金及現金等價物	1,678	2,035
		1,678	120,085
Current liability	流動負債		
Other payables and accruals	其他應付款項及應計費用	4,343	6,439
		4,343	6,439
Net current (liabilities)/assets	流動（負債）／資產淨值	(2,665)	113,646
Total assets less current liabilities	資產總值減流動負債	834,334	762,312
NET ASSETS	資產淨值	834,334	762,312
CAPITAL AND RESERVES	資本及儲備		
Share capital	股本	601,859	601,859
Reserves	儲備	232,475	160,453
TOTAL EQUITY	權益總額	834,334	762,312

Approved and authorised for issue by the board of directors on March 25, 2026.

已於2026年3月25日獲董事會批准及授權刊發。

Pan Longquan
潘龍泉

Directors
董事

Zhang Tong
張彤

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(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

39 NON-ADJUSTING EVENTS AFTER THE REPORTING PERIOD

After the end of the reporting period the directors proposed a final dividend. Further details are disclosed in Note 32(b).

40 IMMEDIATE AND ULTIMATE CONTROLLING PARTY

At December 31, 2025, the Directors of the Company consider the immediate parent of the Group is Panmercy Holdings Limited, a company incorporated in Hong Kong. This entity does not produce financial statements available for public use.

The ultimate controlling party of the Group is Mr. Pan Longquan, Chairman of the Group.

41 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR YEAR ENDED DECEMBER 31, 2025

Up to the date of issue of these financial statements, the HKICPA has issued a number of new or amended standards, which are not yet effective for the year ended December 31, 2025 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

39 報告期後的非調整事項

報告期結束後，董事提議派發末期股息。更多詳情見附註32(b)。

40 直接及最終控股方

於2025年12月31日，本公司董事認為，本集團的直接母公司為德潤控股有限公司，該公司於香港註冊成立。該實體並無編製可供公眾使用的財務報表。

本集團的最終控制方為本集團董事長潘龍泉先生。

41 截至2025年12月31日止年度已頒佈但尚未生效的修訂、新準則及詮釋的可能影響

直至該等財務報表發佈日期，香港會計師公會發佈了新準則及經修訂準則，該等新準則及經修訂準則於截至2025年12月31日止年度尚未生效且並無於該等財務報表中獲採納。其包括可能與本集團相關的以下各項。

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
(以美元「美元」列示，除非另有指明)

41 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR YEAR ENDED DECEMBER 31, 2025 (CONTINUED)

41 截至2025年12月31日止年度已頒佈但尚未生效的修訂、新準則及詮釋的可能影響（續）

	Effective for accounting periods beginning on or after 於以下日期或之後 開始的會計期間生效
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures – Contracts referencing nature-dependent electricity</i> 香港財務報告準則第9號之修訂，金融工具及香港財務報告準則第7號， 金融工具：披露－涉及依賴自然能源生產電力的合同	January 1, 2026 2026年1月1日
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures – Amendments to the classification and measurement of financial instruments</i> 香港財務報告準則第9號之修訂，金融工具及香港財務報告準則第7號， 金融工具：披露－金融工具的分類和計量之修訂	January 1, 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之年度改進－第11卷	January 1, 2026 2026年1月1日
HKFRS 18, <i>Presentation and disclosure in financial statements</i> 香港財務報告準則第18號，財務報表的呈列及披露	January 1, 2027 2027年1月1日
HKFRS 19, <i>Subsidiaries without public accountability: disclosures</i> 香港財務報告準則第19號，不具公共問責性的附屬公司：披露	January 1, 2027 2027年1月1日
Amendments to HKAS 21, <i>Translation to a hyperinflationary presentation currency</i> 香港會計準則第21號之修訂，換算為惡性通貨膨脹呈列貨幣	January 1, 2027 2027年1月1日
Amendments to HKFRS 10 and HKAS 28, <i>Sale or contribution of assets between an investor and its associate or joint venture</i> 香港財務報告準則第10號及香港會計準則第28號之修訂，投資者與其聯營公司或合營 企業之間的資產出售或注資	To be determined 待釐定

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following:

本集團現正在評估該等發展預期於初始應用期間的影響。至今，本集團認為採納該等修訂、準則及詮釋不大可能會對綜合財務報表造成重大影響，惟以下所述者除外：

NOTES TO THE FINANCIAL STATEMENTS

財務報表附註

(Expressed in US dollar ("USD") unless otherwise indicated)
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41 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR YEAR ENDED DECEMBER 31, 2025 (CONTINUED)

HKFRS 18, Presentation and disclosure in financial statements

HKFRS 18 will replace HKAS 1 *Presentation of financial statements* and aims to improve the transparency and comparability of information about an entity's financial statements. HKFRS 18 is effective for annual reporting periods beginning on or after January 1, 2027 and is to be applied retrospectively.

Among other changes, under HKFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Group does not plan to early adopt HKFRS 18 and is still in the process of assessing the impact of the adoption.

41 截至2025年12月31日止年度已頒佈但尚未生效的修訂、新準則及詮釋的可能影響(續)

香港財務報告準則第18號，財務報表的呈列及披露

香港財務報告準則第18號將取代香港會計準則第1號財務報表的呈列，並旨在提高實體財務報表信息的透明度和可比性。香港財務報告準則第18號對於2027年1月1日或之後開始的年度報告期間生效，並應追溯應用。

除其他變動外，根據香港財務報告準則第18號，實體須在損益表中將所有收益和開支劃分為五個類別，即經營、投資、融資、已終止經營及所得稅。實體亦需要在財務報表的單獨附註中具體披露有關管理層定義的績效指標。

本集團不計劃提前採用香港財務報告準則第18號，目前仍在評估採用影響。

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