

Medbanks
思 派 健 康 科 技

Sipai Health Technology Co., Ltd.

思派健康科技有限公司

(A company incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock code 股份代號 : 0314

讓生命更**健康**

Make Life **Healthier**



2025

Annual Report 年報

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CORPORATE INFORMATION

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. MA Xuguang (*Chairman of the Board*)
Mr. LI Ji

Non-executive Director

Mr. YAO Leiwen

Independent Non-executive Directors

Mr. FAN Xin
Mr. HE Haijian
Ms. HUANG Bei

REMUNERATION AND APPRAISAL COMMITTEE

Mr. HE Haijian (*Chairman*)
Mr. LI Ji
Ms. HUANG Bei

NOMINATION COMMITTEE

Mr. MA Xuguang (*Chairman*)
Mr. FAN Xin
Mr. HE Haijian
Ms. HUANG Bei (*appointed on December 21, 2025*)

AUDIT COMMITTEE

Mr. HE Haijian (*Chairman*)
Mr. FAN Xin
Ms. HUANG Bei

STRATEGY COMMITTEE

Mr. MA Xuguang (*Chairman*)
Mr. LI Ji
Mr. YAO Leiwen

COMPANY SECRETARY

Ms. REN Na
Ms. LI Ching Yi (*resigned on March 30, 2026*)

董事會

執行董事

馬旭廣先生 (*董事會主席*)
李繼先生

非執行董事

姚磊文先生

獨立非執行董事

樊欣先生
何海建先生
黃蓓女士

薪酬及評估委員會

何海建先生 (*主席*)
李繼先生
黃蓓女士

提名委員會

馬旭廣先生 (*主席*)
樊欣先生
何海建先生
黃蓓女士 (*於2025年12月21日獲委任*)

審核委員會

何海建先生 (*主席*)
樊欣先生
黃蓓女士

戰略委員會

馬旭廣先生 (*主席*)
李繼先生
姚磊文先生

公司秘書

任娜女士
李菁怡女士 (*於2026年3月30日辭任*)

AUTHORISED REPRESENTATIVES

Mr. LI Ji
Ms. REN Na (*appointed on March 30, 2026*)
Ms. LI Ching Yi (*resigned on March 30, 2026*)

LEGAL ADVISERS

As to Hong Kong and U.S. laws

O'Melveny & Myers
31/F, AIA Central
1 Connaught Road Central
Hong Kong

As to PRC law

Jingtian & Gongcheng
34/F, Tower 3, China Central Place
77 Jianguo Road
Chaoyang District, Beijing
PRC

As to Cayman Islands law

Campbells
3002-04, 30/F
Gloucester Tower, The Landmark
15 Queen's Road Central
Hong Kong

AUDITOR

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditors
27/F One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

STOCK CODE

0314

授權代表

李繼先生
任娜女士 (於2026年3月30日獲委任)
李菁怡女士 (於2026年3月30日辭任)

法律顧問

有關香港及美國法律

美邁斯律師事務所
香港
干諾道中1號
友邦金融中心31樓

有關中國法律

競天公誠律師事務所
中國
北京市朝陽區
建國路77號
華貿中心3號寫字樓34層

有關開曼群島法律

Campbells
香港
皇后大道中15號
置地廣場告羅士打大廈
30樓3002至3004室

核數師

安永會計師事務所
執業會計師
註冊公眾利益實體核數師
香港
鰂魚涌
英皇道979號
太古坊一座27樓

股份代號

0314

REGISTERED OFFICE

Campbells Corporate Services Limited
Floor 4, Willow House, Cricket Square
Grand Cayman KY1-9010
Cayman Islands

PRINCIPAL PLACE OF BUSINESS IN THE PRC

1603-1605A, 16/F
Tower 1, Kerry Enterprise Center
128 Tianmu West Road
Jing'an District, Shanghai
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

19/F, Golden Centre
188 Des Voeux Road Central
Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Campbells Corporate Services Limited
Floor 4, Willow House, Cricket Square
Grand Cayman, KY1-9010
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

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

COMPANY WEBSITE

www.medbankshealthtech.com

註冊辦事處

Campbells Corporate Services Limited
Floor 4, Willow House, Cricket Square
Grand Cayman KY1-9010
Cayman Islands

中國主要營業地點

中國
上海市靜安區
天目西路128號
嘉里不夜城企業中心
辦公樓第1座
16層1603-1605A

香港主要營業地點

香港
德輔道中188號
金龍中心19樓

股份過戶登記總處

Campbells Corporate Services Limited
Floor 4, Willow House, Cricket Square
Grand Cayman, KY1-9010
Cayman Islands

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

公司網站

www.medbankshealthtech.com

FINANCIAL SUMMARY

財務概要

For the year ended December 31,
截至12月31日止年度

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	2023 2023年 RMB'000 人民幣千元	2022 2022年 RMB'000 人民幣千元	2021 2021年 RMB'000 人民幣千元
Revenue	收入	2,070,984	4,565,434	4,712,107	4,119,478	3,473,930
Gross profit	毛利	311,325	386,433	414,698	337,352	283,449
Loss for the year	年內虧損	(126,778)	(361,832)	(246,707)	(1,371,764)	(3,748,503)
Loss for the year attributable to owners of the parent	母公司擁有人應佔年內虧損	(124,267)	(323,736)	(255,768)	(1,370,572)	(3,740,455)
Adjusted loss (non-IFRS measure) for the year	年內經調整虧損（非國際財務報告準則計量）	(64,889)	(271,913)	(150,095)	(258,682)	(365,084)

As of December 31,
截至12月31日

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	2023 2023年 RMB'000 人民幣千元	2022 2022年 RMB'000 人民幣千元	2021 2021年 RMB'000 人民幣千元
Total assets	總資產	1,602,908	2,265,292	2,815,040	2,929,554	2,892,819
Total liabilities	總負債	702,899	1,063,706	1,183,889	1,095,422	8,323,729
Equity attributable to owners of the Company	本公司擁有人應佔權益	936,314	1,225,359	1,618,859	1,836,901	(5,429,224)
Total equity/(deficits)	權益／（虧絀）總額	900,009	1,201,586	1,631,151	1,834,132	(5,430,910)

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

GROUP STRATEGY OVERVIEW

In recent years, China's healthcare industry has undergone profound transformation. The acceleration of population aging has propelled growing demand for healthcare and pharmaceutical services. Against such backdrop, commercial health insurance has emerged as a critical pillar in the process of implementing the "Healthy China" strategy, helping alleviate the public burden of healthcare expenditures while fostering innovation in the pharmaceutical industry. As the nation continues to refine its multi-tiered healthcare security system, greater importance has been posed on the role of commercial health insurance. Since 2025, both national and local authorities have introduced a series of significant supportive policies, the key ones being as follows:

- In September 2025, the National Financial Regulatory Administration issued the *Guiding Opinions on Promoting the High-Quality Development of Health Insurance*, setting forth a framework for the coordinated development of group and individual health insurance and calling for the establishment of a full-lifecycle health security system;
- In December 2025, the National Healthcare Security Administration together with a few other departments unveiled the inaugural edition of the *Commercial Insurance Innovative Drug List*. The list was enacted to facilitate the integration of commercial insurance mechanisms into the payment framework for innovative drugs and medical devices, thereby introducing a supplementary healthcare payment option for the premium medical services while complementing the basic coverage provided by national medical insurance scheme;
- In March 2026, the Government Work Report further emphasized accelerating the development of the commercial health insurance system to promote the high-quality development of innovative drugs and medical devices. This marked the first time commercial health insurance was elevated to a dual strategic level that serves both public welfare and industrial development; and
- At the local level, core regions such as Shanghai, Beijing, and Guangdong have successively introduced policies to foster the coordinated development of commercial insurance and basic medical insurance, continuously unleashing momentum for industry growth.

集團戰略概述

近年來，中國醫療健康產業步入深度變革階段。人口老齡化進程加快推動居民醫藥服務需求持續增長，商業健康保險已成為踐行「健康中國」戰略、分擔民生醫療負擔、支撐醫藥產業創新的重要支柱。國家在完善多層次醫療保障體系的進程中，持續強化商業健康保險的發展定位，2025年以來國家及地方層面密集出臺重磅支持政策，核心政策如下：

- 2025年9月，國家金融監督管理總局發佈《關於推動健康保險高質量發展的指導意見》，明確團體與個人健康保險協同發展方向，提出構建全生命周期健康保障體系；
- 2025年12月，國家醫保局等部門推出首版《商業健康保險創新藥品目錄》，推動創新藥械與商業保險深度銜接，正式形成醫保保基本、商保補高端的醫療支付新格局；
- 2026年3月，全國兩會政府工作報告進一步明確加快發展商業健康保險，推動創新藥和醫療器械高質量發展，將商業健康保險提升至民生保障與產業發展的雙重戰略高度；及
- 地方層面，上海、北京、廣東等核心區域陸續出臺政策，推動商業保險與基本醫保協同發展，持續釋放行業發展紅利。

Propelled by both policy tailwinds and market demand, corporate group health insurance, with its advantages in risk pooling and service efficiency, has emerged as a key enabler of employee benefits upgrade and health management solutions with its market footprint continuing to expand. The corporate commercial health insurance brokerage and enterprise healthcare management (hereinafter referred to as “**CorpHealth**”) service segment that the Group focuses on is entering a golden era defined by policy support, demand surge, and professional standard advancement.

Against this backdrop, following a prudent assessment of industry trends and its own core strengths, the Group established in the 2025 financial year a strategic decision to center on core businesses and proactive transformation. This further sharpened its development strategy anchored in enterprise health insurance brokerage business. Leveraging its accumulated expertise in resource management in the medical sector, digital technology platform and nationwide healthcare service network, the Group continues to refine its business structure and is steadily advancing an integrated enterprise healthcare service platform – with commercial healthcare insurance services at its core, supported by healthcare service resources and healthcare management capabilities.

Guided by the above strategic direction, during the Reporting Period, the Group continued to integrate internal resources with the aim to prioritize core business development and optimized its overall business layout:

On the one hand, the Group strengthened its core insurance brokerage capabilities, achieving both scale expansion and service quality improvement while continuously optimizing its product design system and data-driven service capabilities. Drawing on its nationwide pharmaceutical and healthcare service resource network, the Group further enhanced its ability to integrate healthcare services, delivering end-to-end, high-quality healthcare support to corporate health insurance members, and thereby effectively strengthened customer experience and brand loyalty.

在政策紅利與市場需求的雙重驅動下，企業團體健康保險憑藉風險共濟、服務高效的核⼼優勢，成為企業員工福利升級、健康管理落地的核⼼載體，市場空間持續擴容。本集團所處的企業商業健康團險經紀及企業醫療健康管理（下稱「**企康**」）服務賽道，正迎來政策支持、需求爆發、專業化升級的黃金發展期。

在此背景下，本集團經過對行業發展趨勢與自身核⼼優勢的審慎研判，於2025財年確立聚焦核⼼、主動轉型升級的戰略決策，進一步明確並深化以企業健康保險經紀業務為核⼼的發展戰略。依托在嚴肅醫療領域積澱的醫療資源管理能力、數字化技術平台及全國性醫療服務網絡，本集團持續推進業務結構優化，逐步打造以商業醫療保險服務為核⼼、以醫療服務資源與醫療健康管理能力為雙支撐的一體化企康服務平台。

圍繞上述戰略方向，本集團在報告期內持續整合內部資源，聚焦核⼼業務發展，優化整體業務佈局：

一方面，全面強化保險經紀服務核⼼能力，推動業務規模與服務質量雙提升，持續優化產品設計體系與數據驅動服務能力；依托覆蓋全國的醫藥服務資源網絡，不斷增強醫療服務端整合能力，為企業健康險會員提供全流程、高品質的醫療服務支持，有效提升客戶體驗與品牌粘性。

On the other hand, based on a comprehensive assessment of business development prospects and profitability, the Group continued to optimize the structure of its Specialty Pharmacy Business and Hui Min Insurance business during the Reporting Period, enabling rational resource allocation and steady improvement in gross margin and operational efficiency. At the same time, the Group drove the transformation and upgrading of the Specialty Pharmacy Business to build a nationwide high-quality pharmaceutical service network. Through this network, the Group provided professional and accessible specialty drug services for its commercial health insurance business while expanding into high-quality, high-demand general drug and innovative drug service scenarios, thereby further enhancing the pharmaceutical service ecosystem.

Through its deep focus on the enterprise health insurance brokerage business and commitment to serving corporate clients, the Group has precisely identified and addressed the increasingly complex and comprehensive risk management needs of enterprises. Leveraging its established high-quality client base, professional service capabilities and industry resource advantages, the Group actively expanded into diversified corporate insurance brokerage services such as property insurance, life sciences insurance and reinsurance, thereby further enriching its service portfolio.

Looking ahead, the Group will position enterprise health insurance as its core development cornerstone, while drawing on the experience from the growth of leading global insurance brokerage groups to steadily enhance its diversified corporate risk management service capabilities, with the goal of becoming a leading comprehensive corporate risk management expert in China.

BUSINESS OVERVIEW AND OPERATIONAL HIGHLIGHTS

During the Reporting Period, the Group remained steadfast in executing its strategic upgrade, continuously optimizing its business structure, solidifying its core position in commercial insurance brokerage and enterprise health insurance services, advancing the integration of healthcare resources and pharmaceutical supply networks, and enhancing its integrated “insurance, wellness, healthcare, and pharmaceutical” service system. Leveraging its expertise in healthcare resource management, digital technology platform, and data-and AI-driven operational capabilities, the Group effectively connects patients, doctors, healthcare institutions, pharmaceutical companies and payers, building a healthcare service ecosystem that enables collaborative value creation.

另一方面，基於業務發展前景與盈利性綜合評估，報告期內繼續對特藥藥房業務及惠民保業務實施結構性優化，實現資源合理配置，助力集團整體毛利率與運營效率穩步改善；同時推進特藥藥房業務轉型升級，構建覆蓋全國的優質藥品服務網絡，在為商業醫療保險業務提供專業、可及的特藥服務基礎上，進一步拓展高品質、高需求的普藥及創新藥服務場景，完善藥品服務生態體系。

在深耕企業健康險經紀業務、深度服務企業客戶的過程中，本集團精準識別並響應企業日益增長的綜合風險管理需求，依托已建立的優質客戶基礎、專業服務能力與行業資源優勢，積極拓展財產險、生命科學險及再保險等多元化企業保險經紀業務，豐富服務矩陣。

放眼未來，本集團將以企業健康險為核心發展基石，借鑒全球領先保險經紀集團的發展經驗，持續完善多元化企業風險保障服務能力，致力於發展成為國內領先的企業綜合風險管理專家。

業務概覽及經營亮點

報告期內，本集團緊扣戰略升級方向，持續優化業務結構，鞏固商業保險經紀與企業健康險服務的核心地位，深化醫療服務資源與藥品供應網絡整合，完善「保健醫藥」一體化服務體系。依托專業的醫療資源管理能力、數字化技術平台支撐及數據與AI賦能的運營能力，本集團有效連接患者、醫生、醫療機構、製藥公司及支付方等產業各方，構建協同共創價值的醫療健康服務生態。

The Group currently operates three principal businesses, namely Commercial Insurance Services Business, Physician Research Assistance Business and the Specialty Pharmacy Business. The core capabilities and service networks of these segments are mutually reinforcing and developing in synergy. Key operational achievements during the Reporting Period are as follows:

I. Building an integrated CorpHealth service platform with the ‘dual-drivers’ model connecting the demand and delivery networks

The Group’s core offering is our integrated “health insurance + healthcare management” one-stop service model designed to provide China’s corporate employees and their families with comprehensive healthcare protection solutions. Such model also supports the development of a market-oriented, multi-tiered healthcare payment system and service network. Within this framework, our Commercial Insurance Service Business – centered on insurance brokerage – specializes in commercial health insurance sector, offering corporate clients one-stop healthcare protection solutions that span corporate group health insurance, corporate healthcare fund, and a broad range of CorpHealth management services.

Compared with traditional health insurance service providers, the Group’s key advantages lie in embedding healthcare service capabilities and data empowerment capabilities into the full cycle of insurance solution design and implementation, forming an integrated “insurance, wellness, healthcare and pharmaceutical” service model. This enables corporate employers, employees and their families to benefit from more comprehensive and flexible healthcare payment options, alongside high-quality health management and medical services. Leveraging its accumulated medical data and actuarial modeling capabilities, the Group customizes optimal integrated insurance and healthcare solutions for corporate clients, delivering end-to-end closed-loop services spanning solution design, health management, medical service coordination, and claims support.

目前，本集團主營商業保險服務、醫生研究協助及特藥藥房三大業務，各業務板塊核心能力與服務網絡相互支撐、協同發展，報告期內核心經營成果如下：

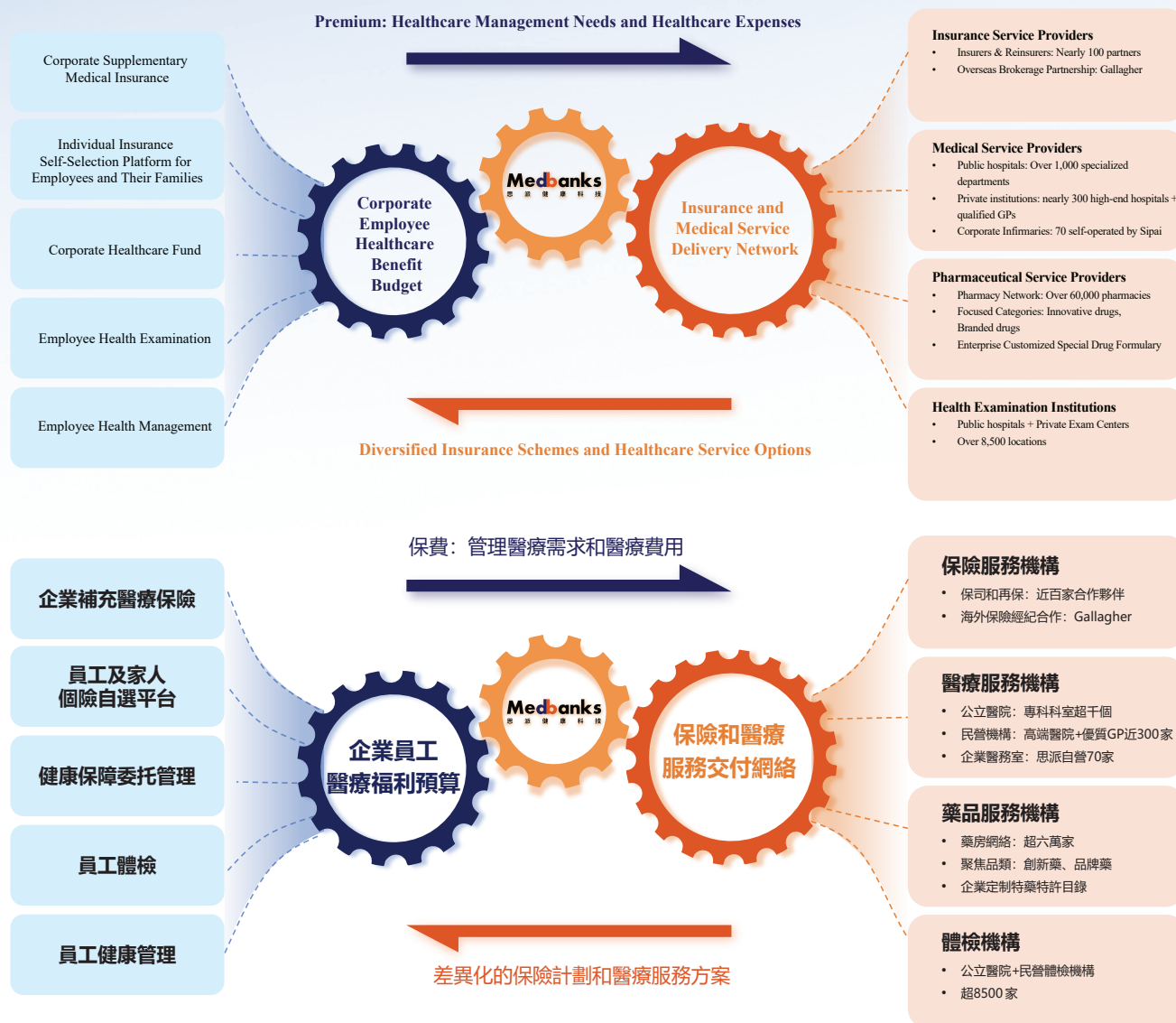
一、打造一體化企康服務平台，需求端與交付端雙側網絡實現雙輪驅動

本集團以「商業醫療保險+醫療健康管理」一站式服務模型為核心，為中國企業員工及其家庭提供綜合醫療健康保障解決方案，助力構建市場化、多層次的醫療支付體系與服務網絡。其中，商業保險服務業務以保險經紀為核心，深耕商業健康險領域，為企業客戶提供覆蓋企業健康團險、健康保障委托及各類企康管理服務的一站式醫療健康保障解決方案。

相較於傳統健康保險服務提供商，本集團的核心競爭力在於將醫療服務能力與數據賦能能力深度融入保險方案設計與落地全流程，形成一體化的「保健醫藥」服務模式，為企業僱主及其僱員與家人提供更全面、靈活的醫療支付方式，以及高品質的健康管理與醫療服務。本集團基於醫療數據積累及精算模型能力，為企業客戶量身定制最優保險與醫療服務整合方案，並提供從方案設計、健康管理、醫療服務安排到理賠支持的全流程閉環服務。

By achieving full coverage across both the demand-side network of corporate healthcare and the service delivery network, the Group has significantly enhanced resource matching efficiency, captured economies of scale, and set in motion a flywheel effect that drives sustainable business growth.

依托企康需求端與服務交付端的雙側網絡全覆蓋，本集團有效提升資源匹配效率，充分發揮規模效應，實現業務增長飛輪效應。



(I) Corporate insurance services: rapid growth in scale and continuous expansion of service portfolio

In 2025, the Group advanced its strategy along three core pillars: Enterprise Clients, Globalization, and Product Innovation. To address the health insurance and comprehensive risk management needs of enterprise clients, we established an integrated “consultation-solution-i-implementation-service” model and continuously enhanced service depth and delivery efficiency. By integrating domestic and international market resources and partner networks, we expanded our global footprint, providing professional cross-border risk solutions for Chinese enterprises operating overseas. Driven by product innovation, we further strengthened our capabilities in solution design, risk pricing, and operational management.

As of December 31, 2025, the premiums under management for the Group's corporate insurance services reached RMB1.09 billion, representing a year-on-year increase of 47.8%. The number of corporate clients grew to 619 (a year-on-year increase of approximately 30.0%), while total member count surpassed 2.04 million (a year-on-year increase of approximately 79.2%). As the scale of corporate clients expanded and client needs grew increasingly complex, the clients' reliance on the Group's professional brokerage services deepened with a premium renewal rate of 101.5% during the Reporting Period, demonstrating client trust and recognition. Furthermore, over 100 corporate clients have adopted the Group's proprietary Digital Benefits Platform, underscoring market recognition of our digital service capabilities.

In terms of partnerships, the Group has established deep collaborations with nearly 100 leading domestic insurers in life, health, and property insurances. On the international front, in June 2025, we signed a five-year strategic cooperation agreement with Arthur J. Gallagher & Co. (“Gallagher”), a globally renowned insurance broker, to jointly develop customized insurance solutions and cross-border services. Concurrently, the Group continues to expand its reinsurance capabilities to further reinforce its cross-border risk management expertise.

(一) 企業保險服務：規模高速增長，服務矩陣持續擴充

2025年，本集團以「企業客戶+全球化+產品創新」為主線推進戰略落地，圍繞企業客戶的健康險及綜合風險保障需求，構建「諮詢—方案—落地—服務」一體化服務模式，持續提升服務深度與交付效率；通過整合境內外市場與合作夥伴資源，開拓國際化業務版圖，為中國企業全球化運營提供專業跨境風險解決方案；以產品創新為抓手，持續強化方案設計、風險定價與運營管理能力。

截至2025年12月31日，本集團企業保險服務在管保費達人民幣10.9億元，同比增長47.8%；服務企業數量達619家，同比增長約30.0%；服務會員總數突破204萬人，同比增長約79.2%。隨著服務企業規模逐步提升，客戶需求複雜度持續增加，對本集團專業保險經紀服務的依賴度進一步提高，報告期內保費續保率達101.5%，彰顯客戶的信任與認可。此外，超100家企業客戶已上線使用本集團自主開發的數字化福利平台，數字化服務能力獲市場認可。

合作資源方面，本集團已與近百家國內領先的壽險、健康險及財產險公司建立深度合作關係；國際合作層面，我們於2025年6月與全球知名保險經紀公司Arthur J. Gallagher & Co.（「Gallagher」）簽訂為期五年的戰略合作協議，雙方在定制化保險解決方案及跨境保險服務等領域展開深度合作。同時，本集團持續拓展再保險相關服務能力，進一步提升跨境風險管理服務水平。

(II) Medical service and pharmaceutical supply network: nationwide presence established with enhanced health management capabilities

The Group continues to integrate medical service resources and pharmaceutical supply capabilities to build a nationwide network that provides robust support for our Enterprise health insurance and CorpHealth businesses. Leveraging this network, the Group delivers multi-tiered health services to its insured members, including preventive care, licensed drugs list development, general practitioner consultations, specialist referrals, telemedicine, and overseas medical resource coordination, all of which are comprehensively elevating the health management standards for corporate employees.

1. Medical services: offline network expansion and service capability enhancement

The Group continues to expand its nationwide network of corporate infirmaries and high-quality commercial medical institutions. As of December 31, 2025, the Group operated 70 corporate infirmaries (up from 39 at the end of 2024) that primarily address common and chronic disease management for employees, with nearly 200,000 patient visits in 2025 (compared to approximately 120,000 in 2024). The Group also partnered with 91 high-quality commercial medical institutions covering nearly 300 service outlets. The Group completed 6,625 referrals to such institutions in 2025. Additionally, partnership with over 8,500 health examination providers-including both public hospitals and premium chains-ensures comprehensive coverage for health examination services.

2. Pharmaceutical services: omnichannel supply network and professional expertise

As of December 31, 2025, the Group has partnered with over 60,000 pharmacies. Together with its 22 self-operated specialty pharmacies, the Group has formed a “self-operated + partnership” omnichannel pharmaceutical supply network. This network is dedicated to providing enterprise clients and employees with high-quality access to innovative and branded drugs, supported by professional pharmaceutical care management that ensures both accessibility and service excellence.

(二) 醫療服務與藥品供應網絡：全國網絡佈局成型，健康管理能力全面升級

本集團持續整合醫療服務資源及藥品供應能力，搭建覆蓋全國的醫療與藥品服務網絡，為企業健康險及企康服務業務提供堅實的服務支撐。依托該網絡，集團為會員提供預防保健、藥品許可清單制定、全科醫生診療、專家轉診、在線醫療及海外醫療資源對接等多層次醫療健康服務，全面提升企業客戶員工健康管理水平。

1. 醫療服務端：線下服務網絡逐步完善，服務能力穩步提升

本集團持續拓展全國企業醫務室及優質商業醫療機構合作網絡。截至2025年12月31日，本集團共運營70家企業醫務室（2024年末：39家），重點承接企業員工普病與慢病診治需求，2025年全年接診量近20萬人次（2024年全年：約12萬人次）；簽約91家優質商業醫療機構，覆蓋近300個服務網點，2025年完成轉診服務6,625次；簽約體檢服務機構超8,500家，涵蓋公立醫院及優質連鎖體檢機構，實現體檢服務的全面覆蓋。

2. 藥品服務端：全渠道藥品供應網絡成型，專業服務能力持續強化

截至2025年12月31日，本集團已與超6萬家合作藥房建立合作關係，並結合自營的22家特藥藥房，形成「自營+合作」的全渠道藥品供應網絡，聚焦為企業客戶及其員工提供優質的創新藥、品牌藥供應及專業藥事管理等服務支持，保障藥品服務的可及性與專業性。

II. Physician Research Assistance Business: achieving steadfast growth while empowering life sciences insurance business expansion

The Physician Research Assistance Business provides professional support to pharmaceutical companies at various clinical stages, while also offering the hospital and expert resource network for the commercial health insurance business.

During the Reporting Period, the Group's Physician Research Assistance Business maintained steady growth. As of December 31, 2025, the Company had cumulatively completed 1,153 projects, with 852 projects in progress. In 2025 alone, the Group facilitated the market launch of 16 new drugs in China, two in the U.S., and one in the EU. The Group's professional expertise has earned high recognition from physicians and leading pharmaceutical companies worldwide. Our client portfolio includes all top ten listed innovative pharmaceutical companies in China, achieving a 100% retention rate among our top ten clients during the period.

Leveraging its leading position in clinical trials, the Group is actively pursuing opportunities in the life sciences insurance sector. By delivering specialized risk management and support designed to the clinical trial needs of pharmaceutical enterprises, we extend our presence along the pharmaceutical value chain through strong synergy created with our core insurance brokerage business.

III. Significant profitability improvement through effective business structure optimization and efficiency enhancement initiatives

During the Reporting Period, the Group continued to upgrade, restructure, and optimize its Specialty Pharmacy Business and Hui Min Insurance business. Combined with digital transformation initiatives, end-to-end process re-engineering and efficiency enhancement efforts, the Group achieved optimized resource allocation and effective cost control. These efforts resulted in a marked improvement in overall profitability and operational efficiency, leading to significant narrowing in losses. In 2025, the Group's overall gross profit margin reached 15.0%, up 6.5 percentage points from 8.5% in the same period of 2024. The normalized net loss narrowed significantly by 62.6% to RMB47.57 million (from RMB127 million in the same period of 2024). This positive trend in operating performance lays a solid foundation for achieving future profitability targets.

二、醫生研究協助業務穩步發展，賦能生命科學保險服務賽道拓展

醫生研究協助業務為製藥公司在臨床各階段提供專業支持，同時反哺商業醫療保險業務的醫院與專家資源網絡。

報告期內，本集團醫生研究協助業務保持穩步發展，截至2025年12月31日，累計完成項目1,153個，在執行項目852個。於2025年，本集團助力16款新藥中國上市，2款新藥美國上市，1款新藥歐盟上市。憑藉專業的服務能力，本集團獲得醫生及國內外領先製藥公司的高度認可，服務客群涵蓋中國創新藥物研發領域全部十大上市製藥公司，報告期內前十大客戶留存率達100%。

依托在臨床試驗領域的領先市場地位，本集團積極探索生命科學保險服務賽道，圍繞製藥企業臨床試驗需求提供專業化風險保障與服務支持，進一步延伸在醫藥產業價值鏈中的服務邊界，實現與核心保險服務業務的協同發展。

三、業務結構優化與提質增效落地，盈利水平顯著改善

報告期內，本集團繼續圍繞特藥藥房、惠民保業務實施升級、重組與結構性優化舉措，結合數字化轉型推進、全業務流程梳理與效率提升等一系列提質增效行動，實現資源配置效率優化、運營成本合理管控，集團整體盈利能力與運營效率得到顯著提升，虧損規模大幅收窄。2025年集團整體毛利率達15.0%，較2024年同期的8.5%提升6.5個百分點，毛利率水平實現顯著改善；2025年集團正常化淨虧損為人民幣4,757萬元，較2024年同期的人民幣1.27億元大幅收窄62.6%，經營效益呈現良好改善態勢，為集團後續實現盈利目標奠定堅實基礎。

IV. Comprehensive technology and AI empowerment: fortifying the digital foundation for future development

Technology and R&D capabilities are core to our business. We have developed our technology and digital infrastructure to enhance our operations and services. By leveraging our expertise and statistics accumulated from daily operations, our technology and digital infrastructures effectively support our Commercial Insurance Services Business, Physician Research Assistance Business and Specialty Pharmacy Business, as well as build contacts among various business segments to provide holistic insights into the dynamics of the healthcare industry across products, providers and payers.

We dedicate significant time, attention, and resources to improving our technology and digital infrastructure. Therefore, we can strengthen our data processing and analysis capabilities, and develop new solutions that complement existing ones, aiming to explore better ways to serve our members, patients, doctors, pharmaceutical companies, and insurance companies. Our R&D personnel primarily consists of data engineers, data scientists, software engineers, technology infrastructure architects, health management specialists and actuaries.

In the realm of AI, we are actively exploring the application of AI tools in R&D and technology. Currently, we have gained access to the DeepSeek R1 671B large model through Tencent Cloud's LLM knowledge engine. This marks a significant milestone in our efforts to apply AI in commercial health insurance and the healthcare sector, positioning us as a leader in the innovative transformation of industry service models.

BUSINESS OUTLOOK

Building on the strategic execution and operational achievements of fiscal year 2025, the Group will align closely with national strategies for the healthcare and insurance sectors. Leveraging our accumulated expertise, resource networks, and ecosystem synergies in commercial health insurance, and with the medium-to-long-term goal of benchmarking against the world's top three insurance brokers, we will firmly advance our level of globalization, professional expertise, and business diversification. By deepening organizational upgrades and strategic expansion, we aim to build comprehensive risk management capabilities covering the entire corporate lifecycle and will strive to become China's leading expert in comprehensive corporate risk management with a global vision.

四、科技與AI全面賦能，築牢數字化發展核心底座

技術研發能力是本集團業務發展的核心競爭力，本集團自主開發技術及數字化基礎設施，持續優化業務營運效率與服務能力。依托日常營運中積澱的專業知識與統計數據，數字化基礎設施為商業醫療保險服務、醫生研究協助及特藥藥房三大業務的營運提供全方位支撐，同時實現各業務板塊的數據互通，形成對醫療健康行業產品、供應商及支付方動態的全面洞察。

本集團持續投入大量資源，完善技術及數字化基礎設施，強化數據處理與分析能力，開發與現有解決方案形成互補的新服務體系，持續提升對會員、患者、醫生、製藥公司及保險公司的服務能力。本集團研發團隊由數據工程師、數據科學家、軟件工程師、技術基礎設施架構師、健康管理專家及精算師等專業人才組成，為技術研發提供堅實的人才支撐。

在AI技術應用領域，本集團積極探索AI工具在研發及業務運營中的落地場景，目前已通過騰訊雲大模型知識引擎成功接入DeepSeek R1 671B大模型，標誌著本集團在AI賦能商業健康險及醫療健康領域邁出關鍵一步，引領行業服務模式的創新與升級。

未來展望

本集團將立足於2025財年戰略落地與經營發展基礎，緊扣國家醫療健康及保險行業戰略導向，依托商業健康險領域積澱的專業能力、資源網絡與生態協同優勢，以對標全球三大保險經紀公司為中長期目標，堅定推進國際化、專業化、多元化發展，深化組織升級與戰略拓展，打造覆蓋企業全生命周期的風險保障綜合服務能力，致力成為國內領先、兼具全球視野的企業綜合風險管理專家。

In the first quarter of 2026, the Group completed core organizational upgrades and business layout optimizations with the establishment of three new business units within its Commercial Insurance Business: the Reinsurance Business Unit, the Large Commercial Risk Business Unit, and the Life Sciences Insurance Business Unit. Together, these units form a three-dimensional solution matrix that expands our professional service boundaries. The Reinsurance Business Unit focuses on risk control for Chinese enterprises going global, while proactively exploring opportunities in national strategic sectors such as the low-altitude economy and catastrophe insurance. The Large Commercial Risk Business Unit delivers precise and comprehensive risk solutions for large-scale enterprises, with the aim to strengthen loyalty of key accounts through enhanced service capabilities. The Life Sciences Insurance Business Unit covers full-cycle risk control for pharmaceutical clinical trials, aiming to create synergy with our Physician Research Assistance Business to consolidate our position in the pharmaceutical value chain. The establishment of these departments enables the Group to offer a service portfolio covering the entire enterprise lifecycle, the end-to-end drug R&D process, and a comprehensive range of enterprise risk scenarios, thereby enhancing professional depth and service resilience within the commercial insurance ecosystem.

While accelerating organic growth, the Group also identifies mergers and acquisitions (M&A) and strategic partnerships as key development drivers. We will actively explore industry M&A, talent acquisition, and ecosystem collaborations to refine our business footprint and enhance profitability. On March 18, 2026, the Group entered into a strategic acquisition agreement with Jianyi Information Technology, a leading domestic medical insurance technology and CorpHealth service provider. This acquisition will enable the Group to achieve full coverage of CorpHealth service capabilities, accelerate its path to profitability, and drive the growth in both business scale and earnings.

Furthermore, the Group will deepen the integration of AI technology across the entire business chain. Through the industry insights and data models derived from real-world scenarios, we will drive AI adoption in areas such as product innovation and precision risk control in order to transform technological advantages into core competitiveness. We will also accelerate the process of globalization by benchmarking the organizational structure, development pathways, and service capabilities against global leaders. We are making efforts to enhance cross-border risk management capabilities so as to provide professional solutions for Chinese enterprises operating globally.

2026年第一季度，本集團已完成核心組織升級與業務佈局優化，新設再保險業務部、大型商業風險部、生命科學保險事業部三大部門，構建立體化解決方案矩陣，延伸專業服務邊界。其中，再保險業務部聚焦中國企業出海風控需求，前瞻佈局低空經濟、巨災保險等國家戰略領域；大型商業風險部為規模化企業提供精準綜合的風險保障方案，提升大客戶服務能力與粘性；生命科學保險事業部覆蓋藥企臨床試驗全周期風控，與醫生研究協助業務深度協同，夯實醫藥產業價值鏈服務能力。三大部門的設立，將推動集團形成覆蓋企業全生命周期、藥品研發全流程、綜合風險全場景的服務體系，增強商業保險生態中的專業深度與服務韌性。

本集團在提速內生增長的同時，也將把並購與戰略合作作為重要的發展策略。我們將積極探索，通過行業並購、人才吸納及生態合作完善佈局、提升盈利能力。2026年3月18日，本集團與國內領先的醫療保險科技及企康服務平台健醫信息科技達成戰略並購協議，本次並購將助力集團實現企康服務能力全覆蓋，加速盈利目標落地，為業務規模與盈利能力雙提升注入動力。

同時，本集團將深化AI技術在全業務鏈條的融合應用，依托真實業務場景的行業認知與數據模型，推動AI在產品創新、精準風控等領域落地，將技術優勢轉化為核心競爭力。我們亦將加快國際化步伐，在組織架構、發展路徑、服務能力上對標國際標杆，提升跨境風險管理水平，為中國企業全球化運營提供專業解決方案。

The Group has always been laying its development aligned with national strategies. The 2026 Government Work Report mentioned insurance development on multiple occasions, and for the first time, explicitly included commercial health insurance, representing a significant industry opportunity. Looking ahead, the Group will build a “Four-Wheel Growth Strategy” driven by organic growth as the foundation, talent as the source, AI as the guide, and M&A as the engine. We will solidify our core advantages in commercial health insurance while expanding into diversified businesses such as property and reinsurance services, at the same time enhancing operational resilience and sustainability. Guided by the philosophy of “upholding legacy while pursuing innovation”, with customer needs at the core, professional capabilities as the pillar, and technological innovation as the driver, the Group will steadily progress forward to becoming a leading global insurance brokerage group, and to continuously create greater value for corporate clients, the insurance industry as well as the pharmaceutical industry, and our investors.

本集團的發展始終與國家戰略同頻共振，2026年政府工作報告多次提及保險發展並首次納入商業健康保險表述，行業迎來重大機遇。未來，本集團將構建以內生為根基、人才為源泉、AI為引領、並購為拓展的四輪協同增長體系，鞏固商業健康險核心優勢，拓展財產險、再保險等多元化業務，提升經營韌性與可持續發展能力。本集團將秉持「守正創新」理念，以客戶需求為核心、專業能力為支撐、技術創新為驅動，穩步邁向全球領先保險經紀服務集團目標，持續為企業客戶、保險行業和醫藥行業以及投資者創造更大價值。

FINANCIAL REVIEW

財務回顧

		2025 2025年	2024 2024年	change 變動 (% or percentage point) (% 或 百分點)
		RMB'000 人民幣千元	RMB'000 人民幣千元	
Total Revenue	總收入	2,070,984	4,565,434	-54.6
Commercial Insurance Services Business	商業保險服務業務	141,579	192,958	-26.6
– Corporate Insurance	– 企業保險	90,711	68,718	32.0
– Hui Min Insurance	– 惠民保	50,868	124,240	-59.1
Physician Research Assistance Business	醫生研究協助業務	462,272	397,610	16.3
Specialty Pharmacy Business	特藥藥房業務	1,467,133	3,974,866	-63.1
Total Gross Profit	總毛利	311,325	386,433	-19.4
Commercial Insurance Services Business	商業保險服務業務	92,214	122,271	-24.6
Physician Research Assistance Business	醫生研究協助業務	131,558	121,519	8.3
Specialty Pharmacy Business	特藥藥房業務	87,553	142,643	-38.6
Gross Margin	毛利率	15.0%	8.5%	6.5
Operating Loss¹	經營虧損¹	(93,619)	(238,146)	-60.7

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	change 變動 (%) (%)
Normalized Net Loss ²	正常化淨虧損 ²	(47,571)	(127,076)	-62.6
IFRS Net Loss	國際財務報告準則淨虧損	(126,778)	(361,832)	-65.0
Cash and Selected Financial Assets ³	現金及特定金融資產 ³	931,750	1,191,944	-21.8
Operating Cash Flow	經營現金流量	6,355	(59,447)	N/A 不適用

Notes:

附註：

1. The operating loss is calculated as IFRS gross profit deducting selling and marketing expenses, administrative expenses and research and development expenses.
2. The normalized net loss is calculated as IFRS net loss deducting non-recurring and non-operational items that we believe do not reflect the ongoing operating performance. For the year of 2025, such items mainly include (i) share-based payment compensation; (ii) restructuring cost; (iii) loss on disposal of subsidiaries; (iv) impairment loss of goodwill; (v) impact from refunding in relation to national basic medical insurance scheme; and (vi) non-recurring government grant. For detailed elaboration and reconciliation, please refer to the subsection headed "Normalized Net Loss" on pages 21 to 22 of this annual report.
3. Cash and selected financial assets include cash and cash equivalents, time deposits over three months, pledged deposits, and wealth management products which are presented in financial assets at fair value through profit or loss ("FVTPL") in financial statement.

1. 經營虧損按國際財務報告準則毛利扣除銷售及營銷開支、行政開支及研發開支計算。
2. 正常化淨虧損乃按國際財務報告準則淨虧損扣除我們認為無法反映持續經營表現的非經常性及非營業性項目後計算得出。於2025年度，該等項目主要包括：(i) 以股份為基礎支付的薪酬；(ii) 重組成本；(iii) 出售附屬公司虧損；(iv) 商譽減值虧損；(v) 與國家基本醫療保險計劃有關的退款影響；及(vi) 非經常性政府補助。有關詳細闡述及對賬，請參閱本年度報告第21至22頁「正常化淨虧損」分節。
3. 現金及特定金融資產包括財務報表內的現金及現金等價物、三個月以上的定期存款、已抵押存款及呈列為按公平值計入損益（「按公平值計入損益」）的金融資產的理財產品。

The following discussion is based on, and should be read in conjunction with, the financial information and the notes included elsewhere in this annual report.

以下討論乃基於本年度報告其他部分包含的財務資料及附註，並應與之一併閱讀。

Revenue

During the Reporting Period, the Group's revenue was primarily generated from the Commercial Insurance Services Business, Physician Research Assistance Business, and the Specialty Pharmacy Business. The following table sets forth a breakdown of revenue by segments and year-on-year growth:

Revenue	收入	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	Year-on-year Change 同比變動 RMB'000 人民幣千元	Year-on-year Change 同比變動 %
Commercial Insurance Services Business	商業保險服務業務	141,579	192,958	(51,379)	-26.6
– Corporate Insurance Services	– 企業保險服務	90,711	68,718	21,993	32.0
– Hui Min Insurance	– 惠民保	50,868	124,240	(73,372)	-59.1
Physician Research Assistance Business	醫生研究協助業務	462,272	397,610	64,662	16.3
Specialty Pharmacy Business	特藥藥房業務	1,467,133	3,974,866	(2,507,733)	-63.1
Total	總計	2,070,984	4,565,434	(2,494,450)	-54.6

Commercial Insurance Services Business

Revenue generated from Corporate Insurance Services segment under the Commercial Insurance Services business surged by approximately 32.0% to approximately RMB90.7 million in 2025, mainly attributable to the vigorous growth in the number of customers and members insured thanks to our competitive edge in healthcare management capabilities and successful implementation of business development plans. Meanwhile, revenue generated from Commercial Insurance Services business decreased by approximately 26.6% from approximately RMB193.0 million in 2024 to approximately RMB141.6 million in 2025, which was mainly due to the restructuring of the Hui Min Insurance business segment.

Physician Research Assistance Business

Revenue generated from Physician Research Assistance business increased by approximately 16.3% from approximately RMB397.6 million in 2024 to approximately RMB462.3 million in 2025, mainly due to the growing market demand.

收入

於報告期內，本集團的收入主要由商業保險服務業務、醫生研究協助業務及特藥藥房業務構成。下表載列按分部劃分的收入及同比增長明細：

商業保險服務業務

於2025年，商業保險服務業務項下之企業保險服務分部所得收入激增約32.0%至約人民幣90.7百萬元，主要由於我們在醫療健康管理能力方面的競爭優勢及業務發展計劃的成功實施，使客戶及在保會員數目大幅增加所致。同時，商業保險服務業務所得收入由2024年的約人民幣193.0百萬元減少約26.6%至2025年的約人民幣141.6百萬元，主要是由於惠民保業務分部重組所致。

醫生研究協助業務

醫生研究協助業務所得收入由2024年的約人民幣397.6百萬元增加約16.3%至2025年的約人民幣462.3百萬元，主要由於不斷增長的市場需求。

Specialty Pharmacy Business

Revenue generated from the Specialty Pharmacy Business decreased by approximately 63.1% from approximately RMB3,974.9 million in 2024 to approximately RMB1,467.1 million in 2025, which was mainly attributable to the strategic restructuring of the Specialty Pharmacy Business.

特藥藥房業務

特藥藥房業務所得收入由2024年的約人民幣3,974.9百萬元減少約63.1%至2025年的約人民幣1,467.1百萬元，乃主要由於特藥藥房業務的戰略性重組所致。

Cost of Sales

銷售成本

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	Year-on-year Change 同比變動 RMB'000 人民幣千元	Year-on-year Change 同比變動 %
Commercial Insurance Services Business	商業保險服務業務	49,365	70,687	(21,322)	-30.2
Physician Research Assistance Business	醫生研究協助業務	330,714	276,091	54,623	19.8
Specialty Pharmacy Business	特藥藥房業務	1,379,580	3,832,223	(2,452,643)	-64.0
Total	總計	1,759,659	4,179,001	(2,419,342)	-57.9

Cost of sales decreased by approximately 57.9% from approximately RMB4,179.0 million in 2024 to approximately RMB1,759.7 million in 2025, which aligned with the decrease of revenue, due to the strategic restructuring of the Specialty Pharmacy Business and Hui Min Insurance business segment.

銷售成本由2024年的約人民幣4,179.0百萬元減少約57.9%至2025年的約人民幣1,759.7百萬元，其與收入減少一致，此乃主要由於特藥藥房業務及惠民保業務分部的戰略性重組。

Gross Profit and Gross Margin

毛利及毛利率

		2025 2025年 Gross Profit 毛利 RMB'000 人民幣千元	Gross Margin 毛利率 %	2024 2024年 Gross Profit 毛利 RMB'000 人民幣千元	Gross Margin 毛利率 %
Commercial Insurance Services Business	商業保險服務業務	92,214	65.1	122,271	63.4
Physician Research Assistance Business	醫生研究協助業務	131,558	28.5	121,519	30.6
Specialty Pharmacy Business	特藥藥房業務	87,553	6.0	142,643	3.6
Total	總計	311,325	15.0	386,433	8.5

During the Reporting Period, the Group's total gross profit was approximately RMB311.3 million, gross margin showed a significant increase from approximately 8.5% in 2024 to approximately 15.0% in 2025, mainly due to the increase in gross margin from Commercial Insurance Services Business which was strong at approximately 65.1%.

Other Income and Gains

Other income and gains consist primarily of government grants, interest income, gains on financial assets at FVTPL.

Other income and gains decreased by approximately 26.2% from approximately RMB37.5 million in 2024 to approximately RMB27.7 million in 2025, which was primarily due to decrease in government grants, interest income and gains on financial assets at FVTPL.

Selling and Marketing Expenses

Selling and marketing expenses consist primarily of staff costs, marketing and promotion fees, depreciation and amortization expenses, travel and business related expense and others.

Selling and marketing expenses decreased by approximately 53.7% from approximately RMB278.4 million in 2024 to approximately RMB128.8 million in 2025, mainly resulting from the efficiency improvement initiatives related to Commercial Insurance Services Business and the strategic restructuring of the Specialty Pharmacy Business and Hui Min Insurance business segment.

Administrative Expenses

Administrative expenses consist primarily of staff costs, consulting and service fees, travel and business related expense, depreciation and amortization expenses and others.

Administrative expenses decreased by approximately 17.9% from approximately RMB324.0 million in 2024 to approximately RMB265.9 million in 2025, mainly resulting from the improvement of the administrative efficiency through organizational optimization and digitalization.

Research and Development Expenses

Research and development expenses primarily consist of staff costs and others. Research and development expenses decreased by approximately 54.2% from approximately RMB22.3 million in 2024 to approximately RMB10.2 million in 2025, mainly due to the corresponding reduction in research and development expenditure due to the strategic restructuring of Specialty Pharmacy Business and Hui Min Insurance business segment.

於報告期間，本集團的毛利總額為約人民幣311.3百萬元，毛利率由2024年的約8.5%大幅上升至2025年的約15.0%，主要是由於商業保險服務業務的毛利率上升所致，其保持了約65.1%的優厚毛利率。

其他收入及收益

其他收入及收益主要包括政府補助、利息收入及按公平值計入損益的金融資產收益。

其他收入及收益由2024年的約人民幣37.5百萬元減少約26.2%至2025年的約人民幣27.7百萬元，乃主要由於政府補助、利息收入及按公平值計入損益的金融資產收益減少。

銷售及營銷開支

銷售及營銷開支主要包括員工成本、營銷及推廣費用、折舊及攤銷開支、差旅及業務相關開支以及其他。

銷售及營銷開支由2024年的約人民幣278.4百萬元減少約53.7%至2025年的約人民幣128.8百萬元，乃主要由於商業保險服務業務實行效率改進措施及特藥藥房業務及惠民保業務分部進行戰略性重組。

行政開支

行政開支主要包括員工成本、諮詢及服務費、差旅及業務相關開支、折舊及攤銷開支及其他。

行政開支由2024年的約人民幣324.0百萬元減少約17.9%至2025年的約人民幣265.9百萬元，乃主要由於組織結構優化及數字化帶動行政效率提高。

研發開支

研發開支主要包括員工成本及其他。研發開支由2024年的約人民幣22.3百萬元減少約54.2%至2025年的約人民幣10.2百萬元，乃主要由於特藥藥房業務及惠民保業務分部進行戰略重組，導致研發支出相應減少。

Restructuring Cost

Restructuring cost of approximately RMB17.9 million arose primarily from the strategic transformation of Specialty Pharmacy Business and Hui Min Insurance business segment, including (1) employee optimization severance cost of approximately RMB15.9 million, of which approximately RMB11.4 million for the Specialty Pharmacy Business and approximately RMB4.5 million for the Hui Min Insurance business segment; and (2) losses on other assets of approximately RMB2.1 million, including disposal of property, plant and equipment, termination of lease etc.

Other expenses

Other expenses decreased by approximately RMB66.0 million to approximately RMB33.2 million in 2025, primarily due to (1) decrease in impairment losses on goodwill from previous pharmacy acquisition; (2) decrease in impairment losses of other intangible assets which were mainly licenses acquired through previous pharmacy acquisition; and (3) decrease in the provision, which pertains to an administrative investigation in connection with national basic health insurance schemes that occurred in 2024.

Income Tax

During the Reporting Period, we had income tax credit of approximately RMB1.4 million as compared to expense of approximately RMB1.2 million in 2024. For details of income tax calculation, please refer to “Note 12 – Income Tax” of the condensed consolidated financial statements.

Normalized Net Loss

To supplement the Group's consolidated financial statements, which are presented in accordance with IFRSs, we also use normalized net loss, in conjunction with non-IFRS measure, as an additional financial measure, which is not required by, or presented in accordance with, IFRSs. While the Company is going through a strategic shift in business focus, we believe normalized net loss better reflects the Company's ongoing operational results and facilitates comparisons of company to company by eliminating potential impacts of non-recurring items and non-operational items. Our presentation of the normalized net loss should not be construed as an implication that our future results will be unaffected by unusual or nonrecurring items.

重組成本

重組成本為約人民幣17.9百萬元，主要源自特藥藥房業務及惠民保業務分部戰略轉型，包括(1)員工優化遣散費約人民幣15.9百萬元，其中特藥藥房業務約人民幣11.4百萬元及惠民保業務分部約人民幣4.5百萬元；及(2)其他資產虧損約人民幣2.1百萬元，包括出售物業、廠房及設備、終止租賃等。

其他開支

其他開支減少約人民幣66.0百萬元至2025年的約人民幣33.2百萬元，乃主要由於(1)先前收購藥房產生的商譽減值虧損減少；(2)其他無形資產減值虧損減少，該等無形資產主要為透過先前收購藥房取得的許可證；及(3)撥備減少，該撥備與2024年發生的與國家基本醫療保險計劃相關的行政調查有關。

所得稅

於報告期間，我們的所得稅抵免約為人民幣1.4百萬元，而2024年則為開支約人民幣1.2百萬元。有關所得稅的計算詳情，請參閱簡明合併財務報表「附註12 – 所得稅」。

正常化淨虧損

為補充本集團根據國際財務報告準則呈列的合併財務報表，我們亦將正常化淨虧損（連同非國際財務報告準則計量）用作額外財務計量指標，而其並非國際財務報告準則所規定，亦非按國際財務報告準則呈列。儘管本公司正在進行業務重心的戰略轉移，我們認為，正常化淨虧損能夠更好地反映本公司的持續經營業績，且通過消除非經常性項目及非營業性項目的潛在影響，有助於比較不同公司。我們呈列的正常化淨虧損不應解釋為我們的未來業績不會受到不尋常或非經常性項目的影響。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

We believe normalized net loss provides useful information to investors and others in understanding and evaluating our combined results of operations in the same manner as it helps our management. However, our presentation of normalized net loss may not be comparable to similarly titled measures presented by other companies. The use of normalized net loss has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute for an analysis of, our results of operations or financial condition as reported under IFRSs.

The following table sets forth the reconciliations of our non-IFRS financial measures and normalized net loss for the period presented to the nearest measures prepared in accordance with IFRS, which is loss for the period indicated:

我們認為，正常化淨虧損為投資者及其他人士提供有用資料，以與其幫助管理層的同樣方式了解及評估我們的合併經營業績。然而，我們呈列的正常化淨虧損未必可與其他公司所呈列類似名稱的計量指標作比較。使用正常化淨虧損作為分析工具存在局限性，閣下不應將其視為獨立於或可代替我們根據國際財務報告準則所呈報經營業績或財務狀況的分析。

下表載列我們的非國際財務報告準則財務計量及呈列期間的正常化淨虧損與根據國際財務報告準則編製的最新計量（即所示期間的虧損）的對賬：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Normalized net loss:	正常化淨虧損：		
Loss for the year	年內虧損	(126,778)	(361,832)
Add	加		
Share-based payment compensation	以股份為基礎支付的薪酬	43,963	67,624
Including: Selling and marketing expenses	包括：銷售及營銷開支	141	4,405
Administrative expenses	行政開支	43,568	62,492
Research and development expenses	研發開支	254	727
Restructuring cost	重組成本	17,926	22,295
Adjusted loss (non-IFRS measure) for the year	年內經調整虧損（非國際 財務報告準則計量）	(64,889)	(271,913)
Add/(deduct)	加／（減）		
Government grants	政府補助	(1,291)	(2,943)
Loss on disposal of subsidiaries	出售附屬公司的虧損	12,177	—
Impairment losses on goodwill	商譽減值虧損	4,793	34,098
Impairment losses of other intangible assets	其他無形資產減值虧損	—	5,026
Individually assessed credit loss for receivables due from national social medical insurance fund	應收國家社會醫療保險基金之 個別評估信貸虧損	—	17,348
Impact from refunding and potential refunding in relation to national basic medical insurance scheme	與國家基本醫療保險計劃 有關的退款及 潛在退款的影響	1,639	46,923
Provision for potential administrative penalty	潛在行政處罰的撥備	—	44,385
Normalized net loss for the year	年內正常化淨虧損	(47,571)	(127,076)

Capital Management

During the Reporting Period, we primarily funded working capital requirements through capital contributions from our Shareholders. We monitor and maintain a level of cash and cash equivalents deemed adequate to finance our operations and mitigate the effects of fluctuations in cash flows. Net cash flows generated from operating activities was approximately RMB6.36 million in 2025.

Liquidity, Financial Resources and Gearing Ratio

As of December 31, 2025, we recorded net current assets of approximately RMB572.3 million. As at December 31, 2025, the gearing ratio, calculated as total liabilities over total assets, was approximately 43.9%, as compared with approximately 47.0% as at December 31, 2024. As of December 31, 2025, the Company had no external bank or other borrowings.

As our business develops and expands, we expect to generate net cash from operating activities, through the sales revenue of our future commercialized products. Going forward, we foresee our liquidity requirements will be satisfied by using funds from a combination of cash on hand and cash generated from operating activities. As of December 31, 2025, we had cash and selected financial assets of approximately RMB931.8 million.

Significant Investments, Material Acquisitions and Disposals

Subscription of Wealth Management Product from JPMorgan Chase Bank, National Association ("JPM")

On June 26, 2025, the Company entered into a subscription agreement with JPM, pursuant to which, the Company agreed to subscribe for wealth management product offered by JPM, with the principal amount of US\$30.0 million for treasury management purpose.

As of December 31, 2025, the Group held wealth management product from JPM with a fair value of approximately US\$30.7 million, which accounted for approximately 13.5% of the total assets of the Group. The fair value gain from such wealth management product during the Reporting Period was approximately US\$0.7 million. As of December 31, 2025, the aggregate outstanding principal amount of the wealth management product subscribed from JPM was US\$30 million.

For details of the above subscription of wealth management product, please refer to the announcement of the Company dated June 26, 2025.

資本管理

於報告期間，我們主要透過股東出資撥付營運資金需求。我們會監察現金及現金等價物，並將其維持在被視為足以為我們的營運提供資金及減輕現金流量波動影響的水平。於2025年，經營活動所得現金流量淨額約為人民幣6.36百萬元。

流動資金、財務資源及資產負債比率

截至2025年12月31日，我們錄得流動資產淨值約人民幣572.3百萬元。於2025年12月31日，資產負債比率（按總負債除以總資產計算）約為43.9%，而於2024年12月31日則約為47.0%。截至2025年12月31日，本公司並無外借銀行或其他借款。

隨著我們業務的發展及擴張，我們預期透過未來商業化產品的銷售收入自經營活動產生現金淨額。展望未來，我們預期流動資金需求將透過綜合使用手頭現金及經營活動產生的現金來撥付。截至2025年12月31日，我們的現金及特定金融資產約為人民幣931.8百萬元。

重大投資、重大收購及出售

向 JPMorgan Chase Bank, National Association ("大通") 認購理財產品

本公司於2025年6月26日與大通訂立認購協議，據此，本公司同意認購大通發行的理財產品，本金額30.0百萬美元，作理財用途。

截至2025年12月31日，本集團持有由大通發行的理財產品，公平值約30.7百萬美元，約佔本集團總資產的13.5%。於報告期內，該等理財產品之公平值收益約為0.7百萬美元。截至2025年12月31日，向大通認購的理財產品的未贖回本金總額為30百萬美元。

有關上述認購理財產品之詳情，請參閱本公司日期為2025年6月26日之公告。

Disposal of Equity Interest in Non-Wholly Owned Subsidiaries

On June 6, 2025, Sipai Wisdom Technology (Guangzhou) Co., Ltd. (思派智慧科技(廣州)有限公司) (“**Sipai Wisdom**”), a wholly-owned subsidiary of the Company (as seller) entered into the Equity Transfer Agreements with Shengyang Yijiachen Pharmaceutical Co., Ltd. (瀋陽億珈辰醫藥有限公司) (“**Shengyang Yijiachen**”) and Shenyang Hengruisheng Pharmaceutical Co., Ltd. (瀋陽恒瑞昇醫藥有限公司) (“**Shenyang Hengruisheng**”) (each as a purchaser), whereby Sipai Wisdom conditionally agreed to dispose its entire equity interest in the Target Companies at the aggregate Consideration of RMB5,899,786, each of the Target Companies are non-wholly owned subsidiaries of the Company.

For details of the above the disposal of equity interest in non-wholly owned subsidiaries, please refer to the announcements of the Company dated June 6, 2025 and June 18, 2025.

Save as disclosed by the Company in this report and other announcements, during the Reporting Period, there were no significant investments, and material acquisitions and disposals of subsidiaries, associates and joint ventures by the Group.

Capital Expenditure

Principal capital expenditures relate primarily to the purchase of office equipment, softwares as well as leasehold improvements. The following table sets forth capital expenditures for the periods indicated:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Purchases of property, plant and equipment	購買物業、廠房及設備	5,864	8,464
Purchases of other intangible assets	購買其他無形資產	364	2,240
Total	總計	6,228	10,704

Currency Risk

During the Reporting Period, the Group mainly operated in China and a majority of its transactions were settled in Renminbi, the functional currency of the Company's primary subsidiaries. The Group is exposed to foreign currency risk as a result of certain cash and bank balances denominated in non-functional currency. We currently do not have a foreign currency hedging policy. However, our management monitors foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

出售非全資附屬公司股權

於2025年6月6日，本公司之全資附屬公司思派智慧科技(廣州)有限公司(「思派智慧」)(作為賣方)與瀋陽億珈辰醫藥有限公司(「瀋陽億珈辰」)及瀋陽恒瑞昇醫藥有限公司(「瀋陽恒瑞昇」)(各自作為買方)訂立股權轉讓協議，據此，思派智慧有條件同意出售其於目標公司的全部股權，總代價為人民幣5,899,786元，而各目標公司均為本公司的非全資附屬公司。

有關上述出售非全資附屬公司股權之詳情，請參閱本公司日期為2025年6月6日及2025年6月18日之公告。

除本公司於本報告及其他公告所披露者外，於報告期內，本集團並無重大投資，亦無重大收購及出售附屬公司、聯營公司及合營企業。

資本開支

主要資本開支主要與購買辦公室設備、軟件以及租賃物業裝修有關。下表載列於所示期間的資本開支：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Purchases of property, plant and equipment	購買物業、廠房及設備	5,864	8,464
Purchases of other intangible assets	購買其他無形資產	364	2,240
Total	總計	6,228	10,704

貨幣風險

於報告期內，本集團主要在中國經營業務且其大部分交易以本公司主要附屬公司的功能貨幣人民幣結算。本集團因若干現金及銀行結餘以非功能貨幣計值而面臨外匯風險。我們目前並無外匯對沖政策。然而，我們的管理層監控外匯風險，並將於有需要時考慮對沖重大外匯風險。

Pledge of Assets

The pledged deposits pledged by the Group for letters of credit and bills payable decreased from approximately RMB105.44 million as of December 31, 2024 to approximately RMB47.06 million as of December 31, 2025, mainly resulting from the decrease of bill deposit due to the restructuring of Specialty Pharmacy business.

Contingent Liabilities

The Group had no material contingent liabilities as at December 31, 2025.

Employees and Remuneration Policies

As of December 31, 2025, we had a total of 3,131 employees, a decrease of 116 employees as compared to December 31, 2024, primarily due to the restructuring of Specialty Pharmacy Business. For the rest of the Group other than the Specialty Pharmacy Business, the number of employees increased by 360, mainly due to the business expansion in our Physician Research Assistance Business and Health Insurance Services Business. Most of them are stationed in China. We recruit employees based on a number of factors, including work experience, educational background and the requirements of a relevant vacancy. We assess our employees based on their performance to determine their salary, promotion and career development.

We enter into standard employment agreements and confidentiality agreements or clauses with all of our employees. We also enter into non-compete agreements with senior management and core personnel. These agreements include a standard non-compete covenant that prohibits such employee from competing with us, directly or indirectly, during his or her employment and for a certain period after termination of his or her employment. We maintain a good working relationship with our employees, and we have not experienced any material labor disputes. We place great importance on employee trainings, and provide trainings including onboarding, professional skills and management capability training.

We are committed to establishing a competitive and fair remuneration. In order to effectively motivate our employees, we continually refine remuneration and incentive policies through market research. We conduct performance evaluation for our employees at least once a year to provide feedback on their performance. Compensation for employees typically consists of base salary and a performance-based bonus.

資產抵押

本集團就信用證抵押及應付票據的已抵押存款由截至2024年12月31日的約人民幣105.44百萬元減少至截至2025年12月31日的約人民幣47.06百萬元，主要由於特藥藥房業務重組導致票據保證金減少所致。

或然負債

於2025年12月31日，本集團並無重大或然負債。

僱員及薪酬政策

截至2025年12月31日，我們共有3,131名僱員，較2024年12月31日減少116名僱員，主要由於特藥藥房業務重組所致。本集團除特藥藥房業務外的其餘業務僱員人數增加360名，主要由於我們的醫生研究協助業務及商業醫療保險服務業務的業務擴張所致。彼等大多數駐扎中國。我們根據若干因素招聘僱員，包括工作經驗、教育背景及相關空缺職位的要求。我們根據僱員的表現評估僱員以確定其薪金、晉升及職業發展。

我們與所有僱員訂立標準僱傭協議及保密協議或條款。我們亦與高級管理層及核心人員訂立不競爭協議。該等協議包括一項標準不競爭契諾，禁止有關僱員於受僱期間及終止僱傭關係後一段期間內直接或間接與我們競爭。我們與僱員維持良好的工作關係，且我們並無經歷任何重大勞資糾紛。我們極為重視僱員培訓，提供包括入職、專業技能及管理能力的培訓在內的多項培訓。

我們致力於建立具競爭力及公平的薪酬。為有效激勵僱員，我們通過市場研究不斷完善薪酬及激勵政策。我們至少每年對僱員進行一次績效評估，以就其表現提供反饋。僱員薪酬一般包括基本薪金及績效花紅。

Retirement Benefits Scheme

Employees of the Group's PRC subsidiaries are members of the state-managed retirement benefits scheme operated by the PRC government. There are no provisions under the scheme whereby forfeited contributions may be used to reduce future contributions. The employees of the PRC subsidiaries are required to contribute a certain percentage of their payroll to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to this retirement benefits scheme is to make the required contributions under the scheme.

Future Investment Plans and Expected Funding

As of December 31, 2025, save as disclosed by the Company in this report and other announcements, we did not have other plans for material investments and capital assets.

SUBSEQUENT EVENTS AFTER THE REPORTING PERIOD

On March 18, 2026, Bixun (Shanghai) Pharmaceutical Technology Co., Ltd., a wholly-owned subsidiary of the Group, entered into a share purchase agreement and share transfer agreement with Health Pie Limited and Hailin Management Consulting (Shanghai) Co., Ltd., respectively. Pursuant to the transaction documents, the Company agreed to acquire 100% of the equity interest in Jianyi Information Technology (Shanghai) Co., Ltd., a leading service platform of commercial health insurance technology and corporate employee healthcare, for an aggregate cash consideration of RMB360.0 million. Further details of the transaction are available in the Company's announcement dated March 18, 2026.

Repurchase of Shares

Subsequent to the Reporting Period, the Company repurchased a total of 11,084,600 Shares with an aggregate consideration of approximately HK\$29,682,224 on the Stock Exchange and held as treasury Shares. Particulars of the Shares repurchased are as follows:

Month of Repurchase	購回月份	No. of Shares Repurchased 購回股份數目	Price Paid per Share 每股股份支付價格		Aggregate Consideration 代價總額 (HK\$) (港元)
			Highest 最高 (HK\$) (港元)	Lowest 最低 (HK\$) (港元)	
January 2026	2026年1月	5,832,600	2.89	2.39	16,116,186
February 2026	2026年2月	5,252,000	2.76	2.29	13,566,038
Total	總計	11,084,600			29,682,224

退休福利計劃

本集團中國附屬公司的僱員為中國政府營運的國家管理退休福利計劃的成員。該計劃並無規定沒收供款可用作扣減未來供款。中國附屬公司的僱員須按其薪金的一定百分比向退休福利計劃供款，為福利提供資金。本集團就該退休福利計劃之唯一責任為根據該計劃作出所需供款。

未來投資計劃及預期資金

截至2025年12月31日，除本公司於本報告及其他公告所披露者外，我們並無重大投資及資本資產的其他計劃。

報告期後事項

於2026年3月18日，比遜（上海）醫藥科技有限公司（本集團一間全資附屬公司）分別與健康派有限公司及海鄰管理諮詢（上海）有限公司訂立購股協議及股份轉讓協議。根據該等交易文件，本公司同意收購健醫信息科技（上海）股份有限公司（領先的商業醫療保險科技與企業員工醫療健康服務平台）100%股權，總現金代價為人民幣360.0百萬元。有關該交易的進一步詳情載於本公司日期為2026年3月18日的公告。

購回股份

於報告期後，本公司於聯交所購回合共11,084,600股股份，總代價約為29,682,224港元，並被持作庫存股份。購回股份之詳情如下：

Resignation of Joint Company Secretary and Change of Authorized Representative

References are made to the Prospectus in relation to, among other things, the appointment of Ms. REN Na (“**Ms. Ren**”) as the joint company secretary of the Company, and the waiver granted to the Company by the Stock Exchange from strict compliance with the requirements of Rules 3.28 and 8.17 of the Listing Rules in relation to the qualification of Ms. Ren to act as one of the joint company secretaries for a period from December 23, 2022 (the date of the Company’s listing) to December 22, 2025.

The Stock Exchange has confirmed that Ms. Ren meets the qualification to act as the company secretary of the Company under the Rules 3.28 and 8.17 of the Listing Rules.

Ms. LI Ching Yi (“**Ms. Li**”) has resigned as a joint company secretary of the Company and the authorised representative of the Company (“**Authorised Representative**”) under Rule 3.05 of the Listing Rules with effect from March 30, 2026. Following Ms. Li’s resignation, Ms. Ren will continue to serve as the sole company secretary of the Company. Ms. Ren has been appointed as the Authorised Representative with effect from March 30, 2026.

For details, please refer to the announcement of the Company dated March 30, 2026.

DIVIDEND

The Board did not recommend the payment of a final dividend for the year ended December 31, 2025.

聯席公司秘書辭任及授權代表變更

茲提述招股章程，內容有關（其中包括）委任任娜女士（「**任女士**」）為本公司聯席公司秘書，以及聯交所授予本公司的豁免，即本公司自2022年12月23日（本公司上市日期）起至2025年12月22日期間毋須就任女士擔任其中一名聯席公司秘書的資格嚴格遵守上市規則第3.28及8.17條的規定。

聯交所已確認任女士符合上市規則第3.28及8.17條所規定擔任本公司公司秘書的資格。

李菁怡女士（「**李女士**」）已辭任本公司聯席公司秘書及上市規則第3.05條項下的本公司授權代表（「**授權代表**」），自2026年3月30日起生效。自李女士辭任後，任女士將繼續獨立擔任本公司的公司秘書。任女士已獲委任為授權代表，自2026年3月30日起生效。

詳情請參閱本公司日期為2026年3月30日之公告。

股息

董事會不建議派付截至2025年12月31日止年度的末期股息。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

The biographical details of the Directors and senior management are set out as follows:

EXECUTIVE DIRECTORS AND SENIOR MANAGEMENT

Mr. MA Xuguang (馬旭廣), aged 55, co-founded with Mr. Li Sipai (Beijing) Network Technology Co., Ltd. (思派(北京)網絡科技有限公司) (“**Sipai Beijing Network**”) in March 2014 and the Company in May 2015, and has been the Director, Chairman of the Board and the Chief Executive Officer since then. Mr. Ma was re-designated as the executive Director in July 2021.

Mr. Ma has over 20 years' sales & marketing and management experience in healthcare industry. Prior to joining the Group, Mr. Ma served as a district sales manager of Schering-Plough Corporation, currently a subsidiary of Merck & Co., Inc. (a company listed on the New York Stock Exchange, stock code: MRK), from June 1997 to October 2004. He then joined Schering AG (currently known as Bayer HealthCare Pharmaceuticals Inc.), a subsidiary of Bayer AG (a company listed on the Frankfurt Stock Exchange, stock code: BAYN), as the head of sales from August 2004 to September 2012. From January 2013 to March 2014, Mr. Ma served as the chief executive officer of Guangjijunhe (Beijing) Medical Technology Co., Ltd. (廣繼君和(北京)醫療科技有限公司).

Mr. Ma obtained his bachelor's degree in clinical medicine from Harbin Medical University (哈爾濱醫科大學) in July 1994.

Mr. LI Ji (李繼), aged 48, co-founded with Mr. Ma Sipai Beijing Network in March 2014 and the Company in May 2015. He has been the Director since August 2015 and President since March 2020. Mr. Li was re-designated as the executive Director in July 2021.

Prior to joining the Group, Mr. Li served as the district manager of Schering-Plough (China) Co., Ltd. (先靈葆雅(中國)有限公司) from January 2002 to June 2008. Mr. Li served as a regional sales manager of Bayer (China) Ltd., a subsidiary of Bayer AG (a company listed on the Frankfurt Stock Exchange, stock code: BAYN), from June 2008 to March 2010. Mr. Li re-joined Bayer (China) Ltd. and served as a regional sales manager from February 2011 to December 2012. He then joined Guangjijunhe (Beijing) Medical Technology Co., Ltd. (廣繼君和(北京)醫療科技有限公司) as the general manager from January 2013 to March 2014.

Mr. Li graduated from the Shanxi Medical University (山西醫科大學) in July 2000, majoring in medical image. He then received his MBA degree from the Beijing Jiaotong University (北京交通大學) in January 2011.

董事及高級管理層的履歷詳情載列如下：

執行董事及高級管理層

馬旭廣先生，55歲，於2014年3月與李先生共同創辦思派(北京)網絡科技有限公司(「思派北京網絡」)，並於2015年5月創辦本公司，自此一直擔任董事、董事會主席兼首席執行官。馬先生於2021年7月調任為執行董事。

馬先生於醫療行業擁有逾20年銷售、營銷及管理經驗。加入本集團前，馬先生於1997年6月至2004年10月擔任先靈葆雅公司區域銷售經理，該公司現為Merck & Co., Inc. (紐約證券交易所上市公司，股份代號：MRK)的附屬公司。彼其後於2004年8月至2012年9月加入Bayer AG (法蘭克福證券交易所上市公司，股份代號：BAYN)的附屬公司Schering AG (現稱為Bayer HealthCare Pharmaceuticals Inc.)，擔任銷售部主管。於2013年1月至2014年3月，馬先生擔任廣繼君和(北京)醫療科技有限公司首席執行官。

馬先生於1994年7月取得哈爾濱醫科大學臨床醫學學士學位。

李繼先生，48歲，於2014年3月與馬先生共同創辦思派北京網絡，並於2015年5月創辦本公司。彼自2015年8月起獲委任為董事，並自2020年3月起獲委任為總裁。李先生於2021年7月調任為執行董事。

加入本集團前，李先生於2002年1月至2008年6月擔任先靈葆雅(中國)有限公司區域經理。李先生於2008年6月至2010年3月擔任拜耳(中國)有限公司的區域銷售部經理，該公司為Bayer AG (法蘭克福證券交易所上市公司，股份代號：BAYN)的附屬公司。李先生於2011年2月至2012年12月重新加入拜耳(中國)有限公司，擔任區域銷售部經理。彼其後於2013年1月至2014年3月加入廣繼君和(北京)醫療科技有限公司，擔任總經理。

李先生於2000年7月畢業於山西醫科大學，主修醫療影像，其後於2011年1月取得北京交通大學工商管理碩士學位。

NON-EXECUTIVE DIRECTOR

Mr. YAO Leiwen (姚磊文), aged 44, joined the Group in October 2019 and has served as the Director since then. He was re-designated as a non-executive Director in July 2021.

Mr. Yao was an associate at Deutsche Bank from February 2005 to August 2008 and an investment director at Shenzhen Mindray Bio-Medical Electronics Co., Ltd. from October 2010 to June 2011. Mr. Yao has been the non-executive director of Kingsoft Corporation Limited (a company listed on the Main Board of the Stock Exchange, stock code: 3888) since August 2022 and a non-executive director of TUHU Car Inc. (a company listed on the Main Board of the Stock Exchange, stock code: 9690) since October 2019. He has served as a Vice General Manager of Tencent Investment Department of Tencent since June 2011.

Mr. Yao received his bachelor's degree in Economic Information Management (經濟信息管理) and master's degree in finance from University of International Business and Economics (對外經濟貿易大學) in July 2002 and July 2005, respectively. He obtained his master's degree in Business Administration from Institut Européen D'administration des Affaires (INSEAD) in France in 2010.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. FAN Xin (樊欣), aged 47, has served as the chief financial officer of Bilibili Inc. (Nasdaq: BILI; HKEX: 9626) since September 2017 and its vice president of finance since April 2016. Prior to that, Mr. Fan served as a finance director at NetEase, Inc. (Nasdaq: NTES; HKEX: 9999) from 2011 to 2016. Prior to 2011, Mr. Fan held various positions at KPMG Huazhen for an aggregate of eight years and served as a senior manager there from 2008 to 2011. Mr. Fan served as an independent director of MicroPort NeuroScientific Corporation (HKEX: 2172) since June 2024.

Mr. Fan received his bachelor's degree in international accounting from Shanghai University of Finance and Economics in 2001. Mr. Fan is a regular member of the American Institute of Certified Public Accountants and a certified public accountant in China. He also holds licenses as chartered global management accountant and chartered certified accountant in the United Kingdom.

非執行董事

姚磊文先生，44歲，於2019年10月加入本集團，自此擔任董事。彼於2021年7月調任為非執行董事。

姚先生於2005年2月至2008年8月為德意志銀行經理，於2010年10月至2011年6月為深圳邁瑞生物醫療電子股份有限公司投資總監。姚先生自2022年8月起擔任金山軟件有限公司（聯交所主板上市公司，股份代號：3888）非執行董事及自2019年10月起擔任途虎養車股份有限公司*（聯交所主板上市公司，股份代號：9690）非執行董事。彼自2011年6月起擔任騰訊投資部副總經理。

姚先生於2002年7月及2005年7月分別取得對外經濟貿易大學經濟信息管理學士學位及金融碩士學位。彼於2010年取得法國歐洲工商管理學院(INSEAD)工商管理碩士學位。

獨立非執行董事

樊欣先生，47歲，自2017年9月起擔任哔哩哔哩股份有限公司（納斯達克：BILI；聯交所：9626）首席財務官，並自2016年4月起擔任其財務副總裁。在此之前，樊先生於2011年至2016年在NetEase, Inc.（納斯達克：NTES；聯交所：9999）擔任財務總監。2011年之前，樊先生曾在畢馬威華振工作八年，先後擔任過多個職位，於2008年至2011年期間擔任高級經理。樊先生自2024年6月起擔任微創腦科學有限公司（聯交所：2172）的獨立董事。

樊先生於2001年獲得上海財經大學國際會計學士學位。樊先生是美國註冊會計師協會的正式會員以及中國註冊會計師。彼亦持有特許全球管理會計師和英國特許註冊會計師資格。

* 僅供識別

Mr. HE Haijian (何海建), aged 44, was appointed as the independent non-executive Director on July 30, 2021 (effective from the Listing Date).

Mr. He has served as the chief financial officer of Baidu, Inc. (a company listed on the Nasdaq, stock code: BIDU and listed on the Main Board of the Stock Exchange, stock code: 9888) since July 2025. Mr. He joined Baidu from Kingsoft Cloud Holdings Limited (a company listed on the Nasdaq, stock code: KC and listed on the Main Board of the Stock Exchange, stock code: 3896), where he served as chief financial officer since January 2020 and has been its executive director since December 2022. Prior to joining Kingsoft Cloud, Mr. He served as an executive director of the TMT (telecommunications, media and technology) group and the mergers and acquisitions group sequentially at Goldman Sachs (Asia) L.L.C. from September 2015 to January 2020. Prior to that, Mr. He worked at Bank of America Merrill Lynch and Citigroup Global Markets Inc. successively from 2010 to 2015. Mr. He currently also serves as the chairman of the board of directors of iQIYI, Inc (a company listed on the Nasdaq, stock code: IQ) and an independent non-executive director of Sunwoda EVB Co., Ltd (a company listed on the Shenzhen Stock Exchange, stock code: 300207).

Mr. He received his bachelor's degree and master's degree in electronic engineering from Southeast University in June 2003 and April 2006 respectively, and received an MBA from University of Chicago in March 2014. In May 2025, Mr. He completed Advanced Management Program (AMP) at Harvard Business School. Mr. He is also a Chartered Financial Analyst charter holder.

Ms. HUANG Bei (黃蓓), aged 48, was appointed as the independent non-executive Director on July 30, 2021 (effective from the Listing Date).

Ms. Huang served as a vice president of Fidelity Ventures in Shanghai office from November 2011 to February 2015. She has served as the president of Bonre Orthopedics Hospital Group Co., Ltd. (邦爾骨科醫院集團股份有限公司) since March 2015.

Ms. Huang received her bachelor's degree in chemical engineering from Zhejiang University in June 2000, her master's degree in engineering from University of Michigan-Ann Arbor in the United States in December 2004, and her MBA degree from University of Pennsylvania in the United States in June 2009.

何海建先生，44歲，於2021年7月30日獲委任為獨立非執行董事，自上市日期起生效。

何先生自2025年7月起擔任百度集團股份有限公司（納斯達克上市公司，股份代號：BIDU及聯交所主板上市公司，股份代號：9888）首席財務官。加入百度前，何先生自2020年1月起擔任金山雲控股有限公司（納斯達克上市公司，股份代號：KC及聯交所主板上市公司，股份代號：3896）首席財務官，並自2022年12月起擔任該公司執行董事。加入金山雲之前，何先生於2015年9月至2020年1月先後擔任高盛（亞洲）有限責任公司TMT（通信、傳媒和科技）組和併購組的執行董事。在此之前，於2010年和2015年之間，何先生先後任職於美銀美林和CitiGroup Global Markets Inc.。目前，何先生亦擔任北京愛奇藝科技有限公司（納斯達克上市公司，股份代號：IQ）董事長和欣旺達動力科技股份有限公司（深圳交易所上市公司，股份代號：300207）獨立非執行董事。

何先生分別於2003年6月和2006年4月取得東南大學電子工程學士和碩士學位，並於2014年3月取得芝加哥大學工商管理碩士學位。於2025年5月，何先生於哈佛商學院完成了高級管理課程（AMP）。何先生亦為特許金融分析師資格持有人。

黃蓓女士，48歲，於2021年7月30日獲委任為獨立非執行董事，自上市日期起生效。

黃女士於2011年11月至2015年2月擔任Fidelity Ventures上海辦事處副總裁，自2015年3月起擔任邦爾骨科醫院集團股份有限公司總裁。

黃女士於2000年6月取得浙江大學化學工程學士學位，於2004年12月取得美國密歇根大學安娜堡分校工程碩士學位，並於2009年6月取得美國賓夕法尼亞大學工商管理碩士學位。

Other Disclosure Pursuant to Rule 13.51(2) of the Listing Rules

Save as disclosed in this annual report, each of our Directors confirms with respect to himself or herself, to the best of his or her knowledge, information and belief, that as of the date of this annual report, (1) he or she did not hold other long positions or short positions in the Shares, underlying Shares, debentures of our Company or any associated corporation (within the meaning of Part XV of the SFO); (2) he or she had no other relationship with any Directors, senior management or substantial shareholders of our Company; (3) he or she did not hold any other directorships in the last three years in any public companies whose securities are listed on any securities market in Hong Kong and/or overseas; and (4) there were no other matters concerning his or her appointment that need to be brought to the attention of our Shareholders and the Stock Exchange or shall be disclosed pursuant to Rule 13.51(2)(h) to (v) of the Listing Rules.

Each of our Director confirms that he or she does not have any interest in a business, apart from the business of our Company, which competes or is likely to compete, directly or indirectly, with our business, and requires disclosure under Rule 8.10 of the Listing Rules.

COMPANY SECRETARY

Ms. REN Na (任娜), aged 48, was appointed as one of the joint company secretaries of the Company in July 2021. Ms. Ren joined in the Group in July 2020 and has served as the general counsel since then.

Prior to joining our Group, Ms. Ren worked in the legal department of Hangzhou CPMC Co., Ltd. (杭州中糧包裝有限公司), a subsidiary of CPMC Holdings Limited (a company listed on the Main Board of the Stock Exchange (Stock Code: 0906)) from May 2010 to October 2011. From November 2011 to November 2014, Ms. Ren served as the group legal manager of PAIG (China) Automobile Investment Co., Ltd. (寶愛捷(中國)汽車投資有限公司). She then served as a legal specialist of ZhongAn Online P & C Insurance Co., Ltd. (眾安在線財產保險股份有限公司), a company listed on the Main Board of the Stock Exchange (Stock Code: 6060), from March 2017 to July 2020.

Ms. Ren obtained her bachelor's degree in international economic law from East China University of Political Science and Law (華東政法大學) in July 2000 and master's degree in international and transnational law from Chicago-Kent College of Law, Illinois Institute of Technology in the United States in May 2016.

根據上市規則第13.51(2)條作出的其他披露

除本年報所披露者外，各董事均確認，就其本身而言，據其所深知、盡悉及確信，截至本年報日期，(1)彼並無於本公司或任何相聯法團（定義見《證券及期貨條例》第XV部）的股份、相關股份、債權證中持有其他好倉或淡倉；(2)彼與本公司任何董事、高級管理層或主要股東概無其他關係；(3)於最近三年內，彼並無於證券在香港及／或海外任何證券市場上市的任何上市公司擔任任何其他董事職務；及(4)概無任何其他有關委任彼等的事宜須提請股東及聯交所留意，或根據上市規則第13.51(2)(h)至(v)條須作出披露。

各董事均確認，除本公司的業務外，並無於與我們的業務直接或間接競爭或可能競爭的業務中擁有根據上市規則第8.10條須予披露的任何權益。

公司秘書

任娜女士，48歲，於2021年7月獲委任為本公司之聯席公司秘書之一。任女士於2020年7月加入本集團，自此一直擔任法律總顧問。

加入本集團前，任女士於2010年5月至2011年10月在中糧包裝控股有限公司（聯交所主板上市公司，股份代號：0906）的附屬公司杭州中糧包裝有限公司法律部任職。於2011年11月至2014年11月，任女士擔任寶愛捷（中國）汽車投資有限公司的集團法務經理。彼隨後於2017年3月至2020年7月擔任眾安在線財產保險股份有限公司（聯交所主板上市公司，股份代號：6060）的法務專員。

任女士於2000年7月取得華東政法大學國際經濟法學士學位，並於2016年5月取得美國伊利諾伊理工大學芝加哥肯特法學院國際法與跨國法碩士學位。

REPORT OF DIRECTORS

董事會報告

The Board is pleased to present its report together with the audited consolidated financial statements of the Company for the year ended December 31, 2025.

PRINCIPAL BUSINESS

The Company is committed to establishing China's leading commercial healthcare payment system and service network for China's working population and their families through its unique "health insurance + healthcare management" one-stop service model.

Our Health Insurance Services business provides clients with a one-stop healthcare solution, which provides employers, their employees, and their families more comprehensive and advanced healthcare payment method, as well as flexible and high-quality health management and healthcare services.

Compared to peers in health insurance industry, our key advantage is to integrate exceptional healthcare service expertise and data capabilities into our insurance solutions, and realise a one-stop "pharmaceutical-healthcare insurance" service model. Based on our extensive data and big data model, we tailor the optimal health insurance and healthcare service solutions for corporate clients. Such solutions offer full-process service support from design, delivery to claims. Additionally, backed by robust healthcare service provider network and the Specialty Pharmacy Business, we offer members high-quality health management services that cater every need, such as preventive healthcare, customized premium drug and specialty drug (including innovative medicine) catalogs, corporate medical room services, GP service, specialist referral, online hospital and overseas healthcare network, which effectively addresses numerous pain points faced by corporate clients. With our strengths in data analysis and actuarial capabilities, we have collaborated with multiple major insurance companies to jointly develop differentiated and competitive health insurance plans.

董事會欣然提呈其報告連同本公司截至2025年12月31日止年度的經審核合併財務報表。

主營業務

公司致力於通過獨特的「商業醫療保險+醫療健康管理」一站式服務模型為中國廣大的奮鬥者及其家人建立中國領先的商業化醫療支付體系與服務網絡。

我們的商業醫療保險服務業務線為客戶提供一站式的醫療健康保障解決方案，為僱主及其僱員和家人提供更全面、更先進的醫療支付方式，以及靈活、優質的健康管理及醫療服務。

與同樣提供健康保險的同行相比，我們與之最大的區別在於將卓越的醫療服務能力和數據賦能能力深度融入保險方案中，實現了一站式「醫藥健保」服務模型。我們基於大量的數據基礎和數據大模型構建，為企業客戶量身定制最優化的商業醫療保險與醫療服務整合方案，提供從方案設計、交付到理賠的全流程服務支持。同時，依托我們強大的醫療服務供應商網絡和特藥藥房業務，我們為會員提供全方位的高品質醫療健康管理，包括預防保健、優質藥品和特藥（包括創新藥）目錄定制、企業醫務室服務、全科醫生服務、專家轉診、線上醫院及海外醫療網絡等，切實解決了企業客戶的諸多痛點。憑藉我們在數據洞察與精算能力方面的優勢，我們已與多家主要保險公司合作，共同開發了具有差異化競爭力的醫療保險計劃。

Our Physician Research Assistance business is mainly engaged in SMO business, which supports pharmaceutical companies in their drug research and development process across all phases of clinical trials. It also provides our Health Insurance Services business with a national network of specialized hospitals and healthcare experts. Through our excellent professional services, we are favored by doctors and leading pharmaceutical companies both at home and abroad, including all of the top ten listed pharmaceutical companies in China that engage in research and development of innovative drugs.

Our Specialty Pharmacy Business provides specialty pharmacies and value-added professional pharmacist services, and focuses on innovative medicines for the treatment of oncology and other critical illnesses. At the same time, it provides a better pharmaceutical supply chain network for health insurance services to meet their development needs. Our specialty pharmacies also collaborated with payers to establish direct payment mechanisms with the social health insurance system and major insurance companies, offering diverse payment solutions to patients.

RESULTS

The results of the Group for the year ended December 31, 2025 are set out in the consolidated financial statements on pages 182 to 302 of this annual report.

我們的醫生研究協助業務線主要經營SMO業務，支持製藥公司所有臨床試驗階段的藥物研發過程，同時為我們的商業保險業務搭建了全國醫院專科和醫療專家服務支撐網絡。我們通過出色的專業服務受到醫生和國內外領先的製藥公司青睞，其中包括中國從事創新藥物研發的全部十大上市製藥公司。

我們的特藥藥房業務線經營特藥藥房及增值專業藥劑師服務，專注於治療腫瘤及其他危重疾病的創新藥；同時為商業醫療保險提供更好的藥品供應鏈支撐網絡，以滿足其發展需求。我們的特藥藥房亦與支付端合作，與國家醫保及主要保險公司建立直付機制，為患者提供多元的支付解決方案。

業績

本集團截至2025年12月31日止年度的業績載於本年報第182至302頁的合併財務報表。

DIVIDENDS DISTRIBUTION

During the year ended December 31, 2025, no dividends have been paid or declared by the Company.

The Company intends to retain most, if not all, of the Company's available funds and any future earnings to fund the development and growth of the Company's business and has not yet adopted a dividend policy to declare or pay any dividends in the near future.

The Board has discretion as to whether to distribute dividends, subject to certain restrictions under Cayman Islands law and the articles of association of the Company (the **"Articles of Association"**), namely that the Company may only pay dividends either out of profits or share premium account, and provided always that in no circumstances may a dividend be paid if this would result in the Company being unable to pay its debts at they fall due in the ordinary course of business. In addition, our Shareholders may by ordinary resolution declare a dividend, but no dividend may exceed the amount recommended by our Board. Even if our Board decides to declare and pay dividends, the timing, amount and form of future dividends, if any, will depend on, among other things, our future results of operations and cash flow, our capital requirements and surplus, the amount of distributions, if any, received by us from our subsidiary, our financial condition, contractual restrictions and other factors deemed relevant by our board of directors.

The Board did not recommend the payment of a final dividend for the year ended December 31, 2025.

TAX RELIEF AND EXEMPTION

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

ANNUAL GENERAL MEETING

The AGM of the Company will be held on Thursday, June 18, 2026. The notice of the AGM will be published and dispatched to the Shareholders in due course in the manner as required by the Listing Rules.

股息分派

截至2025年12月31日止年度，本公司並無派付或宣派任何股息。

本公司擬保留本公司大部分（如非全部）可動用資金及任何未來盈利以為本公司業務的發展及增長提供資金，且尚未採納股息政策以於不久將來宣派或派付任何股息。

董事會可酌情決定是否分派股息，惟須遵守開曼群島法律及本公司組織章程細則（「**組織章程細則**」）的若干限制，即本公司僅可從溢利或股份溢價賬中派付股息，惟在任何情況下，倘派付股息將導致本公司無法於日常業務過程中償還到期債務，則不得派付股息。此外，我們的股東可通過普通決議案宣派股息，但所宣派股息不得超過董事會建議的金額。即使董事會決定宣派及派付股息，未來股息（如有）的派付時間、金額及形式將取決於（其中包括）我們的未來經營業績及現金流量、我們的資本需求及盈餘、我們自附屬公司收取的分派金額（如有）、我們的財務狀況、合約限制及董事會認為相關的其他因素。

董事會不建議派付截至2025年12月31日止年度的末期股息。

稅收減免

董事並不知悉股東因持有本公司證券而獲得的任何稅收減免。

股東週年大會

本公司股東週年大會將於2026年6月18日（星期四）舉行。股東週年大會通告將按上市規則規定的方式適時刊發及寄發予股東。

CLOSURE OF REGISTER OF MEMBERS

In order to determine the entitlement to attend and vote at the AGM, the register of members of the Company will be closed from Monday, June 15, 2026 to Thursday, June 18, 2026, both days inclusive, during which period no transfer of Shares will be registered. The record date for entitlement to attend and vote at the AGM is Thursday, June 18, 2026. In order to be qualified to attend and vote at the AGM, all completed transfers forms accompanied by the relevant share certificates must be lodged for registration with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong no later than 4:30 p.m. on Friday, June 12, 2026.

BUSINESS REVIEW

A fair review of the business and a discussion and analysis of the Group's performance during the year and the material factors underlying its results and financial position as well as the outlook of the Group's business are provided in the "Management Discussion and Analysis" on pages 6 to 27 of this annual report. Description of the principal risks and uncertainties faced the Group can be found throughout this annual report. Particulars of important events affecting the Group that have occurred after December 31, 2025, if any, can also be found in the notes to the Consolidated Financial Statements.

In addition, more details regarding the Group's performance by reference to financial key performance indicators and environmental policies, as well as compliance with relevant laws and regulations which have a significant impact on the Group, are provided in the "Management Discussion and Analysis" of this annual report. Each of the above-mentioned relevant contents form an integral part of this Report of the Directors.

暫停辦理股份過戶登記手續

為確定出席股東週年大會並於會上投票的權利，本公司將於2026年6月15日（星期一）至2026年6月18日（星期四）（包括首尾兩日）暫停辦理股份過戶登記手續，期間將不會辦理任何股份過戶登記。有權出席股東週年大會並於會上投票的記錄日期為2026年6月18日（星期四）。為符合資格出席股東週年大會並於會上投票，所有填妥的過戶表格連同有關股票最遲須於2026年6月12日（星期五）下午四時三十分前送交本公司的香港股份過戶登記分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，以辦理過戶登記手續。

業務回顧

本集團年內業務的中肯回顧、表現的討論及分析及與業績及財務狀況相關的重大因素以及本集團的業務前景載於本年報第6至27頁「管理層討論及分析」。有關本集團面臨的主要風險及不確定因素的描述載於本年報。於2025年12月31日後發生並影響本集團的重大事件的詳情（如有）亦載於合併財務報表附註。

此外，參考財務關鍵績效指標及環境政策，以及遵守對本集團產生重大影響的相關法律及法規，有關本集團表現的更多詳情載於本年報「管理層討論及分析」。上述各項相關內容均為本董事會報告的組成部分。

PRINCIPAL RISKS AND UNCERTAINTIES

The business of the Group involves certain risks as set out in the section headed “Risk Factors” in the Prospectus. The following list is a summary of certain principal risks and uncertainties facing the Group, some of which are beyond its control.

- its ability to manage the growth of business and operations or implement business strategies;
- its ability to properly manage, create values or maintain a symbiotic ecosystem for various participants in the healthcare industry, including patients, doctors, medical institutions, pharmaceutical companies and payers;
- its ability to adopt new technologies or adapt our products or services to changing customers' requirements or emerging industry standards, and our efforts to invest in the development of new technologies may be unsuccessful or ineffective;
- its ability to maintain compliance with data protection and privacy-related laws and regulations;
- its ability to obtain and maintain the requisite licenses, permits and approvals applicable to its business;
- all material aspects of its research and development activities; and
- risks relating to industry, business and operations.

However, the above is not an exhaustive list. Investors are advised to make their own judgment or consult their own investment advisors before making any investment in the Shares.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

As far as the Board and management are aware, the Group has complied in all material aspects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. During the Reporting Period, there was no material breach of, or non-compliance with, applicable laws and regulations by the Group.

主要風險及不確定因素

本集團的業務涉及招股章程「風險因素」一節所載的若干風險。以下概述本集團面臨的若干主要風險及不確定因素，其中部分並非我們所能控制。

- 其管理業務及營運的增長或實施業務策略的能力；
- 其為醫療健康行業的各類參與者（包括患者、醫生、醫療機構、製藥公司及支付方）妥善管理、創造價值或維持共生生態系統的能力；
- 其採用新技術或調整我們的產品或服務以適應不斷變化的客戶要求或新興行業標準的能力，且我們投資開發新技術的努力可能不成功或無效；
- 其遵守數據保護及私隱相關法律及法規的能力；
- 其取得及維持其業務適用的必要牌照、許可證及批准的能力；
- 其研發活動的所有重大方面；及
- 與行業、業務及營運相關的風險。

然而，上述內容並非詳盡無遺。投資者在投資股份前，務請自行判斷或諮詢其自身的投資顧問。

遵守相關法律及法規

就董事會及管理層所知，本集團已在所有重大方面遵守對本集團業務及營運產生重大影響的相關法律及法規。於報告期內，本集團並無嚴重違反或不遵守適用法律及法規。

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group has clearly defined the role of the Board in ESG governance and strives to integrate the concept of sustainable development with the overall corporate development strategy. It has established a top-down ESG governance structure with clear responsibilities. The Board is responsible for overseeing and reviewing the overall ESG objectives, management strategies and management approaches, including identifying, evaluating, prioritizing and managing material ESG-related issues. The Group conducted its first materiality assessment on ESG issues during the Reporting Period and prioritized the management and improvement of material issues. The Board reviewed and confirmed the outcomes of the materiality assessment, considered material issues as part of the formulation of the Group's overall strategy and oversaw the management and performance of these issues.

The environment policies and performance of the Group for the year ended December 31, 2025 is set out in the "Environmental, Social and Governance Report" section in this annual report.

CONTINUING CONNECTED TRANSACTIONS

Details on related party transactions for the Reporting Period are set out in note 36 to the consolidated financial statements. Details of any related party transactions which also constitute connected transactions or continuing connected transactions not fully exempted under Rule 14A.73 of the Listing Rules are disclosed below. Unless otherwise stated, capitalized terms used below shall have the same meanings as those used in the Prospectus.

環境政策及表現

本集團明確董事會於ESG治理中的角色，致力將可持續發展理念與企業整體發展戰略相融合，已建立自上而下、職責明確的ESG管治架構。董事會負責監督及審議ESG總體目標、管理策略及管理方針，包括識別、評估、優次排列及管理有關ESG重要事宜。本集團於本報告期內首次進行ESG議題重要性評估工作，並將重要性議題的管理與提升作為重點工作。董事會審議並確認重要性評估結果，將重要性議題作為本集團整體戰略制訂的一部分加以考慮，並監督該等議題的管理與績效。

本集團截至2025年12月31日止年度的環境政策及表現載於本年報「環境、社會及管治報告」一節。

持續關連交易

於報告期內的關聯方交易的詳情載於合併財務報表附註36。任何構成上市規則第14A.73條項下非完全豁免關連交易或持續關連交易的任何關聯方交易的詳情披露如下。除另有所指，下文所用詞彙具有招股章程所用詞彙之相同涵義。

Contractual Arrangements

Due to regulatory restrictions on foreign ownership in China, the Company conducts online insurance brokerage service as part its Health Insurance Services business through the Consolidated Affiliated Entities in China. As of the date of this annual report, the Company indirectly held 50% of equity interests in the Consolidated Affiliated Entities, but effectively control the Consolidated Affiliated Entities and are able to derive substantially all of their economic benefits through contractual arrangements.

On December 7, 2023, the Board announced that, in view of the current requirements on the ownership of the operation of commercial internet information services under relevant PRC laws and regulations, for the purpose of satisfying the “narrowly tailored” requirement under the Chapter 4.1 under the Guide for New Listing Applicants to achieve the business and operation purposes of the Company under the current PRC regulatory framework so as to minimize the potential conflict with relevant PRC laws and regulations, the Company adopted the New Contractual Arrangements to replace the Existing Contractual Arrangements through steps of 1) shareholding adjustment of Sipai Beijing Network and the Transitional Contractual Arrangements; 2) capital injection by Sipai Healthcare Investment; and 3) reproduction of the Existing Contractual Arrangements.

In light of the above, (i) the Existing Contractual Arrangements were terminated with effect from December 7, 2023; (ii) the Transitional Contractual Arrangements were entered into on substantially the same terms as those currently in place under the Existing Contractual Arrangements with effect from December 7, 2023; (iii) RMB1.08 million were injected from Beijing Sipai Health Technology Co., Ltd. (北京思派健康技術有限公司) to Sipai Beijing Network and acquired 50% of the increased registered capital of Sipai Beijing Network; and (iv) the New Contractual Arrangements were entered into on substantially the same terms as those currently in place under the Existing Contractual Arrangements concurrently with effect from the termination of the Transitional Contractual Arrangements.

合約安排

由於中國對外資所有權的監管限制，本公司通過在中國的綜合聯屬實體開展互聯網保險經紀服務，作為其商業醫療保險服務業務的一部分。截至本年報日期，本公司間接持有綜合聯屬實體的50%股權，但有效控制綜合聯屬實體，且能夠通過合約安排獲得其絕大部分經濟利益。

於2023年12月7日，董事會宣佈，鑒於現時相關中國法律及法規對經營經營性互聯網信息服務之擁有權的要求，為滿足新上市申請人指引第4.1章項下的「嚴謹制定」規定，以實現本公司在現行中國監管框架下的業務及營運目的，從而盡量減少與相關中國法律及法規的潛在衝突，本公司透過步驟1) 思派北京網絡的股權調整及過渡合約安排；2) 思派健康投資的注資；及3) 複製現有合約安排採納新合約安排以取代現有合約安排。

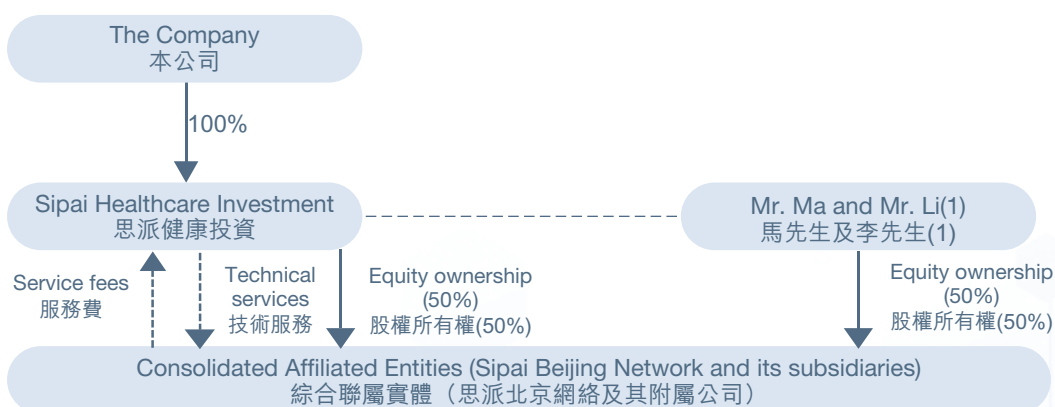
鑒於上文所述，(i) 現有合約安排自2023年12月7日起終止；(ii) 過渡合約安排按與現有合約安排項下現行條款大致相同的條款訂立，自2023年12月7日起生效；(iii) 北京思派健康技術有限公司已向思派北京網絡注資約人民幣1.08百萬元，並取得思派北京網絡增加後註冊資本的50%；及(iv) 新合約安排按與現有合約安排項下現行條款大致相同的條款訂立，同時自過渡合約安排終止起生效。

As a result, Sipai Beijing Network was owned as to approximately 27.69%, 22.31% and 50% by Mr. Ma, Mr. Li and Beijing Sipai Health, respectively. As a result of the New Contractual Arrangements, the Company is interested in 50% of equity interests in the Consolidated Affiliated Entities through Sipai Healthcare Investment's equity interest in Sipai Beijing Network and obtain control of the rest 50% of the equity interest in the Consolidated Affiliated Entities through Sipai Healthcare Investment's contractual rights and, at its sole discretion, is able to receive all the economic interest returns generated by the Consolidated Affiliated Entities.

Since the New Contractual Arrangements are reproductions of the Existing Contractual Arrangements as provided under the conditions of the VIE Waiver, the Company has sought the confirmation from the Stock Exchange, and the Stock Exchange has confirmed, that the transactions contemplated under the New Contractual Arrangements shall continue to fall within the scope of the VIE Waiver and are exempt from (i) the announcement, circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules in respect of the transactions contemplated under the New Contractual Arrangements pursuant to Rule 14A.105 of the Listing Rules, (ii) the requirement of setting an annual cap for the transactions under the New Contractual Arrangements under Rule 14A.53 of the Listing Rules, and (iii) the requirement of limiting the term of the New Contractual Arrangements to three years or less under Rule 14A.52 of the Listing Rules, for so long as its shares are listed on the Stock Exchange, subject to compliance with the same conditions of the VIE Waiver.

For details, please refer to the announcements of the Company dated December 7, 2023 and December 28, 2023. Unless otherwise stated, capitalised terms used above shall have the same meanings as defined in the announcement dated December 7, 2023.

The following simplified diagram illustrates the flow of economic benefits from the Consolidated Affiliated Entities to the Group under the New Contractual Arrangements:



因此，思派北京網絡分別由馬先生、李先生及北京思派健康擁有約27.69%、22.31%及50%權益。根據新合約安排，本公司透過思派健康投資於思派北京網絡的股權於綜合聯屬實體的50%股權中擁有權益，並透過思派健康投資的合約權利取得綜合聯屬實體餘下50%股權的控制權，且可全權酌情收取綜合聯屬實體產生的所有經濟利益回報。

由於新合約安排均為可變利益實體豁免條件項下所規定的現有合約安排的複製，本公司已向聯交所尋求確認，而聯交所已確認，新合約安排各自項下擬進行的交易將繼續屬於可變利益實體豁免的範圍，並獲豁免(i)根據上市規則第14A.105條就新合約安排各自項下擬進行的交易遵守上市規則第14A章項下的公告、通函及獨立股東批准規定；(ii)根據上市規則第14A.53條就新合約安排各自項下的交易設定年度上限的規定；及(iii)根據上市規則第14A.52條將新合約安排各自的期限限制為三年或以下的規定（只要其股份於聯交所上市），惟須遵守可變利益實體豁免的相同條件。

詳情請參閱本公司日期為2023年12月7日及2023年12月28日的公告。除文義另有所指外，上文所用詞彙與日期為2023年12月7日的公告所界定者具有相同涵義。

以下簡圖說明根據新合約安排從綜合聯屬實體至本集團的經濟利益流向：

Notes:

- (1) “—▶” denotes direct legal and beneficial ownership in the equity interest.
- (2) “----▶” denotes contractual relationship. Under the New Contractual Arrangements, Sipai Healthcare Investment shall provide technical services to the Consolidated Affiliated Entities, and the Consolidated Affiliated Entities shall pay service fees to Sipai Healthcare Investment directly.
- (3) “-----” denotes the control by Sipai Healthcare Investment over the registered shareholders through (i) powers of attorney to exercise all shareholders’ rights in each of the Consolidated Affiliated Entities, (ii) exclusive options to acquire all or part of the equity interests in each of the Consolidated Affiliated Entities and (iii) equity pledges over the equity interests in each of the Consolidated Affiliated Entities.

附註：

- (1) 「—▶」指股權的直接法定及實益擁有權。
- (2) 「----▶」指合約關係。根據新合約安排，思派健康投資須向綜合聯屬實體提供技術服務，而綜合聯屬實體須向思派健康投資直接支付服務費。
- (3) 「-----」指思派健康投資通過以下方式對登記股東持有的控制權：(i) 行使各綜合聯屬實體所有股東權利的授權書；(ii) 收購各綜合聯屬實體全部或部分股權的獨家選擇權；及(iii) 各綜合聯屬實體股權的股權質押。

Risks relating to the Contractual Arrangements

There are the certain risks that are associated with the New Contractual Arrangements, including:

- If the PRC government finds that the agreements that establish the structure for operating our businesses in China do not comply with applicable PRC laws and regulations, or if these regulations or their interpretations change in the future, the Company could be subject to severe consequences, including the nullification of the New Contractual Arrangements and the relinquishment of its interest in the Consolidated Affiliated Entities.
- The Company relies on New Contractual Arrangements with the Consolidated Affiliated Entities and their shareholders for a portion of its business operations, which may not be as effective as direct ownership in providing operational control.
- The ultimate shareholders of the Consolidated Affiliated Entities may have conflicts of interest with the Company.
- The New Contractual Arrangements may be subject to scrutiny by the PRC tax authorities.
- The Company does not have any insurance which covers the risks relating to the New Contractual Arrangements and the transactions contemplated thereunder.

與合約安排有關的風險

新合約安排涉及若干風險，包括：

- 倘中國政府發現我們在中國建立業務經營架構的協議不符合適用的中國法律及法規，或倘該等法規或其詮釋日後出現變動，本公司可能會面臨嚴重後果，包括新合約安排失效及放棄於綜合聯屬實體的權益。
- 本公司部分業務營運依賴與綜合聯屬實體及其股東訂立的新合約安排，而有關安排在提供營運控制方面未必如直接擁有權一樣有效。
- 綜合聯屬實體的最終股東可能與本公司存在利益衝突。
- 新合約安排可能會受到中國稅務機關的審查。
- 本公司並無任何保險涵蓋與新合約安排及其項下擬進行交易有關的風險。

- The Group's current corporate structure and business operations may be affected by the Foreign Investment Law.

For details, please refer to the announcement of the Company dated December 7, 2023.

Summary of the Material Terms of the New Contractual Arrangements

Exclusive Business Cooperation Agreement

Sipai Healthcare Investment and Sipai Beijing Network and/or its subsidiaries entered into an exclusive business cooperation agreement on December 29, 2023 (the “**Exclusive Business Cooperation Agreement**”), pursuant to which Sipai Beijing Network has engaged Sipai Healthcare Investment as the exclusive provider to provide Sipai Beijing Network and its subsidiaries with comprehensive technical service, technical consulting and other services, including operation and business support, technical service, network support, business consulting, financial consulting, intellectual property licensing, property lease, market consulting, product research and development, system maintenance, management consulting and other related services as requested by Sipai Beijing Network and its subsidiaries to the extent permitted under PRC laws.

Without the Sipai Healthcare Investment's prior written consent, Sipai Beijing Network shall not, and shall procure its subsidiaries not to, (i) receive services which are identical or similar to the services covered by the Exclusive Business Cooperation Agreement from any third party, or (ii) enter into any similar cooperation with any third party.

In consideration of the services provided by Sipai Healthcare Investment, Sipai Beijing Network shall pay services fees to Sipai Healthcare Investment, which, subject to Sipai Healthcare Investment's adjustment at its sole discretion, shall consist of all the consolidated net profit of Sipai Beijing Network and its subsidiaries (net of accumulated deficit in the previous financial years (if any), costs, expenses, taxes and payments required by the applicable laws to be reserved or withheld). The service fees shall be paid annually by Sipai Beijing Network.

The Exclusive Business Cooperation Agreement shall become effective upon signing and remain effective until, among other things, Sipai Healthcare Investment or its designee acquire all the equity interest in and/or all assets of Sipai Beijing Network pursuant to the Exclusive Purchase Option Agreement below. Sipai Beijing Network shall not unilaterally terminate the Exclusive Business Cooperation Agreement.

- 本集團目前的公司架構及業務營運可能受《外商投資法》影響。

詳情請參閱本公司日期為2023年12月7日的公告。

新合約安排的主要條款概要

獨家業務合作協議

思派健康投資與思派北京網絡及／或其附屬公司於2023年12月29日訂立獨家業務合作協議（「**獨家業務合作協議**」），據此，思派北京網絡已委聘思派健康投資為獨家供應商，向思派北京網絡及其附屬公司提供綜合技術服務、技術諮詢及其他服務，包括經營及業務支持、技術服務、網絡支持、業務諮詢、財務諮詢、知識產權許可、物業租賃、市場諮詢、產品研發、系統維護、管理諮詢及思派北京網絡及其附屬公司要求的其他相關服務，惟以中國法律允許者為限。

未經思派健康投資事先書面同意，思派北京網絡不得並須促使其附屬公司不得 (i) 自任何第三方獲得與獨家業務合作協議所涵蓋服務相同或類似的服務；或 (ii) 與任何第三方進行任何類似合作。

作為思派健康投資所提供服務的代價，思派北京網絡應向思派健康投資支付服務費，服務費可由思派北京網絡及其附屬公司的全部合併淨利潤（經扣除過往財政年度的累計虧絀（如有）、適用法律規定須保留或預扣的成本、開支、稅務及付款）組成，惟思派健康投資可全權酌情作出調整。思派北京網絡須每年支付服務費。

獨家業務合作協議將於簽署後生效，並將一直有效，直至（其中包括）思派健康投資或其指定人士根據下文獨家購買權協議收購思派北京網絡的全部股權及／或全部資產為止。思派北京網絡不得單方面終止獨家業務合作協議。

Exclusive Purchase Option Agreement

Sipai Healthcare Investment, Sipai Beijing Network and/or its subsidiaries (if applicable), Mr. Ma and Mr. Li entered into an exclusive purchase option agreement on December 29, 2023 (the “**Exclusive Purchase Option Agreement**”), pursuant to which Sipai Beijing Network, Mr. Ma and Mr. Li have granted Sipai Healthcare Investment or its designee an irrevocable and exclusive right to purchase at any time and to the extent permitted by the then applicable PRC laws (i) from each of Mr. Ma and Mr. Li all or any part of their equity interests in Sipai Beijing Network and/or (ii) from Sipai Beijing Network all or any of its assets or interests in any of its assets.

Without Sipai Healthcare Investment's prior written consent, Sipai Beijing Network, Mr. Ma and Mr. Li shall not sell, transfer, pledge or otherwise dispose of the shares or assets with a value of more than RMB1 million (as the case may be) of Sipai Beijing Network.

The purchase price payable by Sipai Healthcare Investment or its designee in respect of the transfer of shares or assets shall be the nominal value or the lowest price permitted under the PRC laws, and Mr. Ma and Mr. Li shall return the purchase price in full to Sipai Healthcare Investment or its designee to the extent permitted under the PRC laws applicable then.

The Exclusive Purchase Option Agreement shall become effective upon signing and remain effective until that (i) Sipai Healthcare Investment or its designee acquire all the equity interest in and/or all assets of Sipai Beijing Network; and (ii) Sipai Healthcare Investment and its subsidiaries are permitted to carry out the business of Sipai Beijing Network under the applicable PRC laws. Sipai Beijing Network, Mr. Ma and Mr. Li shall not unilaterally terminate the Exclusive Purchase Option Agreement.

獨家購買權協議

思派健康投資、思派北京網絡及／或其附屬公司（如適用）、馬先生及李先生於2023年12月29日訂立獨家購買權協議（「**獨家購買權協議**」），據此，思派北京網絡、馬先生及李先生已向思派健康投資或其指定人士授出不可撤銷的獨家權利，以隨時及在當時適用中國法律允許的範圍內(i)分別向馬先生及李先生購買其於思派北京網絡的全部或任何部分股權及／或(ii)向思派北京網絡購買其全部或任何資產或任何資產中的權益。

未經思派健康投資事先書面同意，思派北京網絡、馬先生及李先生不得出售、轉讓、質押或以其他方式處置價值超過人民幣1百萬元的思派北京網絡股份或資產（視情況而定）。

思派健康投資或其指定人士就轉讓股份或資產應付的購買價須為面值或中國法律允許的最低價，且馬先生及李先生須按當時適用的中國法律允許的限度向思派健康投資或其指定人士悉數退還購買價。

獨家購買權協議將於簽署後生效，並一直有效，直至(i)思派健康投資或其指定人士收購思派北京網絡的全部股權及／或全部資產；及(ii)思派健康投資及其附屬公司根據適用中國法律獲准進行思派北京網絡業務。思派北京網絡、馬先生及李先生不得單方面終止獨家購買權協議。

Equity Pledge Agreement

Sipai Healthcare Investment, Sipai Beijing Network and/or its subsidiaries (if applicable), Mr. Ma and Mr. Li entered into an equity pledge agreement on December 29, 2023 (the “**Equity Pledge Agreement**”), pursuant to which, Mr. Ma and Mr. Li has pledged all of their respective equity interests in Sipai Beijing Network to Sipai Healthcare Investment as the first priority security to guarantee performance of their contractual obligations under the New Contractual Arrangements and all liabilities, monetary debts or other payment obligations arising out of or in relation with the New Contractual Arrangements.

Without Sipai Healthcare Investment's prior written consent, Mr. Ma and Mr. Li shall not transfer or otherwise dispose of all or part of the pledged shares.

Upon the occurrence of an event of default (as defined in the Equity Pledge Agreement), unless it is successfully resolved to Sipai Healthcare Investment's satisfaction within 30 days upon being notified by Sipai Healthcare Investment, Sipai Healthcare Investment may exercise its right of pledge at any time, including (i) requesting Mr. Ma and Mr. Li or Sipai Beijing Network to pay Sipai Healthcare Investment any due payments, debt or any other payment under the Exclusive Business Cooperation Agreement and/or any loan, or (ii) dispose the pledged equity interests in accordance with the Equity Pledge Agreement or otherwise as permitted under PRC laws, including selling the pledged equity interests at discount or by way of auction. Mr. Ma and Mr. Li have agreed to irrevocably waive their pre-emptive right as existing shareholders when Sipai Healthcare Investment exercises such right of pledge.

The Equity Pledge Agreement shall become effective upon signing and remain effective until, among other things, (i) all obligations of Sipai Beijing Network, Mr. Ma and Mr. Li are satisfied in full, or (ii) Sipai Healthcare Investment or its designee acquire all the equity interest in and/or all assets of Sipai Beijing Network, and Sipai Healthcare Investment and its designees are permitted to carry out the business of Sipai Beijing Network under the applicable PRC laws.

The Company has registered the pledge of all the equity interests in Sipai Beijing Network with the relevant administration for market regulation of the PRC.

股權質押協議

思派健康投資、思派北京網絡及／或其附屬公司（如適用）、馬先生及李先生於2023年12月29日訂立股權質押協議（「**股權質押協議**」），據此，馬先生及李先生已質押彼等各自於思派北京網絡的全部股權予思派健康投資，作為擔保彼等履行根據新合約安排應負的合約責任及因新合約安排而產生或與新合約安排有關的所有責任、金錢債務或其他付款責任的第一優先抵押。

未經思派健康投資事先書面同意，馬先生及李先生不得轉讓或以其他方式處置全部或部分質押股份。

在發生違約事件（定義見股權質押協議）後，除非於思派健康投資通知後30日內以令思派健康投資滿意的方式成功解決，否則思派健康投資可隨時行使其質押權利，包括(i)要求馬先生及李先生或思派北京網絡根據獨家業務合作協議向思派健康投資支付任何到期款項、債務或任何其他付款及／或任何貸款；或(ii)根據股權質押協議處置質押股權或根據中國法律以其他方式處置，包括按折扣或以拍賣方式出售質押股權。馬先生及李先生已同意於思派健康投資行使有關質押權時不可撤回地放棄彼等作為現有股東的優先購買權。

股權質押協議將於簽署後生效，並一直有效，直至（其中包括）(i)思派北京網絡、馬先生及李先生的所有責任獲悉數履行，或(ii)思派健康投資或其指定人士收購思派北京網絡的全部股權及／或全部資產，及思派健康投資及其指定人士根據適用中國法律獲准開展思派北京網絡業務。

本公司已向中國相關市場監督管理部門登記思派北京網絡全部股權的質押。

Voting Proxy Agreement

Sipai Healthcare Investment, Sipai Beijing Network and/or its subsidiaries (if applicable), Mr. Ma and Mr. Li entered into a voting proxy agreement on December 29, 2023 (the “**Voting Proxy Agreement**”), pursuant to which Mr. Ma and Mr. Li have appointed Sipai Healthcare Investment and/or its designee as their exclusive agent and attorney to act on their behalf on all matters concerning Sipai Beijing Network and to exercise all of their rights as shareholders of Sipai Beijing Network.

Without Sipai Healthcare Investment's prior written consent, Mr. Ma and Mr. Li shall not exercise any rights attached to the shares of Sipai Beijing Network which have been authorized to Sipai Healthcare Investment or its designee.

As a result of the Voting Proxy Agreement, the Company, through Sipai Healthcare Investment, will be able to exercise management control over the activities that most significantly impact the economic performance of Sipai Beijing Network and its subsidiaries.

The Voting Proxy Agreement shall become effective upon signing and remain effective until, among other things, (i) Sipai Healthcare Investment or its designees acquire all the equity interest in and/or all assets of Sipai Beijing Network, and (ii) Sipai Healthcare Investment and its designees are permitted to carry out the business of Sipai Beijing Network under the applicable PRC laws.

Spouse Consents

The spouse of each of Mr. Ma and Mr. Li has executed a consent letter, pursuant to which she has unconditionally and irrevocably agreed to the execution of the Exclusive Purchase Option Agreement, the Equity Pledge Agreement and the Voting Proxy Agreement, and has no objection regarding the New Contractual Arrangements.

投票委託協議

思派健康投資、思派北京網絡及／或其附屬公司（如適用）、馬先生及李先生於2023年12月29日訂立投票委託協議（「**投票委託協議**」），據此，馬先生及李先生已委任思派健康投資及／或其指定人士為彼等的獨家代理及授權代表，以代表彼等就有關思派北京網絡的所有事宜行事及行使彼等作為思派北京網絡股東的所有權利。

未經思派健康投資事先書面同意，馬先生及李先生不得行使已授權予思派健康投資或其指定人士的思派北京網絡股份所附帶的任何權利。

基於投票委託協議，本公司能夠通過思派健康投資對思派北京網絡及其附屬公司的經濟表現產生最重大影響的行動行使管理控制權。

投票委託協議將於簽署後生效，並一直有效，直至（其中包括）(i) 思派健康投資或其指定人士收購思派北京網絡的全部股權及／或全部資產；及(ii) 思派健康投資及其指定人士根據適用中國法律獲准進行思派北京網絡的業務。

配偶同意書

馬先生及李先生的配偶已簽立同意書，據此，其已無條件及不可撤回地同意簽立獨家購買權協議、股權質押協議及投票委託協議，且對新合約安排並無異議。

The spouse of each of Mr. Ma and Mr. Li further agrees that (i) any equity interests held by her spouse as a registered shareholder in Sipai Beijing Network are not their communal properties; (ii) he/she does not have any interest in the equity interests of Sipai Beijing Network, and will not raise any claim on the equity interest of Sipai Beijing Network; (iii) she will not take any measures that are in conflict with the New Contractual Arrangements; and (iv) she will take any necessary measures to procure the performance of the relevant agreements underlying the New Contractual Arrangements.

The Foreign Investment Law

On March 15, 2019, the NPC promulgated the Foreign Investment Law of the People's Republic of China (《中華人民共和國外商投資法》) (the “**FIL**”) and replaced effective on January 1, 2020. After the FIL comes into effect, the FIL replaced the law on Sino-Foreign Equity Joint Ventures (《中外合資經營企業法》), the law on Sino-Foreign Contractual Joint Ventures (《中外合作經營企業法》) and the law on Foreign-Capital Enterprises (《外資企業法》) and became the legal foundation for foreign investment in the PRC.

The FIL stipulates three forms of foreign investment, but does not explicitly stipulate the contractual arrangements as a form of foreign investment. The FIL does not explicitly stipulate the contractual arrangements as a form of foreign investment. The FIL does not mention concepts including “de facto control” and “controlling through contractual arrangements” nor does it specify the regulation on controlling through contractual arrangements. Furthermore, the FIL stipulates that foreign investment includes “Foreign Investors invest in China through many other methods under laws, administrative regulations or provisions prescribed by the State Council”. There are possibilities that future laws, administrative regulations or provisions promulgated by the State Council may regard Contractual Arrangements as a form of foreign investment, at which time it will be uncertain whether the Contractual Arrangements will be deemed to be in violation of the foreign investment access requirements and how the above-mentioned Contractual Arrangements will be handled. Therefore, there is no guarantee that the Contractual Arrangements and the business of the Consolidated Affiliated Entities will not be materially and adversely affected in the future due to changes in PRC laws and regulations. In the event that such measures are not complied with, the Stock Exchange may take enforcement actions against us which may have a material adverse effect on the trading of the Shares.

馬先生及李先生的配偶進一步同意：(i) 其配偶作為思派北京網絡登記股東所持有的任何股權並非其夫妻共同財產；(ii) 其並無於思派北京網絡股權持有任何股權，且將不會就思派北京網絡股權提出任何申索；(iii) 其將不會採取與新合約安排衝突的任何措施；及(iv) 其將採取必要措施促使履行新合約安排的相關協議。

外商投資法

於2019年3月15日，全國人大頒布《中華人民共和國外商投資法》（「《外商投資法》」），並於2020年1月1日起生效。於《外商投資法》生效後，《外商投資法》取代《中外合資經營企業法》、《中外合作經營企業法》及《外資企業法》，成為外商在中國投資的法律基礎。

《外商投資法》規定了外商投資三種形式，但並無明文規定合約安排是外商投資的一種形式。《外商投資法》並無明文規定合約安排是外國投資的一種形式。《外商投資法》並無提及包括「實際控制」及「通過合約安排實現控制」在內的概念，亦無訂明通過合約安排實現控制的法規。此外，《外商投資法》規定，外商投資包括「外商投資者通過法律、行政法規或者國務院規定等多種其他方式在中國境內投資」。未來的法律、行政法規或國務院頒布的條文可能將合約安排視為一種外商投資形式，屆時將無法確定合約安排是否將被視為違反外商投資准入規定及如何處理上述合約安排。因此，概不保證合約安排及綜合聯屬實體的業務日後不會因中國法律法規變動而受到重大不利影響。倘該等措施未獲遵守，聯交所或會對我們採取強制執行行動，可能對股份買賣造成重大不利影響。

Reasons for Adopting the New Contractual Arrangements

The Company conducts online insurance brokerage service (the “**Relevant Service**”) as part of its Health Insurance Services business. The Company currently operates the Relevant Service through the Consolidated Affiliated Entities as PRC laws currently restrict foreign ownership of value-added telecommunications service providers.

As a result of the restrictions imposed by PRC laws, the Company is unable to directly own or hold more than 50% of equity interest in the Consolidated Affiliated Entities. Accordingly, the term ‘ownership’ or the relevant concept, as applied to the Company in this annual report, refers to an economic interest in the assets or businesses through the New Contractual Arrangements without holding any equity interest in the Consolidated Affiliated Entities. The New Contractual Arrangements, through which the Company is able to exercise control over and derive the economic benefits from the Consolidated Affiliated Entities, are narrowly tailored to achieve its business purpose and minimize the potential for conflict with relevant PRC laws.

Pursuant to the Special Administrative Measures (Negative List) for Foreign Investment Access (2021 Edition) (外商投資准入特別管理措施(負面清單)(2021), the “**Negative List**”), provision of value-added telecommunications services falls within the “restricted” category. As such, the shareholding percentage of a foreign investor in companies engaged in value-added telecommunications services (other than electronic commerce, domestic multi-party communication, storage-forwarding and call center) shall not exceed 50%. In addition, pursuant to the Administrative Measures on Internet Information Services (互聯網信息服務管理辦法, the “**Administrative Measures**”), a provider of “commercial internet information services” (經營性互聯網信息服務, namely provision of information or website-design services through the internet to internet-users for a fee) is required to obtain an ICP license.

採納新合約安排的理由

本公司開展互聯網保險經紀服務(「**相關服務**」),作為其商業醫療保險服務業務的一部分。由於中國法律目前限制增值電信服務提供商的外資擁有權,故本公司目前透過綜合聯屬實體開展相關服務。

由於中國法律的限制,本公司無法直接擁有或持有綜合聯屬實體超過50%股權。因此,本年報中適用於本公司的「所有權」一詞或相關概念指通過新合約安排,於並無持有任何綜合聯屬實體股權之情況下,於資產或業務中享有的經濟利益。本公司能夠通過新合約安排控制綜合聯屬實體並從中獲得經濟利益,而亦為達成業務目標及盡量減少與相關中國法律的潛在衝突而嚴謹制定合約安排。

根據外商投資准入特別管理措施(負面清單)(2021年版)(「**負面清單**」),提供增值電信服務屬於「限制」類別。因此,外商投資者於從事增值電信服務的公司(電子商務、國內多方通信、存儲轉發類、呼叫中心除外)的持股比例不得超過50%。此外,根據互聯網信息服務管理辦法(「**管理辦法**」),「經營性互聯網信息服務」(即通過互聯網向互聯網用戶提供信息或網站設計服務,並收取費用)的提供者須取得ICP許可證。

The online insurance brokerage service of the Company involves operation of commercial internet information services under the Administrative Measures, such as online exhibition and sales of insurance products, online information search and online claim initiation. Such commercial internet information services is a sub-category of value-added telecommunications services under the Negative List and is therefore subject to foreign ownership restrictions and an ICP license is required.

In addition to the foreign ownership restrictions above, pursuant to the Regulations for the Administration of Foreign-Invested Telecommunications Enterprises (2016 Revision) (外商投資電信企業管理規定(2016修訂)), the **"FITE Regulations"** which has been further amended by the Order No. 752 below, a "major foreign investor" (i.e., a foreign investor who contributes more than 30% of the foreign investment and is the largest investor among all the foreign investors) who invests in a value-added telecommunications business in the PRC must possess prior experience in, and a proven track record of good performance of, operating value-added telecommunications businesses (the **"Qualification Requirements"**). Foreign investors that meet these requirements must obtain approvals from the MIIT which retain discretion in granting such approvals.

On April 7, 2022, the State Council issued the Decision to Amend and Abolish Certain Administrative Regulations (國務院關於修改和廢止部分行政法規的決定, the **"Order No. 752"**), which among other things, removed the Qualification Requirements with effect from May 1, 2022.

The Group's online insurance brokerage service is conducted by Sipai Beijing Network and Beijing Sipai Brokerage each of which holds an ICP license.

本公司的互聯網保險經紀服務涉及根據管理辦法經營經營性互聯網信息服務，如網上展示及銷售保險產品、網上信息搜索及網上提出索償。有關經營性互聯網信息服務為負面清單內增值電信服務的子類別，因此須遵守外資擁有權限制並須取得ICP許可證。

除上述外資擁有權限制外，根據《外商投資電信企業管理規定(2016年修訂)》(「**外資電信企業管理規定**」)(由下述國務院令第752號進一步修訂)，投資中國增值電信業務的「主要外商投資者」(即佔外商投資30%以上的外商投資者，且為所有外商投資者中的最大投資者)必須具備經營增值電信業務的過往經驗及良好業績記錄(「**資質要求**」)。符合該等規定的外商投資者必須取得工信部的批准，工信部保留授出該等批准的酌情權。

於2022年4月7日，國務院發佈《國務院關於修改和廢止部分行政法規的決定》(「**國務院令 第752號**」)，訂明(其中包括)移除資質要求，於2022年5月1日起生效。

本集團的互聯網保險經紀服務由思派北京網絡與北京思派經紀開展，均持有ICP許可證。

The Company discussed with its PRC legal adviser to understand the current ownership requirements in relation to the operation of commercial internet information services and recent market practice. As advised by the PRC legal adviser, in respect of the ownership requirements in relation to the ICP licenses held by relevant subsidiaries of Sipai Beijing Network, currently there is no legal impediment for Sipai Healthcare Investment to directly hold no more than 50% of the equity interest in Sipai Beijing Network.

In light of the new guidance that the Company received above, in view of the current requirements on the ownership of the operation of commercial internet information services under relevant PRC laws and regulations, the Company considered that a new VIE structure in which Sipai Healthcare Investment directly holds 50% of the equity interest in Sipai Beijing Network while Mr. Ma and Mr. Li holds the rest 27.69% and 22.31%, respectively, has become more appropriate for the purpose of satisfying the “narrowly tailored” requirement under Chapter 4.1 under the Guide for New Listing Applicants to achieve its business and operation purposes under the current PRC regulatory framework so as to minimize the potential conflict with relevant PRC laws and regulations.

Save as disclosed above, there were no other new contractual arrangements entered into, renewed and/or reproduced during the Reporting Period. There was no material change in the New Contractual Arrangements and/or the circumstances under which they were adopted during the Reporting Period.

During the Reporting Period, none of the New Contractual Arrangements had been unwound on the basis that none of the restrictions that led to the adoption of the New Contractual Arrangements had been removed. As of December 31, 2023, our Company had not encountered interference or encumbrance from any PRC governing bodies in operating its businesses through its Consolidated Affiliated Entities under the New Contractual Arrangements.

本公司與其中國法律顧問進行討論，以了解現時與經營經營性互聯網信息服務有關的擁有權的要求及近期市場慣例。據中國法律顧問告知，就思派北京網絡相關附屬公司持有的ICP許可證的擁有權的要求而言，目前思派健康投資直接持有思派北京網絡不超過50%的股權並無法律障礙。

鑒於本公司獲得的上述新指引，考慮到現時相關中國法律及法規對經營經營性互聯網信息服務之所有權的要求，本公司認為思派健康投資直接持有思派北京網絡50%股權，而馬先生及李先生分別持有餘下27.69%及22.31%股權的新可變利益實體架構就滿足新上市申請人指南第4.1章的「嚴謹制定」要求而言更為合適，以實現其在現行中國監管框架下的業務及營運目的，從而盡量減少與相關中國法律及法規的潛在衝突。

除上文所披露者外，於報告期內概無訂立、重續及／或重訂其他新合約安排。於報告期內，新合約安排及／或採納該等安排的情況概無出現任何重大變動。

於報告期內，由於導致採納新合約安排的限制並未消除，故新合約安排均無獲解除。截至2023年12月31日，本公司根據新合約安排透過綜合聯屬實體經營業務時並無遭到任何中國管理機構干預或阻撓。

The table below set out the annual caps and the actual transaction amount of the above-mentioned continuing connected transactions for the year ended December 31, 2025:

下表載列截至2025年12月31日止年度上述持續關連交易的年度上限及實際交易金額：

Connected Transaction	Connected Person	Connected Relationship	Description	Annual cap for the year ended December 31, 2025 (RMB million)	Actual Transaction Amount for the year ended December 31, 2025 (RMB million)
關連交易	關連人士	關連關係	說明	截至2025年12月31日止年度的年度上限 (人民幣百萬元)	截至2025年12月31日止年度的實際交易金額 (人民幣百萬元)
New Contractual Arrangements	Mr. MA Xuguang Mr. LI Ji	Each of Mr. MA Xuguang and Mr. LI Ji is an executive Director of the Company	Due to regulatory restrictions on foreign ownership in China, the Company conducts online insurance brokerage service as part of its Health Insurance Services business through the Consolidated Affiliated Entities in China.	N/A	N/A
新合約安排	馬旭廣先生 李繼先生	馬旭廣先生及李繼先生均為本公司執行董事	由於中國對外資所有權的監管限制，本公司通過在中國的綜合聯屬實體開展互聯網保險經紀服務，作為其商業醫療保險服務業務的一部分。	不適用	不適用

The independent non-executive Directors had reviewed the above-mentioned continuing connected transactions and confirmed that the transactions had been entered into:

獨立非執行董事已審閱上述持續關連交易，並確認交易已：

(1) in the ordinary and usual course of business of the Group;	(1) 於本集團日常及一般業務過程中訂立；
(2) on normal commercial terms or better; and	(2) 按一般商業條款或更佳條款訂立；及
(3) according to the agreements governing them on terms that are fair and reasonable and in the interests of the Shareholders as a whole.	(3) 根據規管該等交易的協議按公平合理及符合股東整體利益的條款訂立。

The auditor was engaged to report on the Group's continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued an unqualified letter containing the findings and conclusions in respect of the above mentioned continuing connected transactions in accordance with Rule 14A.56 of the Listing Rules. A copy of the auditor's letter has been provided by the Company to the Stock Exchange.

The auditors of the Group had informed the Board and confirmed nothing has come to their attention that causes them to believe that the continuing connected transactions:

- (1) have not been approved by the listed issuer's board of directors;
- (2) were not, in all material respects, in accordance with the pricing policies of the listed issuer's group if the transactions involve the provision of goods or services by the listed issuer's group;
- (3) were not entered into, in all material respects, in accordance with the relevant agreement governing the transactions; and
- (4) have exceeded the cap.

In respect of each of the above-mentioned non-exempt connected transactions, we have applied to the Stock Exchange for, and the Stock Exchange has granted us, a waiver from strict compliance with Chapter 14A of the Listing Rules.

During the Reporting Period, there was no connected transaction or continuing connected transaction of the Group which has to be disclosed in accordance with the Listing Rules, save for the foregoing.

FINANCIAL SUMMARY

A summary of the Company's results, assets and liabilities for the last five financial years are set out on page 5 of this annual report. This summary does not form part of the audited consolidated financial statements.

核數師獲委聘根據《香港鑒證業務準則》第3000號（經修訂）「歷史財務資料審核或審閱以外的鑒證業務」，並參考香港會計師公會頒佈的《實務說明》第740號「香港上市規則規定的持續關連交易的核數師函件」，就本集團的持續關連交易出具報告。核數師已根據上市規則第14A.56條就上述持續關連交易出具載有調查結果及結論的無保留意見函件。本公司已向聯交所提供核數師函件副本。

本集團核數師已知會董事會，並確認其概無注意到任何事項致使其認為持續關連交易：

- (1) 未獲上市發行人董事會批准；
- (2) 倘交易涉及上市發行人集團提供貨品或服務，則在所有重大方面並無按照上市發行人集團的定價政策進行；
- (3) 在所有重大方面並無根據規管該等交易的相關協議訂立；及
- (4) 已超過上限。

就上述各項非豁免關連交易而言，我們已向聯交所申請且聯交所已授予我們豁免，毋須嚴格遵守上市規則第十四A章。

於報告期內，除上文所述者外，本集團概無任何關連交易或持續關連交易根據上市規則須予披露。

財務概要

本公司於過去五個財政年度的業績、資產及負債概要載於本年報第5頁。此概要並不構成經審核合併財務報表的一部分。

RELATIONSHIP WITH STAKEHOLDERS

Employees

As of December 31, 2025, the Company had 3,131 employees in total. Most of them are stationed in China.

The Company enters into standard employment agreements and confidentiality agreements or clauses with all of its employees. The Company also enters into non-compete agreements with its senior management and core personnel. These agreements include a standard non-compete covenant that prohibits such employee from competing with the Company, directly or indirectly, during his or her employment and for a certain period after termination of his or her employment.

The Company is committed to establishing a competitive and fair remuneration. In order to effectively motivate its employees, the Company continually refines its remuneration and incentive policies through market research. The Company conducts performance evaluation for our employees at least once a year to provide feedback on their performance. Compensation for its employees typically consists of base salary and a performance-based bonus.

The Company believes that it has maintained good working relationships with its employees. During the year ended December 31, 2025, the Company was not subject to any material claims, lawsuits, penalties or administrative actions relating to non-compliance with occupational health and safety laws or regulations, and had not experienced any strikes, labor disputes or industrial actions which have had a material effect on its business.

Major Customers

The Company has a broad base of customers. Its top customers are pharmaceutical companies for the Specialty Pharmacy Business and Physician Research Assistance business, and insurance carriers for the Health Insurance Services business. The Specialty Pharmacy Business customers consist of individual patients that purchase medicines at the specialty pharmacies, and pharmaceutical distributors and pharmaceutical companies that procure medication from Guangdong Dahui. During the Reporting Period, a substantial portion of the Specialty Pharmacy Business revenue was generated by medication retail sales to individual patients.

與利益相關者的關係

僱員

截至2025年12月31日，本公司共有3,131名僱員。彼等大多數駐紮中國。

本公司與所有僱員訂立標準僱傭協議及保密協議或條款。本公司亦與高級管理層及核心人員訂立不競爭協議。該等協議包括一項標準不競爭契諾，禁止有關僱員於受僱期間及終止僱傭關係後一段期間內直接或間接與本公司競爭。

本公司致力於建立具競爭力及公平的薪酬。為有效激勵僱員，本公司通過市場研究不斷完善薪酬及激勵政策。本公司至少每年對僱員進行一次績效評估，以就其表現提供反饋。僱員薪酬一般包括基本薪金及績效花紅。

本公司認為其與僱員保持良好的工作關係。截至2025年12月31日止年度，本公司並無因不遵守職業健康與安全法律或法規而受到任何重大索償、訴訟、處罰或行政訴訟，亦無經歷任何對其業務有重大影響的罷工、勞資糾紛或勞工行動。

主要客戶

本公司擁有廣泛的客戶群。其主要客戶為特藥藥房業務及醫生研究協助業務的製藥公司以及商業醫療保險服務業務的保險公司。特藥藥房業務客戶包括在特藥藥房購買藥品的個人患者，以及從廣東達慧採購藥品的藥品分銷商及製藥公司。於報告期內，特藥藥房業務收入的很大一部分來自向個人患者的藥品零售。

For the year ended December 31, 2025, the Group's sales to its five largest customers accounted for approximately 9.84% of the Group's total sales and sales to the largest customer accounted for approximately 3.62%.

So far as the Directors are aware, none of the Directors or executive officers of the Company or its subsidiaries, their respective associates or any Shareholders of the Company holding more than 5% of the issued share capital of the Company immediately following the completion of the Global Offering, had any interests in any of the five largest customers during the year ended December 31, 2025 and up to the date of this annual report.

Major Suppliers

The top suppliers of the Company are primarily pharmaceutical manufacturers and distributors for the Specialty Pharmacy Business. Suppliers of the Health Insurance Services business are mainly companies providing business promotion and fee processing services to the Company. Since the Group provides professional services by itself in the Physician Research Assistance business line, the Company does not need third party suppliers. We typically had more than three years of collaboration with our medication suppliers.

For the year ended December 31, 2025, purchases from the Group's five largest suppliers accounted for approximately 80.19% of the Group's total purchases and purchases from the largest supplier accounted for approximately 53.47%.

All of the five largest suppliers during the year ended December 31, 2025 are Independent Third Parties. So far as the Directors are aware, none of the Directors or executive officers of the Company or its subsidiaries, their respective associates or any Shareholders of the Company holding more than 5% of the issued share capital of the Company immediately following the completion of the Global Offering, had any interests in any of the five largest suppliers during the year ended December 31, 2025 and up to the date of this annual report.

截至2025年12月31日止年度，本集團向其五大客戶的銷售額佔本集團總銷售額的約9.84%，而向最大客戶的銷售額佔約3.62%。

就董事所知，於截至2025年12月31日止年度及直至本年報日期，本公司或其附屬公司的董事或行政人員、彼等各自的聯繫人或緊隨全球發售完成後持有本公司已發行股本5%以上的任何本公司股東概無於任何五大客戶中擁有任何權益。

主要供應商

本公司的前幾大供應商主要是特藥藥房業務的醫藥製造商及分銷商。商業醫療保險服務業務的供應商主要為向本公司提供業務推廣及費用處理服務的公司。由於本集團在醫生研究協助業務線中自行提供專業服務，因此本公司不需要第三方供應商。我們通常與藥品供應商的合作時間逾三年。

截至2025年12月31日止年度，本集團向五大供應商的採購額佔本集團總採購額的約80.19%，而向最大供應商的採購額佔約53.47%。

截至2025年12月31日止年度，所有五大供應商均為獨立第三方。就董事所知，於截至2025年12月31日止年度及直至本年報日期，本公司或其附屬公司的董事或行政人員、彼等各自的聯繫人或緊隨全球發售完成後持有本公司已發行股本5%以上的任何本公司股東概無於任何五大供應商中擁有任何權益。

SHARE CAPITAL

Details of movements in the share capital of the Company during the year ended December 31, 2025 are set out in note 32 to the consolidated financial statements.

As at December 31, 2025, the issued share capital of the Company was 765,526,114 shares (including 16,034,000 treasury H shares).

RESERVES

Details of movements in the reserves of the Group during the year ended December 31, 2025 are set out on pages 186 to 187 in the consolidated statement of changes in equity in this annual report.

DISTRIBUTABLE RESERVES

As at December 31, 2025, the Group did not have any distributable reserves.

BANK LOANS AND OTHER BORROWINGS

The Group didn't have any unsecured bank loan as at December 31, 2025 (2024: nil).

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Group during the year ended December 31, 2025 are set out in note 15 to the consolidated financial statements.

SUFFICIENCY OF PUBLIC FLOAT

As at the date of this annual report and based on the information publicly available to the Company and to the best knowledge of the Directors, the Company has maintained the minimum public float of 25% as required under the Listing Rules.

股本

本公司截至2025年12月31日止年度的股本變動詳情載於合併財務報表附註32。

於2025年12月31日，本公司已發行股本為765,526,114股股份（包括16,034,000股庫存H股）。

儲備

本集團截至2025年12月31日止年度的儲備變動詳情載於本年報合併權益變動表第186至187頁。

可供分派儲備

於2025年12月31日，本集團並無任何可供分派儲備。

銀行貸款及其他借款

本集團於2025年12月31日沒有任何無抵押銀行貸款（2024年：無）。

物業、廠房及設備

本集團截至2025年12月31日止年度的物業、廠房及設備變動詳情載於合併財務報表附註15。

充足公眾持股量

於本年報日期，根據本公司公開可得資料及就董事所深知，本公司已維持上市規則規定的25%最低公眾持股量。

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under Articles of Association or the laws of the Cayman Islands that would oblige the Company to offer new shares on a pro rata basis to existing Shareholders.

DIRECTORS AND SENIOR MANAGEMENT

The Directors and senior management of the Company during the year ended December 31, 2025 and up to the date of this annual report are set out below:

優先購買權

組織章程細則或開曼群島法例並無有關優先購買權的條文，規定本公司須按比例向現有股東發售新股份。

董事及高級管理層

截至2025年12月31日止年度及直至本年報日期，本公司董事及高級管理層載列如下：

Name 姓名	Position in the Company 於本公司之職位	Appointment date 委任日期
Directors 董事		
Mr. MA Xuguang 馬旭廣先生	Executive Director, Chairman of the Board and Chief Executive Officer 執行董事、董事會主席兼首席執行官	May 19, 2015 2015年5月19日
Mr. LI Ji 李繼先生	Executive Director and President 執行董事兼總裁	August 17, 2015 2015年8月17日
Mr. YAO Leiwen 姚磊文先生	Non-executive Director 非執行董事	October 29, 2019 2019年10月29日
Mr. FAN Xin 樊欣先生	Independent Non-executive Director 獨立非執行董事	May 10, 2023 2023年5月10日
Mr. HE Haijian 何海建先生	Independent Non-executive Director 獨立非執行董事	July 30, 2021 (effective from the Listing Date) 2021年7月30日（自上市日期起生效）
Ms. HUANG Bei 黃蓓女士	Independent Non-executive Director 獨立非執行董事	July 30, 2021 (effective from the Listing Date) 2021年7月30日（自上市日期起生效）
Senior management 高級管理層		
Mr. MA Xuguang 馬旭廣先生	Chairman of the Board and Chief Executive Officer 董事會主席兼首席執行官	May 2015 2015年5月
Mr. LI Ji 李繼先生	President 總裁	August 2015 2015年8月

To the best of the Board's knowledge, information and belief, save as disclosed in this annual report, the Directors and senior management do not have any relationship amongst them.

Biographical details of the Directors and senior management are set out on pages 28 to 30 of this annual report.

SERVICE AGREEMENTS OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company under which they agreed to act as an executive Directors for an initial term of three years commencing from the Listing Date, which may be terminated by not less than 30 days' notice in writing served by either the executive Directors or the Company.

The non-executive Director has entered into a service contract with the Company under which he agreed to act as non-executive Director for an initial term of three years commencing from the Listing Date, which may be terminated by not less than 30 days' notice in writing served by either the non-executive Director or the Company.

Each of the independent non-executive Directors has signed a letter of appointment with the Company for a term of three years commencing from the Listing Date, which may be terminated by not less than 30 days' notice in writing served by either the independent non-executive Director or the Company.

The appointment of Directors is subject to the provisions of retirement and rotation of Directors under the Articles of Association.

None of the Directors has or is proposed to have a service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation (other than statutory compensation).

INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the independent non-executive Directors an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules. The Company considers all of the independent non-executive Directors to be independent and remain so as of the date of this annual report.

就董事會所深知、盡悉及確信，除本年報所披露者外，董事及高級管理層之間並無任何關係。

董事及高級管理層的履歷詳情載於本年報第28至30頁。

董事服務協議

各執行董事已與本公司訂立服務合約，據此，彼等同意擔任執行董事，自上市日期起初步為期三年，可由執行董事或本公司發出不少於30日的書面通知予以終止。

非執行董事已與本公司訂立服務合約，據此，彼等同意擔任非執行董事，自上市日期起初步為期三年，可由非執行董事或本公司發出不少於30日的書面通知予以終止。

各獨立非執行董事已與本公司簽訂委任函，自上市日期起計為期三年，可由獨立非執行董事或本公司發出不少於30日的書面通知予以終止。

董事的委任受組織章程細則項下董事退任及輪值的規定所規限。

概無董事已經或擬訂立本公司或其任何附屬公司不可於一年內終止而毋須支付補償（法定補償除外）的服務合約。

獨立非執行董事的獨立性

本公司已接獲各獨立非執行董事根據上市規則第3.13條出具的獨立性年度確認書。本公司認為全體獨立非執行董事均為獨立人士，並於本年報日期仍為獨立人士。

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

As at December 31, 2025, the interests and short positions of the Directors and the chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which had been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO), or which were recorded in the register required to be kept pursuant to section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code were as follows:

Interests in Shares and underlying Shares of the Company

董事及最高行政人員於股份、相關股份及債權證的權益及淡倉

於2025年12月31日，本公司董事及最高行政人員於本公司或其任何相聯法團（定義見《證券及期貨條例》第XV部）的股份、相關股份及債權證中擁有根據《證券及期貨條例》第XV部第7及8分部已知會本公司及聯交所的權益及淡倉（包括根據《證券及期貨條例》的有關條文被當作或視為擁有的權益及淡倉），或根據《證券及期貨條例》第352條記錄於須存置的登記冊的權益及淡倉，或根據標準守則另行知會本公司及聯交所的權益及淡倉如下：

於本公司股份及相關股份的權益

Name of Director 董事姓名	Capacity/Nature of interest 身份／權益性質	Total number of Shares/ underlying Shares held ⁽¹⁾ 所持股份／ 相關股份總數 ⁽¹⁾	Approximate percentage of shareholding interest in the Company (%) ⁽¹⁾ 佔本公司股權的 概約百分比(%) ⁽¹⁾
Mr. MA Xuguang ("Mr. Ma") ⁽²⁾⁽³⁾ 馬旭廣先生（「馬先生」） ⁽²⁾⁽³⁾	Interest in controlled corporation; interest held jointly with another person 於受控法團的權益； 與另一名人士共同持有的權益	97,000,000 (L)	12.67%
Mr. LI Ji ("Mr. Li") ⁽²⁾⁽³⁾ 李繼先生（「李先生」） ⁽²⁾⁽³⁾	Interest in controlled corporation; interest held jointly with another person 於受控法團的權益； 與另一名人士共同持有的權益	97,000,000 (L)	12.67%

Notes:

- (1) As at December 31, 2025, the Company had issued 765,526,114 Shares in total. The letter "L" denotes the person's long position in the Shares.
- (2) On August 5, 2021, Mr. Ma, Mr. Li, WISE APPROACH INVESTMENTS LIMITED ("Wise Approach"), CREATIVE PIONEER INVESTMENTS LIMITED ("Creative Pioneer") and Sail Far Holdings Limited ("Sail Far") entered into a concert party agreement to confirm that they have acted in concert in the management, decision-making and all major decisions of the Group. On December 7, 2023, the Company announced that each of Wise Approach, Creative Pioneer and Sail Far is no longer intended to be bound by the concert party agreement, while Mr. Ma and Mr. Li will continue to be bound by the concert party agreement acting in concert with each other in the management and operation of the Group.

附註：

- (1) 於2025年12月31日，本公司共發行765,526,114股股份。字母「L」指該人士於股份的好倉。
- (2) 於2021年8月5日，馬先生、李先生、WISE APPROACH INVESTMENTS LIMITED（「Wise Approach」）、CREATIVE PIONEER INVESTMENTS LIMITED（「Creative Pioneer」）及Sail Far Holdings Limited（「Sail Far」）訂立一致行動人士協議，以確認彼等在本集團的管理、決策和所有重大決定中一致行動。於2023年12月7日，本公司宣佈，Wise Approach、Creative Pioneer及Sail Far各自不再受一致行動人士協議約束，而馬先生及李先生將繼續受在本集團的管理及營運中彼此一致行動的一致行動人士協議約束。

- (3) Lucky Seven Healthcare Co., Ltd. (“**Lucky Seven**”) beneficially owns 57,000,000 Shares of the Company and is a limited liability company incorporated in the BVI. As of the date of this annual report, Lucky Seven was owned as to approximately 0.02% by Simul International Holdings Limited (the “**Simul**”), a wholly-owned company incorporated in BVI of Mr. Ma, 21.93% by Salutem Holdings Limited and 78.05% by Hygeia Investment Holdings Limited (“**Hygeia**”), both of which are the holding companies pursuant to the family trust of Mr. Ma respectively. As such, under the SFO, each of Simul and Mr. Ma is deemed to be interested in the equity interest held by Lucky Seven.

Spire-succession Limited (“**Spire-succession**”) beneficially owns 40,000,000 Shares of the Company and is a limited liability company incorporated in the BVI. As of the date of this annual report, Spire-succession was owned as to approximately 0.0002% by Shining-succession Limited (“**Shining-succession**”), a wholly-owned company incorporated in BVI of Mr. Li and 99.9998% by Sper-succession Holdings Limited (“**Sper-succession**”), a holding company pursuant to the family trust of Mr. Li, respectively. As such, under the SFO, each of Shining-succession and Mr. Li is deemed to be interested in the equity interest held by Spire-succession.

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

- (3) Lucky Seven Healthcare Co., Ltd. (「**Lucky Seven**」) 實益擁有57,000,000股本公司股份，為英屬處女群島註冊成立的有限公司。截至本年報日期，根據馬先生的家族信託，Lucky Seven由Simul International Holdings Limited (「**Simul**」) (一家由馬先生於英屬處女群島註冊成立的全資公司)、Salutem Holdings Limited及Hygeia Investment Holdings Limited (「**Hygeia**」) (後兩家公司均為控股公司)分別擁有約0.02%、21.93%及78.05%權益。因此，根據《證券及期貨條例》，Simul及馬先生各自被視為於Lucky Seven持有的股權中擁有權益。

Spire-succession Limited (「**Spire-succession**」) 實益擁有40,000,000股本公司股份，為英屬處女群島註冊成立的有限公司。截至本年報日期，根據李先生的家族信託，Spire-succession由Shining-succession Limited (「**Shining-succession**」) (一家由李先生於英屬處女群島註冊成立的全資公司)及Sper-succession Holdings Limited (「**Sper-succession**」) (一家控股公司)分別擁有約0.0002%及99.9998%權益。因此，根據《證券及期貨條例》，Shining-succession及李先生各自被視為於Spire-succession持有的股權中擁有權益。

除上文所披露者外，於2025年12月31日，本公司董事概無於本公司或其任何相聯法團（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分部須知會本公司及聯交所的任何權益或淡倉（包括根據《證券及期貨條例》的有關條文被當作或視為擁有的權益及淡倉），或根據《證券及期貨條例》第352條須記錄於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' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at December 31, 2025, to the best knowledge of the Directors or chief executives of the Company, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Interests in Shares and underlying Shares of the Company

主要股東於股份及相關股份的權益及淡倉

於2025年12月31日，據本公司董事或最高行政人員所深知，下列人士（並非本公司董事或最高行政人員）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分部條文須向本公司披露並記錄於本公司根據《證券及期貨條例》第336條須存置的登記冊的權益或淡倉：

於本公司股份及相關股份的權益

Name of Shareholder 股東姓名／名稱	Capacity/Nature of interest 身份／權益性質	Total number of Shares/ underlying Shares held ⁽¹⁾ 所持股份／ 相關股份總數 ⁽¹⁾	Approximate percentage of shareholding interest in the Company (%) ⁽¹⁾ 佔本公司股權的 概約百分比(%) ⁽¹⁾
Mr. Ma ⁽³⁾⁽⁴⁾⁽⁵⁾ 馬先生 ⁽³⁾⁽⁴⁾⁽⁵⁾	Interest in controlled corporation; interest held jointly with another person 於受控法團的權益； 與另一人士共同持有的權益	97,000,000	12.67%
Mr. Li ⁽³⁾⁽⁴⁾⁽⁵⁾ 李先生 ⁽³⁾⁽⁴⁾⁽⁵⁾	Interest in controlled corporation; interest held jointly with another person 於受控法團的權益； 與另一人士共同持有的權益	97,000,000	12.67%
Wise Approach ⁽³⁾	Beneficial owner 實益擁有人	40,410,926	5.28%
Lucky Seven ⁽⁴⁾	Beneficial owner 實益擁有人	57,000,000	7.45%
Simul ⁽⁴⁾	Interest in controlled corporation 於受控法團的權益	57,000,000	7.45%
Spire-succession ⁽⁵⁾	Beneficial owner 實益擁有人	40,000,000	5.22%
Shining-succession ⁽⁵⁾	Interest in controlled corporation 於受控法團的權益	40,000,000	5.22%
Tencent Mobility Limited ⁽⁶⁾ ("Tencent Mobility")	Beneficial owner 實益擁有人	168,266,382	21.98%

Name of Shareholder 股東姓名／名稱	Capacity/Nature of interest 身份／權益性質	Total number of Shares/ underlying Shares held ⁽¹⁾ 所持股份／ 相關股份總數 ⁽¹⁾	Approximate percentage of shareholding interest in the Company (%) ⁽¹⁾ 佔本公司股權的 概約百分比 (%) ⁽¹⁾
TPP Follow-on I Holding H Limited ⁽⁶⁾ ("TPP Follow-on")	Beneficial owner 實益擁有人	40,852,974	5.34%
Tencent ⁽⁶⁾ 騰訊 ⁽⁶⁾	Interest in controlled corporation 於受控法團的權益	209,119,356	27.32%
Eight Roads Investments ⁽⁷⁾	Beneficial interest; interest in controlled corporation 實益權益；於受控法團的權益	59,329,899	7.75%
Impresa Fund III Limited Partnership ⁽⁷⁾	Beneficial interest; interest in controlled corporation 實益權益；於受控法團的權益	53,194,366	6.95%
Impresa Management LLC ⁽⁷⁾	Interest in controlled corporation 於受控法團的權益	53,327,609	6.97%
Abigail P. Johnson ⁽⁷⁾	Interest in controlled corporation 於受控法團的權益	53,327,609	6.97%
Edward C. Johnson IV ⁽⁷⁾	Interest in controlled corporation 於受控法團的權益	53,327,609	6.97%
FMR LLC ⁽⁷⁾	Interest in controlled corporation 於受控法團的權益	53,327,609	6.97%
Mr. Jimmy Ching-Hsin Chang ⁽⁸⁾ 章經鑫先生 ⁽⁸⁾	Interest in controlled corporation 於受控法團的權益	38,982,854	5.09%
Jeneration Group Limited	Interest in controlled corporation 於受控法團的權益	38,982,854	5.09%
Ms. Leung Catherine Ho Yan 梁可欣女士	Interest of spouse 配偶權益	38,982,854	5.09%
Purple Panther	Interest in controlled corporation 於受控法團的權益	38,982,854	5.09%
ARK Trust (Hong Kong) Limited	Trustee 受託人	40,410,926	5.28%

Notes:

- (1) All interests stated are long positions.
- (2) The table above assumes the Preferred Shares will be automatically converted into Ordinary Shares of par value US\$0.0001 each upon completion of the Global Offering.
- (3) On December 7, 2023, the Company announced that each of Wise Approach, Creative Pioneer and Sail Far is no longer intended to be bound by the concert party agreement, while Mr. Ma and Mr. Li will continue to be bound by the concert party agreement acting in concert with each other in the management and operation of the Group.
- (4) Lucky Seven beneficially owns 57,000,000 Shares. As of the date of this annual report, Lucky Seven was owned as to approximately 0.02% by Simul, a wholly-owned company incorporated in BVI of Mr. Ma, 21.93% by Salutem Holdings Limited and 78.05% by Hygeia, both of which are the holding companies pursuant to the family trust of Mr. Ma respectively. As such, under the SFO, each of Simul and Mr. Ma is deemed to be interested in the equity interest held by Lucky Seven.
- (5) Spire-succession beneficially owns 40,000,000 Shares. As of the date of this annual report, Spire-succession was owned as to approximately 0.0002% by Shining-succession, a wholly-owned company incorporated in BVI of Mr. Li and 99.9998% by Sper-succession, a holding company pursuant to the family trust of Mr. Li, respectively. As such, under the SFO, each of Shining-succession and Mr. Li is deemed to be interested in the equity interest held by Spire-succession.
- (6) Tencent Mobility beneficially owns 168,266,382 Shares of the Company and is a limited liability company incorporated under the laws of Hong Kong, which is a wholly-owned subsidiary of Tencent. TPP Follow-on beneficially owns 40,852,974 Shares of the Company and is a limited liability company incorporated under the laws of the Cayman Islands, which is controlled by Tencent. As such, under the SFO, Tencent is deemed to be interested in the equity interest held by each of Tencent Mobility and TPP Follow-on.

附註：

- (1) 所述所有權益均為好倉。
- (2) 上表假設優先股將於全球發售完成後自動轉換成每股面值0.0001美元的普通股。
- (3) 於2023年12月7日，本公司宣佈，Wise Approach、Creative Pioneer及Sail Far各自不再受一致行動人士協議約束，而馬先生及李先生將繼續受在本集團的管理及營運中彼此一致行動的一致行動人士協議約束。
- (4) Lucky Seven實益擁有57,000,000股股份。截至本年報日期，根據馬先生的家族信託，Lucky Seven由Simul（一家由馬先生於英屬處女群島註冊成立的全資公司）、Salutem Holdings Limited及Hygeia（後兩家公司均為控股公司）分別擁有約0.02%、21.93%及78.05%權益。因此，根據《證券及期貨條例》，Simul及馬先生均被視為於Lucky Seven持有的股權中擁有權益。
- (5) Spire-succession實益擁有40,000,000股股份。截至本年報日期，根據李先生的家族信託，Spire-succession分別由Shining-succession（一家由李先生於英屬處女群島註冊成立的全資公司）及Sper-succession（一家控股公司）分別擁有約0.0002%及99.9998%權益。因此，根據《證券及期貨條例》，Shining-succession及李先生均被視為於Spire-succession持有的股權中擁有權益。
- (6) Tencent Mobility實益擁有168,266,382股本公司股份，為根據香港法律註冊成立的有限公司，並為騰訊的全資附屬公司。TPP Follow-on實益擁有40,852,974股本公司股份，為根據開曼群島法律註冊成立的有限公司，並由騰訊控制。因此，根據《證券及期貨條例》，騰訊被視為於Tencent Mobility及TPP Follow-on各自持有的股權中擁有權益。

(7) Eight Roads Investments directly holds 24,213,249 Shares. In addition, it has more than one-third interest in each of Asia Ventures III L.P., ERVC Healthcare IV L.P. and F-Prime Capital Partners Healthcare Fund IV LP as a limited partner. Therefore, under the SFO, Eight Roads Investments is deemed to be interested in the 10,523,972 Shares directly held by Asia Ventures III L.P., 12,748,851 Shares directly held by ERVC Healthcare IV L.P. and 11,843,827 Shares directly held by F-Prime Capital Partners Healthcare Fund IV LP respectively.

Eight Roads Holdings Limited is the sole shareholder of Eight Roads Investments. In addition, Eight Roads GP is indirectly wholly owned by Eight Roads Holdings Limited and Eight Roads GP is the general partner of Asia Partners III LP and ERVC Healthcare Advisors IV LP. Therefore, under the SFO, Eight Roads Holdings Limited is deemed to be interested in the 334,952 Shares directly held by Asia Partners III LP, 286,849 Shares directly held by ERVC Healthcare Advisors IV LP and 59,329,899 Shares in which Eight Roads Investments is interested.

Eight Roads Holdings Limited is owned as to more than one-third by Eight Roads Shareholdings Limited and Pandanus Partners L.P., whose general partner is Pandanus Associates Inc. Therefore, under the SFO, each of Eight Roads Shareholdings Limited, Pandanus Partners L.P. and Pandanus Associates Inc. is deemed to be interested in the Shares in which Eight Roads Holdings Limited is interested.

Impresa Fund III Limited Partnership directly holds 29,711,774 Shares. In addition, it has more than one-third interest in each of Asia Ventures III L.P., ERVC Healthcare IV L.P. and F-Prime Capital Partners Healthcare Fund IV LP as a limited partner. Therefore, under the SFO, Impresa Fund III Limited Partnership is deemed to be interested in the 10,523,942 Shares directly held by Asia Ventures III L.P., 12,748,851 Shares directly held by ERVC Healthcare IV L.P. and 11,843,827 Shares directly held by F-Prime Capital Partners Healthcare Fund IV LP respectively.

(7) Eight Roads Investments 直接持有 24,213,249 股股份。此外，其作為有限合夥人於 Asia Ventures III L.P.、ERVC Healthcare IV L.P. 及 F-Prime Capital Partners Healthcare Fund IV LP 各自擁有超過三分之一的權益。因此，根據《證券及期貨條例》，Eight Roads Investments 被視為分別於 Asia Ventures III L.P. 直接持有的 10,523,972 股股份、ERVC Healthcare IV L.P. 直接持有的 12,748,851 股股份及 F-Prime Capital Partners Healthcare Fund IV LP 直接持有的 11,843,827 股股份中擁有權益。

Eight Roads Holdings Limited 為 Eight Roads Investments 的唯一股東。此外，Eight Roads GP 由 Eight Roads Holdings Limited 間接全資擁有，而 Eight Roads GP 為 Asia Partners III LP 及 ERVC Healthcare Advisors IV LP 的普通合夥人。因此，根據《證券及期貨條例》，Eight Roads Holdings Limited 被視為於 Asia Partners III LP 直接持有的 334,952 股股份、ERVC Healthcare Advisors IV LP 直接持有的 286,849 股股份及 Eight Roads Investments 擁有權益的 59,329,899 股股份中擁有權益。

Eight Roads Holdings Limited 由 Eight Roads Shareholdings Limited 及 Pandanus Partners L.P.（兩者的普通合夥人為 Pandanus Associates Inc.）擁有超過三分之一的權益。因此，根據《證券及期貨條例》，Eight Roads Shareholdings Limited、Pandanus Partners L.P. 及 Pandanus Associates Inc. 各自被視為於 Eight Roads Holdings Limited 擁有權益的股份中擁有權益。

Impresa Fund III Limited Partnership 直接持有 29,711,774 股股份。此外，其作為有限合夥人於 Asia Ventures III L.P.、ERVC Healthcare IV L.P. 及 F-Prime Capital Partners Healthcare Fund IV LP 各自擁有超過三分之一的權益。因此，根據《證券及期貨條例》，Impresa Fund III Limited Partnership 被視為於 Asia Ventures III L.P. 直接持有的 10,523,942 股股份、ERVC Healthcare IV L.P. 直接持有的 12,748,851 股股份及 F-Prime Capital Partners Healthcare Fund IV LP 直接持有的 11,843,827 股股份中擁有權益。

Impresa Management LLC is the general partner of Impresa Fund III Limited Partnership. Therefore, under the SFO, it is deemed to be interested in the 53,194,366 Shares in which Impresa Fund III Limited Partnership is interested. In addition, Impresa Management LLC is the managing member of Impresa Holdings LLC, which is the general partner of F-Prime Capital Partners Healthcare Advisors Fund IV LP. Therefore, under the SFO, Impresa Management LLC is also deemed to be interested in the 133,243 Shares directly held by F-Prime Capital Partners Healthcare Advisors Fund IV LP.

Impresa Management LLC is controlled (as defined under the SFO) by each of Abigail P. Johnson and Edward C. Johnson IV and owned, directly or indirectly, by various shareholders and employees of FMR LLC. Therefore, each of Abigail P. Johnson, Edward C. Johnson IV and FMR LLC is deemed to be interested in the Shares in which Impresa Management LLC is interested.

- (8) JenCap RX and JenCap RX Partners L.P. beneficially owns 10,938,935 and 20,929,205 Shares of the Company.

JenCap RX, a company incorporated in Cayman Islands, is wholly owned by Jeneration Capital Partners II L.P., a Cayman Islands limited partnership of which Jeneration Capital GP II is the general partner. As such, under the SFO, Jeneration Capital GP II is deemed to be interested in the equity interest held by JenCap RX. Jeneration Capital GP II is ultimately controlled by Mr. Jimmy Ching-Hsin Chang. As such, under the SFO, Mr. Jimmy Ching-Hsin Chang is deemed to be interested in the equity interest held by JenCap RX. JenCap RX Partners L.P. is a Cayman Islands limited partnership of which JenCap RX GP is the general partner. As such, under the SFO, JenCap RX GP is deemed to be interested in the equity interest held by JenCap RX Partners L.P. JenCap RX GP is ultimately controlled by Mr. Jimmy Ching-Hsin Chang. As such, under the SFO, Mr. Jimmy Ching-Hsin Chang is deemed to be interested in the equity interest held by JenCap RX Partners L.P.

Purple Panther, a company incorporated in Cayman Islands, is owned by Jeneration Group Limited, a company incorporated in Cayman Islands. Jeneration Group Limited is owned by, including JenCap RX and JenCap RX Partners L.P..

Ms. Catherine Ho Yan Leung is the spouse of Mr. Jimmy Ching-Hsin Chang. By virtue of the SFO, Ms. Catherine Ho Yan Leung is deemed to be interested in all the Shares held by Mr. Jimmy Ching-Hsin Chang.

Impresa Management LLC is Impresa Fund III Limited Partnership's general partner. Therefore, under the SFO, it is deemed to be interested in the 53,194,366 Shares in which Impresa Fund III Limited Partnership is interested. In addition, Impresa Management LLC is the managing member of Impresa Holdings LLC, which is the general partner of F-Prime Capital Partners Healthcare Advisors Fund IV LP. Therefore, under the SFO, Impresa Management LLC is also deemed to be interested in the 133,243 Shares directly held by F-Prime Capital Partners Healthcare Advisors Fund IV LP.

Impresa Management LLC is controlled (as defined under the SFO) by each of Abigail P. Johnson and Edward C. Johnson IV and owned, directly or indirectly, by various shareholders and employees of FMR LLC. Therefore, each of Abigail P. Johnson, Edward C. Johnson IV and FMR LLC is deemed to be interested in the Shares in which Impresa Management LLC is interested.

- (8) JenCap RX and JenCap RX Partners L.P. beneficially owns 10,938,935 and 20,929,205 Shares of the Company.

JenCap RX, a company incorporated in Cayman Islands, is wholly owned by Jeneration Capital Partners II L.P., a Cayman Islands limited partnership of which Jeneration Capital GP II is the general partner. As such, under the SFO, Jeneration Capital GP II is deemed to be interested in the equity interest held by JenCap RX. Jeneration Capital GP II is ultimately controlled by Mr. Jimmy Ching-Hsin Chang. As such, under the SFO, Mr. Jimmy Ching-Hsin Chang is deemed to be interested in the equity interest held by JenCap RX. JenCap RX Partners L.P. is a Cayman Islands limited partnership of which JenCap RX GP is the general partner. As such, under the SFO, JenCap RX GP is deemed to be interested in the equity interest held by JenCap RX Partners L.P. JenCap RX GP is ultimately controlled by Mr. Jimmy Ching-Hsin Chang. As such, under the SFO, Mr. Jimmy Ching-Hsin Chang is deemed to be interested in the equity interest held by JenCap RX Partners L.P.

Purple Panther, a company incorporated in Cayman Islands, is owned by Jeneration Group Limited, a company incorporated in Cayman Islands. Jeneration Group Limited is owned by, including JenCap RX and JenCap RX Partners L.P..

Ms. Catherine Ho Yan Leung is the spouse of Mr. Jimmy Ching-Hsin Chang. By virtue of the SFO, Ms. Catherine Ho Yan Leung is deemed to be interested in all the Shares held by Mr. Jimmy Ching-Hsin Chang.

Save as disclosed above, as at December 31, 2025, the Company had not been notified by any other persons (other than the Directors of the Company) who had an interest or short position in the Shares or underlying Shares of the Company which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which were required to be entered in the register required to be kept by the Company pursuant to Section 336 of the SFO.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as otherwise disclosed in this annual report, at no time during the year, was the Company or any of 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.

ISSUANCE OF DEBENTURES

During the year ended December 31, 2025, no issuance of debentures was made by the Company.

DIRECTORS' INTERESTS IN COMPETING BUSINESSES

To the knowledge of the Board, none of the Directors or their associates had any interests in any business which competes or is likely to compete, directly or indirectly, with the businesses of the Group for the year ended December 31, 2025.

RELATED PARTY TRANSACTIONS

Details of the related party transactions entered into by the Company during the year ended December 31, 2025 are set out in note 36 to the consolidated financial statements.

During the year ended December 31, 2025, save for the transactions as set out above and note 36 to the consolidated financial statements for which the relevant disclosure requirements under Chapter 14A of the Listing Rules have been complied with, no other related party transactions listed in note 36 to the consolidated financial statements constituted a connected transaction or continuing connected transaction under Chapter 14A of the Listing Rules. Save as disclosed in this annual report, the Group had not entered into any connected transaction which was required to be disclosed under the Listing Rules.

除上文所披露者外，於2025年12月31日，概無任何其他人士（本公司董事除外）知會本公司，彼等於本公司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分部須予披露或須記入本公司根據《證券及期貨條例》第336條須存置的登記冊的權益或淡倉。

董事購買股份或債權證的權利

除本年報另有披露者外，於年內任何時間，本公司或其任何附屬公司概無訂立任何安排，致使董事可藉收購本公司或任何其他法人團體的股份或債權證而獲益，且概無董事或彼等的任何配偶或未滿18歲的子女獲授任何權利以認購本公司或任何其他法人團體的股本或債務證券，或已行使任何該等權利。

發行債權證

截至2025年12月31日止年度，本公司並無發行債權證。

董事於競爭業務的權益

就董事會所知，截至2025年12月31日止年度，概無董事或彼等的聯繫人於與本集團業務直接或間接競爭或可能競爭的任何業務中擁有任何權益。

關聯方交易

本公司於截至2025年12月31日止年度訂立的關聯方交易詳情載於合併財務報表附註36。

截至2025年12月31日止年度，除上文及合併財務報表附註36所載交易已遵守上市規則第14A章項下的相關披露規定外，合併財務報表附註36所列其他關聯方交易概無構成上市規則第14A章項下的關連交易或持續關連交易。除本年報所披露者外，本集團並無訂立任何根據上市規則須予披露的關連交易。

CONTRACTUAL ARRANGEMENTS

Due to regulatory restrictions on foreign ownership in China, the Group conducts online insurance brokerage service as part of its Health Insurance Services business through the Consolidated Affiliated Entities in China. As of the date of this annual report, the Company indirectly held 50% of equity interests in the Consolidated Affiliated Entities, but effectively control the Consolidated Affiliated Entities and are able to derive substantially all of their economic benefits through the New Contractual Arrangements.

For details, please refer to the section headed “Continuing Connected Transactions – Contractual Arrangements” in this annual report.

DIRECTORS’ INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

No Director or an entity connected with a Director was materially interested, either directly or indirectly, in any transaction, arrangement or contract which is significance in relation to the business of the Group to which the Company or any of its subsidiaries or fellow subsidiaries was a party subsisting during the year ended December 31, 2025 or at the end of the year ended December 31, 2025.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year ended December 31, 2025 between the Company and a person other than a Director or any person engaged in the full-time employment of the Company.

DIRECTORS’ PERMITTED INDEMNITY PROVISION

The Company has arranged appropriate insurance cover for Directors’ and officers’ liabilities in respect of legal actions arising out of corporate activities against the Directors and officers of the Company and its associated companies during the year ended December 31, 2025 as at the date of this annual report.

Except for such insurances, at no time during the year and up to the date of this annual report, there was or is, any permitted indemnity provision being in force for the benefit of any of the directors of the Company or associated companies.

合約安排

由於中國對外資所有權的監管限制，本公司通過在中國的綜合聯屬實體開展互聯網保險經紀服務，作為其商業醫療保險服務業務的一部分。截至本年報日期，本公司間接持有綜合聯屬實體的50%股權，但有效控制綜合聯屬實體，且能夠通過新合約安排獲得其絕大部分經濟利益。

有關詳情，請參閱本年報「持續關連交易－合約安排」一節。

董事於重大交易、安排或合約的權益

概無董事或與董事有關連的實體於本公司或其任何附屬公司或同系附屬公司訂立而於截至2025年12月31日止年度或截至2025年12月31日止年度末存續且對本集團業務而言屬重大的任何交易、安排或合約中直接或間接擁有重大權益。

管理合約

截至2025年12月31日止年度，本公司與董事以外的人士或從事本公司全職工作的任何人士概無訂立或存在有關本公司全部或任何重大部分業務的管理及行政合約。

董事獲准許的彌償條文

於截至2025年12月31日止年度，於本年報日期，本公司已就因公司活動而對董事以及本公司及其聯營公司的高級職員面對的法律訴訟，為董事及高級職員的責任安排適當的保險。

除該等保險外，於年內任何時間及直至本年報日期，概無為本公司或聯營公司的任何董事的利益而生效的任何獲准許的彌償條文。

STAFF, EMOLUMENT POLICY AND DIRECTORS' REMUNERATION

The Directors' remuneration is determined with reference to the relevant Director's experience and qualifications, level of responsibility, performance and the time devoted to the business of the Group, and the prevailing market conditions.

In compliance with the relevant PRC labor laws, the Group enters into individual employment contracts with its employees covering matters such as terms, wages, bonuses, employee benefits, workplace safety, confidentiality obligations, non-competition and grounds for termination. The remuneration package of its employees includes salary and bonus, which are generally based on their qualifications, industry experience, position and performance. The Company considers the remuneration package of its employees to be competitive among our domestic competitors. The Company, by itself or through third-party human resource agencies, make contributions to social insurance and housing provident funds for its employees as required by the applicable PRC laws and regulations, and did not have any material non-compliance in this regard during the year ended December 31, 2025.

The Remuneration and Appraisal Committee was set up for reviewing the Group'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.

Details of the emoluments of the Directors and five highest paid individuals for the year ended December 31, 2025, are set out in note 10 and note 11 to the consolidated financial statements, respectively.

None of the Directors waived or agreed to waive any remuneration and there were no emoluments paid by the Group to any of the Directors or the five highest paid individuals as an inducement to join, or upon joining the Group, or as compensation for loss of office.

The table below shows the emolument of senior management by band:

員工、薪酬政策及董事薪酬

董事薪酬乃參考有關董事的經驗及資歷、責任水平、表現及投入本集團業務的時間以及現行市況而釐定。

根據中國相關勞動法，本集團與僱員訂立個別僱傭合約，涵蓋條款、工資、花紅、僱員福利、工作場所安全、保密義務、不競爭及終止理由等事宜。僱員的薪酬待遇包括薪金及花紅，一般按彼等的資歷、行業經驗、職位及表現釐定。本公司認為僱員的薪酬待遇在國內競爭對手中具有競爭力。本公司自行或透過第三方人力資源機構為僱員按中國適用法律及法規的規定作出社會保險及住房公積金供款，於截至2025年12月31日止年度在此方面並無任何重大不合規情況。

薪酬及評估委員會已予成立，以檢討本集團全體董事及高級管理層的薪酬政策及架構，並設立正規且透明的程序以制定薪酬政策。

截至2025年12月31日止年度，董事及五名最高薪人士的薪酬詳情分別載於合併財務報表附註10及附註11。

概無董事放棄或同意放棄任何酬金，而本集團亦無向任何董事或五名最高薪人士支付酬金，作為加入本集團或於加入本集團時的獎勵或離職補償。

下表列示高級管理層按級別劃分的薪酬：

The table below shows the emolument of senior management by band for the year ended December 31, 2025:

下表列示截至2025年12月31日止年度高級管理層按範圍劃分的薪酬：

Emoluments bands in Hong Kong Dollars ("HK\$")	以港元（「港元」） 計值的薪酬範圍	Number of Individuals 人數
HK\$2,000,001 to HK\$2,500,000	2,000,001港元至2,500,000港元	2

SHARE SCHEMES

股份計劃

2017 Plan

2017年計劃

The Company has adopted the amended and restated 2017 global share plan (the "2017 Plan").

本公司已採納經修訂及經重列2017年全球股份計劃（「2017年計劃」）。

The purpose of 2017 Plan is to attract and retain the best available personnel for positions of substantial responsibility, to provide additional incentives to selected employees, Directors, and consultants and to promote the success of our Company's business. The 2017 Plan permits the grant of options and share purchase rights as the Administrator may determine.

2017年計劃旨在吸引及挽留最稱職的重要職位人員，向選定僱員、董事及顧問提供額外獎勵，並促進本公司業務的成功。2017年計劃允許授出管理人可能釐定的購股權及股份購買權。

The participants of 2017 Plan include employees, directors or consultants of our Group. The administrator may, from time to time, select from among all eligible individuals to whom awards in the form of options, share purchase rights, will be granted and will determine the nature and amount of each option.

2017年計劃的參與者包括本集團的僱員、董事或顧問。管理人可不時從所有合資格人士中選擇將獲授購股權、股份購買權形式的獎勵的人士，並將釐定每份購股權的性質及金額。

The maximum aggregate number of Shares that may be issued under the 2017 Plan shall be determined by meetings of Shareholders of the Company from time to time. The Company did not and will not grant further 2017 Plan Options after the Listing. The Shares may be authorized but unissued or reacquired Shares. The number of Shares that are subject to awards outstanding under the 2017 Plan at any time shall not exceed the aggregate number of Shares that then remain available for issuance under the 2017 Plan. The Company, during the term of the 2017 Plan, shall at all times reserve and keep available sufficient Shares to satisfy the requirements of outstanding awards granted under the 2017 Plan.

根據2017年計劃可能發行的最高股份總數將由本公司不時召開的股東大會釐定。本公司於上市後不曾及將不會進一步授出2017年計劃購股權。股份可能為法定但未發行或購回股份。根據2017年計劃於任何時間尚未行使的獎勵所涉及的股份數目不得超過當時根據2017年計劃可供發行的股份總數。於2017年計劃期限內，本公司須隨時保留及維持足夠股份以滿足根據2017年計劃授出的尚未行使獎勵的要求。

The 2017 Plan commenced on January 5, 2018 and shall continue in effect for a term of ten years. At the end of the Reporting Period, the remaining life of the Share Award Scheme shall be approximately two (2) years. Termination of the 2017 Plan shall not affect the administrator's ability to exercise the powers granted to it hereunder with respect to awards granted under the 2017 Plan prior to the date of such termination. No Shares shall be issued or sold under the 2017 Plan after the termination thereof, except upon exercise of an Award granted prior to the termination of the 2017 Plan.

2017年計劃於2018年1月5日開始，有效期為十年。於報告期末，股份獎勵計劃的餘下年期約為兩(2)年。終止2017年計劃不會影響管理人於有關終止日期前就根據2017年計劃授出的獎勵行使其據此獲授權力的能力。於2017年計劃終止後，不得根據2017年計劃發行或出售任何股份，惟於2017年計劃終止前授出的獎勵獲行使時除外。

As of December 31, 2025, the Company had (i) issued most of the underlying Shares of the 2017 Plan Options to Creative Pioneer and Wise Approach before the Listing, respectively, and (ii) 5,550,620 outstanding 2017 Plan Options, representing approximately 0.74% of the total number of Shares (excluding treasury Shares) in issue. During the Reporting Period, the number of Shares underlying the outstanding 2017 Plan Options divided by the weighted average number of total Shares in issue during the Reporting Period is approximately 0.92%. All the outstanding 2017 Plan Options were granted between January 31, 2018 and October 18, 2022 (both days inclusive) and the Company did not and will not grant further 2017 Plan Options after the Listing. Subject to the maximum number of underlying Shares may be issued under the 2017 Plan and requirements under the Listing Rules, no maximum entitlement of each participant was set up under the 2017 Plan. The exercise price of the outstanding 2017 Plan Options is between US\$0.018 and US\$0.330. The grantees were not required to pay any consideration for the grant of the outstanding 2017 Plan Options. No 2017 Plan Option was granted during the Reporting Period. As of the date of this annual report, the total number of Shares available for issue under the 2017 Plan is 5,494,620 Shares, representing approximately 0.74% of the total number of Shares (excluding treasury Shares) in issue.

截至2025年12月31日，本公司(i)已於上市前分別向Creative Pioneer及Wise Approach發行2017年計劃購股權的大多數相關股份；及(ii)尚有5,550,620份未行使2017年計劃購股權，佔已發行股份總數（不包括庫存股份）約0.74%。於報告期內，尚未行使2017年計劃購股權相關股份數目除以報告期內已發行股份總數的加權平均值約為0.92%。所有尚未行使2017年計劃購股權已於2018年1月31日至2022年10月18日期間授出（包含首尾兩日），且本公司於上市後並無及將不會授予進一步2017年計劃購股權。受根據2017年計劃可予發行的相關股份數目上限及上市規則的規定所規限，並無根據2017年計劃設定各參與者的最高權利。尚未行使2017年計劃購股權的行使價介乎0.018美元至0.330美元。承授人毋須支付任何代價以獲授予尚未行使的2017年計劃購股權。報告期內概無授出2017年計劃購股權。截至本年報日期，2017年計劃項下可供發行的股份總數為5,494,620股，佔已發行股份總數（不包括庫存股份）的約0.74%。

REPORT OF DIRECTORS 董事會報告

Set out below are details of the movements of the outstanding 2017 Plan Options throughout the Reporting Period:

下文載列於整個報告期內尚未行使的2017年計劃購股權的變動詳情：

Grantees ¹	Outstanding at January 1, 2025	Granted during the Reporting Period	Exercised during the Reporting Period	Exercise price (US\$)	Date of grant	Fair value of per 2017 Plan Options at the date of grant and the accounting standard and policy adopted ³ 每份2017年計劃購股權於授出日期之公平值及採納之會計準則及政策 ³	Vesting schedule	Validity period	Forfeited/Cancelled/Lapsed during the Reporting Period	Outstanding at December 31, 2025	Approximate percentage of total number of Shares in issue as of December 31, 2025
承授人 ¹	於2025年1月1日尚未行使	於報告期內已授予	於報告期內已行使	行使價(美元)	授出日期		歸屬時間表	有效期	於報告期內已沒收/註銷/失效	於2025年12月31日尚未行使	於2025年12月31日佔已發行股份總數的概約百分比
Employees 僱員	6,174,117	–	1,273,000	0.0180-0.3300	–	–	–	10 years 10年	84,397	4,816,720	0.64%
Service providers 服務提供商	804,900	–	71,000	0.0900	–	–	–	10 years 10年	–	733,900	0.10%
Total 總計	6,979,017	–	1,344,000						84,397	5,550,620	0.74%⁴
Exercisable at December 31, 2025 於2025年12月31日可行使										5,495,502	
Weighted average exercise price per share ² 每股加權平均行使價 ²				0.0762					0.1439		

Notes:

1. The grantees of the outstanding 2017 Plan Options include current employees, former employees and external consultants of the Group. None of the grantees of the outstanding 2017 Plan Options are (i) Directors, chief executive or substantial Shareholders of the Company, or their respective associate; (ii) granted and to be granted in excess of the 1% individual limited; and (iii) related entity participant or service provider with 2017 Plan Options granted and to be granted in any 12-month period exceeding 0.1% of the total number of Shares in issue.
2. The exercise price of the share options is subject to adjustment in the case of rights or bonus issues, or other similar changes in the Company's share capital. For details, please refer to note 32 to the financial statements in this annual report.
3. For details of the accounting standard and policy adopted in relation to and the basis of the measurement of fair value of 2017 Plan Options, please refer to notes 2 and 32 to the financial statements in this annual report.
4. The discrepancies between total and sums of amounts listed above are due to rounding.

Further details of the 2017 Plan are set out in the Prospectus.

RSU Scheme

The Company adopted the restricted share unit scheme adopted by the Company in 2021 (the **"RSU Scheme"**).

The purpose of the RSU Scheme is to recognize and motivate the contributions the grantees under the RSU Scheme, provide incentives for them to remain with the Company, and attract suitable personnel for our further development.

Participants of the RSU Scheme include (i) the employees or officers (including executive, non-executive and independent non-executive directors of the Group); (ii) any person or entity (including but not limited to consultants engaged by the company services to the Group) that provides research, development, consultancy and other technical or operational or administrative support to the Group; and (iii) any other persons including former employees who, in the sole opinion of the Remuneration and Appraisal Committee, have contributed or will contribute to the Company or any of its Subsidiaries.

Total number of Shares that may be delivered under the RSU Scheme are 10,004,000 Shares. Subject to the total number of Shares may be delivered under the RSU Scheme and requirements under the Listing Rules, no maximum entitlement of each participant was set up under the RSU Scheme.

The RSU Scheme shall be valid and effective for the period of ten years commencing on the adoption date of the RSU Scheme, after which period no further Awards will be granted. At the end of the Reporting Period, the RSU Scheme has been terminated. In spite of this, the RSU Scheme in all other respects remain in full force and effect and Awards that are granted during the Term may continue to be exercisable in accordance with their terms of issue.

附註：

1. 尚未行使2017年計劃購股權的承授人包括本集團現任僱員、前任僱員及外部顧問。尚未行使2017年計劃購股權的承授人均(i)並非本公司董事、最高行政人員或主要股東或彼等各自的聯繫人；(ii)未獲授出及將授出超過1%個人限額；及(iii)並非於任何12個月期間已獲授及將獲授超過已發行股份總數0.1%的2017年計劃購股權之關聯實體參與者或服務提供商。
2. 購股權的行使價須在供股、紅股發行或本公司股本出現其他類似變動時進行調整。有關詳情，請參閱本年報之財務報表附註32。
3. 有關2017年計劃購股權所採納的會計準則及政策及公平值計量基準的詳情，請參閱本年報財務報表附註2及32。
4. 上述總額與金額總數之間的差異乃由約整所致。

2017年計劃的進一步詳情載於招股章程。

受限制股份單位計劃

本公司已採納本公司於2021年採納的受限制股份單位計劃（「**受限制股份單位計劃**」）。

受限制股份單位計劃旨在認可及激勵受限制股份單位計劃項下的承授人作出的貢獻，激勵彼等留任本公司，並為我們的進一步發展吸引合適的人員。

受限制股份單位計劃的參與者包括(i)僱員或高級人員（包括本集團執行、非執行及獨立非執行董事）；(ii)向本集團提供研究、開發、諮詢及其他技術或營運或行政支援的任何人士或實體（包括但不限於本公司委聘向本集團提供服務的顧問）；及(iii)薪酬及評估委員會全權認為曾經或將會對本公司或其任何附屬公司作出貢獻的任何其他人士（包括前僱員）。

根據受限制股份單位計劃可予交付的股份總數為10,004,000股股份。受根據受限制股份單位計劃可予交付的股份總數及上市規則的規定所規限，並無根據受限制股份單位計劃設定各參與者的最高權利。

受限制股份單位計劃將自受限制股份單位計劃採納日期起計十年期間有效及生效，於該期間後將不會進一步授出獎勵。於報告期末，受限制股份單位計劃已終止。儘管如此，受限制股份單位計劃在所有其他方面仍具有十足效力及作用，而於期限內授出的獎勵可繼續根據其發行條款行使。

Further details of the RSU Scheme are set out in the Prospectus.

As of December 31, 2025, all of the RSUs under the RSU Scheme, representing a total of 10,004,000 underlying Shares, representing approximately 1.33% of the total number of Shares (excluding treasury Shares) in issue had been granted before the Listing to Mr. ZHOU Teng. During the Reporting Period, 6,502,600 underlying Shares were vested to Mr. ZHOU Teng, with no underlying Shares remaining outstanding as of December 31, 2025.

Set out below are details of the movements of the outstanding RSUs throughout the Reporting Period:

Grantee	Outstanding at January 1, 2025	Granted during the Reporting Period	Vested during the Reporting Period	Purchase price	Date of grant	Fair value at the date of grant and the accounting standard and policy adopted	Vesting schedule	Forfeited/ Cancelled / Lapsed during the Reporting Period	Outstanding at December 31, 2025	Approximate percentage of total number of Shares in issue as of December 31, 2025
承授人	於2025年1月1日尚未行使	於報告期內已授予	於報告期內已歸屬	購買價	授出日期	於授出日期之公平值及採納之會計準則及政策	歸屬時間表	於報告期內沒收/註銷/失效	於2025年12月31日尚未行使	佔截至2025年12月31日已發行股份總數概約百分比
ZHOU Teng 周騰	6,502,600	-	6,502,600	-	-	-	-	-	-	-

As of the date of this annual report, all of the RSUs under the RSU Scheme, representing a total of 10,004,000 underlying Shares had been duly vested, no underlying Shares remaining outstanding. Pursuant to the RSU Scheme, on August 18, 2025, by considering that all the underlying Shares under the RSU Scheme have been duly vested pursuant to the RSU Scheme and the trustee did not hold any funds or properties, the Board resolved to early terminate (i) the RSU Scheme, (ii) the trustee appointment, and (iii) the trust arrangement which were set up pursuant to the RSU Scheme previously. All Shares required for the satisfaction of the RSU Scheme has already been issued and no new Shares will be issued for the purpose of the Scheme.

2023 Share Award Scheme

The Company adopted the 2023 Share Award Scheme (“**2023 Scheme**”) on August 30, 2023.

The purpose of the 2023 Scheme is to recognize the contributions by certain eligible participants and to provide them with incentives in order to retain them for the continual operation and development of the Group and to attract suitable personnel for further development of the Group.

受限制股份單位計劃的進一步詳情載於招股章程。

截至2025年12月31日，受限制股份單位計劃下的所有受限制股份單位（即合共10,004,000股相關股份，佔已發行股份總數（不包括庫存股份）約1.33%）於上市前均已授予周騰先生。於報告期內，6,502,600股相關股份歸屬於周騰先生，截至2025年12月31日，並無相關股份尚未行使。

下文載列於整個報告期內尚未行使的受限制股份單位的變動詳情：

截至本年報日期，根據受限制股份單位計劃發行的所有受限制股份單位已悉數歸屬，涉及合共10,004,000股相關股份，目前並無任何相關股份尚未歸屬。根據受限制股份單位計劃，鑒於受限制股份單位計劃項下所有相關股份已根據受限制股份單位計劃正式歸屬，且受託人並無持有任何資金或財產，董事會於2025年8月18日決議提前終止(i)受限制股份單位計劃、(ii)受託人委任，及(iii)先前根據受限制股份單位計劃設立的信託安排。滿足受限制股份單位計劃所需的所有股份均已獲發行，因此將不會就該計劃發行任何新股份。

2023年股份獎勵計劃

本公司已於2023年8月30日採納2023年股份獎勵計劃（「**2023年計劃**」）。

2023年計劃旨在認可若干合資格參與者之貢獻，並為彼等提供獎勵，以挽留彼等為本集團之持續經營及發展作出貢獻及吸引合適人才推動本集團之進一步發展。

Eligible participants under the 2023 Scheme include (i) directors and employees (including full-time employees and part-time employees) of the Company or any of its Subsidiaries (including persons who are granted awards under the 2023 Scheme as an inducement to enter into employment contracts with these companies); (ii) directors and employees of the holding companies, fellow Subsidiaries or associated companies of the Company; and (iii) persons who provide services to the Company and/or its Subsidiaries on a continuing or recurring basis in its ordinary and usual course of business which are in the interests of the long-term growth of the Company and/or its Subsidiaries, for the avoidance of doubt, such service provider may not include placing agents or financial advisers providing advisory services for fundraising, mergers or acquisitions, as well as professional service providers such as auditors or valuers who provide assurance, or are required to perform their services with impartiality and objectivity.

Subject to any early termination by the Board, the 2023 Scheme shall continue in effect for a term of ten years from the Adoption Date (i.e. August 20, 2023), after which no further awards will be granted. At the end of the Reporting Period, the remaining life of the Share Award Scheme shall be approximately seven (7) years.

The Administrator shall not make any further award of awarded shares which will result in the aggregate number of the shares awarded exceeding 3% of the issued share capital of the Company as at the Adoption Date. On March 19, 2024, the maximum aggregate number of the shares awarded under the 2023 Scheme was increased from 3% of the issued share capital of the Company as at the Adoption Date to 5% of the issued share capital of the Company as at the Adoption Date. On October 21, 2024, the maximum aggregate number of the shares awarded under the 2023 Scheme was increased from 5% of the issued share capital of the Company as at the Adoption Date to 8% of the issued share capital of the Company as at the Adoption Date (representing approximately 8.27% of the issued share capital (excluding treasury Shares) of the Company as at the date of this annual report). The maximum number of shares which may be awarded to a selected participant under the 2023 Scheme shall not exceed 1% of the issued share capital of the Company in any 12-month period.

Subject to the terms and conditions of the 2023 Scheme and the fulfillment of all vesting conditions applicable to the vesting of the Awarded Interests on such Selected Participant, the respective Awarded Interests held by the Trustee on behalf of the Selected Participant pursuant to the provision of the Scheme shall vest in such Selected Participant in accordance with the applicable vesting schedule, and subject to execution of requisite documents (such as vesting instrument and transfer documents, if any) the Trustee shall cause the Awarded Interests to be transferred to such Selected Participant and/or a vehicle controlled by him/her (such as a trust or a private company) in accordance with the 2023 Scheme.

2023年計劃項下的合資格參與者包括(i)本公司或其任何附屬公司之董事及僱員(包括全職僱員及兼職僱員)(包括根據2023年計劃獲授獎勵為誘因與該等公司訂立僱傭合約之人士);(ii)本公司控股公司、同系附屬公司或聯營公司之董事及僱員;及(iii)在本公司及/或其附屬公司日常及一般業務過程中持續或經常性地提供有利於本公司及/或其附屬公司長期發展服務之人士,為免生疑問,有關服務供應商不得包括為籌資、併購提供諮詢服務的配售代理或財務顧問,以及提供保證或須公正客觀地提供服務的核數師或估值師等專業服務供應商。

除非董事會提前終止,否則2023年計劃將自採納日期(即2023年8月20日)起計十年期間持續有效,其後將不會進一步授出獎勵。於報告期末,股份獎勵計劃的餘下年期約為七(7)年。

倘獎勵股份數量將導致已授予獎勵的股份總數超過本公司於採納日期已發行股本的3%,管理人不得進一步授予獎勵股份。於2024年3月19日,根據2023年計劃授予的股份總數上限由採納日期本公司已發行股本的3%增加至採納日期本公司已發行股本的5%。於2024年10月21日,根據2023年計劃授予的股份總數上限由採納日期本公司已發行股本的5%增加至採納日期本公司已發行股本的8%(相當於本年報日期本公司已發行股本(不包括庫存股份)的約8.27%)。根據2023年計劃授予一名選定參與者的股份數量最多不得超過於任何12個月期間本公司已發行股本的1%。

根據2023年計劃之條款及條件以及符合所有適用於授予該選定參與者之獎勵權益之歸屬條件,受託人根據該計劃的條文代表選定參與者持有的相應獎勵權益應根據適用的歸屬時間表授予該選定參與者,且待簽立必要文件(如歸屬文據及轉讓文件(如有))後,受託人應根據2023年計劃將獎勵權益轉讓給該選定參與者及/或其控制的載體(如信託或私人公司)。

For details, please refer to the announcements of the Company dated August 30, 2023, November 2, 2023, November 29, 2023, January 22, 2024, March 19, 2024 and October 21, 2024. Unless otherwise stated, capitalized terms used above shall have the same meanings as defined in the announcement dated August 30, 2023.

As of December 31, 2025 and the date of this annual report, the trustee has purchased 60,820,600 Shares and 60,820,600 Shares in aggregate on the market, representing approximately 8.11% and 8.24% of Shares (excluding treasury Shares) in issue (representing approximately 7.97% of Shares in issue as at the Adoption Date), respectively. During the Reporting Period, the trustee purchased 26,673,200 Shares in aggregate on the market at the total consideration of HK\$143,498,320 pursuant to the 2023 Scheme.

During the Reporting Period, no award Shares has been granted under the 2023 Scheme. All Shares required for the satisfaction of the 2023 Scheme will be purchased by the trustee from the secondary market and no new Shares will be issued for the purpose of the Scheme.

EQUITY-LINKED AGREEMENTS

No equity-linked agreement was entered into by the Company at any time during or subsisted at the end of the year ended December 31, 2025.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OR SALE OF TREASURY SHARES

During the Reporting Period, the Company repurchased a total of 16,034,000 Shares with an aggregate consideration of approximately HK\$68,644,889 on the Stock Exchange and held as treasury Shares. The Company intends to use treasury Shares for the purposes of future resales, transfers or cancellation. The repurchase was effected because the Board considered that the trading price of the Shares does not reflect their intrinsic value and this presents a good opportunity for the Company to repurchase the Shares, thereby enhancing the value of Shares and improving return to shareholders of the Company. Particulars of the Shares repurchased are as follows:

詳情請參閱本公司日期為2023年8月30日、2023年11月2日、2023年11月29日、2024年1月22日、2024年3月19日及2024年10月21日的公告。除文義另有所指外，上文所用詞彙與日期為2023年8月30日的公告所界定者具有相同涵義。

截至2025年12月31日及本年報日期，受託人已分別於市場上購買合共60,820,600股股份及60,820,600股股份，分別佔已發行股份（不包括庫存股份）的約8.11%及8.24%（佔採納日期已發行股份的約7.97%）。於報告期內，受託人已根據2023年計劃於市場上購買合共26,673,200股股份，總代價為143,498,320港元。

於報告期內，概無根據2023年計劃授出任何獎勵股份。滿足2023年計劃所需的所有股份將由受託人於二級市場購買，而不會就該計劃發行任何新股份。

股票掛鈎協議

本公司於截至2025年12月31日止年度內任何時間或於截至2025年12月31日止年度結束時概無訂立或存續任何股票掛鈎協議。

購買、出售或贖回上市證券或出售庫存股份

於報告期內，本公司於聯交所購回合共16,034,000股股份，總代價約為68,644,889港元，並持作庫存股份。本公司擬將庫存股份用於未來轉售、轉讓或註銷之目的。進行購回乃因董事會認為股份的交易價未反映其內在價值，這是本公司購回股份的良機，藉此可提升股份價值及提高本公司的股東回報。購回股份的詳情如下：

Month of Repurchase		No. of Shares Repurchase	Price Paid per Share		Aggregate Consideration (HK\$)
購回股份月份		購回股份數目	每股股份支付價格		總代價 (港元)
			Highest (HK\$) 最高價 (港元)	Lowest (HK\$) 最低價 (港元)	
January	1月	1,329,400	5.28	4.62	6,540,142
February	2月	2,481,200	5.14	4.67	12,402,318
March	3月	252,000	5.12	5.01	1,278,048
April	4月	4,791,600	5.23	3.34	22,048,221
May	5月	4,935,000	4.60	3.39	20,002,072
June	6月	510,600	5.23	3.69	2,136,588
November	11月	263,200	2.58	2.41	651,924
December	12月	1,471,000	2.50	2.34	3,585,576
Total	總計	16,034,000			68,644,889

Save as disclosed above, during the Reporting Period, neither the Company nor any of its subsidiaries or consolidated affiliated entities has purchased, sold or redeemed any of the Company's listed securities or sold any treasury Shares (as defined under the Listing Rules). As at December 31, 2025, the Company holds 16,034,000 treasury Shares (as defined under the Listing Rules).

除上文所披露者外，於報告期內，本公司或其任何附屬公司或綜合聯屬實體概無購買、出售或贖回本公司任何上市證券或出售任何庫存股份（定義見上市規則）。於2025年12月31日，本公司持有16,034,000股庫存股份（定義見上市規則）。

USE OF NET PROCEEDS FROM LISTING

The net proceeds from the Listing received by the Company, after deducting the professional fees, underwriting commissions and other related listing expenses paid by the Company, are approximately HK\$120.4 million (the "**Net Proceeds**"). As disclosed in the annual results announcement of the Company for the year ended December 31, 2024 and the interim results announcement of the Company for the six months ended June 30, 2025, the Net Proceeds had been fully utilized.

上市所得款項淨額用途

經扣除本公司支付的專業費用、包銷佣金及其他相關上市開支後，本公司收取的上市所得款項淨額約為120.4百萬港元（「**所得款項淨額**」）。如本公司截至2024年12月31日止年度的年度業績公告及本公司截至2025年6月30日止六個月的中期業績公告所披露，所得款項淨額已獲悉數使用。

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company is committed to maintaining high corporate governance standards. Information on the corporate governance practices adopted by the Company is set out in the Corporate Governance Report on pages 75 to 94 of this annual report.

AUDIT COMMITTEE

The audit committee of the Company, together with the management and the external auditor, had reviewed the accounting policies and practices adopted by the Group as well as the internal control matters, and had also reviewed the Group's consolidated financial statements for the year ended December 31, 2025.

AUDITOR

The consolidated financial statements of the Group for the ended December 31, 2025 have been audited by Ernst & Young.

Ernst & Young shall retire and being eligible, offer itself for re-appointment, and a resolution to this effect shall be proposed at the AGM.

By order of the Board

Sipai Health Technology Co., Ltd.
MA Xuguang
Chairman of the Board and Executive Director

Hong Kong, March 30, 2026

遵守企業管治守則

本公司致力維持較高的企業管治標準。有關本公司所採納企業管治常規的資料載於本年報第75至94頁的企業管治報告。

審核委員會

本公司審核委員會連同管理層及外聘核數師已審閱本集團採納的會計政策及慣例以及內部監控事宜，亦已審閱本集團截至2025年12月31日止年度的合併財務報表。

核數師

本集團截至2025年12月31日止年度的合併財務報表已由安永會計師事務所審核。

安永會計師事務所將退任並符合資格及願意膺選連任，有關決議案將於股東週年大會上提呈。

承董事會命

思派健康科技有限公司
董事會主席兼執行董事
馬旭廣

香港，2026年3月30日

CORPORATE GOVERNANCE REPORT

企業管治報告

CORPORATE GOVERNANCE REPORT

The Board hereby presents to the Shareholders the corporate governance report for the Reporting Period.

CORPORATE GOVERNANCE PRACTICES

The Company is committed to achieving high standards of corporate governance to safeguard the interests of its shareholders and to enhance its corporate value and accountability.

The Company's corporate governance practices are based on the principles and code provisions as set out in the Corporate Governance Code ("CG Code") contained in Appendix C1 to the Listing Rules.

The Board is of the view that the Company has complied with all applicable code provisions of the CG Code during the Reporting Period, save for the deviations from the code provisions C.2.1 of Part 2 and M of Part 1.

Details of deviation are set out below in this corporate governance report.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules for dealings in securities of the Company by the Directors and relevant employees who are likely to be in possession of unpublished inside information of the Company.

Specific enquiry has been made of all the Directors and the Directors have confirmed that they have complied with the Model Code during the Reporting Period.

No incident of non-compliance of the Model Code by the relevant employees was noted by the Company during the Reporting Period.

企業管治報告

董事會謹此向股東提呈報告期內的企業管治報告。

企業管治常規

本公司致力達致高標準的企業管治，務求保障其股東利益及提升其企業價值與問責性。

本公司的企業管治常規乃建基於上市規則附錄C1所載企業管治守則（「企業管治守則」）內所列的原則及守則條文。

董事會認為，除偏離守則條文第二部分第C.2.1條及第一部分第M條外，本公司已於報告期內遵守企業管治守則的所有適用守則條文。

偏離詳情載於本企業管治報告下文。

證券交易標準守則

本公司已就可能擁有本公司未公開內幕消息的董事及有關僱員進行本公司證券交易採納上市規則附錄C3所載的標準守則。

經向全體董事作出具體查詢後，董事已確認彼等於報告期內一直遵守標準守則。

於報告期內，本公司並無發現有關僱員不遵守標準守則的事件。

THE BOARD

Responsibilities

The overall management of the Company's business is vested in the Board, which assumes the responsibility for leadership and control of the Company. The Board is collectively responsible for promoting the success of the Company by directing and supervising its affairs as well as aligning the Company's culture with its purpose, value and strategy. All Directors should take decisions objectively in the interests of the Company.

The Board takes responsibility for all major matters of the Company, including the approval and monitoring of all policy matters, overall strategies and budgets, internal control and risk management systems, establishment of ESG system, material transactions (in particular those which may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters.

All Directors have full and timely access to all relevant information as well as the advice and services of the Company Secretary, with a view to ensuring that Board procedures and all applicable rules and regulations are followed.

Each Director is normally able to seek independent professional advice in appropriate circumstances at the Company's expense, upon making request to the Board.

The day-to-day management, administration and operation of the Company are delegated to the Chief Executive Officer and the senior management. The delegated functions and work tasks are periodically reviewed. Approval has to be obtained from the Board prior to any significant transactions entered into by the abovementioned officers.

The Board fully supports the Chief Executive Officer and the senior management to discharge their responsibilities.

When the Board delegates aspects of its management and administration functions to management, it has given clear directions as to the powers of management, in particular, with respect to the circumstances where management shall report back and obtain prior approval from the Board before making decisions or entering into any commitments on behalf of the Company.

The Company adopted written terms established on division of functions reserved to the Board and delegated to the management.

The Company has arranged for appropriate insurance cover for Directors' and officers' liabilities in respect of legal actions against its Directors and senior management arising out of corporate activities.

董事會

責任

本公司業務的整體管理由董事會負責，董事會負責領導及控制本公司。董事會共同負責指導及監督本公司的事務，以及確保本公司文化與其宗旨、價值觀及策略一致，以促進本公司的成功。全體董事應以本公司利益為依歸客觀地作出決定。

董事會負責本公司所有重大事宜，包括批准及監察所有政策事宜、整體策略及預算、內部監控及風險管理系統、建立環境、社會及管治制度、重大交易（尤其是可能涉及利益衝突的交易）、財務資料、委任董事及其他重大財務及營運事宜。

全體董事均可全面及時地取得所有相關資料以及公司秘書的意見及服務，以確保董事會程序及所有適用規則及規例均獲遵守。

各董事一般可於適當情況下向董事會提出要求，尋求獨立專業意見，費用由本公司承擔。

本公司之日常管理、行政及營運乃委派予行政總裁及高級管理層。所委派的職能及工作任務會定期檢討。上述高級職員進行任何重大交易前，須取得董事會批准。

董事會全力支持首席執行官及高級管理層履行其職責。

董事會將其管理及行政職能轉授管理層時，須已就管理層的權力作出明確指示，尤其是管理層在代表本公司作出決定或作出任何承諾前須向董事會匯報及取得董事會事先批准的情況。

本公司已採納既定書面職權範圍，從而劃分董事會所保留的職能及管理層獲授的授權。

本公司已就董事及高級管理人員因公司活動而面對的法律行動，為董事及高級職員的責任安排適當的保險。

Board Composition

The Board currently comprises the following Directors:

Executive Directors

Mr. MA Xuguang (*Chairman*)
Mr. LI Ji

Non-executive Director

Mr. YAO Leiwan

Independent Non-executive Directors

Mr. FAN Xin
Mr. HE Haijian
Ms. HUANG Bei

The list of Directors (by category) is also disclosed in all corporate communications issued by the Company from time to time pursuant to the Listing Rules. The independent non-executive Directors are expressly identified in all corporate communications pursuant to the Listing Rules. Saved as disclosed, there is no financial, business, family or other material/relevant relationship among the Directors. Biographical details, including offices held in public companies or organizations and other significant commitments of the Directors are set out in the section "Directors and Senior Management" of this annual report.

The Board has assessed the independence of all the independent non-executive directors of the Company and considers all of them to be independent having regard to (i) their annual confirmation on independence as required under the Listing Rules, (ii) the absence of involvement in the daily management of the Company, and (iii) the absence of any relationships or circumstances which would interfere with the exercise of their independent judgement. Throughout the Reporting Period, the number of independent non-executive Directors on the Board meets the one-third requirement under the Listing Rules.

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

The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations.

董事會組成

董事會現由以下董事組成：

執行董事

馬旭廣先生（主席）
李繼先生

非執行董事

姚磊文先生

獨立非執行董事

樊欣先生
何海建先生
黃蓓女士

董事名單（按類別劃分）亦於本公司根據上市規則不時刊發的所有公司通訊中披露。獨立非執行董事乃根據上市規則於所有公司通訊中明確識別。除披露者外，各董事間概無任何財務、業務、家族或其他重大／相關關係。董事履歷詳情（包括於公眾公司或組織擔任的職務）及其他重大承擔載於本年報「董事及高級管理層」一節。

董事會已評估本公司全體獨立非執行董事的獨立性，並經考慮下列各點後認為彼等均為獨立人士：(i) 彼等根據上市規則的規定作出年度獨立性確認；(ii) 概無參與本公司的日常管理；及(iii) 不存在會干擾行使彼等獨立判斷的任何關係或情況。於報告期整個期間，董事會的獨立非執行董事人數符合上市規則的三分之一要求。

全體董事（包括非執行董事及獨立非執行董事）已為董事會貢獻廣泛的寶貴業務經驗、知識及專業素養，使其高效及有效地運作。

獨立非執行董事負責確保本公司有高標準的監管報告，並在董事會提供平衡，以就企業行動及營運作出有效的獨立判斷。

Independent View

The Board has established mechanisms to ensure independent views and input are available to the Board. The Board ensures the appointment of at least three independent non-executive directors and at least one-third of its members being independent non-executive directors. Further, independent non-executive directors will be appointed to committees of the Board as required under the Listing Rules and as far as practicable to ensure independent views and input are available. The Nomination Committee strictly adheres to the independence assessment criteria as set out in the Listing Rules with regard to the nomination and appointment of independent non-executive directors, and is mandated to assess annually the independence of independent non-executive directors to ensure that they can continually exercise independent judgement.

Appointment and Re-election of Directors

Each of the executive Directors has entered into a service contract with the Company for a term of three years from the date of the contract, which are subject to termination in accordance with the respective terms.

The non-executive Director has entered into a service contract with the Company for a term of three years from the date of the contract, which are subject to termination in accordance with their respective terms.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company for a term of three years from the date of the contract and shall be subject to retirement by rotation once every three years.

Pursuant to the Articles of Association of the Company which provide that the Company may by ordinary resolution elect any person to be a Director either to fill a casual vacancy or as an addition to the existing Directors. Any Director so appointed shall hold office only until the first annual general meeting of the Company after his appointment and shall then be eligible for re-election. The Articles of Association of the Company also provided that at every annual general meeting of the Company 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 not less than, one-third) shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years.

None of the Directors who are proposed for re-election or any other Directors has a service contract that is not determinable by the Company within one year without payment of compensation (other than statutory compensation).

獨立觀點

董事會已建立機制，確保董事會可獲得獨立觀點及意見。董事會確保委任至少三名獨立非執行董事及其至少三分之一成員為獨立非執行董事。此外，獨立非執行董事將根據上市規則的規定獲委任加入董事會轄下委員會，並在切實可行的情況下確保提供獨立觀點及意見。提名委員會嚴格遵守上市規則所載有關提名及委任獨立非執行董事的獨立性評核準則，並獲授權每年評核獨立非執行董事的獨立性，以確保彼等能持續行使獨立判斷。

董事委任及重選

各執行董事已與本公司訂立服務合約，自合約日期起計為期三年，可根據相關條款終止。

非執行董事已與公司簽訂服務合約，自合約日期起計為期三年，可根據各自的條款終止。

每位獨立非執行董事已與公司簽訂委任函，自合約日期起計為期三年，每三年輪流退任。

根據本公司組織章程細則，本公司可通過普通決議案選出任何人士為董事，以填補現有董事的臨時空缺或新增職位。以此方式委任的董事任期僅於彼獲委任後之本公司首屆股東週年大會舉行時屆滿，屆時有資格膺選連任。本公司組織章程細則亦規定，於本公司每屆股東週年大會上，三分之一的在任董事（或倘若董事人數並非三或三的倍數，則最接近而不少於三分之一）須輪值退任，惟每名董事（包括獲指定任期的董事）須最少每三年輪值退任一次。

擬重選連任的董事或任何其他董事概無訂立本公司不可於一年內終止而免付賠償（法定賠償除外）的服務合約。

Continuous Professional Development of Directors

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant.

Each newly appointed Director receives comprehensive induction on the first occasion of his/her appointment, so as to ensure that he/she has appropriate understanding of the businesses and operations of the Company and that he/she is fully aware of his/her responsibilities and obligations under the Listing Rules and relevant regulatory requirements. Continuing briefing and professional development for Directors will be arranged whenever necessary.

Directors are encouraged to participate in appropriate continuous professional development (“CPD”) program to develop and refresh their knowledge. Internal briefings for Directors will be arranged by the Company and reading materials on relevant topics will be issued to Directors where appropriate. All Directors are encouraged to attend relevant training courses at the Company’s expense.

董事的持續專業發展

董事須及時了解監管發展及變動以有效履行其職責，並確保彼等在知情及切合實際情況下對董事會作出貢獻。

每名新獲委任董事均在其獲委任的第一時間獲得全面的入職介紹，以確保其適當了解本公司的業務及運作，並完全知悉其在上市規則及有關監管規定下的職責。需要時會為董事安排持續簡報及專業發展。

董事獲鼓勵參與適當的持續專業發展（「**持續專業發展**」）計劃以增進及更新其知識。本公司會為董事安排內部簡報，並在適用情況下向董事發出有關主題的閱讀材料。全體董事獲鼓勵參加相關培訓課程，費用由本公司承擔。

The records of CPD relating to director's duties and regulatory and business development that have been received by the Directors for the Period are summarized as follows:

董事於期間所接受有關董事職責及監管以及業務發展的持續專業發展記錄概述如下：

Name of Directors
董事姓名

Type of Training
培訓類型
Notes
附註

Executive Directors

執行董事

Mr. MA Xuguang

馬旭廣先生

A and B

A 及 B

Mr. LI Ji

李繼先生

A and B

A 及 B

Non-executive Director

非執行董事

Mr. YAO Leiwan

姚磊文先生

A and B

A 及 B

Independent Non-executive Directors

獨立非執行董事

Mr. FAN Xin

樊欣先生

A and B

A 及 B

Mr. HE Haijian

何海建先生

A and B

A 及 B

Ms. HUANG Bei

黃蓓女士

A and B

A 及 B

Notes:

附註：

Types of Training

培訓類型

A: Attending training sessions, including but not limited to, briefings, seminars, conferences and workshops

A：出席培訓課程，包括但不限於簡報、研討會、會議及工作坊

B: Reading relevant news alerts, newspapers, journals, magazines and relevant publications

B：閱讀相關新聞快訊、報章、期刊、雜誌及相關刊物

Board Meetings

During the Reporting Period, the Company in accordance with code provision C.5.1 of Part 2 of the CG Code, has adopted the practice of holding Board meetings regularly with at least four times a year, and at approximately quarterly intervals with active participation of majority of the Directors, either in person or through electronic means of communication.

ATTENDANCE RECORDS OF DIRECTORS AND COMMITTEE MEMBERS

The attendance records of each Director at the Board and Board committee meetings of the Company held during the Reporting Period are set out below:

董事會會議

於報告期內，本公司已根據企業管治守則第二部分的守則條文第C.5.1條採取定期舉行董事會會議的慣例，每年至少舉行四次，大約每季度舉行一次，並由多數董事親身或通過電子通訊方式積極參與。

董事及委員會成員的出席記錄

各董事於報告期內舉行的本公司董事會及董事委員會會議的出席記錄載列如下：

Name of Director 董事姓名	Attendance/Number of Meeting(s) 出席次數／會議次數					
	Board meeting(s) 董事會會議	Audit Committee meeting(s) 審核委員會會議	Remuneration and Appraisal Committee meeting(s) 薪酬及評估委員會	Nomination Committee meetings(s) 提名委員會會議	Strategy Committee Meeting(s) 戰略委員會會議	General meeting(s) 股東大會
Executive Directors 執行董事						
Mr. MA Xuguang 馬旭廣先生	4/4	N/A 不適用	N/A 不適用	2/2	N/A 不適用	1/1
Mr. LI Ji 李繼先生	4/4	N/A 不適用	2/2	N/A 不適用	N/A 不適用	1/1
Non-Executive Director 非執行董事						
Mr. YAO Leiwen 姚磊文先生	4/4	N/A 不適用	N/A 不適用	N/A 不適用	N/A 不適用	1/1
Independent Non-Executive Directors 獨立非執行董事						
Mr. FAN Xin 樊欣先生	4/4	2/2	N/A 不適用	2/2	N/A 不適用	1/1
Mr. HE Haijian 何海建先生	4/4	2/2	2/2	2/2	N/A 不適用	1/1
Ms. HUANG Bei 黃蓓女士	4/4	2/2	2/2	0/2	N/A 不適用	1/1

Practice and Conduct of Board Meetings

Notices of regular Board meetings will be served to all Directors at least 14 days before the meetings (or such other period as agreed). For other Board and committee meetings, reasonable notice is generally given.

Board papers together with all appropriate, complete and reliable information will be sent to all Directors at least 3 days before each regular Board meeting or committee meeting (or such other period as agreed) to keep the Directors apprised of the latest developments and financial position of the Company and to enable them to make informed decisions. The Board and each Director also have separate and independent access to the senior management whenever necessary.

The senior management, where necessary, attends regular Board meetings and other Board and committee meetings to advise on business developments, financial and accounting matters, statutory compliance, corporate governance and other major aspects of the Company.

The Articles of Association contains provisions requiring Directors to abstain from voting and not to be counted in the quorum at meetings for approving transactions in which such Directors or any of their associates have a material interest.

The agenda of each Board meeting is in consultation with members of the Board such that they are given an opportunity to include agenda items, draft and executed Board minutes are sent in a timely manner to all Directors for their comments and records, minutes of the Board meetings recorded in sufficient details are kept by the Company Secretary.

董事會會議常規及程序

定期董事會會議通知將於會議前至少14日（或該協定的其他期間）送達全體董事。就其他董事會及委員會會議一般會發出合理通知。

董事會文件連同所有適當、完整及可靠的資料，將於各定期董事會會議或委員會會議舉行前至少三天（或該協定的其他期限）送交全體董事，以令董事知悉本公司的最近發展及財務狀況，並有助彼等作出知情的決定。需要時，董事會及每名董事亦有個別及獨立渠道接觸高級管理層。

高級管理層（如需要）出席定期董事會會議及其他董事會與委員會會議，以就業務發展、財務及會計事宜、法律合規、企業管治及本公司其他主要方面提供意見。

組織章程細則載有條文，規定董事須於批准有關董事或其任何聯繫人擁有重大權益的交易時放棄投票及不計入法定人數。

每個董事會會議的議程經諮詢董事會成員後制定，以便彼等有機會加入議程項目，而草擬及經簽署的董事會會議記錄會適時發送予全體董事供彼等評論及記錄，而載有足夠詳細記錄的董事會會議記錄由本公司秘書保存。

Directors and Officers Liability Insurance

The Company has arranged the directors and officers liability insurance in respect of legal action against the Directors during the Reporting Period. The insurance coverage will be reviewed on an annual basis.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Code provision C.2.1 of Part 2 of the CG Code stipulates that the roles of chairman and chief executive should be segregated and should not be performed by the same individual. According to the current structure of the Board, the positions of the Chairman and Chief Executive Officer of the Company are held by Mr. MA Xuguang.

The Board believes that this structure will not impair the balance of power and authority between the Board and the management of the Company, given that: (i) decision to be made by the Board requires approval by at least a majority of the Directors and that the Board comprises three independent non-executive Directors out of six Directors, and the Board believes there is sufficient check and balance on the Board, (ii) Mr. MA Xuguang and the other Directors are aware of and undertake to fulfil their fiduciary duties as Directors, which require, among other things, that they act for the benefit and in the best interests of the Company and will make decisions of the Group accordingly, and (iii) the balance of power and authority is ensured by the operations of the Board which comprises experienced and high caliber individuals who meet regularly to discuss issues affecting the operations of the Group. Moreover, the overall strategic and other key business, financial and operational policies of the Group are made collectively after thorough discussion at both the Board and senior management levels. Finally, as Mr. MA Xuguang is one of our co-founders, the Board believes that vesting the roles of both chairman and chief executive officer in the same person has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board will continue to review the effectiveness of the corporate governance structure of the Group in order to assess whether separation of the roles of chairman and chief executive officer is necessary.

BOARD COMMITTEES

The Board has established four committees, namely, the Audit Committee, Remuneration and Appraisal Committee, Nomination Committee and Strategy Committee for overseeing particular aspects of the Company's affairs. The terms of reference of the Audit Committee, Remuneration and Appraisal Committee and Nomination Committee are posted on the Company's website and the Stock Exchange's website and are available to Shareholders upon request.

董事及高級職員責任險

於報告期間內，本公司已就董事可能面對的法律行動安排董事及高級職員責任險。保險保障範圍將每年進行檢討。

主席及首席執行官

企業管治守則第二部分之守則條文第C.2.1條規定，主席及行政總裁之角色應有所區分，不應由一人同時兼任。根據董事會目前架構，本公司主席及首席執行官的職位由馬旭廣先生擔任。

鑑於：(i) 由董事會作出的決定須經至少大多數董事批准，且董事會六名董事當中有一名獨立非執行董事，及董事會相信董事會有足夠的制衡，(ii) 馬旭廣先生及其他董事知悉並承諾履行彼等作為董事的受信責任，該等責任要求（其中包括）彼等以本公司的利益及最佳利益行事，並將據此作出本集團的決策，及(iii) 董事會的運作確保權力及授權的平衡，董事會由經驗豐富及高素質人士組成，該等人士定期會面以討論影響本集團營運的事宜，董事會相信，此架構將不會損害董事會與本公司管理層之間的權力及權限平衡。此外，本集團的整體策略及其他主要業務、財務及營運政策乃經董事會及高級管理層全面討論後共同制定。最後，由於馬旭廣先生為我們的聯合創辦人之一，董事會認為，由同一人兼任主席及首席執行官的角色有利於確保本集團內的一貫領導，並使本集團的整體戰略規劃更具成效及效率。董事會將繼續檢討本集團企業管治架構的有效性，以評估是否需要區分主席及首席執行官的角色。

董事會委員會

董事會已成立四個委員會，即審核委員會、薪酬及評估委員會、提名委員會及戰略委員會，以監督本公司事務的特定方面。審核委員會、薪酬及評估委員會及提名委員會的職權範圍刊載於本公司網站及聯交所網站，並可應要求供股東查閱。

The majority of the member of Audit Committee, Remuneration and Appraisal Committee and Nomination Committee are independent non-executive Directors. The Board committees are provided with sufficient resources to discharge their duties, and upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

Audit Committee

The Company has established an Audit Committee with terms of reference in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code as set out in Appendix C1 to the Listing Rules. The Audit Committee consists of three members, all of them are independent non-executive Directors, namely Mr. FAN Xin (**"Mr. Fan"**), Mr. HE Haijian (**"Mr. He"**) and Ms. HUANG Bei (**"Ms. Huang"**), with Mr. He being the chairman of the committee.

The primary function of the Audit Committee is to assist the Board in providing an independent view of our financial reporting process, internal control and risk management system, overseeing the audit process and performing other duties and responsibilities as assigned by the Board which includes, amongst other things:

- proposing to the Board the appointment and replacement of external audit firms;
- supervising the implementation of our internal audit system;
- liaising between our internal audit department and external auditors;
- reviewing our financial information and related disclosures; and
- other duties conferred by the Board.

During the Reporting Period, the Audit Committee held two meetings to discuss the annual results for the year ended December 31, 2024, interim results for the six months ended June 30, 2025, audit plan for 2025, significant issue on financial reporting, operational and compliance controls, effectiveness of the risk management and internal control system and internal audit function.

審核委員會、薪酬及評估委員會及提名委員會成員大部分為獨立非執行董事。董事會委員會獲提供充足資源以履行其職責，並在合理要求下可就適當情況尋求獨立專業意見，費用由本公司承擔。

審核委員會

本公司已成立審核委員會，其職權範圍符合上市規則第3.21條及上市規則附錄C1所載的企業管治守則。審核委員會擁有三名成員，彼等均為獨立非執行董事，由樊欣先生（「樊先生」）、何海建先生（「何先生」）及黃蓓女士（「黃女士」）組成，何先生為該委員會主席。

審核委員會的主要職能為協助董事會就財務申報流程、內部監控及風險管理系統提供獨立意見、監察審計過程及履行董事會指派的其他職務及責任，其中包括：

- 建議董事會委任及更換外部審計事務所；
- 監督內部審計制度的實施；
- 充當內部審計部門與外部核數師之間的橋樑；
- 審閱我們的財務資料及相關披露；及
- 董事會授予的其他職責。

於報告期內，審核委員會舉行兩次會議，以商討截至2024年12月31日止年度之年度業績、截至2025年6月30日止六個月之中期業績、2025年審核計劃、有關財務申報、營運及合規控制的重大事宜、風險管理及內部控制系統以及內部審核職能的成效。

Remuneration and Appraisal Committee

The Company has established a Remuneration and Appraisal Committee with terms of reference in compliance with the Corporate Governance Code as set out in Appendix C1 to the Listing Rules. The Remuneration and Appraisal Committee consists of Mr. He (independent non-executive Director), Mr. LI Ji (**"Mr. Li"**) (executive Director) and Ms. Huang (independent non-executive Director), with Mr. He being the chairman of the committee.

The primary function of the Remuneration and Appraisal Committee is to develop remuneration policies of our Directors, evaluate the performance, make recommendations on the remuneration packages of our Directors and senior management and evaluate and make recommendations on employee benefit arrangements which includes, amongst other things:

- establishing, reviewing and making recommendations to our Directors on our policy and structure concerning remuneration of our Directors and senior management;
- determining the terms of the specific remuneration package of each Director and members of senior management;
- reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by our Directors from time to time;
- reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules; and
- other duties conferred by the Board of Directors.

During the Reporting Period, the Remuneration and Appraisal Committee held two meetings to review the remuneration policy and structure of the Company, assess the performance and remuneration packages of the Directors and senior management, adjust the remuneration of Mr. He and Ms. Huang and made recommendations to the Board, where appropriate.

Details of the remuneration of the Directors and the five individuals whose emoluments were the highest in the Group for the year ended December 31, 2025 are set out in the notes 10 and note 11 to the consolidated financial statements, respectively.

Nomination Committee

The Company has established a Nomination Committee with terms of reference in compliance with the Corporate Governance Code as set out in Appendix C1 to the Listing Rules. The Nomination Committee consists of Mr. MA Xuguang (**"Mr. Ma"**) (executive Director), Mr. Fan (independent non-executive Director), Mr. He (independent non-executive Director) and Ms. Huang (independent non-executive Director), with Mr. Ma being the chairman of the committee.

薪酬及評估委員會

本公司已成立薪酬及評估委員會，其職權範圍符合上市規則附錄C1所載的企業管治守則。薪酬及評估委員會由何先生（獨立非執行董事）、李繼先生（**「李先生」**）（執行董事）及黃女士（獨立非執行董事）組成，何先生為該委員會主席。

薪酬及評估委員會的主要職能為制定董事薪酬政策、評估董事及高級管理層表現、就彼等的薪酬待遇提出推薦建議，以及對僱員福利安排作出評估及提出推薦建議，其中包括：

- 制定及檢討董事及高級管理層的薪酬政策及架構，並就此向董事提出推薦建議；
- 釐定各董事及高級管理層成員具體薪酬待遇的條款；
- 因應董事不時議決的企業目標及宗旨，檢討及批准績效薪酬；
- 檢討及／或批准上市規則第17章項下之股份計劃的相關事項；及
- 董事會授予的其他職責。

於報告期內，薪酬及評估委員會曾舉行兩次會議，以檢討本公司的薪酬政策及架構，評估董事及高級管理層的表現及薪酬待遇，調整何先生及黃女士的薪酬，以及向董事會作出建議（如適用）。

截至2025年12月31日止年度本集團董事及五名最高薪酬人士的薪酬詳情分別載於合併財務報表附註10及附註11。

提名委員會

本公司已成立提名委員會，其職權範圍符合上市規則附錄C1所載的企業管治守則。提名委員會由馬旭廣先生（**「馬先生」**）（執行董事）、樊先生（獨立非執行董事）、何先生（獨立非執行董事）及黃女士（獨立非執行董事）組成，馬先生為該委員會主席。

The primary function of the Nomination Committee is to make recommendations to our Board in relation to the appointment and removal of Directors which includes, amongst other things:

- reviewing the structure, size and composition of our Board on a regular basis and making recommendations to the Board regarding any proposed changes;
- identifying, selecting or making recommendations to our Board on the selection of individuals nominated for directorships;
- assessing the independence of our independent non-executive Directors;
- making recommendations to the Board on relevant matters relating to the appointment, re-appointment and removal of our Directors; and
- other duties conferred by the Board.

In assessing the Board composition, the Nomination Committee would take into account various aspects as well as factors concerning Board diversity as set out in the Company's Board Diversity Policy.

In identifying and selecting suitable candidates for directorships, the Nomination Committee would consider the candidate's relevant criteria as set out in the Director Nomination Policy that are necessary to complement the corporate strategy and achieve Board diversity, before making recommendation to the Board.

During the Reporting Period, the Nomination Committee held two meetings to discuss the nomination and appointment matters of Directors, and review the structure, size, diversity and composition of the Board, changes to the composition of the Nomination Committee the independence of the independent non-executive Directors.

Strategy Committee

The Company has established a Strategy Committee consists of Mr. Ma (executive Director), Mr. Li (executive Director) and Mr. YAO Leiwen (non-executive Director), with Mr. Ma being the chairman of the committee. The primary duties of the Strategy Committee are to study and advise on the long-term strategy and operation plans of our Group. The Strategy Committee will assist the Board, in conjunction with our management, in addressing our Company's overall mission, vision and strategic direction. Areas of focus will include: providing the Board and management, as applicable, with input and recommendations with respect to key strategic initiatives and major R&D programs and partnerships; and assisting management in establishing a strategic planning process, identifying and addressing organizational challenges and evaluating strategic alternatives.

提名委員會的主要職能為就董事的委任及罷免向董事會提出推薦建議，其中包括：

- 定期檢討董事會的架構、規模及組成，並就任何建議變動向董事會提出推薦建議；
- 物色及甄選提名董事的人選或就甄選有關人選向董事會提出推薦建議；
- 評估獨立非執行董事的獨立性；
- 就董事委任、續聘及罷免的有關事宜向董事會提出推薦建議；及
- 董事會授予的其他職責。

在評估董事會的組成時，提名委員會會考慮本公司董事會多元化政策所載有關董事會多元化的各個方面以及因素。

在物色及選擇適當的董事職位候選人時，提名委員會會考慮董事提名政策所載補足企業策略及達致董事會多元化所需的相關標準，方會向董事會作出推薦建議。

於報告期內，提名委員會曾舉行兩次會議，以討論董事的提名及委任事宜，並檢討董事會架構、規模、多元化及組成、提名委員會組成變動以及獨立非執行董事的獨立性。

戰略委員會

本公司已成立由馬先生（執行董事）、李先生（執行董事）及姚磊文先生（非執行董事）組成的戰略委員會，馬先生為該委員會主席。戰略委員會的主要職責是研究本集團的長期戰略及營運計劃並提供意見。戰略委員會將與管理層共同協助董事會處理本公司的整體使命、願景及戰略方向。重點領域將包括：向董事會及管理層（如適用）提供有關關鍵戰略舉措以及主要研發計劃和合作夥伴關係的意見和建議；及協助管理層建立戰略規劃流程、識別和應付組織性挑戰及評估戰略備選方案。

Board Diversity Policy

The Board has adopted a board diversity policy which sets out the objective and approach to achieve diversity of the Board. The Company recognizes the benefits of having a diversified Board and sees increasing diversity at the Board level as an essential element in supporting the achievement of our Company's strategic objectives and sustainable development. All Director appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

Pursuant to the Board Diversity Policy, the Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced diverse profile. In relation to reviewing and assessing the Board composition, the Nomination Committee will consider a number of aspects, including but not limited to skills, professional experience, educational background, knowledge, expertise, culture, independence, age and gender.

The Company aims to maintain a truly diverse Board which will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other qualities of Directors. These differences will be taken into account in determining the optimum composition of the Board. All Board appointments will be based on merit while taking into account diversity (including gender diversity).

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.

As at the date of this annual report, the Board comprised five male Directors and one female Director, providing the Board with a direct and diversified channel of the opinion from both genders. In addition, the Directors believe that the composition of the Board reflects the necessary balance of skills and experience appropriate for the requirements of the business development of the Group and effective leadership, taking into account the extensive experience, skills and knowledge of each Director and the balanced mix of two executive Directors, one non-executive Director and three independent non-executive Directors. The Board is of the opinion that Board diversity (including gender diversity) has been achieved with reference to the current circumstances of the Company, and the present structure of the Board can ensure the independence and objectivity of the Board and provide a system of checks and balances to safeguard the interests of the Shareholders. We will implement policies to ensure gender diversity when recruiting staff to develop a pipeline of female potential successors to the Board. Furthermore, we will implement comprehensive programs aimed at identifying and training our female staff who display leadership and potential, with the goal of promoting them to the Board.

董事會多元化政策

董事會已採納董事會多元化政策，當中載列實現董事會多元化的目標及方法。本公司認識到董事會多元化的好處，並將董事會層面日益多元化視為支持實現本公司戰略目標及可持續發展的基本要素。所有董事委任均以用人唯才為原則，並會在充分計及董事會成員多元化的裨益後參照客觀標準考慮候選人。

根據董事會多元化政策，提名委員會將每年檢討董事會的架構、規模及組成，並在適當情況下就董事會的變動作出推薦建議以配合本公司的企業戰略，並確保董事會維持均衡的多元化架構。就檢討及評估董事會組成而言，提名委員會將考慮多個方面，包括但不限於技能、專業經驗、教育背景、知識、專業知識、文化、獨立性、年齡及性別。

本公司旨在維持一個真正多元化的董事會，其將包括及善用董事在技能、地區及行業經驗、背景、種族、性別及其他素質方面的差異。這些差異在釐定董事會的最佳組成時將考慮在內。所有董事會委任將會基於用人唯才同時計入多元化因素（包括性別多元化）。

董事會將考慮設定可計量目標以實行董事會多元化政策，並不時檢討該等目標以確保其適當性並確定達致該等目標所作進度。

於本年報日期，董事會由五名男性董事和一名女性董事組成，並致力於維持董事會成員性別多元化在適者水平使董事會可獲得直接及多樣化的董事意見。此外，考慮到各位董事的豐富經驗、技能及知識，以及兩名執行董事、一名非執行董事及三名獨立非執行董事的平衡組合，董事會認為董事會的組成體現了適合本集團業務發展要求的技能及經驗與有效領導方面取得必要的平衡，董事會多元化（包括性別多元化）乃根據本公司現階段實際情況而實現，且董事會目前的架構可確保董事會的獨立性及客觀性及為保障股東的利益提供制約機制。我們將在招聘員工時實施確保性別多元化的政策，以培養女性董事潛在繼任者。此外，我們將實施全面計劃，旨在識別及培訓我們具有領導力及潛力的女性員工，目標是將彼等晉升至董事會。

The Nomination Committee will review the implementation and effectiveness of the Board Diversity Policy and the policy for the nomination of directors on an annual basis.

Workforce Diversity

The Group follows the principles of “openness, equality, competition, and merit” and does not discriminate against applicants on the basis of gender, race, age, religious beliefs, and other factors. The Group actively promotes diversity in the workforce and encourages the employment of employees from all backgrounds. The Group has established systematic external and internal recruitment management process to ensure the quality of recruitment and select qualified and outstanding talents.

As at December 31, 2025, the gender ratio in the workforce (including senior management) is 310 (male): 2,821 (female). For further details of gender ratio together with the relevant data, please refer to the “Environmental, Social and Governance Report” section in this annual report.

Director Nomination Policy

The Nomination Committee will consider the following factors upon the assessment of candidates:

- (1) Review on the structure, size, composition and diversity of the Board at least once a year, and also make recommendations to the Board on any proposed changes to align with the Company's strategies.
- (2) Fully consider the Board Diversity Policy, individual performance, individual capability, professionalism, knowledge, experience and time that can be devoted to the Company, personal credibility, the Listing Rules of the Stock Exchange and applicable laws and regulations etc.; identify candidate(s) with appropriate qualifications to be member(s) of the Board, and select or make recommendations to the Board on the selection of individual(s) nominated as director(s).
- (3) Make recommendations to the Board on the relevant matters regarding the director(s) and succession plans for the director(s) (in particular, the Chairman and chief executive).

提名委員會將會對董事會多元化政策及董事提名政策之實施情況及成效每年進行檢討。

員工多元化

本集團按照「公開、平等、競爭、擇優」的原則，不因性別、種族、年齡、宗教信仰等因素歧視應聘者。同時積極推廣員工多元化，鼓勵僱傭各類背景的員工。本集團通過外部及內部系統化的招聘管理流程，保證招聘品質，選拔出合格、優秀的人才。

於2025年12月31日，員工（包括高級管理層）的性別比例為310（男）：2,821（女）。有關性別比例及相關數據的其他詳情，請參閱本年報「環境、社會及管治報告」一節。

董事提名政策

提名委員會在評估候選人時將考慮以下因素：

- (1) 至少每年一次檢討董事會的架構、規模、組成及多元化，並就任何為配合本公司策略而擬作出的變動向董事會提出建議。
- (2) 全面考慮董事會成員多元化政策、個人表現、個人能力、專業精神、知識、經驗及可投入本公司的時間、個人信譽、聯交所上市規則及適用法律法規等；物色具備適當資格可擔任董事會成員的人選，並挑選獲提名為董事的人士或就此向董事會提出建議。
- (3) 就董事的相關事宜及董事（尤其是主席及行政總裁）的繼任計劃向董事會提出建議。

Corporate Governance Functions

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

During the Reporting Period, the Board reviewed the Company's corporate governance policies and practices, training and continuous professional development of directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and Written Employee Guidelines, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended December 31, 2025.

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

The statement of the independent auditors of the Company about their reporting responsibilities on the financial statements is set out in the Independent Auditor's Report on pages 175 to 181 of this annual report.

EXTERNAL AUDITORS AND AUDITORS' REMUNERATION

The remuneration paid/payable to the Company's external auditors of the Company in respect of audit services and non-audit services for the year ended December 31, 2025 amounted to approximately RMB2.2 million and RMB0.7 million, respectively.

An analysis of the remuneration paid/payable to the external auditors of the Company, Ernst & Young, in respect of audit services and non-audit services for the year ended December 31, 2025 is set out below:

Service Category

服務類別

Fees Paid/Payable 已付／應付費用 (RMB'000) (人民幣千元)

Audit Services in relation to annual audit	有關年度審計的核數服務	2,200
Non-audit Services in relation to interim review	有關中期審閱的 非核數服務	680
		2,880

企業管治職能

董事會負責履行企業管治守則第二部分之守則條文第A.2.1條所載的職能。

於報告期內，董事會審閱本公司的企業管治政策及常規、董事及高級管理層的培訓及持續專業發展、本公司有關遵守法律及監管規定的政策及常規、遵守標準守則及書面僱員指引的情況，以及本公司遵守企業管治守則及本企業管治報告的披露。

董事對財務申報的責任

董事確認彼等編製本公司截至2025年12月31日止年度財務報表的責任。

董事並不知悉有關可能對本公司持續經營能力構成重大疑問的任何事件或情況的重大不確定因素。

本公司獨立核數師有關其對財務報表申報責任的聲明載於本年報第175至181頁的獨立核數師報告。

外聘核數師及核數師酬金

截至2025年12月31日止年度就核數服務及非核數服務已付／應付予本公司外聘核數師的酬金分別達約人民幣2.2百萬元及人民幣0.7百萬元。

截至2025年12月31日止年度就核數服務及非核數服務已付／應付本公司外聘核數師安永會計師事務所會計師事務所的薪酬分析載列如下：

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness. 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.

The Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems.

The Audit Committee assists the Board in leading the management and overseeing their design, implementation and monitoring of the risk management and internal control systems.

The Company has developed and adopted various risk management procedures and guidelines to identify, assess, evaluate and monitor key risks associated with the Company with regular review for implementation by key business processes and office functions. The Audit Committee reviews annually the continued effectiveness of the Group's risk management and internal control systems dealing with risk and financial accounting and reporting, the effectiveness and efficiency of operations, compliance with laws and regulations, and risk management functions. The Directors through the Audit Committees are kept regularly appraised of significant risks that may impact on the Group's performance. Up to the date of this annual report, the Audit Committee had reviewed and confirmed to the Board, that the Group's risk management and internal control system are effective and adequate.

The Company's risk management and internal control systems are featured with well-defined organizational structure with appropriate segregation of duties, limit of authority, reporting lines and responsibilities to identify and manage potential risks, and to safeguard assets of our Group.

The management assessed the likelihood of risk occurrence, provided treatment plans, and monitored the risk management progress, and reported to the Audit Committee and the Board on all findings and the effectiveness of the systems.

The management has confirmed to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems for the year ended December 31, 2025.

風險管理及內部控制

董事會確認其就風險管理及內部控制系統的責任並檢討其有效性。該等系統旨在管理而非消除未能實現業務目標的風險，且僅可就重大失實陳述或損失提供合理而非絕對的保證。

董事會有全面責任評估及釐定其為達致本公司戰略目標所願意承擔風險的性質及程度，以及建立及維持適當而有效的風險管理及內部控制系統。

審核委員會協助董事會領導管理層並監督其設計、實施及監察風險管理及內部控制系統。

本公司已制定及採納多項風險管理程序及指引以識別、評估、評價及監察與本公司相關的主要風險，並定期檢討主要業務流程及辦公室職能的實施情況。審核委員會每年就本集團處理風險及財務會計與匯報的風險管理及內部控制系統是否持續有效，營運的成效及效率、遵守法律法規的情況以及風險管理職能方面進行檢討。董事透過審核委員會定期獲評估可能影響本集團表現的重大風險。截至本年度報告日期，審核委員會已進行檢討並向董事會確認，本集團的風險管理及內部控制系統為有效及足夠。

本公司的風險管理及內部控制系統具有明確的組織架構，並設有適當的職責劃分、權力限制、匯報方式及責任，以識別及管理潛在風險並保障本集團資產。

管理層評估風險發生的可能性，提供處理計劃以及監控風險管理進度，並向審核委員會及董事會報告所有發現及系統的有效性。

管理層已向董事會及審核委員會確認截至2025年12月31日止年度風險管理及內部控制系統的有效性。

The Internal Audit Department is responsible for performing independent review of the adequacy and effectiveness of the risk management and internal control systems. The Internal Audit Department examined key issues in relation to the accounting practices and all material controls and provided its findings and recommendations for improvement to the Audit Committee. Any urgent matters in relation to the relevant areas of internal control will be reported in a timely manner. Review results and recommendations in the form of written reports are submitted to the Audit Committee for discussion and review. Follow up actions will be taken up by the Internal Audit Department to ensure that material weaknesses previously identified have been properly resolved.

The Board, as supported by the Audit Committee as well as the management report, reviewed the risk management and internal control systems, including the financial, operational and compliance controls, for the year ended December 31, 2025, and considered that such systems are effective and adequate. The annual review also covered the financial reporting and staff qualifications, experiences and relevant resources.

Whistleblowing policy is in place to facilitate employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

The Company has developed its disclosure policy which provides a general guide to the Company's Directors, 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.

JOINT COMPANY SECRETARIES

Ms. Ren and Ms. Li were appointed as joint secretaries of the Company. Ms. Li has resigned as joint company secretary on March 30, 2026.

During the Reporting Period, Ms. Li has assisted on the company secretarial matters of the Company and has closely communicated with Ms. Ren during the Reporting Period.

During the Reporting Period, Ms. Li and Ms. Ren have received no less than 15 hours of relevant professional training to refresh their skills and knowledge in compliance with Rules 3.29 of the Listing Rules.

內部審核部負責對風險管理及內部控制系統的充足性及有效性進行獨立審閱。內部審核部審查有關會計常規及所有重大控制的主要事宜，並向審核委員會提供其發現及改進建議。任何有關內部控制方面的緊急事宜將及時匯報，並向審核委員會以書面報告形式提交檢討結果及建議以作討論及審閱。內部審核部將會採取跟進行動，以確保之前識別的重大弱項得到妥善解決。

董事會在審核委員會及管理層報告的支持下審閱截至2025年12月31日止年度的風險管理及內部控制系統，包括財務、營運及合規控制，並認為該等系統屬有效及足夠。年度審閱亦涵蓋財務申報與員工資格、經驗及相關資源。

本公司已制定舉報政策，以便本公司僱員可暗中就本公司財務匯報、內部控制及其他事宜的可能不當行為提出關注。

本公司已制定披露政策，為本公司董事、高級管理層及有關僱員提供處理機密資料、監察資料披露及回應查詢的一般指引。本集團已實施控制程序以確保嚴禁未經授權查閱及使用內幕資料。

聯席公司秘書

任女士及李女士獲委任為本公司聯席秘書。李女士已於2026年3月30日辭任聯席公司秘書。

於報告期間內，李女士一直協助處理本公司公司秘書事宜，並於報告期間內與任女士保持緊密聯繫。

於報告期間內，李女士及任女士已遵照上市規則第3.29條的規定，接受不少於15小時的相關專業培訓，以更新其技能及知識。

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with shareholders and in particular, through annual general meetings and other general meetings. At the annual general meeting, directors are available to meet shareholders and answer their enquiries.

The Company has in place a Shareholders' Communication Policy to ensure that shareholders' views and concerns are appropriately addressed. As of the date of this annual report, the Board has reviewed the policy and confirmed that it is effective and adequate.

SHAREHOLDERS' COMMUNICATION POLICY

This Shareholders' Communication Policy aims to set out the provisions which ensure that the Shareholders and in appropriate circumstances, the investment community at large (which include the Company's potential investors as well as analysts who report and analyze the Company's performance), are timely provided with information about the Company (including its financial performance, strategic goals and plans, material developments and corporate governance), in order to enable Shareholders to exercise their rights in an informed manner, and to enhance the communication between the Shareholders, the investment community and the Company.

The Company also maintains a website (www.medbankshealthtech.com), where information and updates on the Company's financial information, corporate governance practices and other information are available for public access.

During the Reporting Period, the Company reviewed the implementation and effectiveness of the Shareholders' Communication Policy, including the multiple communication channels for the Shareholders in place and the steps taken to handle Shareholders' enquiries, and considered that the Shareholders' Communication Policy has been properly implemented and effective.

DIVIDEND POLICY

Code provision M of Part 1 of the CG Code provides that the issuer should have a policy on payment of dividends. As the Company intends to retain most, if not all, of the Company's available funds and any future earnings to fund the development and growth of the Company's business and has not yet adopted a dividend policy to declare or pay any dividends in the near future, the Board will review the Company's status periodically and consider adopting a dividend policy if and when appropriate.

與股東及投資者溝通

本公司認為與股東有效溝通對加強投資者關係及讓投資者了解本集團業務表現及戰略至關重要。本公司致力維持與股東持續對話，尤其是透過股東週年大會及其他股東大會。於股東週年大會上，董事將出席與股東會面並回答彼等的查詢。

本公司已制定一項股東通訊政策，以確保股東的意見及關注獲適當處理。截至本年報日期，董事會已檢討該政策，並確認其有效及足夠。

股東通訊政策

股東通訊政策所載條文旨在確保本公司股東及（在適當情況下）一般投資人士（包括本公司潛在投資者以及報告及分析本公司表現的分析員）均可適時獲提供本公司資料（包括其財務表現、策略目標及計劃、重大發展及企業管治），以使股東可在知情情況下行使權利及加強股東、投資人士及本公司之間的溝通。

本公司亦設有網站(www.medbankshealthtech.com)，供公眾查閱有關本公司財務資料、企業管治常規及其他資料的資料及更新。

於報告期內，本公司已審閱股東通訊政策的落實及成效，包括設立多種股東溝通渠道及回應持份者質詢，本公司認為股東通訊政策已妥為執行及具成效。

股息政策

企業管治守則第一部分之守則條文第M條規定，發行人應制定有關派付股息的政策。由於本公司擬保留大部分（甚至全部的）可用資金及任何未來收益以為本公司業務的發展及增長提供資金，且尚未採納股息政策以於不久將來宣派或派付任何股息，董事會將定期檢討本公司的狀況，並適時考慮採納股息政策。

CONSTITUTIONAL DOCUMENTS

During the year ended December 31, 2025, there had been no significant changes in the constitutional documents of the Company.

SHAREHOLDERS' RIGHTS

To safeguard Shareholders' interests and rights, a separate resolution should be proposed for each substantially separate issue at general meetings of the Company, including the election of individual Directors. All resolutions put forward at general meetings of the Company will be voted on by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and the Stock Exchange after each general meeting of the Company.

Procedures for Shareholders to Convene an Extraordinary General Meeting

Pursuant to Article 12.3 of the Articles of Associations, general meetings shall also be convened on the written requisition of any one or more members deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office specifying the objects of the meeting and signed by the requisitionists, provided that such requisitionists held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. General meetings may also be convened on the written requisition of any one member which is a recognised clearing house (or its nominee(s)) deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office specifying the objects of the meeting and signed by the requisitionist, provided that such requisitionist held as at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company which carries the right of voting at general meetings of the Company. If the Board does not within 21 days from the date of deposit of the requisition proceed duly to convene the meeting to be held within a further 21 days, the requisitionist(s) themselves or any of them representing more than one-half of the total voting rights of all of them, may convene the general meeting in the same manner, as nearly as possible, as that in which meetings may be convened by the Board provided that any meeting so convened shall not be held after the expiration of three months from the date of deposit of the requisition, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to them by the Company.

章程文件

截至2025年12月31日止年度，本公司的章程文件並無任何重大變動。

股東權利

為保障股東的權益及權利，於本公司股東大會上應就各項大致上互相獨立事宜（包括選舉個別董事）提呈獨立決議案。於本公司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表決，而投票結果將於本公司各股東大會後於本公司及聯交所網站公佈。

股東召開特別股東大會的程序

根據組織章程細則第12.3條，股東大會亦可應一名或以上股東的書面要求而召開，有關要求須送達本公司位於香港的主要辦事處（或倘本公司不再設置上述主要辦事處，則為註冊辦事處），當中列明大會的主要商議事項並由請求人簽署，惟該等請求人於送達要求之日須持有不少於本公司十分之一的繳足股本，其中附帶可於本公司股東大會上投票的權利。股東大會亦可應本公司任何一名股東（為一間認可結算所（或其代名人）的書面要求而召開，有關要求須送達本公司位於香港的主要辦事處（或倘本公司不再設置上述主要辦事處，則為註冊辦事處），當中列明大會的主要商議事項並由請求人簽署，惟該請求人於送達要求之日須持有不少於本公司十分之一的繳足股本，其中附帶可於股東大會上投票的權利。若董事會並未於存放請求書之日起21日內正式召開一個將於額外的21日內舉行的會議，請求人本身或彼等當中任何超過一半總投票權的人士，可以同樣的方式（盡可能接近董事會可召開會議的方式）召開股東大會，條件是如此召開的任何會議不得在存放請求書之日起三個月期滿後舉行，以及所有因董事會不履行而對請求人造成的合理費用應當由本公司向請求人作出賠償。

Procedures for Putting Forward Proposals at General Meeting

There are no provisions allowing Shareholders to propose new resolutions at the general meetings under the Companies Law of the Cayman Islands. However, Shareholders who wish to propose resolutions may follow Article 12.3 of the Articles of Association for requisitioning an extraordinary general meeting and including a resolution at such meeting. The requirements and procedures of Article 12.3 of the Articles of Association are set out above.

Putting Forward Enquiry/Requisition to the Board

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

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

Address: 1603-1605A, 16/F, Tower 1, Kerry Enterprise Center, 128 Tianmu West Road, Jing'an District, Shanghai, PRC

(For the attention of the Board of Directors)

Email: ir@medbanks.cn

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

於股東大會上提呈建議案的程序

開曼群島公司法並無條文允許股東於股東大會上根據開曼群島公司法提呈新決議案。然而，擬提呈決議案的股東可根據組織章程細則第12.3條要求召開一個特別股東大會並於該會上提呈一項決議案。組織章程細則第12.3條的要求及程序載於上文。

向董事會提出查詢／請求

股東可將其向董事會作出的任何查詢以書面方式發送至本公司。本公司通常不會處理口頭或匿名查詢。

股東可將上述查詢或要求發送至以下地址：

地址：上海市靜安區天目西路128號嘉里不夜城企業中心辦公樓第1座16樓1603-1605A

（收件人：董事會）

電郵：ir@medbanks.cn

為免生疑問，股東須將正式簽署的書面要求、通知或聲明的正本或查詢（視情況而定）送交至上述地址，並提供全名、詳細聯繫方式及身份證明，方為有效。股東資料可能根據法律規定而予以披露。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

環境、社會及管治報告

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ABOUT THE REPORT

Basis and Principles of Preparation

This Report is the fourth Environmental, Social, and Governance (“ESG”) Report (the “**Report**”) of Sipai Health Technology Co., Ltd. (the “**Company**”), together with its subsidiaries and consolidated affiliated entities (collectively, the “**Group**” or “**we**,” “**our**” and “**us**”). The purpose of the Report is to outline our key initiatives and progress in ESG governance and specific practical areas in 2025, while addressing issues of interest to stakeholders. We recommend reading the Report in conjunction with the section headed “Corporate Governance Report” in the Company’s Annual Report 2025 for a more profound comprehension of the Group’s ESG performance.

The Report was prepared on the basis of the Environmental, Social and Governance Reporting Guide (the “**ESG Reporting Guide**”) set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”) published by The Stock Exchange of Hong Kong Limited (the “**HKEX**”). The Report complies with the mandatory disclosure requirements and the “comply or explain” principle stipulated in the ESG Reporting Guide and embodies the four principles of Materiality, Quantification, Balance and Consistency. The appendix to the Report is the content index of the ESG Reporting Guide, which provides cross-reference for readers.

Reporting Principles 匯報原則

Definition 定義

Materiality

The threshold at which ESG issues determined by the board are sufficiently important to investors and other stakeholders that they should be reported.

重要性

當董事會釐定有關環境、社會及管治事宜會對投資者及其他利益相關方產生重要影響時，發行人就應作出匯報。

關於本報告

編制依據和原則

本報告是思派健康科技有限公司（以下簡稱「**本公司**」）及其附屬公司和綜合聯屬實體（「**本集團**」、「**我們**」）發佈的第四份環境、社會及管治（「**ESG**」）報告（「**本報告**」），旨在呈現我們2025年在ESG管治與具體實踐領域的重點舉措和關鍵進展，並對利益相關方所關注的議題作出回應。為更深入了解本集團的ESG表現，我們建議將本報告與本公司《2025年年報》中的《企業管治報告》一章結合閱讀。

本報告根據香港聯合交易所有限公司（「**聯交所**」）所發佈的《香港聯合交易所有限公司證券上市規則》（「**《上市規則》**」）附錄C2所提供的《環境、社會及管治報告守則》（「**《ESG報告守則》**」）進行編制，遵循《ESG報告守則》規定的強制性披露要求及「不遵守就解釋」的原則，並體現「重要性」、「量化」、「平衡」及「一致性」四大原則。本報告包含《ESG報告守則》的內容索引載於附錄，以供讀者參照對照。

The Group's Response 本集團的響應

The Group identifies material issues based on stakeholder engagement, actual operating conditions and strategic development, and makes targeted disclosures of matters that may have a material impact on stakeholders. For details, please refer to the section “Materiality Management” in the Report. 本集團根據與利益相關方溝通及實際經營情況、戰略發展，完成重要性議題識別，並針對性披露可能對利益相關方產生重要影響的相關事宜。有關詳細信息，請參閱本報告中的「重要性議題管理」一節。

Reporting Principles 匯報原則	Definition 定義	The Group's Response 本集團的響應
Quantification 量化	KPIs in respect of historical data need to be measurable. The issuer should set targets (which may be actual numerical figures or directional, forward-looking statements) to reduce a particular impact. In this way the effectiveness of ESG policies and management systems can be evaluated and validated. Quantitative information should be accompanied by a narrative, explaining its purpose, impacts, and giving comparative data where appropriate. 有關歷史數據的關鍵績效指標須可予計量。發行人應訂下減少個別影響的目標（可以是實際數字或方向性、前瞻性的聲明）。這樣，環境、社會及管治政策及管理系統的效益可被評估及驗證。量化資料應附帶說明，闡述其目的及影響，並在適當的情況下提供比較數據。	The Report provides quantitative information and the sources of the statistical standards, methodologies, assumptions, calculation tools and conversion factors adopted, enabling readers to assess and verify the Group's sustainable development performance. 本報告提供量化信息和所使用的統計標準、方法、假設、計算工具及轉換因子的來源，以便讀者評估和驗證本集團在可持續發展方面的實踐成果。
Balance 平衡	The ESG report should provide an unbiased picture of the issuer's performance. The Report should avoid selections, omissions, or presentation formats that may inappropriately influence a decision or judgment by the report reader. 環境、社會及管治報告應當不偏不倚地呈報發行人的表現，避免可能會不恰當地影響報告讀者決策或判斷的選擇、遺漏或呈報格式。	The Report comprehensively and fairly presents ESG-related matters that may have a material impact on the Group's business, including both achievements and challenges faced. 本報告全面、公正地闡述本集團業務中可能產生重大影響的ESG相關事宜，其中包括工作成果及所面對的挑戰。
Consistency 一致性	The issuer should use consistent methodologies to allow for meaningful comparisons of ESG data over time. 發行人應使用一致的披露統計方法，令環境、社會及管治數據日後可作有意義的比較。	The Report follows the same preparation criteria and calculation methods as the previous year. Changes, if any, will be clearly stated in the Report for the reference and comparisons of report readers. 本報告沿用與去年一致的編製準則和計算方法，如有變更，將於本報告中說明，以便讀者參考、比較。

Reporting Boundary

The Report covers the Group's performance in environmental, social and governance aspects for the period from 1 January 2025 to 31 December 2025 ("Year 2025", "This year" or the "Reporting Period"), with modest extensions forward or backward.

Currency Description

Unless otherwise specified, all monetary amounts in the Report are denominated in Renminbi (RMB).

Form of Publication

The Report is available in both Chinese and English for readers' reference. In case of any discrepancy, the Chinese version shall prevail. You are welcome to access electronic versions of the Report in both English and Chinese on the Company's official website (www.medbankshealthtech.com) and the HKEX website (www.hkexnews.hk).

Report Feedback

If you have any questions or feedback on the Report and its content, please contact us through the following channels:

Email: ir@medbanks.cn
Address: Rooms 1603-1605A, 16th Floor, Tower 1, Kerry Parkside Corporate Centre, No. 128 Tianmu West Road, Jing'an District, Shanghai

報告範圍

本報告涵蓋本集團於2025年1月1日至2025年12月31日（「2025年度」、「本年度」或「報告期內」）在環境、社會與治理範疇的表現，部分內容適當向前後延伸。

貨幣說明

無特殊說明情況下，本報告中的金額均採用人民幣為計量貨幣。

發佈形式

本報告有中文和英文版本供讀者閱讀參考。如有內容理解任何差異，應以中文版本為準。歡迎您訪問本公司官方網站（www.medbankshealthtech.com）和聯交所網站（www.hkexnews.hk）以獲取電子版中、英文報告。

報告反饋

如果您對本報告及其內容有任何疑問或反饋意見，歡迎通過以下方式與我們聯繫：

郵箱：ir@medbanks.cn
地址：上海市靜安區天目西路128號嘉裡不夜城企業中心辦公樓第一座16層1603-1605A

ESG GOVERNANCE

Board Statement

As we through 2025, it marks the conclusion of the “14th Five-Year” Strategic Plan, and the foundation-building phase of the “15th Five-Year” Strategic Plan. Against the backdrop of economic adjustments and profound restructuring of the industry landscape, the Group has consistently adhered to the strategic goal of “becoming a leader in the digital transformation of healthcare industry in China”, continuously improved its sustainable development governance structure and enhanced governance effectiveness, and built a sustainable development model oriented towards long-term value, so as to realise the corporate vision of “making life healthier”. The Board of Directors (the “**Board**”) would like to express its sincere gratitude to the management and staff for their efforts in establishing and continuously optimising our ESG governance framework, and extend its heartfelt thanks to our shareholders, investors, customers, and partners for their interest, trust, and support in the Group’s sustainable development strategy.

The Board shoulders the responsibility of the Group’s ESG governance, plays the role of overall coordination and oversight at the top level, and is responsible for integrating the concept of sustainable development into the Group’s overall strategies, policies and business planning. The Board examines the scientificity and feasibility of ESG objectives and strategies, follows up on implementation progress to ensure the achievement of objectives. Together with the management, the Board identifies, assesses, and controls major ESG issues and related risks, and closely integrates ESG-related risks with overall risk management to enhance resilience and adaptability in the face of complex challenges. The Board also reviews the stakeholder engagement mechanism to maintain effective interaction and understand the expectations and demands of all parties. In addition, the Board supervises, reviews, and evaluates the preparation of the Report to ensure its truthfulness, completeness, and high quality.

In terms of environmental management, we actively respond to the national requirements of “achieving carbon peaking by 2030 and carbon neutrality by 2060” (the “**Dual Carbon**”) and the green transition requirements set out in the “15th Five-Year” Strategic Plan, strengthen the identification, assessment and response to climate-related risks and opportunities, implement emission reduction measures in business operations, optimise resource utilisation and practice green office operations, and are committed to continuously reducing the environmental impact of our operations and upholding the concept of green operations through concrete actions.

ESG 管治

董事會聲明

2025年是「十四五」規劃收官、「十五五」謀篇佈局的關鍵之年。面對經濟形勢調整與行業結構深度重塑，本集團始終秉持「成為中國醫療健康數字化轉型引領者」的戰略目標，持續完善可持續發展管治架構、提升治理效能，構建長期價值導向的可持續發展模式，以實現「讓生命更健康」的企業願景。董事會衷心感謝管理層與全體員工在ESG管治體系建設與優化中的不懈努力，並向股東、投資者、客戶及合作夥伴等各界利益相關方，致以誠摯謝意，感謝各位對本集團可持續發展戰略的關注、信任與支持。

董事會肩負本集團ESG管治責任，發揮頂層統籌與把關作用，負責將可持續發展理念融入本集團整體戰略、政策與業務規劃；審視ESG目標與策略的科學性及可行性，跟進執行進度，確保目標落地；聯同管理層識別、評估與管控重大ESG議題及相關風險，並將ESG相關風險與整體風險管理緊密結合，增強面對複雜挑戰時的韌性與適應能力；檢視利益相關方溝通機制，保持有效互動，了解各方期望與訴求；監督、審閱及檢討本報告編製，確保報告真實、完整、高質量。

在環境管理方面，我們積極響應國家「2030年實現碳達峰，2060年實現碳中和」（「**雙碳**」）與「十五五」戰略規劃綠色轉型要求，加強氣候相關風險和機遇的識別、評估及應對，並在業務運營中實施減排措施，優化資源使用，踐行綠色辦公，致力於不斷降低運營對環境的影響，以實際行動踐行綠色運營理念。

In terms of social responsibility, we take the initiative to assume and fulfil corporate responsibilities, and promote high-quality social development through concrete actions. Internally, we enhance the sense of social responsibility among all employees, improve the rights and interests protection system and build a professional development platform. Externally, we leverage our industrial advantages to carry out health public welfare activities, and build an efficient and equitable healthcare system through technology innovation and data-driven health management solutions, provide the public with high-quality and accessible medical services, and support the development of a “Healthy China”.

In terms of corporate governance, we have established an ESG governance structure composed of the Board, the ESG Working Group, various Functional and Business Departments, and clarified the responsibilities of each level in leadership and decision-making, management and supervision, as well as implementation and reporting, to ensure the effective implementation of the sustainable development concept. Meanwhile, we adhere to compliant operations, establish a comprehensive risk and compliance management system, and foster a corporate culture of integrity and honesty, so as to safeguard the long-term and stable development of the Group.

The Report provides detailed disclosure of the Group's ESG performance in 2025, demonstrating our efforts and achievements on the path of sustainable development. Looking ahead, the Board will continue to strengthen top-level coordination, supervision and guidance, and promote the in-depth integration of ESG governance into business operations, supporting the Group to advance steadily on the path of sustainable development and achieve win-win results between economic benefits and environmental and social values.

ESG Governance Structure

The Group continuously optimises the ESG governance system to ensure efficient collaboration from the Board to all business units, and enhances the systematicness, professionalism and execution capability of ESG management. The Group has established an ESG governance structure composed of the Board, the ESG Working Group, various Functional and Business Departments, and defines the main responsibilities of each level within the structure, forming a top-down three-level governance system to safeguard the scientific formulation of ESG objectives, efficient implementation of strategies and dynamic management of risks.

在社會責任方面，我們主動承擔與履行企業責任，以實際行動推動社會高質量發展。對內，我們強化全員社會責任意識，完善權益保障體系，搭建專業化成長平台；對外，我們發揮產業優勢，開展健康公益活動，並以科技創新與數據驅動的健康管理方案，構建高效、公平的醫療健康體系，為大眾提供優質可及的醫療服務，助力「健康中國」建設。

在公司治理方面，我們建立由董事會、ESG工作小組、各職能部門及業務單元組成的ESG管治架構，明確各層級在領導決策、管理監督、執行匯報中的職責，確保可持續發展理念有效落地。同時，我們堅持合規經營，建立完善的風險與合規管理體系，塑造廉潔誠信的企業文化，以保障本集團長期、穩定發展。

本報告詳細披露本集團2025年的ESG表現，展現我們在可持續發展道路上的努力與成果。展望未來，董事會將持續強化頂層統籌與監督引領，推動ESG管治與業務深度融合，助力本集團在可持續發展的道路穩步邁進，實現經濟效益與環境、社會價值共贏。

ESG管治架構

本集團持續優化ESG管治體系，確保從董事會到各業務單元均能高效協同，強化ESG管理的系統性、專業性和執行力。本集團建立由董事會、ESG工作小組、各職能部門及業務單元組成的ESG管治架構，並明確架構內各層級的主要職責，形成由上至下的三級管治體系，以保障ESG目標的科學制定、策略的高效執行及風險的動態管理。

Three-Level ESG Governance Structure

ESG 三級管治體系

Board

董事會

As the Group's highest decision-making body for ESG management, the Board is fully responsible for formulating sustainable development strategies and overseeing the progress of ESG efforts. Its primary responsibilities include:

董事會是本集團 ESG 管理的最高決策機構，全面負責制定可持續發展戰略，並監督 ESG 工作的實施進展。主要職責包括：

- Overseeing the Group's ESG matters and assessing the Group's overall ESG management objectives, strategies and approaches.
- Reviewing the Group's management systems regularly, including identifying, evaluating, prioritising and managing material ESG issues as well as risks related to the Group's businesses.
- Reviewing the Group's ESG risk management and internal control systems, assessing ESG-related opportunities and guiding the formulation and implementation of response strategies.
- Assessing the scientific validity and feasibility of the Group's ESG objectives, monitoring their progress and ensuring the fulfilment of sustainable development commitments.
- Reviewing the Group's material ESG management matters, including but not limited to annual ESG reports, to ensure transparency and compliance.
- 監督本集團的 ESG 事務，評估整體 ESG 管理目標、策略及執行方法。
- 定期檢討本集團的 ESG 管理體系，包括識別、評估、優先處理和管理重大 ESG 事項及相關業務風險。
- 監督本集團 ESG 風險管理及內部控制體系，評估 ESG 相關機遇，並指導應對策略的制定與實施。
- 評估本集團 ESG 相關目標的科學性和可行性，跟進目標推進情況，確保可持續發展承諾落地。
- 審議本集團 ESG 管理的重大事項，包括但不限於年度 ESG 報告，確保信息透明度及合規性。

ESG Working Group

The ESG Working Group is led by the management, with members including representatives from key business departments, and is responsible for the concrete implementation of ESG strategic objectives, coordination of ESG practices across business lines, and ensuring the delivery of strategies. Its primary responsibilities include:

- Researching and setting the Group's ESG development objectives, formulating ESG-related policies, management strategies and implementation paths, and advancing the development of the ESG system.
- Coordinating and supervising the implementation of ESG measures by Functional and Business Departments to ensure the consistency and efficiency of policy implementation.
- Identifying and assessing potential risks and opportunities of material ESG issues, analysing their impact on the Group's business strategies, and establishing an effective risk management and control system.
- Collecting, analysing and disclosing ESG-related information to ensure the completeness, accuracy and comparability of the information disclosed.
- Coordinating the preparation of the Group's annual ESG report, ensuring the quality of the information therein and submitting the report to the Board for consideration.
- Performing any other specific ESG-related tasks as requested by the Board.

ESG 工作小組

ESG 工作小組由管理層主導，成員涵蓋關鍵業務部門代表，負責具體落實 ESG 戰略目標，協調各業務線的 ESG 實踐開展，確保策略落地。主要職責包括：

- 研究並設定本集團 ESG 發展目標，制定 ESG 相關政策、管理策略及實施路徑，推動 ESG 體系建設。
- 統籌並監督各職能部門及業務單元落實 ESG 措施，確保政策執行的一致性和高效性。
- 識別、評估重大 ESG 議題的潛在風險與機遇，分析其對本集團業務戰略的影響，建立有效的風險管控體系。
- 負責 ESG 相關信息的收集、分析和披露，確保披露信息的完整性、準確性和可比性。
- 統籌本集團 ESG 報告的編制，確保信息質量，並向董事會提交審議。
- 落實董事會要求的其他與 ESG 相關的專項工作。

Functional and Business Departments

As the main execution bodies for ESG activities, the Functional and Business Departments are responsible for implementing the ESG policies and measures in practical operations in accordance with the guidance and requirements of the ESG Working Group. Their responsibilities include:

- Collecting, collating and submitting ESG-related information and ensuring its accuracy and traceability.
- Promoting the implementation of ESG strategies and tactics in line with our business characteristics and ensuring that all sustainable development measures are effectively implemented in our daily operations
- Assisting in ESG-related publicity and training to improve the sustainable development awareness of employees and conducting stakeholder communication to build a positive brand image.

各職能部門及業務單元

各職能部門及業務單元作為 ESG 執行主體，按照 ESG 工作小組的指導要求，在實際運營中落地 ESG 政策與行動。具體職責包括：

- 負責 ESG 相關信息的收集、整理和報送，確保信息的準確性和可追溯性。
- 結合業務特點，推進 ESG 戰略及策略實施，確保各項可持續發展措施在日常運營中得到有效執行。
- 協助進行 ESG 相關宣傳培訓，提升員工可持續發展意識，開展利益相關方溝通，樹立企業品牌形象。

Stakeholder Engagement

We attach great importance to interaction and communication with stakeholders, and have established diversified communication channels to thoroughly understand and collect the expectations and requirements of stakeholders including government and regulatory authorities, shareholders and investors, patients/consumers, employees, suppliers and partners, customers/members and the general public for the sustainable development of the Group.

Based on the outcomes of communication, we accurately identify material ESG issues and formulate corresponding sustainable development goals, committing to creating value for all parties. The table below outlines our stakeholder engagement practices.

利益相關方溝通

我們高度重視與利益相關方的互動與溝通，並建立多元化的溝通渠道，以深入了解和收集政府及監管機構、股東及投資者、患者／消費者、員工、供應商及合作夥伴、客戶／會員以及社會公眾等利益相關方對本集團可持續發展的期望與要求。

基於溝通成果，我們精準識別關鍵ESG議題，制定相應的可持續發展目標，致力於為各方創造價值。以下是利益相關方溝通表。

Engagement Methods 溝通方式	Expectations 對我們的期望	Responses 我們的回應
Government and Regulators 政府及監管機構		
- Regular announcements - Policy setting - Government visits	- Compliance with laws and regulations - Tax payment in accordance with law - Fulfillment of social responsibilities - Job creation - Anti-commercial bribery and integrity building	- Compliant operations - Compliance with and implementation of national policies - Carrying out public welfare activities - Promoting employment in society - Building Integrity and credibility
- 定期公告 - 政策制定 - 政府來訪接待	- 遵守法律法規 - 依法納稅 - 履行社會責任 - 創造就業機會 - 反商業賄賂及廉潔建設	- 合規運營 - 遵照並執行國家政策 - 開展公益活動 - 促進社會就業 - 廉潔誠信建設
Shareholders and Investors 股東及投資者		
- General meetings of shareholders - Regular announcements, roadshows - Press conferences - Investment analyst research	- Robust investment returns - Business and profit growth - Transparent information disclosure - Prevention of risks	- Revenue generation - Convening of general meetings of shareholders - Periodical information disclosure - Improving the risk and compliance system
- 股東大會 - 定期公告、路演 - 新聞發佈會 - 投資分析師調研	- 穩健的投資回報 - 業務與利潤增長 - 透明的信息披露 - 防範風險	- 創造收益 - 召開股東大會 - 定期信息披露 - 完善風險與合規體系

Engagement Methods

溝通方式

Patients/Consumers 患者／消費者

- Specialty pharmacy business
- Pharmacist services
- Service hotline
- Social media communication

- 特藥藥房服務
- 藥劑師服務
- 服務熱線
- 社交媒體溝通

Expectations

對我們的期望

- Quality and safety of products
- Service experience
- Responsible marketing and promotion
- Privacy protection and data security

- 產品質量與安全
- 服務體驗
- 負責任營銷與宣傳
- 隱私保護與信息安全

Responses

我們的回應

- Quality management of products
- Satisfaction survey and complaint handling
- Standardized marketing practices
- Protection of consumer privacy and data security
- 產品質量管理
- 滿意度調查與投訴處理
- 規範營銷舉措
- 保障消費者隱私與信息安全

Employees 員工

- Email, telephone, written communication, etc.
- Employee survey
- Employee training
- Social media communication

- 郵件、電話、書面等溝通
- 員工調研
- 員工培訓
- 社交媒體溝通

- Occupational health and safety
- Employee development
- Remuneration, benefits and promotion
- Employment and labour practices

- 職業健康與安全
- 職業發展
- 薪酬福利與晉升
- 僱傭及勞工準則

- Mechanism of employee health and safety protection
- Extensive employee training
- Reasonable remuneration mechanism and promotion channels
- Diversified and equal employment
- 員工健康與安全保障機制
- 豐富的員工培訓
- 合理的薪酬機制與晉升渠道
- 多元化與平等僱傭

Suppliers and Partners 供應商與合作夥伴

- Contracts and agreements
- Business communication
- On-site visits
- Regular evaluation
- Daily communication
- 合同協議
- 業務交流
- 現場走訪
- 定期評估
- 日常溝通

- Abiding by business ethics
- Performing obligations in accordance with the law
- Establishing long-term and stable cooperative relationships
- 遵守商業道德
- 依法履約
- 建立長期及穩定的合作關係

- Open tenders, integrity procurement
- Performing contracts in accordance with agreements
- Conducting regular supplier assessments
- 公開招標，廉潔採購
- 按約履行合同
- 定期開展供應商評估

Customers/Members 客戶／會員

- Contracts and agreements
- Customer meetings
- Business communication
- Commercial insurance sales platforms
- 合同協議
- 客戶會議
- 業務溝通
- 商業保險銷售平台

- Quality of service and communication
- Responsible marketing and promotion
- Health protection
- 服務和溝通質量
- 負責任營銷與宣傳
- 健康保障

- Enhancement of customer communication and complaint handling
- Standardized marketing practices
- Commercial insurance services
- 加強客戶溝通與投訴處理
- 規範營銷舉措
- 商業保險服務

Engagement Methods
溝通方式

Expectations
對我們的期望

Responses
我們的回應

The Community and the Public 社會和公眾

- The Company's official website
- Social media communication
- Community charity activities

- Community relations
- Promoting community construction and development
- Emissions management
- Use of resources
- Addressing climate change

- Strengthening community engagement
- Carrying out charitable donations and voluntary activities, promoting local employment
- Waste reduction, recycling and reuse
- Rational use of resources
- Greenhouse gas emission reduction measures
- 加強社區溝通
- 開展慈善捐贈及志願活動，帶動地方就業
- 減少、回收利用廢棄物
- 合理使用資源
- 溫室氣體減排舉措

- 公司官網
- 社交媒體溝通
- 社區公益活動

- 社區關係
- 促進社區的建設和發展
- 排放物管理
- 資源利用
- 應對氣候變化

Materiality Management

The Group proactively identifies key issues material to its sustainable development. Through in-depth interviews and surveys with stakeholders, we understand the concerns and demands of various stakeholders, and formulate a materiality matrix based on the results of surveys and analyses, which provides an important reference for the disclosure focus of the Report and further enhances the pertinence and effectiveness of ESG management.

Materiality Analysis

We actively conduct analysis and assessment of material issues to accurately understand and respond to the topics concerned by various stakeholders, to more effectively identify and manage our own risks and opportunities. We carry out material issue assessment in accordance with the steps of "Identification of materiality issues-Assessment of materiality issues-Prioritization of materiality issues-Review of materiality issues", and the specific process is as follows:

重要性議題管理

本集團主動識別對自身可持續發展具有重要性的核心議題，通過與利益相關方深度訪談與調研，了解各利益相關方的關切與訴求，並依據調研與分析的結果形成重要性議題矩陣，為本報告的披露重點提供重要參考，進一步提升ESG管理的針對性和有效性。

重要性議題分析

我們積極開展重要性議題分析與評估，以準確了解並回應各利益相關方關注的議題，從而更有效地識別與管理自身風險與機遇。我們按照「議題識別—議題評估—議題排序—議題審核」步驟開展重要性議題評估工作，具體流程如下：

Materiality Assessment Process

重要性議題評估流程

Step 1

步驟一

Identification of materiality issues

議題識別

We comply with the HKEX ESG Reporting Guide, and refer to the standard requirements such as GRI Standards and United Nations Sustainable Development Goals (“**UN SDGs**”). By benchmarking the material issues of peers, and combining with the Company's business characteristics and industry development trends, we screen and update the annual ESG material issue pool.

遵守聯交所《ESG 報告守則》，同時參考 GRI 標準、UN SDGs 等標準要求，對標同業重要性議題，結合公司業務特點及行業發展趨勢，篩選、更新年度 ESG 重要性議題庫。

Step 2

步驟二

Assessment of materiality issues

議題評估

We survey the views of internal and external stakeholders, including the management, employees, government or regulatory authorities, shareholders or investors, customers, suppliers or partners, local communities or public welfare organisation, industry associations, chambers of commerce or the media, on the Group's sustainable development management, to understand the key concerns of stakeholders.

調研內外部利益相關方，包括公司管理層、員工、政府或監管機構、股東或投資者、客戶、供應商或合作夥伴、當地社區或公益組織、行業協會或商會組織或媒體等，對於本集團可持續發展管理的看法，了解利益相關方關注重點。

Step 3

步驟三

Prioritization of materiality issues

議題排序

We analyze the results of survey questionnaires, assess and prioritise the issues from the two dimensions of “significance to the Group's sustainable development” and “significance to the stakeholders”, and formulate the annual materiality matrix.

分析調研問卷結果，根據「對企業可持續發展的重要性」與「對利益相關方的重要性」兩個維度，對議題進行評估排序，並繪製年度重要性議題矩陣。

Step 4

步驟四

Review of materiality issues

議題審核

External experts provide advice on material issues and their prioritization. The Board and management review the material issues and their prioritization.

外部專家對重要性議題及排序提供建議。董事會及管理層對重要性議題及排序進行審核。

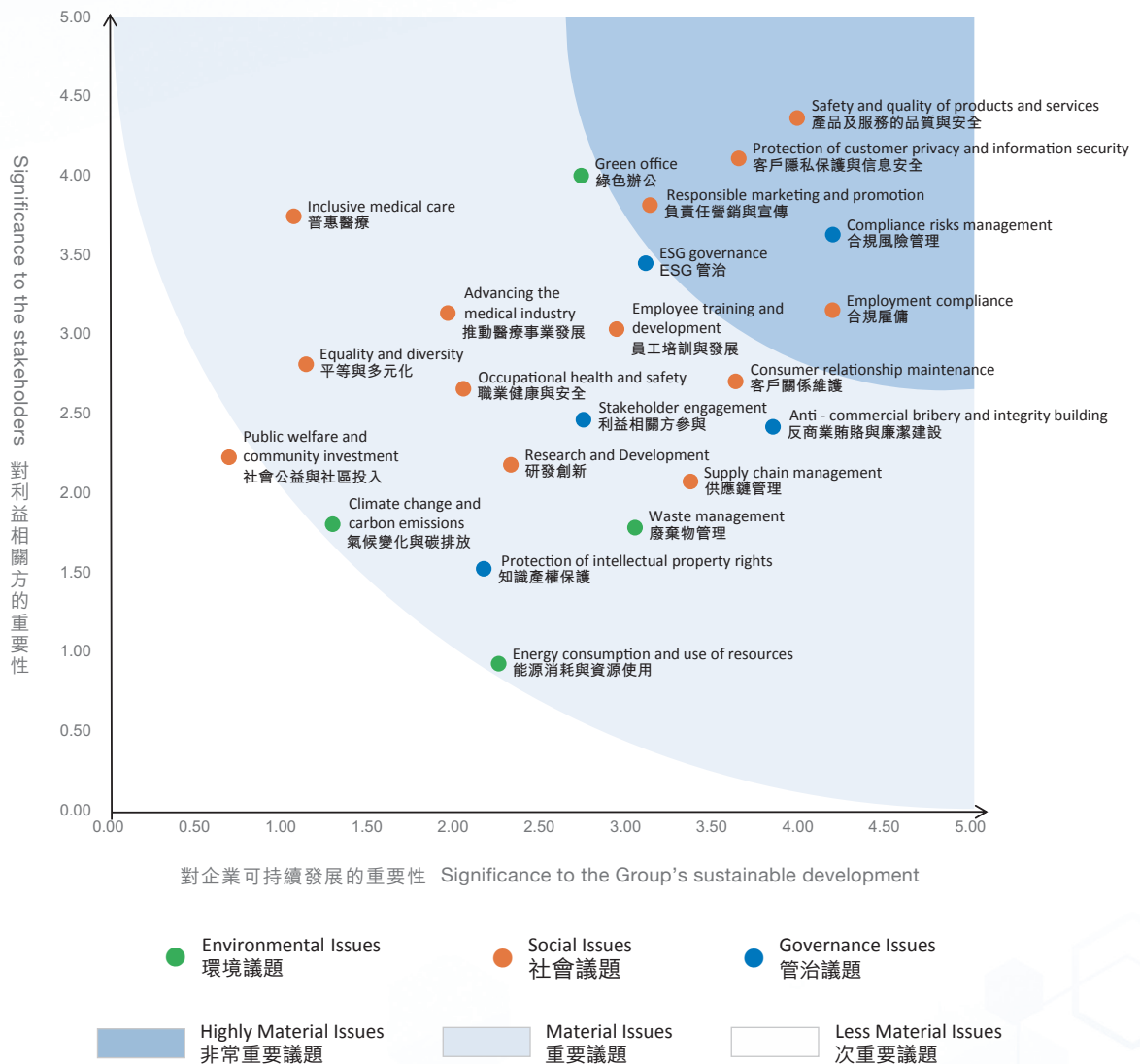
Materiality Matrix

In 2025, we identified 22 material ESG issues, including 4 environmental issues, 13 social issues, and 5 governance issues, and developed a materiality matrix accordingly. Issues of high significance are highlighted in the Report to effectively address stakeholder expectations.

重要性議題矩陣

2025年，我們識別出22項具有重要性的ESG關鍵議題，包括4項環境議題、13項社會議題及5項管治議題，並繪製相應的重要性議題矩陣，將具有高度重要性的議題作為本年度報告的重點披露內容，切實回應利益相關方的期望。

Materiality Analysis Matrix of ESG Issues
ESG 議題重要性分析矩陣



QUALITY MANAGEMENT, QUALITY SERVICES

The Group has established a sound product quality management system to comprehensively safeguard the medication safety of patients; continuously optimises the customer service process and implements the requirements on privacy and data protection; adheres to integrity-based operation and implements strict marketing and promotion strategies; promotes the sinking of high-quality medical resources, focuses on the rare disease sector and reduces medical costs, and is committed to enabling more people to enjoy high-quality, equitable and accessible healthcare services.

UN SDGs addressed in this chapter:

本章回應聯合國可持續發展目標 (SDGs)：



Stringent Product Quality Control

The Group regards product quality as the top priority of its management. The Group strictly complies with the Civil Code of the People's Republic of China, the Pharmaceutical Administration Law of the People's Republic of China, the Food Safety Law of the People's Republic of China, the Product Quality Law of the People's Republic of China, the Regulations for the Implementation of the Pharmaceutical Administration Law of the People's Republic of China, the Regulations for the Implementation of the Food Safety Law of the People's Republic of China, the Measures for the Supervision and Administration of the Quality of Drug Operation and Use, the Measures for the Administration of Internet Drug Information Services and other laws and regulations, and has established a sound quality management and drug traceability and recall system, committing to providing customers with high-quality and reliable products and protecting customers' health and safety.

篤行質管，打造優質服務

本集團建立完善的產品質量管理體系，全方位保障患者用藥安全；持續優化客戶服務流程，落實隱私與數據保護要求；堅持誠信經營，踐行嚴格的營銷推廣策略；推動優質資源下沉，關注罕見病領域，降低醫療成本，致力於讓更多人享有優質、公平、可及的醫療服務。

嚴控產品質量

本集團將產品質量視為管理工作的重中之重，嚴格遵守《中華人民共和國民法典》《中華人民共和國藥品管理法》《中華人民共和國食品安全法》《中華人民共和國產品質量法》《中華人民共和國藥品管理法實施條例》《中華人民共和國食品安全法實施條例》《藥品經營和使用質量監督管理辦法》及《互聯網藥品信息服務管理辦法》等法律法規，建立完善的質量管理和藥品追溯召回體系，致力於為客戶提供高質量、可信賴的產品，保障客戶健康與安全。

Quality Management

We regularly review and improve quality management-related policies to adapt to evolving regulatory requirements and market needs. We have formulated and implemented the Management System for Quality Management System Documents, the Management System for Assessment of the Implementation of the Quality Management System, the Good Supply Practice for Pharmaceutical Products and other institutional documents to clarify the quality control measures in the links of drug procurement, acceptance, warehousing, sales and delivery, after-sales and other links, and effectively ensure the quality and safety of drugs.

Quality Management Measures in Operations 運營環節質量管控措施

Procurement

採購

- When selecting suppliers and products, we comprehensively consider factors such as their brand reputation, market acceptance and recognition by doctors.
- 篩選供應商及產品時，綜合考慮其品牌聲譽、市場接受度及醫生認可度等因素。

Acceptance

驗收

- Before stocking in products, we strictly verify the product generic name, dosage form, specification, manufacturer, supplier, quantity, price, purchase date and other information to ensure the consistency of invoices, records and goods.
- We strictly inspect the transportation method, temperature records and transportation time during the transportation process.
- 產品入庫前，嚴格核對產品通用名稱、劑型、規格、生產廠商、供貨單位、數量、價格、購貨日期等內容，確保票、賬、貨一致性。
- 嚴格檢查運輸方式和運輸過程的溫度記錄、運輸時間。

Warehousing

倉儲

- We regularly conduct quality inspections, maintenance and control on products in warehouses.
- We set up temperature-controlled warehouses and continuously monitor the storage environment, and strictly maintain storage conditions that meet the quality and safety requirements of pharmaceutical products.
- Special drugs are stored in dedicated, safe and controlled areas, and managed by professionally trained personnel.
- 定期對倉庫中的產品開展質量巡檢、維護及管控。
- 設立溫控倉庫並持續監測儲存環境，嚴格維持符合醫藥產品質量及安全的儲存條件。
- 特藥藥品實行專區、安全及受控存放，並由受過專業培訓的人員進行管理。

質量管理

我們定期對質量管理相關制度進行審核與改進，以適應不斷變化的法規要求和市場需求，制定並落實《質量管理體系文件管理制度》《質量管理制度執行情況檢查與考核程序》《藥品經營質量管理規範》等制度文件，以明確藥品的採購、驗收、倉儲、銷售及交付、售後等環節的質量管控措施，切實保證藥品質量安全。

Quality Management Measures in Operations

運營環節質量管控措施

Sales and Delivery

銷售及交付

- Outbound recheck and quality verification are carried out before delivery to ensure that the products to be delivered meet quality requirements.
- We verify drug information with customers when delivering products to confirm that the category, specification and quantity are correct.
- 發貨之前進行出庫復核與質量核查，確保擬交付產品符合質量要求。
- 交付產品時與客戶核對藥品信息，確認品類、規格及數量無誤。

After-sales

售後

- We track product quality feedback, including information on drug market sampling inspections, quality objections and adverse reactions.
- After-sales specialists are responsible for handling quality complaints, and take effective measures to properly dispose of and achieve closed-loop resolution.
- 追蹤產品質量反饋，包括藥品市場抽檢、質量異議及不良反應等信息。
- 售後專員負責受理質量投訴，並採取有效措施妥善處置、閉環解決。

We attach great importance to quality culture development, and organise quality training and internal learning and exchanges online to enhance employees' quality awareness, professional skills and business capabilities, ensuring that every employee can deeply understand and practice our quality philosophy. Meanwhile, we conduct inspections and assessments on the implementation of quality management systems every six months, and implement a quality assessment, reward and punishment mechanism for personnel and post responsible persons to ensure the effective implementation of various quality management measures.

我們高度重視質量文化建設，通過線上的方式組織質量培訓和內部學習交流，以提升員工質量意識、專業技能和業務水平，確保每位員工都能深刻理解並踐行我們的質量理念。同時，我們每半年開展質量管理制度執行情況檢查與考核，對人員及崗位責任人實施質量考核獎懲機制，確保各項質量管理措施得以有效執行。

Drug Recall and Traceability

We have formulated and implemented institutional documents including the Drug Traceability Management System, the Drug Recall Management System, the Operating Procedures for Drug Recovery and Recall and the Quality Accident Management System, continuously improve the drug traceability and recall system, strengthen product quality risk management, and effectively safeguard the medication safety of patients. In 2025, the Group had no incidents of product recall due to safety or health concerns.

Drug Traceability System

We have established a drug traceability management system based on the electronic traceability system and centered on ledger records such as purchase inspection, display and storage, maintenance and sales, realizing the full traceability of drug purchase and sales channels, bills, capital flow and logistics, so as to ensure that all links of drug operation are traceable in source, trackable in flow and investigable in problems, and strengthen the whole-process quality safety control and risk prevention.

藥品召回及追溯

我們制定並落實《藥品追溯管理制度》《藥品召回管理制度》《藥品追回與召回操作規程》及《質量事故管理制度》等制度文件，持續完善藥品追溯與召回體系，強化產品質量風險管理，切實保障患者用藥安全。2025年，本集團未發生因安全與健康理由而須召回產品的事件。

藥品追溯機制

我們建立以電子追溯系統為基礎，以進貨查驗、陳列與儲存、養護、銷售等台賬記錄為核心的藥品追溯管理體系，實現藥品購銷渠道、票據、資金流與物流全程可追溯，以確保藥品經營各個環節來源可溯、流向可追、問題可查，強化全過程質量安全管控與風險防範。

Drug Recall Mechanism

We assist drug manufacturers in fulfilling their drug recall obligations to safeguard public medication safety. When quality problems or potential safety hazards are found in sold drugs, we will promptly notify the drug manufacturers or suppliers, file a record with the local drug administration department in a timely manner, and take the initiative to suspend sales and contact customers to recall the relevant drugs.

Quality Incident Management

For incidents endangering personal health and safety or causing economic losses caused by drug quality problems, we classify quality accidents into two categories: major accidents and general accidents, and formulate graded disposal measures to maximize the control and mitigation of adverse impacts and economic losses caused by the accidents.

Quality Incident Handling Procedure

質量事故處理流程

Reporting

報告

- Any quality incident that occurs must be reported immediately to the quality officer and the Company's responsible person.
- For major quality incidents, the municipal food and drug administration must be notified promptly, and a written report submitted within 15 days after identifying the cause.
- 質量事故發生後，立即報告質量負責人和企業負責人。
- 對於重大質量事故，及時報告市食品及藥品監督管理局，15天內查清原因後作出書面匯報。

Investigation

調查

- In the event of a quality incident, the quality officer is responsible for investigating and verifying its cause, identifying the stage at which the incident occurred as well as individuals responsible for the incident.
- 質量事故發生後，質量負責人進行事故原因的調查和核實工作，確認事故產生環節以及事故責任人。

Handling

處理

- Uphold the "Three No-Pass" principles: No incident shall be closed until the cause is clearly identified; no incident shall be closed until the responsible individuals are properly educated; no incident shall be closed until corrective measures are in place.
- The Company's responsible person makes the final decision on any quality incident and takes action against those accountable in accordance with rules and regulations.
- 堅持「三不放過」原則：事故的原因不清不放過，事故責任者沒有受到教育不放過，沒有整改措施不放過。
- 企業負責人對質量事故作最終處理決定，並依規定處理責任人。

藥品召回機制

我們協助藥品生產企業履行藥品召回義務，保障公眾用藥安全。已售出藥品發現存在質量問題或存在安全隱患時，我們將及時通知藥品生產企業或供應商，並及時向當地藥品監督管理部門報備，同時主動暫停銷售、聯繫客戶回收相關藥品。

質量事故處理

我們對於因藥品質量問題而引發的危及人身健康安全或導致經濟損失事件，將質量事故分為重大事故和一般事故兩大類，並制定分級處置措施，以最大限度地控制和減輕事故造成的不良影響與經濟損失。

Lean Customer Service

The Group takes customer service as the core and improving patients' life and health as its responsibility. The Group strictly complies with relevant laws and regulations including the Practising Pharmacist Registration Management Measures, the Insurance Law of the People's Republic of China, the Measures for the Supervision of Internet Insurance Business and Good Clinical Practice, standardizes business operations, optimises the customer service system and improves customer satisfaction; at the same time, it complies with relevant laws and regulations such as the Personal Information Protection Law of the People's Republic of China, the Data Security Law of the People's Republic of China and the Consumer Rights and Interests Protection Law of the People's Republic of China, and standardizes the requirements for the collection, use and storage management of customer information and data.

Service Management

Based on our unique advantages in the medical field, professional pharmacist service team and innovative health follow-up mechanism, combined with advanced data insight and actuarial capabilities, we continuously expand the health service network to provide patients and members with trustworthy and high-quality health and disease management services.

精益客戶服務

本集團以客戶服務為核心，以改善患者生命健康為己任，嚴格遵守《執業藥師註冊管理辦法》《中華人民共和國保險法》《互聯網保險業務監管辦法》《藥物臨床試驗質量管理規範》等相關法律法規，規範業務經營活動，優化客戶服務體系，提升客戶滿意度；同時，遵守《中華人民共和國個人信息保護法》《中華人民共和國數據安全法》《中華人民共和國消費者權益保護法》等相關法律法規，規範客戶信息和數據的收集、使用及保存管理要求。

服務管理

我們依據在醫療領域的獨特優勢、專業的藥師服務團隊和創新的健康隨訪機制，並結合先進的數據洞察力及精算能力持續擴大健康服務網絡，為患者及會員提供值得信任的優質健康與疾病管理服務。

Service System

服務體系

Patient Management 患者管理

- Full-course Disease Management Services: With the patient's authorization, formulate a professional follow-up plan based on the patient's condition and treatment plan, and accompany and pay attention to the patient's treatment and rehabilitation throughout the process.
- Patient Education: Regularly push popular science knowledge on diseases and medication according to patients' needs, and hold expert lectures to popularize disease knowledge and improve patients' health awareness.
- 全病程管理服務：在患者授權下，依據病情與治療方案制定專業隨訪計劃，全程陪伴並關注患者治療與康復。
- 患者教育：根據患者需求定期推送疾病及用藥科普知識，並舉辦專家講堂，普及疾病知識、提升患者健康認知。

Pharmaceutical Services 藥事服務

- Convenient Distribution Services: Deliver drugs to patients in a professional, safe and standardized way according to the patient's medication plan.
- Pharmaceutical Consultation: Practicing pharmacists provide free medication guidance and consultation for patients to assist them in taking medications correctly and responding to adverse drug reactions reasonably.
- 便民配送服務：依據患者用藥方案，以專業、安全、規範的配送方式將藥品送達給患者。
- 藥事諮詢：由執業藥師提供免費為患者提供用藥指導與諮詢，協助患者正確用藥、合理應對藥物不良反應。

Medical Services 醫療服務

- Consultation Services with National Renowned Experts: Provide green channel services and referral services for renowned oncology experts.
- New Drug Clinical Research Information Inquiry: Provide the latest clinical research information according to patients' needs to help patients understand cutting-edge therapeutic drugs and diagnosis and treatment opportunities.
- 全國知名專家就診服務：提供知名腫瘤專家綠通服務和轉診服務。
- 新藥臨床研究資訊查詢：根據患者需求提供最新臨床研究資訊，助力患者了解前沿治療藥物與診療機會。

Meanwhile, we continuously optimise the service control measures for the three business lines of specialty pharmacy business, commercial insurance services and physician research assistance to ensure that every customer can receive standardized, timely, professional and considerate services.

同時，我們持續優化特藥藥房業務、商業保險服務及醫生研究協助三條業務線服務管控措施，確保每位客戶都能獲得規範、及時、專業且貼心的服務。

Business Service Control Measures

業務服務管控措施

Specialty Pharmacy Business

特藥藥房業務

- Establish a Central Prescription Review System and the QIANG System to realize informatized management of the entire drug supply process from prescription review, order receiving, packaging, distribution to signing.
- Set up the Central Patient Services Department to coordinate and guide practicing pharmacists in various stores, and provide patients with full-chain pharmaceutical care services including file establishment, follow-up and education.
- 建立中央審方制度及QIANG系統，實現從審方、接單、打包、配送、簽收全流程藥品供應信息化管理。
- 成立中央患者服務部，統籌指導各門店執業藥師，為患者提供建檔、隨訪、教育的全鏈條藥事服務。

Commercial Insurance Services

商業保險服務

- Provide customized professional “health + medical + protection” services for urban populations and corporate customers.
- Strictly select medical service providers by comprehensively considering their reputation and qualifications, professional experience, service capabilities, availability and facility conditions, requiring them to hold legal practicing qualifications and comply with relevant laws, regulations and service standards.
- Appoint corporate dedicated doctors and dedicated account managers.
- 為城市人群及企業客戶提供定制化的健康+醫療+保障的專業服務。
- 綜合考量聲譽資質、專業經驗、服務能力、可用性及設施條件，嚴格篩選醫療服務供應者，要求其具備合法執業資質，並遵守相關法律法規與服務準則。
- 設立企業專屬醫生、專屬客戶經理。

Physician Research Assistance

醫生研究協助

- Provide SMO¹ services to pharmaceutical companies and medical institutions, so as to manage clinical trials and facilitate drug research and development activities.
- Establish a sound internal training system to ensure that the CRC² Team is familiar with international and domestic regulatory requirements and industry knowledge, and strictly follows standard trial protocols.
- 向製藥公司和醫療機構提供SMO¹服務，以管理臨床試驗和促進藥物研發活動。
- 建立完善的內部培訓體系，確保CRC²團隊熟悉國際和國內監管要求和行業知識，並嚴格遵循標準的試驗方案。

¹ Refers to a Site Management Organisation, an institution that provides clinical trial-related services for the clinical research and development of pharmaceutical companies, medical device companies and some health-related products, which possesses adequate infrastructure and personnel meeting the requirements of clinical trial protocols.

指現場管理組織，向製藥公司、醫療器械公司及部分健康相關產品的臨床研究開發提供臨床試驗相關服務的機構，該機構擁有符合臨床試驗方案要求的充足基礎設施及人員。

² Refers to a Clinical Research Coordinator, an individual responsible for performing non-clinical work as an assistant under the guidance of the Principal Investigator in clinical trials.

指臨床研究協調員，在臨床試驗中負責在主要研究者的指導下作為助手進行非臨床工作的人士。

Customer Complaint Handling

We have formulated and implemented institutional documents including the Standard Operating Procedure for Customer Complaint Handling of Sipai Pharmacy and the Drug Purchase and Return Process, and established various communication channels such as telephone, email, WeChat and physical store visits to receive feedback on problems in the service process from service stakeholders including patients, manufacturers, doctors and insurance companies, and respond to and resolve complaints in a timely manner. We regularly summarize and analyze complaint data monthly, continuously optimise service processes and improve service quality to meet the expectations of different service stakeholders. In 2025, the Group received no complaints regarding products and services, with a customer satisfaction rate of 100%.

Customer Complaint Handling Process

Step 1 流程一

- Documenting customer complaint
- 客戶投訴登記

Step 2 流程二

- Investigating the root cause
- Developing and executing solutions
- Escalation through hierarchical levels
- 問題原因調查
- 解決措施制定執行
- 問題逐級上報

Step 3 流程三

- Compiling and analysing customer complaint information
- 客戶投訴信息匯總分析

Privacy and Data Protection

We have formulated and implemented institutional documents including the Standard Operating Procedure for Data Security Management of Sipai Pharmacy, strictly collect and use the information and data of partners, patients and doctors in accordance with the principles of legality, legitimacy and necessity, and pursue the legal liability of employees for violating the obligation of information confidentiality. In 2025, the Group had no negative incidents related to penalties for infringing consumers' privacy.

客戶投訴處理

我們制定並落實《思派大藥房客戶投訴處理 SOP》《藥品採購退貨流程》等制度文件，建立開放電話、電子郵件、微信、實體店訪問等多種溝通渠道，以接受來自患者、製造商、醫生、保險公司等服務相關方針對服務過程中出現問題的反饋，及時回應並解決投訴問題。我們每月定期對投訴數據匯總分析，不斷優化服務流程，提升服務質量，以滿足不同服務相關方的期望。2025年，本集團未收到關於產品及服務的投訴，客戶滿意度100%。

客戶投訴處理流程

隱私與數據保護

我們制定並落實《思派大藥房數據安全管理 制度 SOP》等制度文件，嚴格遵循合法、正當及必要的原則收集和使用合作方、患者和醫生的信息及數據，依法追究員工違反信息機密保密義務的責任。2025年，本集團未發生侵犯消費者隱私的處罰相關負面事件。

Privacy and Data Protection Measures

隱私與數據保護措施

Strengthening Internal Policies and Management Standards

健全內部制度和管理規範

- Implement a well-established internal control system to prevent any unauthorized transfer of personal information to third parties.
- Obtain explicit consent through consent forms, applications, or agreements before collecting any medical data from patients and policyholders in our specialty pharmacy business and commercial insurance business.
- 實施健全的內部控制制度，防止任何未經授權的個人信息轉移予第三方。
- 於初次從特藥藥房業務及商業保險業務的患者及計劃會員收集任何醫療數據之前，會通過同意書、申請表或協議徵求其同意。

Enhancing Internal Technical and Data Infrastructure

強化內部的技術及數據基礎設施

- Isolate internal databases and operating systems from external services to ensure data security.
- Employ robust security protocols for encrypted data transmission to maintain maximum confidentiality.
- Engage third-party cybersecurity providers for regular penetration testing to identify vulnerabilities and assess system security.
- 將內部數據庫和作業系統與外部服務隔離，以保證數據安全。
- 採用嚴密的安全協議來加密數據傳輸以確保最大的機密性。
- 定期聘請第三方網絡安全公司進行滲透測試，及時識別系統中的漏洞並評估其安全性。

Raising Confidentiality Awareness Among Employees

加強內部人員保密意識

- Anonymize consumers' privacy data systemically and perform verification before sharing with external parties.
- Require employees to sign confidentiality agreements upon joining the Company.
- Emphasize commitment to confidentiality on a regular basis in quarterly or semi-annual meetings.
- Organise ongoing privacy and data protection training for relevant personnel to enhance their cybersecurity awareness and skills. Require authorized personnel to promptly report any information security vulnerabilities.
- 對消費者隱私數據進行系統脫敏，對外提供時須經過核對檢查。
- 員工入職時要求簽署相關保密協議。
- 在季度／半年度週期例會上定期提示強化保密意識。
- 為相關人員提供持續的隱私與數據保護培訓，以不斷提升他們的信息安全意識及技能，並要求授權人員必須及時報告任何信息安全漏洞。

Responsible Marketing

The Group strictly complies with laws and regulations including the Advertising Law of the People's Republic of China, the Standards for the Review and Release of Drug Advertisements and the Regulations for the Administration of Drug Labels and Inserts, supervises the marketing and promotion strategies of services and products, and standardizes the review process for externally released advertising and promotion content, copywriting and other marketing materials. In 2025, the Group had no negative marketing incidents.

We continuously standardize marketing practices to ensure that marketing information is true, scientific and objective, and eliminate any false statements and misleading information. Meanwhile, we strictly prohibit the publication of prescription drug advertisements on the websites we operate, and stipulate that all promotions of medical behaviors, drugs or medical devices shall not make any commitments or guarantees regarding their effectiveness, safety or cure rate, so as to ensure that scientific and accurate drug and treatment information is provided to consumers or potential consumers.

Accessibility of Medical Services

The Group implements the value of “doing what is beneficial to doctors and patients”, deepens cooperation with pharmaceutical innovation enterprises, expert networks and health insurance companies, and provides customers with higher-quality, more extensive medical and health services and more comprehensive medical payment solutions.

Rare Disease Treatment

We focus on the fields of oncology, specialty medications, rare diseases, and chronic illnesses, and have established a professional pharmacist service team and an innovative health follow-up system, aiming to provide patients with pharmaceutical consultation services and full-process disease management. Meanwhile, in collaboration with MedPISOn, we offer on-site management services for clinical trials in oncology field, support researchers and research institutions in conducting high-quality, efficient clinical research work, and advance the research and development and application of oncology drugs.

負責任營銷

本集團嚴格遵守《中華人民共和國廣告法》《藥品廣告審查發佈標準》《藥品說明書和標籤管理規定》等法律法規，監督服務及產品的營銷推廣策略，規範對外發佈的廣告宣傳內容、文案及其他營銷材料的審核流程。2025年，本集團未發生營銷負面事件。

我們不斷規範營銷舉措，確保營銷信息真實、科學、客觀，杜絕任何虛假陳述和誤導性信息。同時，我們嚴格禁止在運營的網站上發佈處方藥廣告，並規定所有醫療行為、藥物或醫療器械的宣傳不得對其有效性、安全性或治愈率作出任何承諾或保證，以確保為消費者或潛在消費者提供科學準確的藥品和治療信息。

醫療服務可及性

本集團貫徹「做對醫生和患者有益的事」的價值觀，深化與醫藥創新企業、專家網絡以及健康險公司的合作，為客戶提供更優質、覆蓋更廣的醫療健康服務和更全面的醫療支付方案。

罕見病治療

我們專注於腫瘤、特殊藥物、罕見疾病以及慢性疾病領域，建立專業的藥師服務團隊和創新的健康隨訪機制，旨在為患者提供藥事諮詢服務和疾病全程管理。同時，我們通過與比遜醫療合作，為腫瘤領域的臨床試驗提供現場管理服務，支持研究者和研究機構開展高質量、高效率的臨床研究工作，推動腫瘤藥物的研發和應用。

Reducing Patient Burden

We have developed products such as Hui Min Insurance and Wellness Insurance to reduce the burden of medical expenses and improve the level of medical security for the public. As of the end of 2025, the cumulative number of enterprise employees covered by Wellness Insurance was 2 million, serving 619 enterprises, including well-known enterprises such as ByteDance, Alipay, Tencent, NetEase, TCL and Contemporary Amperex Technology Co., Limited (CATL). The cumulative number of participants in Hui Min Insurance exceeded 8 million, covering 17 cities including Chengdu, Guangzhou, Zhengzhou, Kunming, Xuzhou, Linyi, Jiangmen and Shaoguan.

Building an Integrated CorpHealth Service Safeguard System

The Group provides China's corporate employees and their families with comprehensive healthcare protection solutions through integrated "health insurance + healthcare management" one – stop service model. Such model also supports the development of a market – oriented, multi – tiered healthcare payment system and service network. We are deeply rooted in the field of commercial health insurance, relying on Commercial Insurance Service Business – centered on insurance brokerage, offering corporate clients one – stop healthcare protection solutions that span corporate group health insurance, corporate healthcare fund, and a broad range of CorpHealth management services.

INTEGRITY OPERATION, RESPONSIBLE ECOSYSTEM

The Group adheres to compliance operation, establishes a sound risk and compliant management system, conducts regular risk assessment and audit, and fosters a corporate culture of integrity and honesty; standardizes supplier management requirements and carries out procurement activities in accordance with laws and regulations; properly conducts intellectual property protection in an orderly manner to avoid infringement incidents, and is committed to collaborating with partners to provide safe, efficient and high-quality products and services.

UN SDGs addressed in this chapter:



減輕患者負擔

我們打造惠民保、健康保等產品，降低醫療費用負擔，提升民眾的醫療保障水平。截至2025年底，健康保在保企業員工累計為200萬人，服務企業為619家，包括為字節跳動、支付寶、騰訊、網易、TCL、寧德時代等知名企業；惠民保累計參保人數超過800萬人，覆蓋包括成都、廣州、鄭州、昆明、徐州、臨沂、江門、韶關在內的17個城市。

構建一體化企康服務保障體系

本集團通過「商業醫療保險+醫療健康管理」一站式服務模型為中國企業員工及其家庭提供綜合醫療健康保障解決方案，致力於構建市場化、多層次的醫療支付體系與服務網絡。我們深耕商業健康保險領域，依托以保險經紀為核心的商業保險服務業務，為企業客戶提供覆蓋企業健康團險、健康保障委托及各類企業管理服務的一站式醫療健康保障解決方案。

守正經營，共築責任生態

本集團堅持合規經營，建立完善的風險與合規管理體系，定期開展風險評估與審計，打造廉潔誠信的企業文化；規範供應商管理要求，合法合規開展採購活動；有序做好知識產權保護，避免侵權事件發生，致力於協同合作夥伴，提供安全、高效、優質的產品與服務。

本章回應聯合國可持續發展目標 (SDGs)：



Risk and Compliance Management

The Group has formulated comprehensive risk and compliance management documents and established processes for risk assessment, analysis and response to identify and control operational compliance risks. Meanwhile, through the collaborative operation of the “Three Lines of Defense”, we achieve full coverage and whole-process control of risk management, providing a solid guarantee for the Company’s steady development.

First Line of Defense: Business Operations

Our business departments are at the forefront of risk prevention and control. In daily operations, business departments conduct comprehensive risk identification and assessment, and adopt corresponding control measures based on the results. The following are the main types of business risks we have identified and the corresponding management measures.

Business Risk Category 業務風險類型

Control Measures 管理措施

Service Quality and Safety

服務質量及安全

Identify potential operational risks across the three main business segments (i.e., specialty pharmacy business, commercial insurance services, and physician research assistance). Adopt and take various measures to ensure the effective implementation of risk management processes.

識別三大業務板塊（即特藥藥房業務、商業保險服務以及醫生研究協助）於運營過程中的潛在風險，採納並實施多項措施，確保風險管理程序有效運作。

Product Quality and Safety

產品質量及安全

Focus on product quality and safety of goods sold in specialty pharmacies, covering all links including procurement, inspection and acceptance, warehousing, sales and delivery and after-sales service, control risks at all levels and ensure product quality and safety.

主要針對特藥藥房出售的產品質量及安全，涵蓋採購、驗收、倉儲、銷售及交付、售後所有環節，層層把控風險，保障產品質量及安全。

Market Competition Risks

市場競爭風險

Explore high-value-added services to increase overall revenue; strengthen the digitalisation of pharmacy operations to improve efficiency and reduce costs; enhance service quality to build brand advantages.

探索高附加值的服務，提高綜合收入；加強藥房信息化建設，提高運營效率，降低成本；提升服務質量，打造品牌優勢。

Operational Risk Management

操作風險管理

Establish internal procedures for risk management in response to flaws or defects in internal processes, employee errors, IT system failures, or financial risks caused by external events.

針對內部流程的不完善或缺陷、員工失誤、信息科技系統故障或外部事件導致的財務相關風險，制定內部程序進行風險管理。

風險與合規管理

本集團制定完善的風險與合規管理制度文件，建立風險評估、分析及應對管理流程，以識別與管控營運合規風險。同時，我們通過「三道防線」協同運作，實現風險管理全覆蓋與全流程管控，為公司穩健發展提供堅實保障。

第一道防線：業務運營

我們的業務部門是風險防控的最前沿。在日常業務運營過程中，業務部門開展全面的風險識別、評估工作，並根據風險評估結果採取相應的風險控制措施。以下是我們識別出的主要業務風險類型與管理措施。

Business Risk Category 業務風險類型	Control Measures 管理措施
Human Resource Risks 人力資源風險	Improve recruitment strategies, optimise talent introduction and retention mechanisms, and strengthen employee relations management; formulate a code of conduct against bribery and corruption risks, and conduct training to address and manage potential human resources risks. 完善招聘策略，優化引才和留人機制，加強員工關係管理；針對賄賂及貪污風險，制定行為守則，開展培訓應對及管理可能出現的人力資源風險。
Regulatory and Compliance Risks 監管合規風險	Carry out effective compliance and legal risk management for all aspects of business operations and employee activities, improve the internal accountability system, and strengthen the training and education of employees' compliance awareness. 針對業務運營及員工活動的各個方面開展有效的合規及法律風險管理，健全內部問責制度，加強對員工合規意識培訓與教育。

Second Line of Defense: Functional Departments

As the second line of defense for risk prevention and control, the Company's internal functional departments are responsible for supervising whether various business activities comply with professional laws, regulations and the Company's internal compliance processes, conduct regular compliance training and education on specific management requirements, strengthen employees' compliance awareness, and ensure that all decisions and business operations are legal and compliant.

Third Line of Defense: Supervision through Auditing

We have formulated and implemented the Internal Audit Management System of Sipai Health Technology, and established a sound internal audit and external audit mechanism to identify and prevent risks. Regular internal audits review and assess the operational compliance of different areas, report to the management and organise rectification, and establish an accountability system for employees who violate laws, regulations and internal policies. To ensure the accuracy of the Company's financial information and the effectiveness of internal control, we regularly engage third-party audit firms to conduct audits, including in-depth reviews of business processes, internal controls and potential corruption risks.

第二道防線：內部職能部門

公司內部職能部門作為風險防控第二道防線，負責監督各項經營活動是否符合專業法律法規和公司內部合規流程，對具體管理要求定期開展合規培訓和教育，強化員工的合規意識，確保各項決策和業務操作合法合規。

第三道防線：審計監督

我們制定並落實《思派健康科技內部審計管理制度》，建立完善的內部審計和外部審計機制，以識別和防範風險。定期的內部審計工作檢視評估不同領域的運營合規性，並向管理層報告和組織整改，就員工違反法律法規及內部政策建立問責制度。為確保公司財務信息的準確性與內部控制的有效性，我們定期聘請第三方審計公司開展審計工作，包括對業務流程、內部控制及潛在貪腐風險的深入審查。

Internal Audit

The internal control and audit department takes a risk-oriented approach to conduct risk assessments, interviews with management, data analysis, on-site observations, walk-through testing, document comparisons, etc., to identify, assess, and manage risks faced by the Company. It also evaluates the effectiveness of the internal control system to ensure that the risks remain within acceptable limits.

內部審計

內控審計部秉持風險導向原則，執行風險評估、管理層訪談、數據分析、實地觀察、穿行測試、單據對比等程序，識別、評估和管理企業面臨的風險，評估內部控制系統的有效性，確保企業風險在可接受範圍內。

External Audit

We engage professional and independent third-party audit firms to perform assurance procedures on the Company's funds, inventory, turnover and balances of current transactions, internal control and other aspects. Through the professional perspective of third-party audit firms, we promptly identify and correct potential problems, and further enhance the Company's financial transparency and risk management capabilities.

外部審計

我們聘請專業獨立的第三方審計公司，對公司資金、存貨、往來交易的發生額、餘額及內部控制等執行鑒證程序，通過第三方審計公司的專業視角，及時發現並糾正可能存在的問題，進一步增強公司的財務透明度和風險管理能力。

Business Ethics

The Group strictly complies with the Anti-Unfair Competition Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Monopoly Law of the People's Republic of China, the Interim Measures on Prohibiting Commercial Bribery and other laws and regulations, defines legal red lines, prohibits commercial bribery, monopoly agreements, extortion, fraud, money laundering, false publicity and any other illegal activities, and establishes smooth supervision and reporting channels, committing to building a clean and upright corporate culture. In 2025, there were no concluded corruption lawsuits filed against the Group or its employees.

Integrity Building

We have formulated and implemented institutional documents including the Whistle-blowing Management System for Sipai Health Technology, Gift Surrender Management System for Sipai Health Technology, Internal Audit System for Sipai Health Technology, Capital Management System for Sipai Health Technology, and the Employee Handbook, in order to standardize business ethics management requirements, and continuously carry out relevant training and promotion to enhance the business ethics awareness of all employees and prevent violations.

商業道德

本集團嚴格遵守《中華人民共和國反不正當競爭法》《中華人民共和國反洗錢法》《中華人民共和國反壟斷法》及《關於禁止商業賄賂行為的暫行辦法》等法律法規，明確法律紅線，杜絕商業賄賂、壟斷協議、敲詐勒索、欺詐、洗黑錢、虛假宣傳和任何其他非法活動，並建立暢通的監督舉報渠道，致力於營造廉潔、正直的企業文化。2025年，無任何對本集團或其員工提出並已審結的貪污訴訟案件。

廉潔誠信建設

我們制定並落實《思派健康科技舉報管理制度》《思派健康科技禮品上交管理規定》《思派健康科技內部審計管理制度》《思派健康科技資金管理制度》《員工手冊》等制度文件，以規範商業道德管理要求，並持續開展相關培訓與宣貫，提升全體員工的商業道德意識，防範違規事件的發生。

Anti-Corruption and Anti-Bribery

The Company's internal control and audit department, legal and risk control department and management teams of all business lines are responsible for the daily implementation of anti-corruption measures, review and assess the implementation of measures in various departments, verify internal and external complaints and reports, investigate and implement corresponding rectification measures, and regularly report the implementation to senior management.

We include potential corruption and bribery risks in the special or routine audit projects of potential high-risk areas carried out daily, and conduct one to two audit projects regularly every month. The audit procedures include risk assessment, management interviews, data analysis, on-site observation, walk-through tests and document comparison to prevent and control corrupt acts.

Anti-Money Laundering

We have established a standardized fund activity management process and supporting system, and all fund inflows and outflows must be applied for, recorded and verified through the OA System. If any abnormality is found in the payment process, the payment will be suspended immediately to prevent the risks of abnormal fund flow and money laundering.

Anti-Commercial Bribery

We actively promote compliance measures and professional ethics standards to all stakeholders (including customers and suppliers), attach integrity commitment clauses to business contracts, and require cooperating suppliers and third-party institutions to comply with relevant laws and regulations.

We require suppliers to sign an annual compliance statement at the time of contract signing to ensure their compliance. During the reporting period, the signing rate of supplier compliance statements was 100%.

We strictly prohibit employees from soliciting gifts or implying that suppliers, customers, external partners and other parties treat them to dinners or give gifts in any way, and require employees to report and hand over gifts that cannot be refused.

反貪污反腐敗

公司內控審計部、法務及風控部、各業務線的管理團隊負責日常執行反貪污反腐敗措施，檢討和評估各部門措施執行情況，審核來自內部及外部的投訴及舉報，調查和實施相應整改措施，並定期向高級管理層匯報執行情況。

我們將潛在貪腐賄賂風險納入到日常開展的潛在高風險領域專項或常規審計項目中，並於每月定期開展1-2次審計項目工作，審計程式包括風險評估、管理層訪談、資料分析、實地觀察、穿行測試及單據比對等，以預防和控制貪污腐敗行為的發生。

反洗錢

我們建立規範化資金活動管理流程與配套系統，資金進出均需通過OA系統申請、記錄和審核。付款流程中若發現任何異常情況，將立即暫停付款，以防範資金異常流動與洗錢風險。

反商業賄賂

我們積極向所有利益相關方（包括客戶及供應商）宣貫合規措施及職業道德準則，在業務合約中附有廉潔承諾條款，要求合作的供應商及第三方機構遵守相關法律法規。

我們要求供應商在合同簽訂時，同時簽訂年度合規聲明，以保障供應商合規。報告期內，供應商合規聲明簽訂比例為100%。

我們嚴禁員工以任何方式向供應商、客戶、外部合作商等索取禮品、或暗示對方請客送禮，並要求員工對無法拒收的禮品進行報備、上交。

Anti-Monopoly and Anti-Unfair Competition

We strictly comply with the national anti-monopoly laws and regulations, define legal red lines, prohibit violations such as monopoly agreements and abuse of dominant market position, and ensure that all business activities are carried out in a compliant and fair manner.

We clarify the responsibilities and authorities of all departments and positions, establish a strict authorization system and a cross-check and restriction mechanism to avoid unfair competition caused by internal abuse of power, interest transmission and other acts.

We continuously strengthen the internal audit and supervision mechanism, conduct strict monitoring on key business links such as procurement, sales and finance, and prevent internal personnel from seeking personal gains through improper means and damaging the fair competition environment.

Training and Advocacy

We have formulated and publicized the Employee Handbook and Code of Conduct to all employees, covering explanations of professional ethics, anti-fraud mechanisms, internal rules and guidelines on negligence and corruption. At the same time, we attach importance to the training and promotion of the business philosophy of integrity and honesty, and clarify the requirements, standards and red lines of business ethics in the orientation training of new employees and daily meetings; we organise special training and seminars, adjust the training content according to the positions and responsibilities of different employees, covering the compliance requirements of anti-bribery, anti-corruption, anti-fraud, anti-unfair competition and other aspects, to urge employees to comply with internal policies and external laws and regulations in daily work.

In 2025, we held a special anti-commercial bribery training for the core sales team. The training content covered the core legal framework and regulatory priorities in the pharmaceutical field, internal policies, typical cases of commercial bribery and high-risk scenarios, so as to further strengthen the team's integrity awareness and risk prevention and control capabilities.

反壟斷、反不正當競爭

我們嚴格遵守國家反壟斷相關法律法規，明確法律紅線，杜絕壟斷協議、濫用市場支配地位等違規行為，確保各項經營活動合規、公平開展。

我們明確各部門和崗位的職責與許可權，建立嚴格的授權體系以及交叉審核牽制機制，避免內部權力濫用、利益輸送等行為引發的不公平競爭。

我們持續加強內部審計和監督機制，對採購、銷售、財務等關鍵業務環節進行嚴格監控，防止內部人員通過不正當手段謀取私利，損害公平競爭環境。

培訓與宣貫

我們制定並向全體員工公示《員工手冊》及行為守則，涵蓋職業道德、防止欺詐機制、疏忽及貪污的內部規則及指引等說明。同時，我們重視廉潔誠信經營理念的培訓與宣貫，在新員工入職培訓、日常會議宣貫中明確商業道德方面的要求、標準和紅線；組織開展專項培訓及專題會議，針對不員工的崗位及職責調整培訓內容，涵蓋反賄賂、反腐敗、反欺詐、反不當競爭等方面的合規要求，以督促員工在日常工作中遵守內部政策和外部法律法規。

2025年，我們對核心銷售團隊舉行反商業賄賂專題培訓，培訓內容涵蓋醫藥領域核心法律框架及監管重點、內部政策、商業賄賂典型案例及高風險場景等，以進一步強化團隊廉潔意識與風險防控能力。

Supervision and Whistle-blowing Mechanism

We have formulated and implemented the Whistle-blowing Management System of Sipai Health Technology and established a sound supervision and whistle-blowing mechanism. All employees of the Group and all sectors of the society (suppliers, customers, etc.) that have direct or indirect economic relations, business contacts with the Group or are aware of relevant information may file complaints and whistle-blow on fraud and corruption acts through channels such as e-mail, letters, interviews and telephone calls.

Public Whistle-blowing Channels:

E-mail: hegui@medbanks.cn
Mailing Address: Sipai Health Technology, Rooms 1603-1605A, 16th Floor, Tower 1, Kerry Parkside Corporate Centre, No. 128 Tianmu West Road, Jing'an District, Shanghai
Postcode: 200070
Addressee: Head of Internal Control and Audit

We attach importance to the confidentiality of whistle-blowing and keep the whistle-blowing content and personal information of whistleblowers strictly confidential. We adopt various measures to implement the principle of confidentiality throughout the whole process of acceptance, registration, storage and investigation:

- All whistle-blowing envelopes are sealed and marked with "For the Recipient Only";
- From the receipt of whistle-blowing information to the conclusion of the case, all investigation-related information is managed as confidential documents;
- Any form of retaliation against whistleblowers is strictly prohibited, and any form of retaliation will be seriously dealt with in accordance with national laws, regulations and the Company's rules and regulations.

監督舉報機制

我們制定並落實《思派健康科技舉報管理制度》，建立完善的監督舉報機制，本集團全體員工及與本集團直接或間接發生經濟關係、業務往來或知情的社會各方（供應商、客戶等），可通過電子郵件、信函、面談、電話等渠道進行舞弊、貪污行為的投訴舉報。

公開舉報渠道：

郵箱： hegui@medbanks.cn
信件收件地址： 上海市靜安區天目西路
128號嘉裡不夜城企業
中心辦公樓第一座16層
1603-05A思派健康科技
郵編： 200070
收件人： 內控審計部負責人

我們重視舉報保密性，對於舉報內容、舉報人個人信息嚴格保密，我們採取多種舉措，將保密原則貫穿在受理、登記、保管、調查全過程：

- 舉報信信封均密封處理，標明「只供收件人拆閱」字樣；
- 自接到舉報信息至案件辦結，所有與調查相關的信息均列為保密文件管理；
- 嚴禁對舉報人進行任何形式的打擊報復，任何形式的打擊報復都將按國家法律法規及公司規章制度進行嚴肅處理。

Responsible Supply Chain

The Group strictly complies with the Bidding Law of the People's Republic of China and the Implementation Measures of the Bidding Law of the People's Republic of China, and other laws and regulations, carries out procurement activities in accordance with laws and regulations, and actively promotes the sustainable development concept to suppliers. For the procurement of pharmaceuticals, equipment, health food and other items in the main business, the Group has formulated and implemented the Store Supplier Information Creation and Maintenance Procedures and relevant systems to standardize the management of supplier information.

Supplier Management

We adhere to the supply chain management philosophy of "Compliance, Safety and Quality First", and establish a pharmaceutical supply chain management team to standardize the management of product quality, logistics, returns and other matters from all links such as supplier access, evaluation and exit. In terms of supply chain digital management, we use the pharmacy purchase, sales and inventory management system to realize informatized and intelligent management of pharmaceutical procurement, inventory, sales and other links, and improve operational efficiency.

負責任供應鏈

本集團嚴格遵守《中華人民共和國招標投標法》《中華人民共和國招標投標法實施條例》等法律法規，合法合規開展採購活動，積極向供應商推廣可持續發展理念。針對主營業務的藥品、器械、保健食品等採購內容，制定並落實《門店供應商信息創建及維護流程》相關制度，以規範管理供應商信息。

供應商管理

我們秉持「合規、安全、質量第一」的供應鏈管理理念，設立藥品供應鏈管理團隊，從供應商准入、評估及准出等各環節對產品質量、物流及退貨等事宜進行規範管理。在供應鏈數字化管理方面，我們使用藥房進銷存管理系統，以實現藥品採購、庫存、銷售等環節的信息化、智能化管理，提高運營效率。

Supplier Entry

供應商准入

We conduct background checks on supplier qualifications, brand reputation, and reliability during supplier registration and information updates, new product introduction assessment, and contract execution. Suppliers that fail to meet our qualification requirements are strictly barred from entry.

在供應商信息創建及維護、新品引入審評、產品合同簽訂等過程中對供應商資質、品牌及可靠性進行背景調查，對經營資質不符合要求的供應商一律不得准入。

Supplier Assessment

供應商評估

We conduct regular comprehensive assessments of suppliers. During the monthly reconciliation between our outlets and suppliers, we collect issues related to dispatch efficiency, packaging materials, and packaging quality, follow up on the issues and urge improvements.

對供應商定期開展全面綜合評估，在門店與供應商月度對賬過程中針對供應商發貨效率、運輸包材、包裝質量等問題，及時反饋並督促改善。

Supplier Exit

供應商准出

For suppliers that violate laws and regulations, we will immediately terminate the procurement and supply relationship with them to prevent cooperation risks.

對於違反法律法規的供應商，將立即終止與其採供關係，以防範合作風險。

Supplier Engagement

供應商交流

We actively communicate and exchange with suppliers by holding key meetings and other means, and promote compliance requirements, integrity standards and sustainable development concept to suppliers.

通過召開重點會議等方式，積極與供應商溝通交流，向供應商宣貫合規要求、廉潔準則及可持續發展理念。

Supply Chain Environmental and Social Risk Management

供應鏈環境及社會風險管理

We continuously strengthen the assessment and control of environmental and social factors of suppliers. While protecting the interests of suppliers, we urge them to actively fulfill their due environmental and social responsibilities to promote the sustainable development of the supply chain.

我們持續加強對供應商的環境及社會因素的評估與管控。在保障供應商利益的情況下，我們督促供應商積極履行其應盡的環境及社會責任，以促進供應鏈的可持續發展。

Environmental Risk Management

環境風險管理

- Prioritise suppliers with relevant environmental management system certifications;
- Prioritise the procurement of low-carbon and environmentally friendly products, such as biodegradable and recyclable plastic bags and cold-chain insulated containers;
- Regularly conduct quality verification on the environmentally friendly products or services provided by suppliers to promote their active use of green environmental products and services.
- 優先選擇具備環境管理體系相關認證的供應商；
- 優先採購低碳及環保產品，例如，可生物降解及可循環使用的塑膠袋及冷鏈保溫箱；
- 定期對供應商所提供的環保產品或服務進行質量驗證，促進其積極使用環保綠色產品及服務。

Social Risk Management

社會風險管理

- Require suppliers to hold quality and safety-related qualifications in compliance with national or local regulatory requirements;
- Require suppliers to abide by compliance measures and professional ethics standards, and attach integrity commitment clauses to business contracts.
- 要求供應商的質量與安全相關資質符合國家或當地監管要求；
- 要求供應商遵循合規措施及職業道德準則，並在業務合約中附有廉潔承諾條款。

Intellectual Property Protection

The Group strictly complies with the Patent Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Trademark Law of the People's Republic of China and other laws and regulations, and has formulated and implemented policy documents including the Intellectual Property Management Work and Process of Sipai to clarify the definition of intellectual property rights and the management and maintenance requirements of trademarks, copyrights, domain names and other items. This year, the Group has not encountered any violations related to intellectual property rights.

Protection of Own Intellectual Property Rights

保護自身知識產權

We attach great importance to the protection of our own intellectual property rights, implement the relevant requirements of intellectual property laws and regulations, and safeguard our legitimate rights and interests through channels such as patent applications, trademark and domain name registration, and rights protection through litigation.

我們高度重視自身知識產權保護，貫徹落實知識產權法律法規的相關要求，通過專利申請、商標及域名註冊登記、訴訟維權等渠道維護自身合法權益。

Respect for Others' Intellectual Property Rights

尊重他人知識產權

We absolutely respect the intellectual achievements of others. When researching and developing new products and technologies, we conduct timely intellectual property inquiries and standardize the use of others' intellectual property rights in accordance with the law to prevent infringement acts.

我們絕對尊重他人的智慧成果，在研究開發新產品、新技術時，及時進行知識產權查詢，依法規範使用他人知識產權，以防止發生侵權行為。

知識產權保護

本集團嚴格遵守《中華人民共和國專利法》《中華人民共和國著作權法》《中華人民共和國商標法》等法律法規，制定並落實《思派知識產權管理工作與流程》等政策文件，以明確知識產權的定義，明確商標、版權、域名等管理與維護要求。本年度，本集團未發生與知識產權相關的違規事件。

INCLUSIVENESS AND INTEGRATION, GROWTH WITH EMPLOYEES

The Group adheres to the people-oriented principle and regards employees as the most valuable assets and the core driving force for sustainable development. Through diversified and equal employment policies, a scientific and reasonable training system and a healthy and friendly working environment, we continuously improve the modern talent management system, build an empowering growth platform, gather team cohesion, and promote the coordinated development and common growth of employees and the enterprise through value co-creation.

UN SDGs addressed in this chapter:



包容共融，攜手員工成長

本集團堅持以人為本，視員工為最寶貴的資產與可持續發展的核心動力。我們通過多元與平等的僱傭政策、科學合理的培訓體系、健康友好的工作環境，不斷完善現代化人才管理體系，搭建賦能型成長平台，凝聚團隊向心力，推動員工與企業在價值共創中實現協同發展、共同成長。

本章回應聯合國可持續發展目標 (SDGs)：



Safeguarding Employees' Basic Rights and Interests

The Group strictly complies with a series of relevant national laws and regulations including the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Social Insurance Law of the People's Republic of China, the Interim Regulations on the Collection and Payment of Social Insurance Premiums and the Provisions on the Prohibition of Using Child Labor. We have formulated and implemented institutional documents including the Employee Handbook to clarify the code of professional ethics and conduct for employees, follow the fair and equal employment concept and provide equal opportunities for applicants; we have established a sound salary and welfare system and good channels for employee communication and care to promote the gathering and integration of various talents.

保障基本權益

本集團嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國社會保險法》《社會保險費征繳暫行條例》及《禁止使用童工規定》等一系列國家相關法律法規。我們制定並落實《員工手冊》等制度文件，明確員工職業道德行為準則，遵循公平平等的用人理念，為應聘者提供平等機會；制定完善薪酬福利體系，建立良好的員工溝通與關懷渠道，促進各類人才匯聚融合。

Diversity and Quality in Employment

We conduct recruitment in accordance with the principle of “Open, Fair, Impartial and Merit-based”, and set up a variety of recruitment channels such as online application, open application, internal application and internal recommendation, as well as a structured interview and multiple assessor mechanism to attract talents to support the Company’s development. At the same time, we continuously optimise the recruitment management process and recruitment rules, establish a strict identity verification mechanism and strictly prohibit the employment of child labor. If an applicant is found to be under 18 years old, he or she will be directly determined as unqualified for employment in accordance with the Employee Handbook. In the event of the use of child labor or forced labor, the employment will be terminated immediately once discovered, and the seriously derelict reviewers will be held accountable to put an end to the use of child labor from the source.

We are committed to creating an equal, inclusive and non-discriminatory working environment for employees, encouraging the employment of employees from various backgrounds, eliminating discrimination against applicants due to factors such as gender, race, age and religious belief, and ensuring that all employees enjoy equal employment rights.

多元化與平等僱傭

我們秉持「公開、公平、公正、擇優」的原則開展招聘工作，設置線上應聘、公開應聘、內部應聘、內部推薦等多種招聘渠道，設置結構化面試與多元評委機制，廣納人才助力公司發展。同時，我們不斷優化招聘管理流程和招聘細則，設立嚴格的身份核實機制，嚴禁僱傭童工。若發現應聘者未滿18周歲，依據《員工手冊》直接判定其不符合錄用條件。若發生使用童工或強制勞工的情況，一旦發現立即停止僱傭，對嚴重失職的審核人員進行追責，從源頭杜絕童工使用現象。

我們致力於為員工打造平等、包容、無歧視的工作環境，鼓勵僱傭具有各類背景的員工，杜絕因性別、種族、年齡、宗教信仰等因素對應聘者產生的歧視，保障所有員工享有平等就業的權利。

Onboarding

Following the principles of voluntariness and equality, we sign labour contracts with new employees, ensuring the avoidance of forced labour. If any violations are identified, the Group will immediately assign the relevant department for investigation and take appropriate action in strict accordance with applicable laws and regulations.

入職環節

遵循自願、平等原則，與新入職員工簽訂勞動合同，規避強制勞工情況的發生。一旦發現相關違規行為，我們將立即安排相關部門展開調查，並嚴格依據相關法律法規進行妥善處理。

Termination

We handle labour contract termination and compensation matters in compliance with applicable laws and regulations, ensuring proper communication with employees through amicable consultation within the legal framework. Meanwhile, we conduct one-on-one talks with employees when necessary based on actual conditions to reduce mutual influence among employees.

解聘環節

合法依規處理勞動合同的解除及相應補償金的支付等事項，並確保在法律框架內以友好協商的方式與員工妥善溝通。同時，我們在必要時會根據實際情況與員工進行一對一對談，以降低員工之間的相互影響。

Employee Compensation and Benefits

員工薪酬與福利

We continuously improve the salary and welfare system, establish a salary incentive mechanism based on job responsibility and performance contribution, and formulate reasonable working hours arrangements and leave time for employees to ensure work-life balance and effectively enhance employees' sense of gain and happiness.

我們不斷完善薪酬和福利待遇體系，建立以崗位責任與績效貢獻為基準的薪酬激勵機制，為員工制定合理的工時安排和休假時間，確保工作和生活平衡，有效提升員工的獲得感與幸福感。

Compensation and benefits

We provide competitive salary and welfare benefits, and offer corresponding bonus incentives based on performance appraisal results; In addition to paying social insurance and housing fund for employees in accordance with relevant national and local regulations, we also provide employees with additional non-salary benefits such as medical insurance, accident insurance and holiday gifts.

薪酬與福利

制定具有競爭力的薪酬及福利待遇，並結合績效考核結果給予相應獎金激勵；除依照國家及地方有關規定為員工繳納社會保險、住房公積金之外，我們還為員工額外提供醫療保險、意外保險、節日禮品等非薪酬福利。

Working hours and rest periods

We ensure that employees enjoy all statutory public holidays, as well as annual leave, sick leave and other holidays in accordance with the Group's policies; We strictly implement the 8-hour working system, and in principle do not encourage employees to work overtime. We also provide flexible office attendance for employees to facilitate off-peak commuting.

工時與休假

保障員工享有所有法定公休日，並根據本集團制度享受年假、病假等假期；嚴格實行8小時工作制，原則上不鼓勵員工超時工作，並為員工設置彈性辦公出勤，方便員工錯峰出行。

Employee Communication

We value employee feedback and have improved our democratic management mechanism by establishing a multi-level communication system to ensure open and effective communication and grievance channels for employees.

Enhancing Daily Communication

加強日常溝通

Each business department is equipped with a dedicated HRBP team that addresses employee and business needs promptly, ensuring efficient information exchange. Employees can communicate directly with HR and management through platforms such as WeCom and the corporate email system.

各業務部門配備專屬HRBP團隊，即時對接員工與業務需求，確保信息高效傳遞。員工可通過企業微信、集團郵箱等渠道隨時與HR及管理層直接溝通。

Improving Grievance Mechanism

健全申訴機制

To protect employees' rights and interests, we have established a tiered, confidential grievance mechanism. Employees experiencing discrimination or harassment can file grievances to their direct supervisor, department head, higher management, or HR at any time, with options for anonymous or escalated grievances.

針對職場權益保護，設立分級保密申訴機制，員工遭遇歧視或騷擾時，可隨時向其主管、部門負責人、更高管理層、HR反饋，支持匿名與越級申訴。

Employee Care

We carry out diverse employee care programs with various themes, and organise a wide range of cultural and sports activities as well as team building activities with Sipai characteristics to enrich employees' work and life. In 2025, we held themed activities including the Online Sports Event, Women's Day Activities, Children's Day Activities, "Sporty Sipai" and "Sipai Power" to continuously enhance team cohesion.

員工溝通

我們重視員工意見，健全民主管理機制，建立多層次的員工溝通體系，保障員工溝通與申訴暢通無阻。

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員工關懷

我們開展多主題多樣化的員工關懷項目，組織各類文體活動和具有思派特色的團建活動，豐富員工的工作和生活。2025年，我們開展了線上運動會、婦女節活動、兒童節活動、「派運動」、「派力量」等主題活動，不斷提升團隊凝聚力。



Medbanks
麥嘉年華銀行

「她」力量，健康同行
一致敬思派每一位閃耀的她

她是母親，是女兒，是妻子，更是她自己。
在思派，她們用智慧和汗水，日復一日地堅守在崗位上；
她們用專業和敬業，詮釋著「讓生命更健康」的願景；
她們用愛心和耐心，踐行著「做對醫生和患者有益的事」的承諾；
我們相信，即使是平凡的力量，在細微的日常裡綻放著她們閃耀的光芒！

38婦女節來臨之際，我們誠摯邀請你，分享你或你身邊女性同事的故事！

Women's Day Activity
婦女節活動



Medbanks
麥嘉年華銀行

2025 六一童趣派
童心繪「智」，「粽」情自然

完美收官

2025六一童趣派活動
一共有55位小朋友報名【大自然尋寶】和投稿【思源智慧AI小助手】

在風和日麗的5月，有些小朋友化身小小探險家，帶著爸爸媽媽們去戶外觀察大樹的形態，尋找各種形狀的樹葉，還挑戰當一名自然理髮師……

還有些小朋友拿起畫筆化身小小設計師，設計了有好多變化和藝術的【思源AI智慧小助手】，有負責時間管理的时间精兵，有能讓咖啡杯冒出汗子味咖啡的咖啡小艾，有穿著白衬衫牛仔褲能跑能跳、會跳舞的舞蹈理髮師……

Children's Day Activity
兒童節活動



Medbanks
麥嘉年華銀行

派運動 減重達人挑戰賽
健康體重，一起行動！

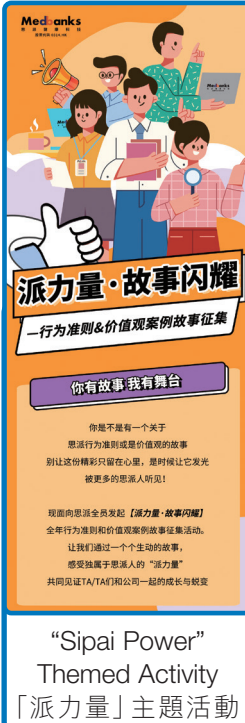
有60位伙伴參加為期6個月的【減重達人挑戰賽】，大家根據自身狀態定下了減重5%-17%的目標，共同開啟這場蛻變之旅！
讓我們以科學的方法，用積極心態擁抱輕鬆，收穫更加健康的自己，一起享樂！

我們的減重宣言

- #今年必瘦!!!
現體重：81kg 目標體重：68kg
- #管住嘴，邁開腿，出發~
現體重：54kg 目標體重：50kg
- #健康減重，健康與美麗我都要！
現體重：62kg 目標體重：57kg
- #每天瘦一點，生活美一點！
現體重：66kg 目標體重：60kg
- #不是歲月讓你發福，是懶惰偷走了你的身材！
現體重：65kg 目標體重：58kg
- #加油變美，變健康，堅持就是勝利！
現體重：60kg 目標體重：55kg
- #从今天起，踏上減重之旅，開啟全新的自我挑戰！
現體重：69kg 目標體重：65kg

減重成果收穫通道將於9月25日至9月30日開通
請關注企微【文化小喇叭】推送

“Sporty Sipai”
Themed Activity
「派運動」主題活動



Medbanks
麥嘉年華銀行

派力量·故事閃耀
—行為準則&價值觀案例故事征集—

你有故事我有舞台

你是不是有一個關於
思派行為準則或是價值觀的故事
別讓這份精彩只留在心裏，是时候讓它發光
被更多的思源人聽見！

現面向思源全員發起【派力量·故事閃耀】
全年行為準則和價值觀案例故事征集活動。
讓我們通過一個生動的故事，
感受獨屬於思源人的“派力量”
共同見證TA/TA們和公司一起的成長與發展

“Sipai Power”
Themed Activity
「派力量」主題活動



Medbanks
麥嘉年華銀行

六一作品展
兒童節活動畫展作品

Children's Day Activity Painting Exhibition Works
兒童節活動畫展作品

Employee Training and Development

The Group attaches great importance to employee training and development, regarding it as a key driving force for the common progress of the enterprise and its employees. We continuously organise the training system and career promotion mechanism, enhance employees' professional literacy and competence through diverse training courses, motivate employees to create value, and promote their all-round development.

Commitment to Talent Development

Adhering to the talent-first philosophy, we are committed to building a diversified, multi-level and systematic talent training system and learning and development pathways to continuously improve employees' capabilities. This year, we organised a series of trainings covering new employee onboarding training, professional business skills training, management capability training and so on.

員工培訓與發展

本集團高度重視員工的培訓與發展，將其視為推動企業與員工共同進步的關鍵動力。我們持續優化培訓體系與職業晉升機制，通過多元化的培訓課程提升員工職業素養和專業能力，激勵員工價值創造，促進員工全方位成長。

專注人才培養

我們堅持人才優先的理念，致力打造多元化、多層次、系統性的人才培養體系和學習發展通道，以推動員工能力不斷提高。本年度，我們組織一系列培訓，涵蓋新員工入職培訓、業務專業技能培訓、管理能力培訓等。

Type of Training 培訓類型	Description 培訓內容
Onboarding Training 入職培訓	Onboarding is conducted monthly, covering a wide range of modules, such as company overview, organisational structure, internal administrative, financial, and HR processes and information, and business ethics. Onboarding helps new employees integrate into the team and familiarise themselves with the Company's daily operations and regulations. 每月定期舉行入職培訓，內容涵蓋企業簡介、組織結構、行政、財務、人事相關內部流程與信息，以及商務利益等眾多模組，引領新員工融入團隊，熟悉公司日常工作流程與規章制度。
Professional Skills Training 專業技能培訓	This training cultivates awareness of quality accountability and efficient CRC habits and equips employees with essential knowledge and skills. It emphasises fostering team spirit, communication skills, and leadership among new employees. 培訓內容涵蓋質量責任意識培養、高效CRC習慣養成等方面，為員工提供必要的知識和技能，注重培養新員工的團隊合作意識、溝通技巧和領導能力。
Management Capability Training 管理能力培訓	Covering modules such as financial management, strategic management, communication, and collaborative innovation, this training is conducted by external experts engaged by the Company to deliver professional and cutting-edge content. 培訓內容涉及財務管理、戰略管理、溝通表達、合作共創等相關內容，此培訓通過聘請外部專家開展，以確保培訓內容的專業性與前沿性。



New M Management and Quality Training
新M管理與質量培訓

CRC Training
CRC 培訓

Optimising Career Ladders

The Group enhances its employee development framework continuously, improving career progression paths and implementing regular performance appraisal. By fostering more transparent upward mobility, we drive mutual growth of the Company and our employees, thus increasing the value of our human capital.

Performance Appraisal

績效考核

Performance appraisal is performed on an annual basis, following standardised, differentiated and science-based evaluation mechanisms developed in line with the characteristics of each business. The process is initiated company-wide each December and finalised in January of the following year. Appraisal results are promptly communicated to employees by their respective business units, ensuring a clear understanding of their performance future development direction.

按照年度開展績效考核管理工作，依據業務的性質特點的不同，建立規範化、差異化、科學化的考核機制。年度績效考核工作於每年12月由公司統一啟動，並於次年1月完成評定。評定結果由各業務部門及時與員工進行反饋溝通，確保員工清晰了解自身的績效情況以及未來發展方向。

Promotion Mechanism

晉升機制

We conduct regular promotion assessments based on employee performance and the Company's development needs. When a position becomes available, we prioritise internal candidates who are well-suited for the role. If no qualified internal candidates are available, we initiate an external recruitment process to ensure optimal and efficient use of human resources.

根據員工績效表現及公司發展實際需求，實施周期性晉升評估。當出現崗位空缺時，優先從內部選拔合適的員工填補。若內部暫無勝任者，則啟動外部招聘流程，確保人力资源配置的最優化與高效性。

優化晉升通道

本集團持續完善員工職業發展框架，優化員工職業晉升通道，定期開展績效考核，以更加透明化的流程推動企業與員工共同成長，實現人力資源價值增值。

Occupational Health and Safety

The Group attaches great importance to employees' occupational health and safety, strictly abides by the Production Safety Law of the People's Republic of China, the Fire Prevention Law of the People's Republic of China, the Emergency Response Law of the People's Republic of China and other relevant laws and regulations, and strives to create a safe, healthy and comfortable working environment. We have formulated provisions on disaster prevention, fire safety enhancement and emergency prevention in the Employee Handbook, and encourage employees to safeguard their own health and safety. We also continuously improve workplace safety facilities and protect employees' physical and mental health by strengthening emergency management, organising safety skills training and health activities. In 2025, no major safety accidents occurred in the Group.

Enhancing Emergency Management: To meet the emergency response requirements of the country and government departments, we have developed a series of emergency plans, including power outage emergency plan and emergency evacuation plan for fire accidents. In the event of an incident, we will immediately relay relevant information to the appropriate managers and the Human Resources department, and promptly arrange for injured employees to receive treatment at medical institutions to ensure their life, health and safety. Meanwhile, we have posted signs such as safety exit reminders and safety evacuation route maps in office premises to ensure that personnel can evacuate quickly and orderly in the event of an emergency. All office premises of the Group have complied with the national fire safety acceptance requirements.

職業健康與安全

本集團高度重視員工的職業健康與安全，嚴格遵循《中華人民共和國安全生產法》《中華人民共和國消防法》《中華人民共和國突發事件應對法》等相關法律法規，全力營造安全、健康、舒適的工作環境。我們在《員工手冊》中制定有關災害預防、加強消防安全以及預防突發事件等方面的內容，倡導員工維護自身健康安全。我們還通過加強应急管理、組織安全技能培訓、組織健康活動等方式，不斷完善職場安全配置，保障員工身心健康。2025年，本集團未發生重大安全事故。

加強应急管理：我們回應國家及政府部門對突發事件的應對要求，制定多種應急預案，包括停電應急預案、突發火警緊急撤退預案等。倘若發生事故，我們會在第一時間將相關信息同步至相應的管理人員與人力資源部門，並迅速安排受傷員工前往醫療機構進行救治，保障員工生命健康安全。同時，我們還在辦公場所張貼安全出口提示、安全疏散路線平面圖等標識，確保突發事件發生時，人員可快速、有序撤離。本集團所有辦公場所均符合國家消防驗收要求。



Safety Exit
安全出口提示



Safety Evacuation Route Map
安全疏散路線平面圖

Training Employees in Safety Skills: We actively organise training on emergency response, fire evacuation, and first aid to enhance employees' abilities to handle unexpected events and emergencies while strengthening our overall emergency response capabilities on a continuous basis. Our goal is to minimise or prevent disruptions to daily operations and safeguard the lives and property of our employees and customers.

培養員工安全技能：我們積極組織員工參與應急演練、消防安全疏散、急救等各類培訓，提升員工應對突發事件和緊急狀況的技能，持續強化整體應急回應水平，力求減少及避免突發事件對企業日常運營、員工及客戶生命財產安全的影響。



Fire Safety Promotion and Drill Activities
開展消防宣傳及演習活動

Providing Medical Support and Advice: To enable effective emergency response and ensure the health and safety of employees and visitors, we equip all offices with first-aid kits and other essential medical supplies, which are regularly maintained and replenished by designated personnel. In addition, we offer employees well-being consultations and services through dedicated in-house doctors and periodic employee interviews, ensuring timely access to professional medical advice and support.

提供醫療幫助和建議：為有效應對緊急狀況、切實保障員工與訪客的健康安全，我們在各辦公場所配備小藥箱等醫療物資，並安排專人定期維護和補充藥品，為突發情況提供基礎急救支援。同時，我們還通過配備專屬醫生、不定期開展員工訪談等方式，為員工提供身心健康諮詢和服務，保證員工及時獲取醫療專業建議與幫助。



First-aid kits are available in office areas to address initial treatment for common minor injuries
在辦公場所設置急救小藥箱，滿足常見輕微傷病的初步處理需求

Organising Various Health Activities: Keenly committed to our employees' well-being, we organise a diverse range of health initiatives outside of work. These activities not only help to enhance employees' physical fitness but also strengthen team spirit and promote a positive, active lifestyle, thus contributing to a healthy and dynamic work environment. In 2025, we organised and launched themed activities including the Spring Slimming Campaign, Summer Wind Chasing and Energetic Summer, which attracted a large number of employees to participate actively.

組織各類健康活動：我們關愛員工身體健康，在工作之餘組織了豐富多樣的健康活動項目，在增強員工身體素質的同時，培養大家的團隊協作精神和積極向上的生活態度，創造健康有活力的職場辦公空間。2025年，我們組織開展春日暢輕甩脂大作戰、夏日追風、踴躍一夏等主題活動，吸引眾多員工踴躍參加。



{派运动}

春日畅轻用脂大作战 圆满收官

获奖名单揭晓



从晨光初露到夜幕降临
从城市绿道到郊野小径
是你们用热情点燃了春天
让健康运动在思派持续传递!

这次【派运动】跑步/骑行/行走目标挑战赛，
一共吸引了**201位**伙伴踊跃参与，
最终有**81位**伙伴达成目标，
用汗水书写了春日里最燃的篇章!

感谢所有伙伴的热情投入和全力挑战，
我们将为完成挑战的伙伴们送上**专属奖励**，
见证你们的高光时刻!



派运动 | 夏日追风

不止一种速度

跑步/骑行/行走目标挑战赛

活动时间: 2025.8.15-2025.9.20



夏风拂过，你想如何追风?

- 是奔跑的破风疾驰?
- 是骑行的自由追风?
- 是行走的与风同行?

速度由你定义，目标由你征服!

在7月的“跃动一夏”中，
大家通过跑步、骑行、行走、健身的全能赛道，
用汗水写下运动宣言，挑战运动全能!
现在，跑步、骑行、行走——新的赛道已就位!
快来Pick属于你的赛道吧!

全力以赴，这一次，你的上限由你定义!

- 立即报名，锁定你的配速解锁你的运动高光时刻!
- 累计里程达标?不，你的目标是超越!
- 奖励只是开始，真正的荣耀是突破自己!



派运动

跃动一夏 · 活力积分排名赛



汗水换积分
做个全能运动王
奔跑、骑行、健身、行走——
动起来就有【分】

做运动=赚积分：跑步、骑行、行走、健身，
每一滴汗水都算数~

积分规则

- 行走里程：每2公里得1分，每日上限5分；
- 骑行里程：每2公里得1分，每日上限10分；
- 跑步里程：每1公里得1分，每日上限10分；
- 健身时长：每10分钟得1分，每日上限3分。

我们提倡少量多次、循序渐进的运动习惯~
适量运动，共享健康~

Health activities
健康活動

GREEN DEVELOPMENT, ECOLOGICAL STEWARDSHIP

The Group strictly complies with the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Renewable Energy Law of the People's Republic of China, the Circular Economy Promotion Law of the People's Republic of China and other laws and regulations. We actively address climate change, implement emission reduction measures, optimise resource utilization, practice green office, effectively reduce the environmental impact of business operations, and uphold the green operation philosophy with concrete actions.

UN SDGs addressed in this chapter:



Addressing Climate Change

Faced with the increasingly severe situation of global climate change, the Group has established a scientific and systematic climate change management system and response strategies with reference to the standards such as the Task Force on Climate-related Financial Disclosures (TCFD) and the HKEX climate-related disclosure requirements, focusing on reducing greenhouse gas emissions and continuously enhancing the enterprise's climate resilience.

Climate Strategy and Governance Structure

We actively respond to the national strategic plan of achieving Carbon Peaking by 2030 and Carbon Neutrality by 2060 (the “Dual Carbon”), and integrate climate change matters into our strategic planning. Meanwhile, we establish and continuously optimise the climate change governance structure, the Board is responsible for the overall supervision and strategic guidance of climate change issues; the ESG Working Group is responsible for coordinating and advancing climate change-related work, and identifying and assessing climate-related risks and opportunities; Functional and Business Departments are responsible for the specific implementation of climate change response plans and carbon reduction measures.

綠色發展，守護生態家園

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國可再生能源法》及《中華人民共和國循環經濟促進法》等法律法規，積極應對氣候變化，實施減排措施，優化資源使用，踐行綠色辦公，有效降低業務運營對環境的影響，以實際行動踐行綠色運營理念。

本章回應聯合國可持續發展目標 (SDGs)：

應對氣候變化

面對全球氣候變化日益嚴峻的形勢，本集團參照氣候相關財務資訊披露工作組 (TCFD)、聯交所氣候變化相關披露要求等標準，構建科學、系統的氣候變化管理體系與應對策略，著力減少溫室氣體排放，持續增強企業氣候韌性。

氣候戰略與管治架構

我們積極響應國家「2030年實現碳達峰，2060年實現碳中和」（「雙碳」）的戰略規劃，將氣候變化事宜納入戰略規劃。同時，我們構建並不斷優化氣候變化管治架構，董事會負責氣候變化事宜整體監督和戰略指導；ESG工作小組負責統籌協調、整體推進氣候變化相關工作，識別、評估氣候相關的風險與機遇；各職能部門及業務單元負責具體執行和落實氣候變化應對方案及減碳措施。

Identification and Assessment of Climate Risks and Opportunities.

Combining the actual business development and expert opinions, we comprehensively identify climate change-related risks and opportunities, assess their potential short-term (next two years), medium-term (by 2030) and long-term (by 2060) impacts on the business model, value chain and finance, and take proactive measures to address them, so as to ensure effective management of relevant risks and capture potential opportunities.

We focus on the following aspects of climate risks and opportunities:

氣候風險與機遇識別、評估

我們結合業務發展實際及專家意見，對氣候變化相關風險與機遇進行全面識別，評估其對業務模式、價值鏈及財務造成短期（未來兩年）、中期（到2030年）或長期（到2060年）的潛在影響，並採取積極措施應對，確保能夠有效管理相關風險並把握潛在機遇。

我們重點關注以下幾個方面的氣候風險與機遇：

Table: Identification and Assessment of Climate Risks and Opportunities

表：氣候風險與機遇識別、評估

Risk/Opportunity Type 風險／機遇類型	Description 具體描述	Potential Impact 潛在影響	Impact Cycle 影響周期
Physical Risks 物理風險	Acute Risks: Increasingly severe extreme weather events, such as natural disasters including typhoons, rainstorms, floods and droughts. 急性風險：日趨嚴重的極端天氣事件，如颱風、暴雨、洪水、乾旱等自然災害等。	- May cause damage to key infrastructure of office premises and stores, and disrupt pharmaceutical warehousing and distribution, affecting business operation and supply chain stability. 造成辦公產所、門店的關鍵基礎設施遭到破壞，藥品倉儲和配送中斷，影響業務運營和供應鏈穩定性。 - Operational disruption, asset loss, and revenue decline. 運營中斷、資產損失、收入下降。	Short, Medium and Long Term 短中長期
	Chronic Risks: Long-term heatwaves and sea level rise that may be caused by the rise in global average temperature. 慢性風險：全球平均氣溫上升可能引起的長期熱浪、海平面升高。	- Deterioration of pharmaceutical warehousing and cold-chain transportation conditions, and increased probability of sudden high-temperature diseases such as heatstroke among employees. 藥品倉儲及冷鏈運輸條件變差，員工中暑等高溫突發疾病的概率增加。 - Reduced operational efficiency, increased operating costs and compromised employee health. 運營效率降低、運營成本增加、員工健康受到影響。	Long Term 長期

Table: Identification and Assessment of Climate Risks and Opportunities
表：氣候風險與機遇識別、評估

Risk/Opportunity Type 風險／機遇類型	Description 具體描述	Potential Impact 潛在影響	Impact Cycle 影響周期
Transition Risks 轉型風險	Policy and Legal Risks: Global attention to climate change is rising, and the state has successively introduced stricter carbon emission reduction policies. 政策及法律風險：全球對氣候變化問題的關注度不斷提升，國家陸續出臺更為嚴格的碳減排政策。	- The Company faces increasing pressure on environmental protection and carbon reduction compliance, especially in the fields of commercial insurance and pharmaceutical supply chain. 公司需要面臨的環保、減碳合規壓力不斷增加，特別是在商業保險和藥品供應鏈領域。 - Increased operating costs and impact on long-term profitability. 運營成本增加，影響長期盈利能力。	Medium to Long Term 中長期
	Technological Risks: Uncertainties exist in the adaptation, iteration and application of low-carbon and energy-saving technologies and equipment. 技術風險：企業適應、迭代和使用低碳節能技術、設備等存在不確定性。	- The Company's measures to adopt environmental protection technologies and reduce carbon emissions may increase initial investment costs and affect the market competitiveness of products. 公司應用環保技術和減少碳排放的措施可能增加初期投資成本，影響產品的市場競爭力。 - Increased technology investment costs and impact on short-term financial performance 技術投資成本增加，影響短期財務表現。	Short to Medium Term 短中期
	Reputational Risks: The public and investors are increasingly concerned about enterprises' performance in addressing climate change. 聲譽風險：公眾和投資者日益關注企業在氣候變化應對中的表現。	- Failure to make significant progress in environmental protection and low-carbon transformation may damage the brand image and customer loyalty of the Company. 公司未能在環保和低碳轉型中取得顯著進展可能會損害品牌形象和客戶忠誠度。 - Customer churn and impact on revenue growth. 客戶流失，影響收入增長。	Medium to Long Term 中長期

Table: Identification and Assessment of Climate Risks and Opportunities
表：氣候風險與機遇識別、評估

Risk/Opportunity Type 風險／機遇類型	Description 具體描述	Potential Impact 潛在影響	Impact Cycle 影響周期
Climate Opportunities 氣候機遇	Market Risks: Rising environmental awareness of the market and customers may lead to a greater preference for low-carbon, green products and environment-friendly services. 市場風險：市場及客戶環保意識提升，可能更傾向於選擇低碳、綠色的產品和環境友好的服務。	- If the Company fails to launch sustainable products and services that meet market and customer needs in a timely manner, it may lose market share. - 公司若未能及時推出滿足市場及客戶需求的可持續產品及服務可能會失去市場份額。 - Limited sales growth and increased operating costs. - 銷售增長受限，運營成本增加。	Medium to Long Term 中長期
	Innovative Products and Services: Climate change brings new health risks, and relevant innovative products and services can attract new customers and meet market demands. 創新產品與服務：氣候變化帶來新的健康風險，相關創新產品與服務可吸引新客戶，滿足市場需求。	- Climate change-related health issues, such as diseases caused by extreme weather and climate-induced chronic diseases, provide the Company with opportunities to launch innovative products and services. - 氣候變化相關的健康問題，如極端天氣引發的疾病、氣候引起的慢性疾病等，為公司提供推出創新產品與服務的機會。 - Increase operating revenue and market share. - 提升營業收入，增加市場份額。	Medium to Long Term 中長期
	Energy Sources: A series of opportunities conducive to economic and environmental development brought by the diversification and transformation of energy sources. 能源來源：能源來源多樣化和轉型所帶來的一系列有利於經濟、環境發展的機會。	- The Company increases the proportion of renewable energy, optimises the energy structure, reduces energy consumption, and improves operational efficiency by purchasing green electricity and other methods. - 公司通過購買綠電等方式，提升可再生能源佔比，優化能源結構，降低能源消耗，提升運營效率。 - Reduce long-term energy expenses and improve cost-effectiveness. - 降低長期能源開支，提高成本效益。	Medium to Long Term 中長期

Table: Identification and Assessment of Climate Risks and Opportunities
表：氣候風險與機遇識別、評估

Risk/Opportunity Type 風險／機遇類型	Description 具體描述	Potential Impact 潛在影響	Impact Cycle 影響周期
	Resource Efficiency: Various favorable opportunities and positive impacts brought by improving resource utilization efficiency and carrying out resource recycling. 資源效率：提高資源利用效率，開展資源回收利用等帶來的各種有利機會和積極影響。	- The Company improves resource utilization efficiency and environmental performance by managing office equipment energy consumption, reducing paper consumption, optimising pharmaceutical packaging and increasing the waste recovery rate. 公司通過管理辦公設備能耗、減少紙張消耗、優化藥品包裝、提高廢物回收率等方式，提升資源利用率及環保績效。 - Reduce operating costs and enhance the enterprise's green image. 降低運營成本，提升企業綠色形象。	Medium to Long Term 中長期
	Adaptability: Enhance the enterprise's ability to adapt to climate change and long-term development resilience by adjusting the business model, operation strategy and resource allocation. 適應力：通過調整業務模式、經營策略與資源配置，提升企業應對氣候變化的適應能力與長期發展韌性。	- Implementing green office policies, optimising supply chain management and facility design can enhance the Company's adaptability in addressing the challenges posed by climate change. 推行綠色辦公室政策、優化供應鏈管理及設施設計，可增強公司在應對氣候變化帶來的挑戰中的適應力。 - Improve climate adaptability and reduce potential risks. 提高氣候適應性，降低潛在風險。	Medium to Long Term 中長期

Greenhouse Gases Emission and Reduction Measures

We are committed to reducing greenhouse gas emissions and have taken a series of steps to improve the energy efficiency of our operations and reduce our impact on the environment. We have undertaken the following emission reduction initiatives:

- **Energy Efficiency:** Improve energy use efficiency and reduce unnecessary energy consumption through the intelligent office management system. For example, intelligent switch equipment has been installed in some office areas to control the use of lighting and air conditioning according to actual needs; all refrigeration equipment in pharmacies adopts CFC-free refrigeration equipment, and on the premise of meeting pharmaceutical storage conditions, refine operating hours to minimize energy consumption of equipment operation.
- **Low-carbon Commuting and Workplace:** Office locations are prioritised for convenient transportation and close to public transport facilities such as subways to guide and encourage employees to give priority to public transport for commuting. Meanwhile, green and new energy transport vehicles are preferred for pharmaceutical distribution.
- **Resource Conservation and Recycling:** Advocate paperless office, promote double-sided printing and reduce the use of color printing; office supplies procurement is strictly allocated on demand, sustainable brands are preferred as far as possible, and recycling (leasing instead of purchasing office computers) and the use of second-hand office furniture are encouraged.
- **Waste Management:** Strictly implement waste classification management in accordance with the standards of the cities where we operate, regularly clean up waste items and coordinate disposal with property management. Waste battery recycling bins are set up in each workplace and collected regularly for treatment to reduce the burden on the environment.

溫室氣體排放與減排舉措

我們致力於減少溫室氣體排放，並採取了一系列措施提升運營能源效率，降低對環境的影響。我們已開展以下減排工作：

- **能源使用效率：**通過智能辦公管理系統，提高能源使用效率，減少不必要的能源消耗。例如，部分辦公區域已安裝智能開關設備，根據實際需求控制照明和空調使用；藥房所有冷藏設備均採用無氟製冷設備，在滿足藥品儲存條件的前提下，細化作業時間，盡量減少設備運行能耗。
- **低碳通勤與運輸：**辦公室選址優先考慮交通便利，靠近地鐵等公共交通設施，以引導、鼓勵員工優先選用公共交通通勤。同時，藥品配送優先採用綠色、新能源運輸工具。
- **資源節約與循環使用：**倡導無紙化辦公，推行雙面打印、減少彩色打印的使用；辦公用品採購嚴格按需分配，盡量選擇可持續品牌，並鼓勵循環利用（以租賃代替購買辦公電腦）和二手辦公傢俱的使用。
- **廢棄物管理：**嚴格按照運營所屬城市的標準進行垃圾分類管理，定期清理廢舊物品並與物業協調處理。各職場設有廢舊電池回收箱，並定期收走處理，減少對環境的負擔。

Climate Adaptability and Resilience Building

To enhance the ability to adapt to climate change, we continuously improve the management mechanism for responding to extreme weather events and regularly conduct emergency drills to ensure the effectiveness of response measures. Meanwhile, we also actively invest resources in the long-term monitoring and assessment of climate risks, promote the application of green technologies, so as to enhance the flexible response capacity to various challenges of climate change, and gradually build a greener and low-carbon sustainable operation model.

Emissions Management

The Group continuously improves the emissions management system, reduces waste generation, increases the waste recycling rate through strict systems and effective measures, and ensures the compliant disposal of waste.

Waste Management System

The Group strictly complies with laws and regulations including the Solid Waste Pollution Prevention and Control Law of the People's Republic of China, the Measures for the Prevention and Control of Environmental Pollution by Electronic Waste, the Regulations on the Recycling and Treatment of Waste Electrical and Electronic Products, the Standards for Pollution Control of Hazardous Waste Storage, the Technical Specifications for the Collection, Storage and Transportation of Hazardous Waste and the Measures for the Administration of Urban Domestic Waste, continuously strengthens the construction of waste management systems, and ensures that all types of waste (including hazardous waste and non-hazardous waste) are classified, recycled and treated in accordance with regulations.

Waste Reduction and Recycling

We continuously optimise the waste management process, cooperate with qualified third-party environmental protection institutions, and adopt targeted management measures for different types of waste to improve the professionalism and treatment efficiency of waste management. This year, 100% of the waste batteries, waste tubes/bulbs, waste cartridges, waste electronic products and non-hazardous waste generated from our operations have been recycled.

氣候適應能力與韌性建設

為增強氣候變化適應能力，我們不斷完善應對極端天氣事件的管理機制，並定期開展應急演練，確保應對措施的有效性。同時，我們亦積極投入資源進行氣候風險的長期監測與評估，推動綠色技術的應用，以提升氣候變化各類挑戰的靈活應對能力，逐步構建更為綠色低碳的可持續運營模式。

排放物管理

本集團持續完善排放物管理體系，通過嚴格的制度和有效的措施減少廢棄物的產生、提升廢棄物的回收利用率，並確保廢棄物的合規處置。

廢棄物管理制度

本集團嚴格遵循《中華人民共和國固體廢物污染環境防治法》《電子廢物污染環境防治管理辦法》《廢棄電器電子產品回收處理管理條例》《危險廢物儲存污染控制標準》《危險廢物收集儲存運輸技術規範》及《城市生活垃圾管理方法》等法律法規，持續加強廢棄物管理制度建設，確保各類廢棄物（包括有害廢棄物和無害廢棄物）按照規定進行分類、回收和處理。

廢棄物減量與回收

我們不斷優化廢棄物管理流程，與具備資質的第三方環保機構合作，並對不同類型廢棄物採取針對性的管理措施，以提升廢物管理的專業性和處理效率。本年度，我們運營產生的廢電池、廢燈管／燈泡、廢墨盒、廢棄電子產品以及無害廢棄物均實現100%回收。

Waste Management Measures

廢棄物管理措施

Waste Batteries

廢電池

Waste battery recycling bins are set up in each workplace, and we regularly cooperate with the property management party to take back and dispose of waste batteries.
各職場內設立廢電池回收箱，定期與物業管理方協作，收回處理廢舊電池。

Waste Tubes/Bulbs

廢燈管／燈泡

We sort and collect mercury-containing or hazardous light sources such as waste fluorescent tubes and LED bulbs, and entrust qualified third-party institutions to carry out standardized recycling and disposal.
分類收集廢螢光燈管、LED燈泡等含汞或有害光源，並委託具備資質的第三方機構進行規範化回收與處置。

Waste Cartridges

廢墨盒

We centrally recycle used ink cartridges and toner cartridges, giving priority to manufacturer trade-in programs or entrusting qualified third-party institutions for recycling and harmless disposal.
對使用完畢的墨盒、硒鼓進行集中回收，優先選擇廠家以舊換新或委托具備資質的第三方機構進行再生利用與無害化處置。

Waste Electronic Products

廢棄電子產品

We conduct registration and management of electronic waste such as scrap computers and printers, and hand them over to qualified cooperative institutions for dismantling, resource-based recycling and harmless treatment.
對報廢電腦、打印機等電子廢棄物進行登記管理，交由具備資質的合作機構進行拆解、資源化回收與無害化處理。

Non-hazardous Waste

無害廢棄物

Special recycling boxes are placed next to printers to collect recyclable single-sided used paper; garbage in office areas is sorted and managed, and handed over to the property for timely clearance and disposal.
打印機旁設置專用回收盒，用於收集單面使用後可回收的紙張；辦公區域垃圾進行分類管理，並交由物業及時清運處理。



Waste Sorting and Recycling Facilities
廢棄物分類回收設施

Meanwhile, we also encourage employees to actively participate in waste recycling and environmental protection actions, and practice the environmental protection concept with concrete actions.

同時，我們亦鼓勵員工積極參與廢棄物回收和環境保護行動，以實際行動踐行環保理念。



Waste Sorting Environmental Protection Activities
垃圾分類環保活動

Disposal of Waste Pharmaceuticals

We strictly adhere to drug management regulations in our specialty pharmacy business to ensure the proper disposal of expired and waste pharmaceuticals. All expired pharmaceuticals are handed over to qualified third parties for harmless treatment in compliance with national and local environmental requirements. Meanwhile, we regularly conduct waste pharmaceutical management training to enhance employees' awareness and operational specifications for waste pharmaceutical disposal.

廢棄藥品處理

在特藥藥房業務方面，我們嚴格執行藥品管理規定，確保過期藥品和廢棄藥品得到妥善處置。所有過期藥品均按照國家和地方的環保要求，交由具備資質的第三方機構進行無害化處理。同時，我們定期開展廢棄藥品管理培訓，以提高員工對廢棄藥品處理的認識和操作規範。

Waste Gas and Wastewater Management

The Group strictly complies with the Air Pollution Prevention and Control Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China and other laws and regulations, and adopts effective waste gas and wastewater discharge control measures to ensure that the discharge indicators of waste gas and wastewater generated in operations are within the compliance scope, minimizing the impact on the environment.

廢氣與廢水管理

本集團嚴格遵守《中華人民共和國大氣污染防治法》《中華人民共和國水污染防治法》等法律法規，採取有效的廢氣與廢水排放控制措施，確保運營中產生的廢氣和廢水排放排放指標在合規範圍內，最大限度地減少對環境的影響。

Rational Use of Resources

The Group attaches great importance to the rational use of resources, and is committed to reducing natural resource consumption, lowering environmental burden and improving operational efficiency by implementing energy conservation and emission reduction, water-saving measures and adopting environment-friendly packaging materials.

Energy Management

We strictly abide by the Energy Conservation Law of the People's Republic of China and other laws and regulations, actively promote the application of energy-saving technologies and the improvement of energy efficiency, and adopt a number of measures to reduce energy consumption:

- Lighting devices and air conditioners should be turned off voluntarily when not in use or unnecessary; turn off the workstation power supply and nearby lighting and air conditioning switches before leaving work.
- Employees shall turn off their personal computers and cut off the power of power strips when leaving work, and unplug mobile phone chargers when not in use.
- Use heating and air conditioning systems reasonably to reduce energy consumption; the indoor temperature shall not be higher than 20°C in winter and not lower than 24°C in summer.
- Except for the company's public microwave ovens and kettles, the use of high-power small household appliances at workstations without permission is strictly prohibited.
- Energy-saving types shall be selected when replacing high-energy consumption lighting devices.
- Signs saying "Please turn off the power when leaving work, and do not leave chargers plugged in unused" are posted on the walls of office areas and glass panels of workstations to remind employees of energy conservation.

資源合理利用

本集團高度重視資源的合理使用，致力於通過實施節能減排、節水措施和採用環保包裝材料等方式，降低自然資源消耗，減少環境負擔，並提升運營效率。

能源管理

我們嚴格遵循《中華人民共和國節約能源法》等法律法規，積極推進節能技術的應用和能源效率的提升，並採取多項措施減少能源消耗：

- 照明裝置及空調在不使用或不需要時應主動關掉，下班前隨手關閉工位電源及附近照明及空調開關。
- 員工下班時需關閉個人電腦並將接線板斷電，手機充電器不使用時要拔掉。
- 合理使用暖氣和空調系統以減少能源消耗，冬季室溫應不高於20°C，夏季室溫應不低於24°C。
- 除公司公用微波爐、熱水壺外，嚴禁私自在工位使用大功率小家電。
- 高耗能照明裝置在更換時選用節能型。
- 辦公區牆面及工位玻璃板張貼「下班時請關閉電源，充電器不得空插」標識，提醒員工能源節約。

Water Management

We strictly comply with the Opinions of the State Council on Implementing the Strictest Water Resource Management System and other laws and regulations, continuously strengthen water-saving management in the water intake and use stages in daily operations, post water-saving reminder signs in each workplace, advocate employees to consciously save water in daily work, and conduct on-site inspections to eliminate water resource waste such as “running, bubbling, dripping and leaking”. This year, all water sources of the Group are municipal water supply, and there are no problems in water intake.

Packaging Materials Management

In packaging material management, we adhere to the principles of reduction, lightweight and recycling, and require the specialty pharmacy business to strictly abide by the degradable and recyclable standards in the use of packaging materials. All packaging bags are made of biodegradable environment-friendly materials, and packaging materials such as insulation boxes are made of reusable materials, reducing the consumption of packaging resources from the source. Meanwhile, we encourage employees and partners to jointly promote the use of environment-friendly packaging, and reduce unnecessary packaging waste by continuously improving packaging design.

Improving Environmental Awareness

The Group has always promoted the concept of resource conservation and circular economy, and is deeply aware that enhancing employees' environmental awareness is crucial to promoting the sustainable development of the enterprise. Through a series of measures, we continuously improve employees' awareness of energy conservation and emission reduction as well as rational use of resources, and integrate the green and environmental protection culture into every employee's mind.

Environmental Training

We regularly conduct environmental protection training to enhance employees' sense of environmental responsibility and practical ability. The training covers knowledge such as energy conservation and emission reduction, waste classification and water saving, aiming to enable employees to fully understand the positive impact of environmental protection on the environment and society. We also strengthens employees' environmental protection behaviors in daily work through institutionalized training on the Employee Handbook and Green Office Management Standards.

水資源管理

我們嚴格遵循《國務院關於實行最嚴格的水資源管理制度的意見》等法律法規，持續加強日常運營中取水和用水階段的節水管理，在各職場張貼節水提醒標識，倡導員工在日常工作中自覺節約用水，並開展現場檢查以杜絕「跑、冒、滴、漏」等浪費水資源的情況。本年度，本集團的用水來源均為市政供水，無求取水源方面的問題。

包裝材料管理

我們在包裝材料管理方面堅持減量化、輕量化和循環化原則，要求特藥藥房業務在包裝材料的使用上嚴格遵守可降解、可回收的標準。所有包裝袋均採用可生物降解的環保材料，且保溫箱等包裝物資採用可重覆使用材料，從源頭上減少包裝資源的消耗。同時，我們鼓勵員工、合作夥伴共同推動環保包裝的使用，並通過持續改進包裝設計，減少不必要的包裝浪費。

提升環保意識

本集團始終宣導資源節約及循環經濟的理念，深知提升員工的環保意識對於推動企業可持續發展至關重要，並通過一系列舉措，不斷提高員工在節能減排、資源合理利用方面的認知，讓綠色、環保文化深入每位員工心中。

開展環保培訓

我們定期開展環保培訓，提升員工的環保責任感和實踐能力。培訓內容包括節能減排、廢物分類、節水等方面的知識，旨在讓員工充分理解環保對環境和社會的積極影響。我們還通過《員工手冊》和《綠色辦公室管理規範》的制度化培訓，強化員工在日常工作中的環保行為。

Green Procurement and Office Resources Management

We strictly abide by green procurement standards in the procurement of office resources, giving priority to office equipment and furniture that meet environmental protection requirements. We also pay attention to the rational use of resources. Office areas are equipped with energy-saving lighting devices, and the use of air conditioners and heating is adjusted in accordance with energy-saving standards. For employee reception, we advocate the use of recyclable mugs instead of disposable paper cups to reduce the waste of disposable plastics.

Embracing Green Office Practices

We have formulated and implemented institutional documents such as the Green Office Management Standards and the Civilisation Convention for Office Spaces of Sipai, and set up a green environmental protection publicity wall in office areas to regularly release environmental protection tips and reminders on energy conservation and emission reduction, so as to enhance employees' sense of participation in environmental protection and create a cultural atmosphere of green office. Meanwhile, we give priority to buildings with green building certification when renting office premises. Our Jiali Office Building in Shanghai has WELL and LEED certifications.

綠色採購與辦公資源管理

我們在辦公資源的採購過程中嚴格遵守綠色採購標準，優先選購符合環保要求的辦公設備和傢俱。我們還注重資源的合理使用，辦公區域內配有節能型照明裝置，空調和暖氣的使用也根據節能標準進行調節。員工接待時，提倡使用可循環利用的馬克杯，避免使用一次性紙杯，減少一次性塑料的浪費。

倡導綠色辦公

我們制定並落實《綠色辦公室管理規範》《辦公職場文明公約》等制度文件，並在辦公區域內設立綠色環保宣傳牆，定期發佈環保小知識與節能減排的提示，以增強員工的環保參與感，營造綠色辦公的文化氛圍。同時，在租用辦公場所時優先選用具有綠色建築認證的樓宇，我們在上海的嘉裡辦公樓具有WELL、LEED認證。



PUBLIC WELFARE, INDUSTRY PROSPERITY

The Group actively implements the “Healthy China” strategy, always upholds its original aspiration, earnestly fulfills its social responsibilities and corporate obligations, and is committed to improving the national health level. We always adhere to creating value in the fields of specialty pharmacy business, commercial insurance services and physician research assistance, providing the public with high-quality and accessible medical services, and continuously benefiting the public through high-quality medical and health services and innovative medical payment models. Meanwhile, we actively carry out strategic synergy and resource integration with partners, drive the digital transformation and high-quality development of the industry, and contribute to advancing the construction goal of “Healthy China”.

UN SDGs addressed in this chapter:



Health-related Charitable Initiatives

While operating its core business well, the Group takes proactive responsibilities and initiatives, fully assumes corporate social responsibility through practical actions such as devoting itself to social public welfare and providing high-quality medical and health services, and has won wide recognition from the industry and all sectors of society.

In Kunming, Linyi, Chengdu, Yuxi, among other cities, we have joined hands with co-insurance partners to donate Hui Min Insurance products to disadvantaged groups and individuals with rare diseases. This initiative aims to ease their medical burden, improve their risk resilience, protect them from falling into or returning to poverty due to illness, and promote healthcare accessibility. We regularly organize online health and awareness seminars provided by medical professionals, covering topics such as basic health knowledge, common misconceptions, wellness tips, and healthy diets.

聚力公益，促進行業繁榮

本集團積極踐行「健康中國」戰略，始終秉承初心，切實履行社會責任，承擔企業義務，致力於提高國民健康水平。我們始終堅持在特藥藥房業務、商業保險服務、醫生研究協助領域創造價值，為大眾提供優質及可及的醫療服務，並憑藉高質量醫療健康服務和創新醫療支付模式持續造福社會大眾。同時，我們積極與合作夥伴開展戰略協同與資源聯動，帶動行業數字化轉型及高質量發展，為推進「健康中國」建設目標貢獻力量。

本章回應聯合國可持續發展目標 (SDGs)：

開展健康公益

本集團在經營好主營業務的同時積極擔當、主動作為，通過投身社會公益事業、提供高質量醫療衛生服務等切實行動，全面承擔起企業社會責任，獲得業內和社會各界的廣泛認可。

我們在昆明、臨沂、成都、玉溪等多個城市，聯合共保體成員單位，為困難群體、罕見疾病群體捐贈惠民保產品，旨在減輕他們的醫療負擔，增強其自我保障與抵禦風險的能力，防止因病致貧、因病返貧，推動醫療可及。我們定期安排專門的醫生進行線上健康及科普系列講座，涵蓋健康常識、誤區、養生小竅門、健康飲食等主題。

2025 Health-related Public Welfare Projects
2025年健康公益項目

Project 項目	Donation Details 捐贈情況
Yuxi Disadvantaged Groups Charitable Insurance Project	The “Yuxi Hui Min Insurance” program jointly with the Yuxi Red Cross Society, launched the “Yuxi Disadvantaged Groups Charitable Insurance Project”, focusing on the specially disadvantaged groups in Yuxi City, with a total donation amount of RMB160,000 yuan.
玉溪市特殊困難群體捐贈項目	「玉溪惠民保」項目與玉溪市紅十字會聯合發起「玉溪市特殊困難群體捐贈項目」，聚焦玉溪市特殊困難群體，共計捐贈金額達16萬元。
Chengdu Rare Disease Patients Charitable Donation Project	The “Chengdu Huirong Bao” insurance alliance introduced the “Charitable Donation Project for Patients of Selected Rare Diseases in Chengdu”, offering dedicated donations to individuals under Chengdu’s reimbursement policies for phenylketonuria, as well as patients of Gaucher and Pompe diseases under Chengdu’s rare disease medication support mechanism. The total donation amount reached RMB4.09 million yuan.
成都市相關罕見病患者群體專項慈善捐助項目	「成都惠蓉保」保障聯盟推出「成都市相關罕見病患者群體專項慈善捐助項目」，為成都市享受苯丙酮尿症報銷待遇存量人群和享受成都市罕見病用藥保障機制的戈謝病、龐貝病存量人群提供專項慈善捐助，共計捐贈金額達409萬元。

Promoting Industry Development through Partnerships

The Group actively promotes industrial chain strategic cooperation and collaborative innovation with partners, continuously improves product competitiveness and service innovation capability, so as to boost the digital transformation of China’s medical and health industry, drive the high-quality development of the biotechnology sector in the Greater Bay Area, and create value for the overall and sustainable progress of the industry.

Advancing Medical Research

With regard to physician research assistance, we have established an innovative Site Management Organisation (SMO) specialising in oncology research based on our expertise in oncology and other critical diseases. We support the drug development pipeline of pharmaceutical companies, from Phase I to Phase IV clinical trials. We have collaborated with over 100 pharmaceutical companies and built an extensive network with 27 provincial oncology hospitals and 5 national cancer treatment centers nationwide. As of the end of 2025, we facilitated the marketing approval of 62 products across 89 indications in China, as well as 4 products across 12 indications in the U.S. and the EU.

共促行業發展

本集團積極推動產業鏈戰略合作，與合作夥伴協同創新，不斷提升產品競爭力和服務創新能力，以助力中國醫療健康行業數字化轉型、帶動大灣區生物科技領域高質量發展，為行業整體持續進步創造價值。

推動醫學研究

在醫生研究協助領域，我們憑藉在腫瘤及其他危重疾病方面的醫學專長，成立以腫瘤領域為特長的創新型臨床研究現場管理組織（SMO），並支持製藥公司從I期到IV期臨床試驗的藥物研發過程。我們已與100餘家藥企開展合作，與國內27家省級腫瘤專科醫院及5個國家級癌症治療中心構建起廣泛而深入的合作網絡。截至2025年底，共助力62個產品89個適應症在中國上市獲批，4個產品12個適應症在美國和歐盟獲批上市。

In addition, we have established an Independent Radiology Committee (IRC) to provide professional medical imaging services for efficacy endpoint assessments in the clinical trials of drugs and medical devices. These services help ensure the scientific rigor and accuracy of clinical trials.

我們建立獨立影像評估 (IRC) 團隊，為藥品、醫療器械臨床試驗療效終點評估提供專業的醫學影像服務，為臨床試驗的科學性和準確性提供堅實保障。

Strategic Partnerships for Leading Practices

Committed to openness and cooperation, we actively exchange and collaborate with partners, industry associations, and experts and scholars to drive high-quality development in the healthcare sector.

戰略合作引領

我們始終秉持開放合作的理念，積極與合作夥伴、協會組織、專家學者開展交流合作，攜手助力醫療行業高質量發展。

Case: Sipai Health Technology signed a strategic cooperation framework agreement with Arthur J. Gallagher

案例：思派健康與安睿嘉爾簽訂戰略合作框架協議

In June 2025, The Group and Arthur J. Gallagher, an international insurance service group, jointly held a signing symposium for the strategic cooperation agreement, marking the official launch of the five-year in-depth cooperation between the two parties. The Group and Arthur J. Gallagher will focus on the fields of corporate group health insurance and reinsurance business, give full play to their respective advantages in resources, technology and service capabilities, jointly develop customized insurance solutions, and commit to continuously promoting product innovation and precise risk control, so as to inject new momentum into the high-quality development of China's health insurance market.

2025年6月，我們與國際保險服務集團安睿嘉爾攜手舉辦戰略合作協議簽約座談會，標誌著雙方為期五年的深度合作正式啟動。雙方將聚焦企業團體健康保險和再保險業務領域，充分發揮各自在資源、技術及服務能力上的優勢，共同開發定制化保險解決方案，致力於持續推動產品創新與精準風控，為中國健康險市場的高品質發展注入新動能。



Case: Sipai Health Technology reached strategic partnership with Ping An Health Insurance

案例：思派健康與平安健康險達成戰略合作

In May 2025, we held a strategic cooperation signing ceremony with Ping An Health Insurance Company of China, Ltd. (“**Ping An Health Insurance**”) in Shanghai. This collaboration aligns with the development trends of the health insurance industry and reflects both parties’ forward-looking strategic positioning and will work together to create a benchmark for managed healthcare insurance services for enterprises, driving a milestone breakthrough in the deep integration of “medical care + insurance.” The partnership focuses on core areas of commercial health insurance, covering diverse segments including employee welfare protection, premium medical services, and flexible insurance options. It is dedicated to providing enterprise clients with comprehensive, multi-tiered health protection solutions.

2025年5月，我們與平安健康保險股份有限公司（「**平安健康險**」）在上海舉行戰略合作簽約儀式。本次合作順應健康險行業發展趨勢，體現雙方前瞻性戰略佈局，將合力打造企業醫療管理式保險服務標杆，推動「醫療+保險」深度融合實現里程碑式突破。合作聚焦商業醫療保險核心領域，覆蓋企業員工福利保障、高端醫療、彈性自選保險等多元細分賽道，致力為企業客戶提供全方位、多層次的健康保障解決方案。



Sipai Health Technology reached strategic partnership with Ping An Health Insurance
思派健康與平安健康險達成戰略合作

Case: Sipai Health Technology reached strategic partnership with Fosun United Health Insurance
案例：思派健康與複星聯合健康保險達成戰略合作

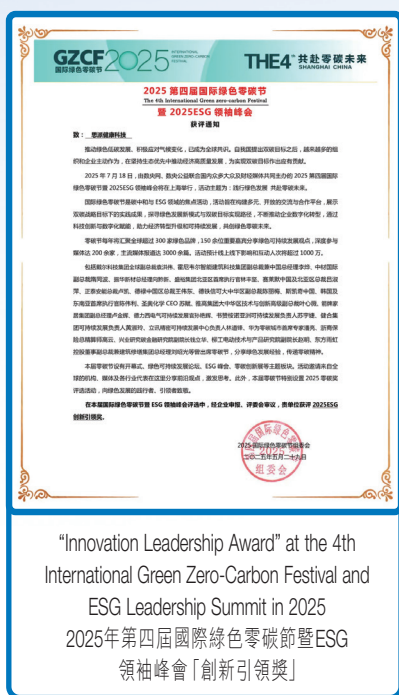
In April 2025, The Group and Fosun United Health Insurance Co., Ltd. (“**Fosun United Health Insurance**”) officially signed a strategic cooperation agreement in Shanghai. The two parties will focus on the health management scenarios of corporate clients, deepen the innovative model of “insurance protection + medical health services”, jointly promote a full-scenario and full-process insurance payment and health management service system adapted to corporate clients, and provide intelligent, high-value one-stop employee health welfare protection solutions for corporate clients. 2025年4月，我們與複星聯合健康保險股份有限公司（「**複星聯合健康保險**」）在上海正式簽署戰略合作協議。雙方將聚焦企業客戶健康管理場景，深化「保險保障+醫療健康服務」創新模式，共同推進適配企業客戶的全場景、全流程保險支付及健康管理服務體系，為企業客戶提供智能化、高價值的一站式員工健康福利保障解決方案。



Sipai Health Technology reached strategic partnership with
Fosun United Health Insurance
思派健康與複星聯合健康保險達成戰略合作

Industry Honors and Certifications

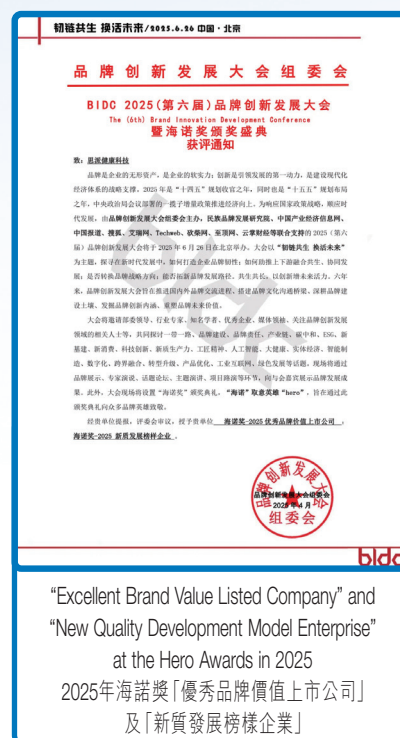
The Group has achieved high-quality development in product innovation, service quality, value growth and other aspects, gaining wide trust from the market and high recognition from the industry, setting an example for industry development. In 2025, the important honors and certifications obtained by the Group are as follows:



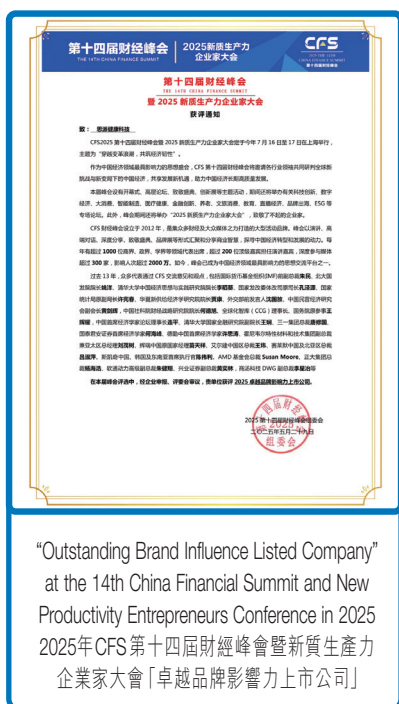
"Innovation Leadership Award" at the 4th International Green Zero-Carbon Festival and ESG Leadership Summit in 2025
2025年第四屆國際綠色零碳節暨ESG領袖峰會「創新引領獎」

行業榮譽及認證

本集團在創新產品、服務品質、價值增長等多方面的高品質發展，獲得市場的廣泛信賴和業界的高度認可，為行業發展樹立典範。2025年，本集團獲取之重要榮譽及認證如下：



"Excellent Brand Value Listed Company" and "New Quality Development Model Enterprise" at the Hero Awards in 2025
2025年海諾獎「優秀品牌價值上市公司」及「新質發展榜樣企業」



"Outstanding Brand Influence Listed Company" at the 14th China Financial Summit and New Productivity Entrepreneurs Conference in 2025
2025年CFS第十四屆財經峰會暨新質生產力企業家大會「卓越品牌影響力上市公司」



National High-Tech Enterprise Certification
國家高新技術企業認證

APPENDIX – ESG KEY PERFORMANCE INDICATORS (KPIs)

附錄：ESG 關鍵績效

Environmental KPIs

環境績效

Indicator 指標名稱	Unit 單位	2025 2025年	
		Office ³ 辦公室 ³	Specialty Pharmacies ⁴ 特藥藥房 ⁴
Air pollutant emissions ⁵ 大氣污染物 ⁵			
Nitrogen oxides 氮氧化物	Kg 千克	2.51	N/A 不適用
Sulphur oxides 硫氧化物	Kg 千克	0.06	N/A 不適用
Particulate matters 顆粒物	Kg 千克	0.18	N/A 不適用
Greenhouse gas emissions ⁶ 溫室氣體排放 ⁶			
Total greenhouse gas emissions 溫室氣體排放總量	Tonne of CO ₂ equivalent 噸二氧化碳當量	101.68	387.75
Total greenhouse gas emission intensity 溫室氣體排放總密度	Tonne of CO ₂ equivalent/ person 噸二氧化碳當量／人	0.28	0.14
Direct greenhouse gas emissions (Scope 1) 直接溫室氣體排放量（範圍一）	Tonne of CO ₂ equivalent 噸二氧化碳當量	9.75	N/A 不適用
Direct greenhouse gas emission intensity (Scope 1) 直接溫室氣體排放密度（範圍一）	Tonne of CO ₂ equivalent/ person 噸二氧化碳當量／人	0.03	N/A 不適用
Indirect greenhouse gas emissions (Scope 2) 間接溫室氣體排放量（範圍二）	Tonne of CO ₂ equivalent 噸二氧化碳當量	91.93	387.75
Indirect greenhouse gas emission intensity (Scope 2) 間接溫室氣體排放密度（範圍二）	Tonne of CO ₂ equivalent/ person 噸二氧化碳當量／人	0.25	0.14

³ The Group's offices in Beijing, Shanghai, Chengdu, and Guangzhou. 本集團在北京、上海、成都及廣州辦公室。

⁴ All specialty pharmacies self-built and self-operated by the Group nationwide. 本集團在全國自建自營的所有特藥藥房。

⁵ The Group's air pollutant emissions originate from the gasoline combustion of vehicles in offices, while the special pharmacies do not involve the use of vehicles. The air pollutant emissions are calculated with reference to "Clean Air Charter – Business Guidebook" published by the Hong Kong General Chamber of Commerce and Hong Kong Business Coalition on the Environment, the Towngas Sustainability Report 2018 and the Non-road Mobile Source Air Pollutant Emission Inventory Preparation Technical Guide (Trial) issued by the Ministry of Ecology and Environment of the PRC. 本集團產生的大氣污染物排放來源於辦公室公務車輛汽油燃燒產生的排放，特藥藥房不涉及公務車輛使用。大氣污染物排放的計算參考香港總商會及香港商界環保大聯盟發表的《清新空氣約章－商界指南》、煤氣公司《可持續發展報告2018》及中華人民共和國生態環境部發佈的《非道路移動源大氣污染物排放清單編制技術指南（試行）》的資料。

⁶ The Group's direct GHG emissions come from the gasoline combustion of vehicles in offices, while the special pharmacies do not involve the use of vehicles, and indirect GHG emissions come from purchased electricity consumption. The calculation of GHG emissions and emission factors refer to the How to Prepare an Environmental, Social and Governance Report of the HKEX. 本集團產生的直接溫室氣體排放來源於辦公室公務車輛汽油燃燒產生的排放，特藥藥房不涉及公務車輛使用；間接溫室氣體排放來源於外購用電量。溫室氣體排放量計算方法及排放因子參考香港聯交所《如何準備環境、社會及管治報告》。

Indicator 指標名稱	Unit 單位	2025 2025年	Specialty Pharmacies ⁴ 特藥藥房 ⁴
		Office ³ 辦公室 ³	
Use of resources 資源使用			
Total energy consumption 能源消耗總量	Thousand kWh 千個千瓦時	205.88	667.38
Energy consumption intensity 能源消耗密度	Thousand kWh/person 千個千瓦時／人	0.57	0.24
Direct energy consumption 直接能源消耗量	Thousand kWh 千個千瓦時	47.66	N/A 不適用
Direct energy consumption intensity 直接能源消耗密度	Thousand kWh/person 千個千瓦時／人	0.13	N/A 不適用
Indirect energy consumption 間接能源消耗量	Thousand kWh 千個千瓦時	158.22	667.38
Indirect energy consumption intensity 間接能源消耗密度	Thousand kWh/person 千個千瓦時／人	0.44	0.24
Petrol consumption 汽油消耗量	Thousand kWh 千個千瓦時	47.66	N/A 不適用
Purchased electricity 外購用電量	Thousand kWh 千個千瓦時	158.22	667.38
Use of water resources 水資源使用			
Total water consumption 用水總量	Cubic metre 立方米	85.00	1,910.00
Water consumption per unit 單位耗水量	Cubic metre/person 立方米／人	0.24	0.69
Solid waste 固體廢棄物			
Total hazardous waste produced ⁷ 有害廢棄物產生量 ⁷	Tonne 噸	0.45	0.44
Total hazardous waste recycled 有害廢棄物回收量	Tonne 噸	0.45	0.44
Hazardous waste produced per unit 單位有害廢棄物產生量	Tonne/person 噸／人	1.24 x 10 ⁻³	1.60 x 10 ⁻⁴
Total non-hazardous waste produced ⁸ 無害廢棄物產生量 ⁸	Tonne 噸	1.20	25.20
Total non-hazardous waste recycled 無害廢棄物回收量	Tonne 噸	1.20	25.20
Non-hazardous waste produced per unit 單位無害廢棄物產生量	Tonne/person 噸／人	3.31 x 10 ⁻³	9.9 x 10 ⁻³

⁷ Hazardous waste generated by the Group includes waste batteries, waste tubes/bulbs, waste cartridges, waste electronic products, and similar items.
本集團產生的有害廢棄物包括廢電池、廢燈管燈泡、廢墨盒、廢棄電子產品等。

⁸ Non-hazardous waste generated by the Group comprises general waste and office paper, among others.
本集團產生的無害廢棄物包括生活垃圾及辦公用紙等。

Social KPIs

社會績效

Indicator Category 指標類別	Indicator 指標名稱	Unit 單位	2025 2025年	2024 2024年	2023 2023年
Employment 僱傭					
Total number of employees 總員工人數		Person 人	3,131	3,247	3,096
Number of employees by gender 按性別劃分的員工人數	Male 男性員工	Person 人	310	437	495
	Female 女性員工	Person 人	2,821	2,810	2,601
Number of employees by employment type 按僱傭類別劃分的員工人數	Full-time 全職員工	Person 人	3,126	3,236	3,082
	Part-time 兼職員工	Person 人	5	11	14
Number of employees by age group 按年齡組別劃分的員工人數	<31	Person 人	2,153	2,003	1,853
	31至50歲	Person 人	898	1,180	1,186
	31歲以下	Person 人			
	>50 50歲以上	Person 人	80	64	57
Number of employees by geographical region 按地區劃分的員工人數	Mainland China 中國內地	Person 人	3,131	3,247	3,087
	Hong Kong 香港地區	Person 人	0	0	9
Employee turnover rate⁹ 員工流失率⁹					
Employee turnover rate by gender 按性別劃分的員工流失率	Male 男性	%	4.32	4.18	4.28
	Female 女性	%	27.99	24.03	24.16
Employee turnover rate by age group 按年齡組別劃分的員工流失率	<31	%	21.74	19.61	19.39
	31歲以下	%			
	31-50	%	9.88	8.05	8.65
	31至50歲	%			
Employee turnover rate by geographical region 按地區劃分的員工流失率	>50 50歲以上	%	0.69	0.55	0.39
	Mainland China 中國內地	%	32.31	28.21	28.43
	Hong Kong 香港地區	%	0	0	0

⁹ Employee turnover rate by relevant category = number of employees leaving in the category / (total number of employees in the category + number of employees leaving in the category at the end of the reporting period) * 100%
按相關類別劃分的員工流失比率 = 該類別員工流失人數 / (報告期末該類別員工總數 + 該類別員工流失人數) * 100%。

Indicator Category 指標類別	Indicator 指標名稱	Unit 單位	2025 2025年	2024 2024年	2023 2023年
Occupational health and safety 職業健康與安全					
	Number of work-related fatalities 因公亡故人數	Person 人	0	0	0
	Rate of work-related fatalities 因工死亡率	%	0	0	0
	Number of working days lost due to work injuries 因工傷事故而損失的工作日	Day 天	49	0	149.5
Employee training 員工培訓情況					
Total number of employees trained 員工受訓總人數		Person 人	2,218	1,248	1,073
Number of employees trained by gender 按性別劃分的參加培訓員工人數	Male 男性員工	Person 人	125	187	160
	Female 女性員工	Person 人	2,093	1,061	913
Number of employees trained by employee category 按員工類別劃分的參加培訓員工人數	Product research and functional positions 產研及職能類	Person 人	9	873	751
	Business positions 業務類	Person 人	2,209	375	322
Total training hours of all employees 全體員工受訓總時長		Hour 小時	23,490	6,935	5,965
Average hours of training by gender ¹⁰ 按員工性別劃分的平均培訓時長 ¹⁰	Male 男性員工	Hour 小時	3.1	2.4	12.6
	Female 女性員工	Hour 小時	8.0	2.1	15.6
Average hours of training by employee category ¹¹ 按員工類別劃分的平均培訓時長 ¹¹	Product research and functional positions 產研及職能類	Hour 小時	0.3	5.4	8.0
	Business positions 業務類	Hour 小時	7.8	3.1	15.6

¹⁰ Average training hours for employees by relevant category = Total training hours for employees in the category/Number of employees in the category 按相關類別劃分員工平均培訓時數 = 特定類別員工的總受訓時數 / 特定類別的員工總人數

¹¹ Average training hours for employees by relevant category = Total training hours for employees in the category/Number of employees trained in the category 按相關類別劃分員工平均培訓時數 = 特定類別員工的總受訓時數 / 參加培訓的特定類別員工人數

Indicator Category 指標類別	Indicator 指標名稱	Unit 單位	2025 2025年	2024 2024年	2023 2023年
Supply chain management 供應鏈管理					
Number of suppliers by region¹² 按地區劃分的供應商數目 ¹²	Total number of suppliers ¹³ 供應商總數 ¹³	Supplier 個	190	632	585
	North China 華北	Supplier 個	54	145	116
	Northeast China 東北	Supplier 個	1	56	45
	East China 華東	Supplier 個	71	220	212
	Central China 華中	Supplier 個	13	55	53
	South China 華南	Supplier 個	19	61	61
	Southwest China 西南	Supplier 個	20	62	71
	Northwest China 西北	Supplier 個	12	33	27

¹² Suppliers are categorized by their location of registration. 按照供應商註冊地進行區域劃分。
North China: Including Beijing Municipality, Tianjin Municipality, Hebei Province, and Shanxi Province; Inner Mongolia Autonomous Region is not included. 華北：包括北京市、天津市、河北省、山西省，未包括內蒙古自治區
Northeast China: Including Heilongjiang Province, Jilin Province, and Liaoning Province, as well as Inner Mongolia Autonomous Region.
東北：包括黑龍江省、吉林省、遼寧省以及內蒙古自治區
East China: Includes Shanghai Municipality, Jiangsu Province, Zhejiang Province, Anhui Province, Fujian Province, Jiangxi Province, and Shandong Province. 華東：包括上海市、江蘇省、浙江省、安徽省、福建省、江西省、山東省
Central China: Including Henan Province, Hubei Province, and Hunan Province. 華中：包括河南省、湖北省、湖南省
South China: Includes Guangdong Province, Guangxi Zhuang Autonomous Region, and Hainan Province; Hong Kong SAR and Macau SAR are not included. 華南：包括廣東省、廣西壯族自治區、海南省，無香港特別行政區、澳門特別行政區
Southwest China: Includes Chongqing Municipality, Sichuan Province, Guizhou Province, and Yunnan Province, as well as Xizang Autonomous Region. 西南：包括重慶市、四川省、貴州省、雲南省、西藏自治區
Northwest China: Including Shaanxi Province, Gansu Province, Qinghai Province, as well as Ningxia Hui Autonomous Region and Xinjiang Uygur Autonomous Region. 西北：包括陝西省、甘肅省、青海省、寧夏回族自治區、新疆維吾爾自治區

¹³ This year, due to the decrease in the number of specialty pharmacy stores of the Group, the total number of suppliers has declined.
本年度，本集團因特藥藥房門店數量減少，故供應商總數有所下降。

Indicator Category 指標類別	Indicator 指標名稱	Unit 單位	2025 2025年	2024 2024年	2023 2023年
Product responsibility 產品責任					
	Percentage of products returned for safety and health reasons ¹⁴ 因安全與健康理由回收百分比 ¹⁴	%	0	0	0
	Number of complaints ¹⁵ 投訴數目 ¹⁵	Case 宗	0	0	0
	Customer satisfaction 客戶滿意度	%	100	100	100
	Intellectual property infringement incidents 侵犯知識產權的事件	Case 件	0	0	0
	Customer privacy violation penalties or negative events 侵犯消費者隱私的處罰或負面事件	Case 件	0	0	0
Anti-corruption 反貪污					
	Number of concluded legal cases regarding corrupt practices 已完結的貪污訴訟案件	Case 件	0	0	0
	Number of anti-corruption training 反貪污培訓數目	Session 場	3	10	4
	Hours of anti-corruption training 反貪污培訓時數	Hour 小時	4	20	4
	Number of directors trained against corruption 反貪污培訓的董事人數	Person 人	2	2	2
	Number of staff trained against corruption 反貪污培訓的員工人數	Person 人	> 100	> 700	> 100

¹⁴ A process of requesting consumers to return, exchange, or replace a product after defects have been discovered that could hinder performance, harm consumers, or give rise to legal issues for the producers.
發現產品出現可能影響其功能，對消費者造成傷害或使生產商面對法律問題的瑕疵後，要求消費者退回、更換或替換產品的程序。

¹⁵ Enterprises may receive different forms of enquiry and comments from customers. Complaints may be defined by reference to the internal definition of the enterprise, such as relevant service agreements, or by reference to industry standards, laws, and regulations.
企業可能收到客戶不同形式的查詢和意見。投訴的定義可以參考企業內部定義，如相關服務協定等，或參考行業準則、法律，及法規。

Indicator Category 指標類別	Indicator 指標名稱	Unit 單位	2025 2025年	2024 2024年	2023 2023年
Community Investment 社區投資					
	Amount of donation 捐贈金額	RMB10,000 萬元	425.0	310.4	133.2
	Number of participants in social contribution activities 社會貢獻活動參與人次	Person-time 人次	152	/	/
	Cumulative length of participation in social contribution activities 社會貢獻活動累計參與 時長	Hour 小時	608	/	/

APPENDIX – HKEX ESG REPORTING GUIDE INDEX

附錄：聯交所《ESG 報告守則》 索引

Mandatory Disclosure Requirements 強制披露規定		
Subject Areas 主要範疇	Content 內容	Disclosure section 披露章節
Governance Structure 管治架構	A statement from the board containing the following elements: 由董事會發出的聲明，當中載有下列內容： (i) a disclosure of the board's oversight of ESG issues; (i) 披露董事會對環境、社會及管治事宜的監管； (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (ii) 董事會的環境、社會及管治管理方針及策略，包括評估、依次排列及管理重要的環境、社會及管治相關事宜（包括對發行人業務的風險）的過程；及 (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses. (iii) 董事會如何按環境、社會及管治相關目標檢討進度，並解釋它們如何與發行人業務有關連。	ESG Governance ESG 管治
Reporting Principles 匯報原則	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: 描述或解釋在編備環境、社會及管治報告時如何應用下列匯報原則： Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement 重要性：環境、社會及管治報告應披露：(i) 識別重要環境、社會及管治因素的過程以及選擇這些因素的準則；(ii) 如發行人已進行持份者參與，已識別的重要持份者的描述及發行人持份者參與的過程及結果。	About the Report ESG Governance 關於本報告 ESG 管治
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	About the Report

Mandatory Disclosure Requirements
強制披露規定

Subject Areas 主要範疇	Content 內容	Disclosure section 披露章節
匯報範圍	解釋環境、社會及管治報告的匯報範圍，及描述挑選哪些實體或業務納入環境、社會及管治報告的過程。若匯報範圍有所改變，發行人應解釋不同之處及變動原因。	關於本報告

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Disclosure section

披露章節

A. Environmental

A. 環境

A1 Emissions

A1 排放物

A1 General

Information on:

Emissions Management

Disclosure

A1 一般披露

有關廢氣排放、向水及土地的排污、有害及無害廢棄物的產生等的：

排放物管理

(a) the policies; and

(a) 政策；及

(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.

(b) 遵守對發行人有重大影響的相關法律及規例的資料。

A1.1

The types of emissions and respective emissions data.

Environmental KPIs

排放物種類及相關排放數據。

環境績效

A1.3

Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).

Environmental KPIs

所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。

環境績效

A1.4

Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).

Environmental KPIs

所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。

環境績效

A1.5

Description of emission target(s) set and steps taken to achieve them.

Emissions Management

描述所訂立的排放量目標及為達到這些目標所採取的步驟。

排放物管理

A1.6

Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.

Emissions Management

描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。

排放物管理

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Disclosure section
披露章節

A2 Use of Resources		
A2資源使用		
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Rational Use of Resources
A2一般披露	有效使用資源（包括能源、水及其他原材料）的政策。	資源合理利用
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). 按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。	Environmental KPIs 環境績效
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility). 總耗水量及密度（如以每產量單位、每項設施計算）。	Environmental KPIs 環境績效
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Rational Use of Resources 資源合理利用
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標以及為達到這些目標所採取的步驟。	Rational Use of Resources 資源合理利用
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。	As the Group's business operations do not involve product manufacturing and entail only minimal consumption of packaging materials, it therefore does not calculate resource consumption per production unit. 由於本集團的業務不涉及產品生產，且僅有少量的包裝材料消耗，故不統計每生產單位佔量。

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披露章節

A3 The
Environment
and Natural
Resources
A3環境及天然
資源

A3 General
Disclosure
A3一般披露
A3.1

Policies on minimising the issuer's significant impacts on the environment and natural resources.
減低發行人對環境及天然資源造成重大影響的政策。
Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.
描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。

Green Development, Ecological
Stewardship
綠色發展，守護生態家園
Green Development, Ecological
Stewardship

綠色發展，守護生態家園

B. Social
B. 社會
B1 Employment
B1僱傭
B1 General
Disclosure
B1一般披露

Information on:

有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：

- (a) the policies; and
- (a) 政策；及
- (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.
- (b) 遵守對發行人有重大影響的相關法律及規例的資料。

B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.
按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。

Social KPIs

社會績效

B1.2 Employee turnover rate by gender, age group and geographical region.
按性別、年齡組別及地區劃分的僱員流失比率。

Social KPIs

社會績效

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披露章節

B2 Health and Safety B2健康與安全 B2 General Disclosure B2一般披露	Information on: 有關提供安全工作環境及保障僱員避免職業性危害的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Occupational Health and Safety 職業安全與健康
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. 過去三年（包括匯報年度）每年因工亡故的人數及比率。	Social KPIs 社會績效
B2.2	Lost days due to work injury. 因工傷損失工作日數。	Social KPIs 社會績效
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Occupational Health and Safety 職業安全與健康
B3 Development and Training B3發展與培訓 B3 General Disclosure B3一般披露	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Employee Training and Development 員工培訓與發展
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management). 按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。	Social KPIs 社會績效
B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Social KPIs 社會績效

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披露章節

B4 Labour Standards		
B4勞工準則		
B4 General Disclosure	Information on:	Safeguarding Employees' Basic Rights and Interests
B4一般披露	有關防止童工或強制勞工的：	保障基本權益
	(a) the policies; and	
	(a) 政策；及	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	
	(b) 遵守對發行人有重大影響的相關法律及規例的資料。	
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Safeguarding Employees' Basic Rights and Interests
	描述檢討招聘慣例的措施以避免童工及強制勞工。	保障基本權益
B4.2	Description of steps taken to eliminate such practices when discovered	Safeguarding Employees' Basic Rights and Interests
	描述在發現違規情況時消除有關情況所採取的步驟。	保障基本權益
B5 Supply Chain Management		
B5供應鏈管理		
B5 General Disclosure	Policies on managing environmental and social risks of the supply chain.	Responsible Supply Chain
B5一般披露	管理供應鏈的環境及社會風險政策。	負責任供應鏈
B5.1	Number of suppliers by geographical region.	Social KPIs
	按地區劃分的供應商數量。	社會績效
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Responsible Supply Chain
	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	負責任供應鏈
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Responsible Supply Chain
	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	負責任供應鏈
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Responsible Supply Chain
	描述在挑選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	負責任供應鏈

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披露章節

B6 Product Responsibility		
B6產品責任		
B6 General Disclosure	Information on:	Responsible Marketing
B6一般披露	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：	負責任營銷
	(a) the policies; and	
	(a) 政策；及	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	
	(b) 遵守對發行人有重大影響的相關法律及規例的資料。	
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Social KPIs
	已售或已運送產品總數中因安全與健康理由而須回收的百分比。	社會績效
B6.2	Number of products and service related complaints received and how they are dealt with.	Lean Customer Service
	接獲關於產品及服務的投訴數目以及應對方法。	精益客戶服務
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Intellectual Property Protection
	描述與維護及保障知識產權有關的慣例。	知識產權保護
B6.4	Description of quality assurance process and recall procedures.	Stringent Product Quality Control
	描述質量檢定過程及產品回收程序。	嚴控產品質量
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Lean Customer Service
	描述消費者資料保障及隱私政策，以及相關執行及監察方法。	精益客戶服務

“Comply or explain” Provisions

「不遵守就解釋」條文

Subject Areas, Aspects, General Disclosures and KPIs

主要範疇、層面、一般披露及關鍵績效指標

Disclosure section

披露章節

B7 Anti-corruption B7反貪污		
B7 General Disclosure B7一般披露	Information on: 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) the policies; and (a) 政策；及 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Business Ethics 商業道德
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Business Ethics 商業道德
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Business Ethics 商業道德
B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Social KPIs 社會績效
B8 Community Investment B8社區投資		
B8 General Disclosure B8一般披露	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Health-related Charitable Initiatives 開展健康公益
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Health-related Charitable Initiatives 開展健康公益
B8.2	Resources contributed (e.g. money or time) to the focus area. 在專注範疇所動用資源（如金錢或時間）。	Social KPIs 社會績效

Part D: Climate-related Disclosures

D 部分：氣候相關披露

Climate-related Disclosures

氣候相關披露

Disclosure section

相關章節

Governance

管治

Governance
管治

Climate Strategy and Governance Structure
氣候戰略與管治架構

Strategy

策略

Climate-related risks and opportunities

氣候相關風險和機遇

Business model and value chain

業務模式和價值鏈

Strategy and decision-making

策略和決策

Financial position, financial performance and cash flows

財務狀況、財務表現及現金流量

Climate resilience

氣候韌性

Identification and Assessment of Climate Risks and Opportunities

氣候風險與機遇識別、評估

Identification and Assessment of Climate Risks and Opportunities

氣候風險與機遇識別、評估

Greenhouse Gases Emission and Reduction Measures

溫室氣體排放與減排舉措

Identification and Assessment of Climate Risks and Opportunities

氣候風險與機遇識別、評估

Climate Adaptability and Resilience Building

氣候適應能力與韌性建設

Risk Management

風險管理

Risk management

風險管理

Identification and Assessment of Climate Risks and Opportunities

氣候風險與機遇識別、評估

Part D: Climate-related Disclosures

D 部分：氣候相關披露

Climate-related Disclosures

氣候相關披露

Metrics and Targets

指標及目標

Greenhouse gas emissions

溫室氣體排放

Climate-related transition risks (the amount and percentage of assets or business activities vulnerable to climate-related transition risks)

氣候相關轉型風險（易受氣候相關轉型風險影響的資產或業務活動的金額及百分比）

Climate-related physical risks (the amount and percentage of assets or business activities vulnerable to climate-related physical risks)

氣候相關物理風險（易受氣候相關物理風險影響的資產或業務活動的金額及百分比）

Climate-related opportunities (the amount and percentage of assets or business activities aligned with climate-related opportunities)

氣候相關機遇（涉及氣候相關機遇的資產或業務活動的金額及百分比）

Capital deployment (the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities)

資本運用（用於氣候相關風險和機遇的資本開支、融資或投資的金額）

Internal carbon prices

內部碳定價

Remuneration (whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement)

薪酬（氣候相關考慮因素可有及如何納入薪酬政策，或提供適當的否定聲明）

Climate-related targets

氣候相關目標

Disclosure section

相關章節

Environmental KPIs

環境績效

Based on assessments, the Group currently has no assets materially impacted by climate-related physical and transition risks, nor assets that involve climate-related opportunities at this stage.

經過評估，本集團暫未有資產會受到氣候相關物理與轉型風險的重大影響，也暫未有涉及氣候相關機遇的資產。

Based on assessments, the Group's expenditures related to climate-related risks and opportunities currently cover operating expenses only, and do not involve capital expenditures, financing, or investment at this stage.

經過評估，本集團用於氣候相關風險和機遇的支出僅涉及營運開支，暫不涉及資本開支、融資或投資。

Not applicable. The Group has not applied carbon pricing in its operational decisions. 不適用。本集團尚未在業務運營決策中應用碳定價。

The Group is currently preparing relevant work and will consider disclosing relevant information in future annual ESG reports.

本集團目前正在準備相關工作，將會於未來年度ESG報告中考慮披露相關信息。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

Independent auditor's report

To the shareholders of SIPAI HEALTH TECHNOLOGY CO., LTD.

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of SIPAI HEALTH TECHNOLOGY CO., LTD. (the “**Company**”) and its subsidiaries (the “**Group**”) set out on pages 182 to 302, which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy 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 IFRS Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

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

獨立核數師報告

致思派健康科技有限公司股東

(於開曼群島註冊成立的有限公司)

意見

我們已審核第182至302頁所載思派健康科技有限公司(「**貴公司**」)及其附屬公司(「**貴集團**」)的合併財務報表，合併財務報表包括於2025年12月31日的合併財務狀況表及截至該日止年度的合併損益及其他全面收益表、合併權益變動表及合併現金流量表，以及合併財務報表附註，包括重大會計政策資料。

我們認為，合併財務報表已根據國際會計準則理事會(「**國際會計準則理事會**」)頒佈的國際財務報告準則會計準則真實及公允地反映了 貴集團於2025年12月31日的合併財務狀況及其截至該日止年度的合併財務表現及其合併現金流量，並已遵照香港《公司條例》的披露規定妥為編製。

意見基礎

我們已根據香港會計師公會(「**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。我們在該等準則下承擔的責任在本報告「核數師就審計合併財務報表須承擔的責任」一節中進一步闡述。根據香港會計師公會頒佈的適用於審計公利益實體的財務報表的《專業會計師道德守則》(「**守則**」)，我們獨立於 貴集團。我們已根據守則履行其他道德責任。我們相信我們所取得的審核憑據足以並恰當地為我們的意見提供基礎。

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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期合併財務報表的審計最為重要的事項。該等事項是在我們審核整體合併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。就以下各項而言，我們在該背景下提供我們在審計中處理該事項的方式。

我們已履行本報告「核數師就審計合併財務報表須承擔的責任」一節所述的責任，包括與該等事項有關的責任。因此，我們的審計包括執程序，以應對我們對合併財務報表中的重大錯誤陳述風險的評估。審計程序（包括為處理下列事項而進行的程序）的結果為我們就隨附合併財務報表發表審計意見提供基礎。

Key audit matter

關鍵審計事項

How our audit addressed the key audit matter

我們的審計如何處理關鍵審計事項

Recognition of Specialty Pharmacy Business ("SPB") revenue

確認特藥藥房業務（「特藥藥房業務」）收入

For the year ended December 31, 2025, the total revenue of the Group amounted to RMB2,071.0 million, decreasing by 54.6% from RMB4,565.4 million in 2024. Specifically, RMB1,467.1 million of the revenue was generated from SPB, accounting for 70.84% of the total revenue of the Group.

截至2025年12月31日止年度，貴集團總收入為人民幣2,071.0百萬元，較2024年的人民幣4,565.4百萬元減少54.6%。具體而言，特藥藥房業務產生的收入為人民幣1,467.1百萬元，佔貴集團總收入的70.84%。

The primary source of SPB revenue is the operation of offline speciality pharmacies and medicine distribution. Revenue from SPB is recognised at the point in time when control of medicines and pharmaceutical products is transferred to customers, generally on delivery of medicines and pharmaceutical products.

特藥藥房業務的主要收入來源是經營線下特藥藥房以及分銷藥品。特藥藥房業務的收入在藥品及醫藥產品控制權轉移予客戶的時間點（一般為交付藥品及醫藥產品時）確認。

Our procedures in relation to the recognition of SPB revenue included:

我們有關特藥藥房業務收入確認的程序包括：

1. Performing tests of the design and operating effectiveness of relevant controls over the recognition of SPB revenue;
1. 對特藥藥房業務收入確認相關控制的設計和運行有效性進行測試；
2. Performing analytical procedures on the SPB revenue by different dimensions including customers, retail pharmacies, major categories of products, regions and months, etc.;
2. 按客戶、零售藥房、主要產品類別、地區及月份等不同方面對特藥藥房業務收入進行分析程序；

KEY AUDIT MATTERS (CONTINUED)

關鍵審計事項（續）

Key audit matter 關鍵審計事項	How our audit addressed the key audit matter 我們的審計如何處理關鍵審計事項
Recognition of Speciality Pharmacy Business (“SPB”) revenue 確認特藥藥房業務（「特藥藥房業務」）收入	
We have identified the recognition of SPB revenue as a key audit matter as revenue is a key performance indicator for evaluating the Group's financial results. Furthermore, due to the large volume of transactions and customers involved in SPB revenue, the inherent risk of misstatement in terms of revenue recognition of SPB is relatively high. 由於收入是評估 貴集團財務業績的關鍵績效指標，我們識別特藥藥房業務收入確認為一項關鍵審計事項。此外，由於特藥藥房業務收入涉及大量交易和客戶，在特藥藥房業務收入確認方面，錯報的內在風險相對較高。 The Group's disclosures relating to the recognition of SPB revenue are included in note 2.4 “Material Accounting Policies”, note 4 “Operating Segment information”, and note 5 “Revenue, Other Income and Gains”. 貴集團有關特藥藥房業務收入確認的披露資料載於附註2.4「重大會計政策」、附註4「經營分部資料」及附註5「收入、其他收入及收益」。	3. Testing samples of sales transactions against prescriptions by doctors and acknowledgements of receipts by customers, and testing samples of sales transactions against delivery notes and invoices for revenue from medicine distribution; 3. 根據醫生的處方、客戶確認收據測試銷售交易樣本。就藥品分銷收入而言，根據交貨單及發票測試銷售交易樣本； 4. Performing a cut-off test of SPB revenue before and after the year end, on a sample basis; and 4. 於年末前後抽樣進行特藥藥房業務收入的截止測試；及 5. Checking the adequacy of the disclosures made in the financial statements regarding the SPB revenue. 5. 檢查財務報表中就特藥藥房業務收入作出的披露是否充分。

OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The directors of the Company are responsible for the other information. The other information comprises 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 above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company 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 of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

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

年報所載其他資料

貴公司董事須對其他資料負責。其他資料包括年報所載資料，但不包括合併財務報表及我們的核數師報告。

我們對合併財務報表的意見並不涵蓋其他資料，我們亦不對其他資料發表任何形式的鑒證結論。

結合我們對合併財務報表的審計，我們的責任是閱讀上文指出可以向我们提供之其他資料，在此過程中，考慮其他資料是否與合併財務報表或我們在審計過程中所了解的情況存在重大抵觸或似乎存在重大錯誤陳述的情況。基於我們已執行的工作，如果我們認為其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就合併財務報表須承擔的責任

貴公司董事負責根據國際會計準則理事會頒佈的國際財務報告準則會計準則及香港《公司條例》的披露規定，編製真實而公允的合併財務報表，並落實董事認為必要的內部控制，以使合併財務報表不存在由於欺詐或錯誤而導致的重大錯誤陳述。

在編製合併財務報表時，貴公司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，除非貴公司董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

貴公司董事在審核委員會協助下，履行監督貴集團財務報告過程的責任。

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. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

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

核數師就審計合併財務報表須承擔的責任

我們的目標是對合併財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們的報告僅向閣下（作為整體）報告，除此之外本報告別無其他目的。我們概不就本報告的內容對任何其他人士負上或承擔責任。

合理保證是高水平的保證，但不能保證根據香港審計準則進行的審計總能發現存在的重大錯誤陳述。錯誤陳述可以由欺詐或錯誤引起，倘合理預期彼等單獨或匯總起來可能影響合併財務報表使用者依賴合併財務報表所作出的經濟決定，則有關錯誤陳述可被視為重大。

在根據香港審計準則進行審計的過程中，我們運用了專業判斷，並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合併財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對該等風險，以及獲取充足及適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、故意遺漏、虛假陳述或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計及相關披露的合理性。

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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 to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

核數師就審計合併財務報表須承擔的責任（續）

- 對董事採用持續經營會計基礎的恰當性作出結論，並根據所獲得的審計憑證，對是否存在與可能對貴集團的持續經營能力產生重大疑問的事件或情況有關的重大不確定性作出結論。倘我們認為存在重大不確定性，我們需要在核數師報告中提請注意合併財務報表中的相關披露，或倘有關披露不充分，則發表非無保留意見。我們的結論乃基於截至核數師報告日期所取得的審計憑證。然而，未來事件或情況可能導致貴集團不能持續經營。
- 評價合併財務報表的整體列報方式、結構和內容，包括披露，以及合併財務報表是否中肯反映相關交易和事項。
- 計劃和執行集團審計，以獲取關於貴集團內實體或業務單位財務信息的充足和適當的審計憑證，作為對合併財務報表形成審計意見的基礎。我們負責指導、監督和覆核為集團審計而執行的審計工作。我們為審計意見承擔全部責任。

我們就（其中包括）計劃的審計範圍及時間以及重大審計發現，包括我們在審計中識別出內部控制的任何重大缺陷與審核委員會溝通。

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道德要求，並與彼等溝通可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，為消除威脅而採取的行動或採取的防範措施。

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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 Yee Chung Man (practising certificate number: P05744).

Ernst & Young
Certified Public Accountants
Hong Kong

March 30, 2026

核數師就審計合併財務報表須承擔的責任（續）

從與審核委員會溝通的事項中，我們確定對本期合併財務報表的審計最為重要的事項，因而構成關鍵審計事項。我們在核數師報告中描述該等事項，除非法律或法規不允許公開披露該等事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人為余仲文（執業證書編號：P05744）。

安永會計師事務所
執業會計師
香港

2026年3月30日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

合併損益及其他全面收益表

Year ended December 31, 2025 截至2025年12月31日止年度

		Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
REVENUE	收入	5	2,070,984	4,565,434
Cost of sales	銷售成本		(1,759,659)	(4,179,001)
Gross profit	毛利		311,325	386,433
Other income and gains	其他收入及收益	5	27,720	37,541
Selling and marketing expenses	銷售及營銷開支		(128,830)	(278,350)
Administrative expenses	行政開支		(265,919)	(323,967)
Research and development expenses	研發開支		(10,195)	(22,262)
Impairment losses on financial assets and contract assets under expected credit loss ("ECL") model, net	金融資產及合約資產於預 期信貸虧損模式(「預期 信貸虧損」)下的減值虧 損淨額	23	(9,662)	(35,299)
Other expenses	其他開支	8	(33,180)	(99,186)
Restructuring costs	重組成本	9	(17,926)	(22,295)
Finance costs	融資成本	7	(1,429)	(3,069)
Share of profits and losses of an associate	應佔一家聯營公司的溢利 及虧損	19	(60)	(187)
LOSS BEFORE TAX	除稅前虧損	6	(128,156)	(360,641)
Income tax credit/(expense)	所得稅抵免／(開支)	12	1,378	(1,191)
LOSS FOR THE YEAR	年內虧損		(126,778)	(361,832)
Attributable to:	以下人士應佔：			
Owners of the parent	母公司擁有人		(124,267)	(323,736)
Non-controlling interests	非控股權益		(2,511)	(38,096)
Total	總額		(126,778)	(361,832)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
合併損益及其他全面收益表

Year ended December 31, 2025 截至2025年12月31日止年度

	Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
OTHER COMPREHENSIVE (LOSS)/ INCOME	其他全面（虧損）／收入		
Items that may be reclassified to profit or loss in subsequent periods:	可能於後續期間重新分類至損益的項目：		
Exchange differences on translation of foreign operations	換算海外業務的匯兌差異	(1)	1
Items that will not be reclassified to profit or loss in subsequent periods:	不會於後續期間重新分類至損益的項目：		
Exchange differences on translation of the Company	換算本公司的匯兌差異	(7,464)	1,623
OTHER COMPREHENSIVE (LOSS)/ INCOME FOR THE YEAR	年內其他全面（虧損）／收入	(7,465)	1,624
TOTAL COMPREHENSIVE LOSS FOR THE YEAR	年內全面虧損總額	(134,243)	(360,208)
Attributable to:	以下人士應佔：		
Owners of the parent	母公司擁有人	(131,732)	(322,112)
Non-controlling interests	非控股權益	(2,511)	(38,096)
		(134,243)	(360,208)
LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT	母公司普通權益持有人應佔每股虧損		
Basic and diluted	基本及攤薄		
For loss for the year (RMB)	年內虧損（人民幣）	(0.21)	(0.51)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

合併財務狀況表

December 31, 2025 2025年12月31日

		Notes 附註	December 31 2025 2025年 12月31日 RMB'000 人民幣千元	December 31 2024 2024年 12月31日 RMB'000 人民幣千元
NON-CURRENT ASSETS	非流動資產			
Property, plant and equipment	物業、廠房及設備	15	10,075	10,301
Other intangible assets	其他無形資產	16	22,391	27,337
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	24	5,394	7,413
Right-of-use assets	使用權資產	17	21,297	47,440
Investments in an associate	於一家聯營公司的投資	19	8,266	8,326
Goodwill	商譽	18	–	16,555
Deferred tax assets	遞延稅項資產	30	234	1,059
Amounts due from a related party	應收關聯方款項	36	6,000	–
Time deposits	定期存款	26	50,889	106,471
Financial assets at fair value through profit or loss (“FVTPL”)	按公平值計入損益（「按公平值計入損益」）的金融資產	20	215,799	60,263
Total non-current assets	非流動資產總值		340,345	285,165
CURRENT ASSETS	流動資產			
Inventories	存貨	21	67,149	193,525
Contract cost	合約成本		–	164
Trade and bills receivables	貿易應收款項及應收票據	23	155,161	276,048
Contract assets	合約資產	24	206,347	180,116
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	25	62,943	154,621
Amounts due from related parties	應收關聯方款項	36	1,651	1,755
Financial assets at FVTPL	按公平值計入損益的金融資產	20	244,251	571,518
Time deposits	定期存款	26	114,602	95,336
Pledged deposits	已抵押存款	26	47,064	105,439
Cash held on behalf of clients	代客戶持有的現金	22	104,250	148,688
Cash and cash equivalents	現金及現金等價物	26	259,145	252,917
Total current assets	流動資產總值		1,262,563	1,980,127
CURRENT LIABILITIES	流動負債			
Trade and bills payables	貿易應付款項及應付票據	27	118,588	412,803
Other payables and accruals	其他應付款項及應計費用	28	337,832	413,713
Amounts due to related parties	應付關聯方款項	36	46	126
Contract liabilities	合約負債	29	223,789	188,746
Lease liabilities	租賃負債	17	9,967	19,730
Income tax payable	應付所得稅		40	1,495
Total current liabilities	流動負債總額		690,262	1,036,613
Total current liabilities	流動負債總額		1,036,613	1,141,934
NET CURRENT ASSETS	流動資產淨值		572,301	943,514
TOTAL ASSETS LESS CURRENT LIABILITIES	總資產減流動負債		912,646	1,228,679

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

合併財務狀況表

December 31, 2025 2025年12月31日

		Notes 附註	December 31 2025 2025年 12月31日 RMB'000 人民幣千元	December 31 2024 2024年 12月31日 RMB'000 人民幣千元
NON-CURRENT LIABILITIES	非流動負債			
Lease liabilities	租賃負債	17	12,611	25,762
Deferred tax liabilities	遞延稅項負債	30	26	1,331
Total non-current liabilities	非流動負債總額		12,637	27,093
Net assets	資產淨值		900,009	1,201,586
EQUITY	權益			
Equity attributable to owners of the parent	母公司擁有人應佔權益			
Share capital	股本	31	519	518
Reserves	儲備		935,795	1,225,359
Non-controlling interests	非控股權益		936,314 (36,305)	1,225,877 (24,291)
Total equity	權益總額		900,009	1,201,586

Mr. MA Xuguang
馬旭廣先生
Director
董事

Mr. LI Ji
李繼先生
Director
董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

合併權益變動表

December 31, 2025 2025年12月31日

		Attributable to owners of the parent 母公司擁有人應佔									
		Share capital	Treasury shares*	Capital reserve*	Share-based payment reserve* 以股份為基礎的支付	Other reserve*	Foreign currency translation reserve*	Accumulated losses*	Total	Non-controlling interests	Total equity
		股本	庫存股份*	資本儲備*	儲備*	其他儲備*	外幣折算儲備*	累計虧損*	總計	非控股權益	權益總額
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		(note 31)	(note 31)		(note 32)						
		(附註31)	(附註31)		(附註32)						
At January 1, 2025	於2025年1月1日	518	(199,253)	9,126,495	841,310	(296,456)	(487,031)	(7,759,706)	1,225,877	(24,291)	1,201,586
Loss for the year	年內虧損	-	-	-	-	-	-	(124,267)	(124,267)	(2,511)	(126,778)
Other comprehensive loss for the year	年內其他全面虧損	-	-	-	-	-	(7,465)	-	(7,465)	-	(7,465)
Total comprehensive loss for the year	年內全面虧損總額	-	-	-	-	-	(7,465)	(124,267)	(131,732)	(2,511)	(134,243)
Capital reduction from a subsidiary	附屬公司減資	-	-	-	-	-	-	-	-	(735)	(735)
Exercise of share rewards	行使股份獎勵	1	-	10,338	(9,367)	-	-	-	972	-	972
Capital injection into a subsidiary by non-controlling shareholders	由非控股股東向附屬公司注資	-	-	-	-	-	-	-	-	80	80
Share-based payment compensation	以股份為基礎支付的薪酬	-	-	-	43,963	-	-	-	43,963	-	43,963
Repurchase of ordinary shares (note 31)	購回普通股(附註31)	-	(202,766)	-	-	-	-	-	(202,766)	-	(202,766)
Disposal of subsidiaries (note 33)	出售附屬公司(附註33)	-	-	-	-	-	-	-	-	(5,721)	(5,721)
Dividends paid to non-controlling shareholders of subsidiaries	向附屬公司的非控股股東支付股息	-	-	-	-	-	-	-	-	(3,127)	(3,127)
At December 31, 2025	於2025年12月31日	519	(402,019)	9,136,833	875,906	(296,456)	(494,496)	(7,883,973)	936,314	(36,305)	900,009

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

合併權益變動表

December 31, 2025 2025年12月31日

		Attributable to owners of the parent 母公司擁有人應佔											
		Share capital	Treasury shares*	Capital reserve*	Share-based payment reserve* 以股份為基礎的支付	Other reserve*	Foreign currency translation reserve*	Accumulated losses*	Total	Non-controlling interests	Total equity		
		股本 RMB'000 人民幣千元 (note 31) (附註31)	庫存股份* RMB'000 人民幣千元 (note 31) (附註31)	資本儲備* RMB'000 人民幣千元	儲備* RMB'000 人民幣千元 (note 32) (附註32)	其他儲備* RMB'000 人民幣千元	外幣折算 儲備* RMB'000 人民幣千元	累計虧損* RMB'000 人民幣千元	總計 RMB'000 人民幣千元	非控股權益 RMB'000 人民幣千元	權益總額 RMB'000 人民幣千元		
At January 1, 2024	於2024年1月1日	516	(61,231)	9,101,012	799,643	(296,456)	(488,655)	(7,435,970)	1,618,859	12,292	1,631,151		
Loss for the year	年內虧損	-	-	-	-	-	-	(323,736)	(323,736)	(38,096)	(361,832)		
Other comprehensive income for the year	年內其他全面收入	-	-	-	-	-	1,624	-	1,624	-	1,624		
Total comprehensive (loss)/income for the year	年內全面(虧損)/收入總額	-	-	-	-	-	1,624	(323,736)	(322,112)	(38,096)	(360,208)		
Exercise of share rewards	行使股份獎勵	2	2	28,282	(25,957)	-	-	-	2,329	-	2,329		
Share-based payment compensation	以股份為基礎支付的薪酬	-	-	-	67,624	-	-	-	67,624	-	67,624		
Change in ownership interests in subsidiaries without change of control	未導致喪失控制權的附屬公司擁有權變動	-	-	(2,799)	-	-	-	-	(2,799)	1,513	(1,286)		
Repurchase of the ordinary shares (note 31)	購回普通股(附註31)	-	(138,024)	-	-	-	-	-	(138,024)	-	(138,024)		
At December 31, 2024	於2024年12月31日	518	(199,253)	9,126,495	841,310	(296,456)	(487,031)	(7,759,706)	1,225,877	(24,291)	1,201,586		

* These reserve accounts comprise the consolidated other reserves of RMB935,795,000 (2024: RMB1,225,359,000) in the consolidated statement of financial position. * 該等儲備賬包括合併財務狀況表中的合併其他儲備人民幣935,795,000元(2024年: 人民幣1,225,359,000元)。

CONSOLIDATED STATEMENT OF CASH FLOWS

合併現金流量表

Year ended December 31, 2025 截至2025年12月31日止年度

	Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
CASH FLOWS FROM OPERATING ACTIVITIES	經營活動所得現金流量		
Loss before tax	除稅前虧損	(128,156)	(360,641)
Adjustments for:	就以下各項作出調整：		
Finance costs	融資成本	7	3,069
Interest income	利息收入	5	(15,821)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	6	7,270
Depreciation of right-of-use assets	使用權資產折舊	6	31,376
Amortization of other intangible assets	其他無形資產攤銷	6	10,129
Share-based payment compensation	以股份為基礎支付的薪酬	32	67,624
Impairment loss on financial assets and contract assets under ECL model, net	金融資產及合約資產於預期信貸虧損模式下的減值虧損淨額	6	35,299
Impairment loss on inventories, net of reversal	存貨減值虧損，扣除撥回	21	908
Impairment losses on goodwill	商譽減值虧損	18	34,098
Impairment loss recognised on other intangible assets	其他無形資產確認的減值虧損	6	5,026
Loss on disposal of property, plant and equipment, net	出售物業、廠房及設備的虧損淨額	6	919
Loss on disposal of other intangible assets	出售其他無形資產的虧損	6	23
Gains on lease termination, net	終止租賃收益淨額	17	(923)
Foreign exchange differences, net	匯兌差異淨額	6	—
Gain on financial assets at FVTPL	按公平值計入損益的金融資產收益	6	(17,515)
Loss on disposal of subsidiaries	出售附屬公司的虧損	17	825
Restructuring costs	重組成本	9	11,078
Share of profits and losses of an associate	應佔一家聯營公司的溢利及虧損	60	187

CONSOLIDATED STATEMENT OF CASH FLOWS
合併現金流量表

Year ended December 31, 2025 截至2025年12月31日止年度

		Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Operating cash flows before movements in working capital	營運資金變動前的經營現金流量		(46,491)	(187,069)
Decrease in inventories	存貨減少	21	101,761	48,322
Decrease in contract costs	合約成本減少		164	1,496
Decrease in trade and bills receivables	貿易應收款項及應收票據減少	23	93,758	32,680
Increase in contract assets	合約資產增加	24	(27,747)	(52,337)
Decrease/(increase) in prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產減少／(增加)	25	47,475	(14,138)
Decrease in pledged deposits	已抵押存款減少	26	58,716	41,676
Decrease in cash held on behalf of clients	代客戶持有的現金減少	22	44,438	151,067
Decrease/(increase) in amounts due from related parties	應收關聯方款項減少／(增加)	36	104	(254)
Decrease in amounts due to related parties	應付關聯方款項減少	36	(80)	(351)
Decrease in trade and bills payables	貿易應付款項及應付票據減少	27	(245,363)	(47,562)
Decrease in other payables and accruals	其他應付款項及應計費用減少	28	(55,158)	(38,833)
Increase in contract liabilities	合約負債增加	29	35,335	6,915
Cash generated from operations	經營所得現金		6,912	(58,388)
Income tax paid	已付所得稅		(557)	(1,059)
Net cash flows from/(used in) operating activities	經營活動所得／(所用)現金流量淨額		6,355	(59,447)

CONSOLIDATED STATEMENT OF CASH FLOWS
合併現金流量表

Year ended December 31, 2025 截至2025年12月31日止年度

	Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
CASH FLOWS FROM INVESTING ACTIVITIES	投資活動所得現金流量		
Purchases of property, plant and equipment	購買物業、廠房及設備	(5,864)	(8,464)
Purchases of other intangible assets	購買其他無形資產	(364)	(2,240)
Purchases of financial assets at FVTPL	購買按公平值計入損益的金融資產	(1,319,349)	(1,637,341)
Proceeds from withdrawal of financial assets at FVTPL	提取按公平值計入損益的金融資產所得款項	1,506,597	1,501,423
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備所得款項	324	716
Loans due from non-controlling shareholders of subsidiaries	應收附屬公司非控股股東貸款	(3,000)	(13,181)
Proceeds from withdrawal of loans due from non-controlling shareholders of subsidiaries	提取應收附屬公司非控股股東貸款所得款項	29,981	7,500
Loans due from an associate	應收一間聯營公司貸款	(6,000)	—
Proceeds from withdrawal of loans due from an associate	提取應收一間聯營公司貸款所得款項	—	6,000
Interest income	利息收入	10,167	10,301
Purchases of time deposits with original maturity of more than three months	購買原到期日超過三個月的定期存款	(409,036)	(334,188)
Proceeds from withdrawal of time deposits with original maturity of more than three months	提取原到期日超過三個月的定期存款所得款項	443,514	469,710
Disposal of subsidiaries	出售附屬公司	(17,302)	(858)
Net cash flows from/(used in) investing activities	投資活動所得／（所用）現金流量淨額	229,668	(622)

CONSOLIDATED STATEMENT OF CASH FLOWS
合併現金流量表

Year ended December 31, 2025 截至2025年12月31日止年度

	Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
CASH FLOWS FROM FINANCING ACTIVITIES	融資活動所得現金流量		
Proceeds from exercise of share rewards	行使股份獎勵所得款項	960	2,148
Payments of capital reduction to non-controlling shareholders of a subsidiary	因減資向附屬公司非控股股東付款	(735)	—
Payments of repurchase of ordinary shares	購回普通股付款	(202,766)	(138,024)
Contribution from non-controlling shareholders	非控股股東注資	80	—
Principal portion of lease payments	租賃付款的本金部分	(14,952)	(30,379)
Interest paid for lease liabilities	就租賃負債支付的利息	(1,429)	(3,069)
New bank borrowings	新增銀行借款	9,000	—
Repayment of bank borrowings	償還銀行借款	—	(2,003)
Refund of advance payments received for exercise of share options	退還就行使購股權收取的墊款	(300)	(11,450)
Dividends paid to non-controlling shareholders of subsidiaries	向附屬公司非控股股東支付股息	(3,127)	—
Change in ownership interests in subsidiaries without change of control	未導致喪失控制權的附屬公司擁有權變動	—	(1,286)
Payments of consideration payable and withholding tax payable for repurchase of convertible redeemable preferred shares	支付購回可轉換可贖回優先股的應付代價及應付預扣稅	(5,164)	—
Cash paid from other financing activities	支付其他與融資活動有關的現金	(341)	—
Net cash flows used in financing activities	融資活動所用現金流量淨額	(218,774)	(184,063)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	現金及現金等價物增加／(減少)淨額	17,249	(244,132)
Cash and cash equivalents at beginning of year	年初現金及現金等價物	252,917	495,425
Effect of foreign exchange rate changes, net	匯率變動的影響淨額	(11,021)	1,624
CASH AND CASH EQUIVALENTS AT END OF YEAR	年末現金及現金等價物	259,145	252,917

NOTES TO FINANCIAL STATEMENTS

財務報表附註

December 31, 2025 2025年12月31日

1. CORPORATE INFORMATION

SIPAI HEALTH TECHNOLOGY CO., LTD. (the “**Company**”) is a limited liability company incorporated in the Cayman Islands (In the following text, we will refer to the Cayman Islands as “**Cayman**”) under the laws of the Cayman Islands. The registered office of the Company is located at Floor 4, Willow House, Cricket Square, Grand Cayman KY1-9010, Cayman Islands.

During the year, the Company and its subsidiaries (together, the “**Group**”) were principally engaged in (i) the business of specialty pharmacy (the “**Specialty Pharmacy Business**”, including specialty pharmacy network and the provision of pharmacist service), (ii) the business of physician research assistance (the “**Physician Research Assistance Business**”, including the provision of site management organisation services and services for image management in clinical trials) and (iii) the provision of commercial insurance services (the “**Commercial Insurance Services Business**”, formerly known as the “**Health Insurance Services Business**”, including health management services). The Group’s principal place of operations and geographical markets are in the People’s Republic of China (the “**PRC/Chinese Mainland**”).

The Company was listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on December 23, 2022. The Company has no controlling shareholder.

Information about subsidiaries

Particulars of the Company’s principal subsidiaries are as follows:

Name 名稱	Place and date of incorporation/ registration and place of operations 註冊成立／註冊地點及日期以及經營地點	Issued ordinary share/registered capital 已發行普通股股本／註冊資本	Percentage of Issued ordinary share/ registered capital 佔已發行普通股股本／註冊資本百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Sipai Health Science Technology Co., Limited* 思派健康科學技術有限公司 思派健康科學技術有限公司	Hong Kong (“ HK ”) of PRC May 29, 2015 中國香港(「香港」) 2015年5月29日	HKD\$1 1港元	100%	–	Investment holding 投資控股
Siweite (Beijing) Healthcare Management Co., Ltd.* 思維特(北京)健康管理有限公司 思維特(北京)健康管理有限公司	PRC/Chinese mainland August 16, 2017 中國／中國內地 2017年8月16日	RMB10,000,000 人民幣10,000,000元	–	100%	Investment holding 投資控股

1. 公司資料

思派健康科技有限公司(「本公司」)為根據開曼群島(「開曼」)法律在開曼群島註冊成立的有限公司。本公司的註冊辦事處位於Floor 4, Willow House, Cricket Square, Grand Cayman KY1-9010, Cayman Islands。

年內，本公司及其附屬公司(統稱「本集團」)的主要業務為：(i)特藥藥房業務(「特藥藥房業務」，包括特藥藥房網絡及提供藥劑師服務)；(ii)醫生研究協助業務(「醫生研究協助業務」，包括提供現場管理組織服務及臨床試驗中的圖像管理服務)；及(iii)提供商業保險服務(「商業保險服務業務」，前稱為「商業醫療保險服務業務」，包括健康管理服務)。本集團的主要經營地點及地區市場位於中華人民共和國(「中國／中國內地」)。

本公司於2022年12月23日在香港聯合交易所有限公司(「聯交所」)主板上市。本公司並無控股股東。

有關附屬公司的資料

本公司主要附屬公司的詳情如下：

December 31, 2025 2025年12月31日

1. CORPORATE INFORMATION (CONTINUED)

Information about subsidiaries (Continued)

1. 公司資料 (續)

有關附屬公司的資料 (續)

Name 名稱	Place and date of incorporation/ registration and place of operations 註冊成立／註冊地點及 日期以及經營地點	Issued ordinary share/registered capital 已發行普通股股本 ／註冊資本	Percentage of Issued ordinary share/ registered capital 佔已發行普通股股本 ／註冊資本百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Sichuan Sipai Pharmacy Co., Ltd.* 四川思派大藥房有限公司	PRC/Chinese mainland April 17, 2018	RMB1,000,000	—	100%	Retail of pharmaceutical products 醫藥產品零售
四川思派大藥房有限公司	中國／中國內地 2018年4月17日	人民幣1,000,000元			
Beijing Sijitang Pharmacy Co., Ltd.* 北京四季堂大藥房有限責任公司	PRC/Chinese mainland April 21, 2006	RMB10,000,000	—	100%	Retail of pharmaceutical products 醫藥產品零售
北京四季堂大藥房有限責任公司	中國／中國內地 2006年4月21日	人民幣10,000,000元			
Guangzhou Sipai Pharmaceutical Chain Co., Ltd.* 廣州市思派藥業連鎖有限公司 廣州市思派藥業連鎖有限公司	PRC/Chinese mainland September 11, 2015	RMB58,000,000	—	100%	Retail of pharmaceutical products 醫藥產品零售
廣州市思派藥業連鎖有限公司	中國／中國內地 2015年9月11日	人民幣58,000,000元			
Hunan Sipai Pharmacy Co., Ltd.* 湖南思派大藥房有限公司	PRC/Chinese mainland April 18, 2018	RMB4,000,000	—	100%	Retail of pharmaceutical products 醫藥產品零售
湖南思派大藥房有限公司	中國／中國內地 2018年4月18日	人民幣4,000,000元			
Bixun (Shanghai) Medical Technology Co., Ltd.* 比遜(上海)醫療科技有限公司	PRC/Chinese Mainland June 3, 2014	RMB100,000,000	—	100%	Site management organisation services 現場管理組織服 務
比遜(上海)醫療科技有限公司	中國／中國內地 2014年6月3日	人民幣100,000,000元			
Bixun (Guangzhou) Medical Technology Co., Ltd.* 比遜(廣州)醫療科技有限公司 比遜(廣州)醫療科技有限公司	PRC/Chinese Mainland April 29, 2019	RMB290,000,000	—	100%	Site management organisation services 現場管理組織服 務
比遜(廣州)醫療科技有限公司	中國／中國內地 2019年4月29日	人民幣290,000,000元			
Sipai Healthcare Investment Group Co., Ltd.* 思派健康產業集團投資有限公 司(formerly known as Sipai Healthcare Investment Co., Ltd.* 思派健康產業投資有限公司) 思派健康產業集團投資有限公司 (前稱思派健康產業投資有限公司)	PRC/Chinese Mainland March 8, 2019	USD400,000,000	—	100%	Investment holding
思派健康產業集團投資有限公司 (前稱思派健康產業投資有限公司)	中國／中國內地 2019年3月8日	400,000,000美元			投資控股

December 31, 2025 2025年12月31日

1. CORPORATE INFORMATION (CONTINUED)

Information about subsidiaries (Continued)

Name 名稱	Place and date of incorporation/ registration and place of operations 註冊成立／註冊地點及 日期以及經營地點	Issued ordinary share/registered capital 已發行普通股股本 ／註冊資本	Percentage of Issued ordinary share/ registered capital 佔已發行普通股股本 ／註冊資本百分比		Principal activities 主要業務
			Direct 直接	Indirect 間接	
Sipai (Beijing) Insurance Brokerage Co., Ltd.* 思派(北京)保險經紀有限公司 (formerly known as Yuantong (Beijing) Insurance Brokerage Co., Ltd.* 遠通(北京)保險經紀有限公司)	PRC/Chinese Mainland November 18, 2004	RMB100,000,000	—	100%	Insurance brokerage
思派(北京)保險經紀有限公司(前稱遠 通(北京)保險經紀有限公司)	中國／中國內地 2004年11月18日	人民幣100,000,000元			保險經紀
Sipai (Beijing) Network Technology Co., Ltd.* 思派(北京)網絡科技有限公司	PRC/Chinese Mainland March 28, 2014	RMB2,166,948.3	—	100%	Investment holding
思派(北京)網絡科技有限公司	中國／中國內地 2014年3月28日	人民幣2,166,948.3元			投資控股
Sipai Pharmacy (Shanghai) Co., Ltd.* 思派大藥房(上海)有限公司	PRC/Chinese Mainland October 8, 2005	RMB2,000,000	—	100%	Retail of pharmaceutical products
思派大藥房(上海)有限公司	中國／中國內地 2005年10月8日	人民幣2,000,000元			醫藥產品零售
Sipai Wisdom Technology (Guangzhou) Co., Ltd.* 思派智慧科技(廣州)有限 公司(formerly known as Sipai Wisdom Pharmacy (Guangzhou) Co., Ltd.* 思派 智慧大藥房(廣州)有限公司)	PRC/Chinese Mainland April 17, 2019	RMB1,600,000,000	—	100%	Investment holding
思派智慧科技(廣州)有限公司(前稱思 派智慧大藥房(廣州)有限公司)	中國／中國內地 2019年4月17日	人民幣1,600,000,000元			投資控股

* The English names of these subsidiaries registered in the PRC represent the best efforts made by management of the Company to translate their Chinese names as these subsidiaries do not have official English names.

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

1. 公司資料(續)

有關附屬公司的資料(續)

* 由於在中國註冊的該等附屬公司並無正式英文名稱，故其英文名稱由本公司管理層盡量按中文名稱翻譯而來。

上表列示董事認為主要影響年內業績或構成本集團資產淨額的主要部分的本公司附屬公司。董事認為，提供其他附屬公司的詳情將導致篇幅過於冗長。

December 31, 2025 2025年12月31日

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards (“IASs”) and Interpretations) as issued by the International Accounting Standards Board (the “IASB”) and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for financial assets at fair value through profit or loss, convertible redeemable preferred shares and contingent consideration payables which have been measured at fair value. These financial statements are presented in Renminbi (“RMB”) and all values are rounded to the nearest thousand (RMB’000) except when otherwise indicated.

Contractual arrangements

Sipai (Beijing) Network Technology Co., Ltd. (思派(北京)網絡科技有限公司, “SBNT”) and its subsidiaries are engaged in the business of insurance broking.

On May 10, 2021, Sipai Healthcare Investment Co., Ltd. (思派健康產業投資有限公司, “Sipai WFOE”) entered into a series of contractual arrangements with SBNT and its equity holders, which granted Sipai WFOE the control over SBNT, which has been treated as an indirect subsidiary of the Company during the reporting period for accounting purposes.

The contractual arrangements mentioned in the paragraphs above enable the Company to exercise effective control over SBNT and its subsidiaries, have rights to variable returns from its involvement with SBNT and its subsidiaries and the ability to affect those returns through its power over SBNT and its subsidiaries. Accordingly, SBNT and its subsidiaries’ results of operations, assets and liabilities, and cash flows will be consolidated into the Company’s financial statements as if they were subsidiaries of the Company.

2. 會計政策

2.1 編製基準

該等財務報表乃按照國際會計準則理事會(「國際會計準則理事會」)頒佈的國際財務報告準則會計準則(包括所有國際財務報告準則、國際會計準則(「國際會計準則」)及詮釋)及香港《公司條例》的披露規定編製。彼等乃根據歷史成本慣例編製，惟按公平值計入損益的金融資產、可轉換可贖回優先股及應付或然代價乃按公平值計量。該等財務報表以人民幣(「人民幣」)呈列，除另有指明外，所有金額已約整至最接近的千位(人民幣千元)。

合約安排

思派(北京)網絡科技有限公司(「思派(北京)網絡科技」)及其附屬公司從事保險經紀業務。

於2021年5月10日，思派健康產業投資有限公司(「思派外商獨資企業」)與思派(北京)網絡科技及其股權持有人訂立一系列合約安排，賦予思派外商獨資企業對思派(北京)網絡科技的控制權，思派(北京)網絡科技於報告期間就會計目的作為本公司的間接附屬公司處理。

上文各段所述的合約安排令本公司可有效控制思派(北京)網絡科技及其附屬公司，有權因參與思派(北京)網絡科技及其附屬公司而獲得可變回報，且有能力透過其對思派(北京)網絡科技及其附屬公司的權力而影響該等回報。因此，思派(北京)網絡科技及其附屬公司的經營業績、資產及負債以及現金流量將併入本公司的財務報表，猶如彼等為本公司的附屬公司。

December 31, 2025 2025年12月31日

2.1 BASIS OF PREPARATION (Continued)

Contractual arrangements (Continued)

In order to satisfy the current requirements on the ownership of the operation of commercial internet information services under relevant PRC laws and regulations, and to achieve the business and operational purposes of the Company under the current PRC regulatory framework, on December 7, 2023, the Company announced that new contractual arrangements would be adopted to replace the existing contractual arrangements through the steps below:

- (a) On December 7, 2023, each of the individual shareholders of SBNT agreed to transfer their equity interests in SBNT to Mr. Li Ji. The relevant parties terminated the existing contractual arrangements among themselves and Sipai WFOE, SBNT, Mr. Ma Xuguang and Mr. Li Ji, both directors of the Company, entered into transitional contractual arrangements with terms and conditions substantially the same as the existing contractual arrangements at the same date. Upon the completion of this step, each of Mr. Ma Xuguang and Mr. Li Ji held approximately 55.38% and 44.62% equity interest in SBNT.
- (b) In December 2023, Beijing Sipai Health Technology Co., Ltd. (北京思派健康技術有限公司, “BSHT”), a wholly-owned subsidiary of Sipai WFOE injected approximately RMB1.08 million into SBNT and acquired 50% of the increased registered capital of SBNT, and as a result, SBNT is now owned as to approximately 27.69%, 22.31% and 50% by Mr. Ma Xuguang, Mr. Li Ji and BSHT, respectively. Sipai WFOE, SBNT, Mr. Ma Xuguang and Mr. Li Ji also terminated the transitional contractual arrangements and the relevant parties entered into new contractual arrangements with terms and conditions substantially the same as the existing contractual arrangements in December 2023.

2.1 編製基準 (續)

合約安排 (續)

為滿足現時相關中國法律及法規對經營經營性互聯網信息服務之擁有權的要求，以及實現本公司在現行中國監管框架下的業務及營運目的，本公司於2023年12月7日宣佈透過以下步驟採納新合約安排以取代現有合約安排：

- (a) 於2023年12月7日，思派（北京）網絡科技各個人股東同意將其於思派（北京）網絡科技的股權轉讓予李繼先生。相關訂約方終止現有合約安排，而思派外商獨資企業、思派（北京）網絡科技、馬旭廣先生及李繼先生（兩人均為本公司董事）於同日訂立過渡合約安排，其條款及條件與現有合約安排大致相同。於完成此步驟後，馬旭廣先生及李繼先生各自持有思派（北京）網絡科技約55.38%及44.62%的股權。
- (b) 於2023年12月，思派外商獨資企業之全資附屬公司北京思派健康技術有限公司（「北京思派健康」）向思派（北京）網絡科技注資約人民幣1.08百萬元，並收購思派（北京）網絡科技已增加註冊資本的50%，因此，思派（北京）網絡科技現時分別由馬旭廣先生、李繼先生及北京思派健康擁有約27.69%、22.31%及50%。思派外商獨資企業、思派（北京）網絡科技、馬旭廣先生及李繼先生亦已終止過渡合約安排，且相關訂約方於2023年12月訂立新合約安排，其條款及條件與現有合約安排大致相同。

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2.1 BASIS OF PREPARATION (CONTINUED)

Contractual arrangements (Continued)

The Company completed all the steps above as of December 31, 2023. As a result, the Company is interested in 50% of equity interests in SBNT and its subsidiaries through BSHT's direct equity interest in SBNT and obtains control of the remaining 50% of the equity interest in SBNT and its subsidiaries through Sipai WFOE's contractual rights and, at its sole discretion, the Company is able to receive all the economic interest returns generated by SBNT and its subsidiaries. Accordingly, SBNT and its subsidiaries' results of operations, assets and liabilities, and cash flows will be consolidated into the Company's financial statements as if they were subsidiaries of the Company.

Basis of consolidation

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

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

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

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

2.1 編製基準 (續)

合約安排 (續)

截至2023年12月31日，本公司已完成上述所有步驟。因此，本公司透過北京思派健康於思派（北京）網絡科技的直接股權於思派（北京）網絡科技及其附屬公司的50%股權中擁有權益，並透過思派外商獨資企業的合約權利取得思派（北京）網絡科技及其附屬公司餘下50%股權的控制權，且可全權酌情收取思派（北京）網絡科技及其附屬公司產生的所有經濟利益回報。因此，思派（北京）網絡科技及其附屬公司的經營業績、資產及負債以及現金流量將併入本公司的財務報表，猶如彼等為本公司的附屬公司。

合併基準

合併財務報表包括本公司及其附屬公司（統稱「**本集團**」）截至2025年12月31日止年度的財務報表。附屬公司指由本公司直接或間接控制的實體（包括結構性實體）。當本集團因參與投資對象而承擔或享有浮動回報的風險或權利，且能透過對投資對象的權力（即賦予本集團目前指示投資對象相關活動能力的現有權力）影響該等回報時，即取得控制權。

一般而言，假設大多數投票權導致控制權。當本公司擁有投資對象不超過半數投票權或類似權利時，本集團在評估其對投資對象是否擁有權力時會考慮一切相關事實及情況，包括：

- (a) 與投資對象其他投票持有人的合約安排；
- (b) 其他合約安排所產生的權利；及
- (c) 本集團的投票權及潛在投票權。

附屬公司的財務報表按與本公司一致的會計政策及相同的報告期間編製。附屬公司的業績由本集團獲得控制權之日起合併入賬，直至該控制權終止當日為止。

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2.1 BASIS OF PREPARATION (CONTINUED)

Basis of consolidation (Continued)

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

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

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

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted amendments to IAS 21 *Lack of Exchangeability* for the first time for the current year's financial statements. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

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

2.1 編製基準 (續)

合併基準 (續)

損益及其他全面收益各組成部分歸屬於本集團母公司擁有人及非控股權益，即使會導致非控股權益出現虧絀結餘。有關本集團成員公司之間交易的所有集團內部公司間資產及負債、權益、收入、開支及現金流量於合併賬目時全數對銷。

倘有事實及情況顯示上述三個控制權要素中有一個或以上發生變動，本集團會重新評估是否對投資對象擁有控制權。未導致喪失控制權的附屬公司擁有權權益變動作為股權交易入賬。

如本集團喪失對一家附屬公司的控制權，則終止確認相關資產（包括商譽）、負債、任何非控股權益及外幣折算儲備；並於損益內確認任何保留投資的公平值及所產生的任何盈餘或虧絀。過往在其他全面收益確認的本集團應佔部分按與本集團直接出售相關資產或負債時所需要的相同基準重新分類至損益或保留利潤（視情況而定）。

2.2 會計政策變動及披露

本集團已就本年度財務報表首次採納國際會計準則第21號修訂本缺乏可兌換性。本集團並無提早採納任何其他已頒佈但尚未生效的準則或修訂本。

國際會計準則第21號修訂本訂明，當缺乏可兌換性時，實體應評估一種貨幣是否可兌換為另一種貨幣，以及如何估計其於計量日的即期匯率。該等修訂本要求披露資料，以使財務報表使用者了解貨幣不可兌換的影響。由於本集團進行交易的貨幣以及海外附屬公司用於換算為本集團呈列貨幣的功能貨幣均可兌換，因此該等修訂本對本集團的財務報表並無任何影響。

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2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES (CONTINUED)

In addition, the IASB has issued amendments to Illustrative Examples on IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36 and IAS 37 *Disclosures about Uncertainties in the Financial Statements*, which added illustrative examples in the corresponding IFRS Accounting Standards. These examples reflect existing requirements in the corresponding IFRS Accounting Standards to report the effects of uncertainties in the financial statements using climate-related examples. Therefore, the amendments do not have an effective date or transitional provisions.

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS

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

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

¹ Effective for annual periods beginning on or after January 1, 2026

² Effective for annual/reporting periods beginning on or after January 1, 2027

³ No mandatory effective date yet determined but available for adoption

2.2 會計政策變動及披露（續）

此外，國際會計準則理事會已頒佈國際財務報告準則第7號、國際財務報告準則第18號、國際會計準則第1號、國際會計準則第8號、國際會計準則第36號及國際會計準則第37號內說明性示例之修訂本有關財務報表不確定性的披露，新增了與國際財務報告準則會計準則相應的說明性示例。該等示例反映相應國際財務報告準則會計準則中有關以氣候相關示例於財務報表中呈報不確定性之影響的既有要求。因此，該等修訂本並無生效日期或過渡條款。

2.3 已頒佈但未生效的國際財務報告準則會計準則

本集團尚未於該等財務報表中採納以下已頒佈但尚未生效的新訂及經修訂國際財務報告準則會計準則。本集團擬於其生效時採用該等新訂及經修訂國際財務報告準則會計準則（如適用）。

國際財務報告準則第18號	財務報表的呈列及披露 ²
國際財務報告準則第19號及其修訂本	非公共受托責任附屬公司：披露 ²
國際財務報告準則第9號及國際財務報告準則第7號修訂本	金融工具分類與計量之修訂 ¹
國際財務報告準則第9號及國際財務報告準則第7號修訂本	涉及依賴自然能源生產電力之合約 ¹
國際財務報告準則第10號及國際會計準則第28號修訂本	投資者與其聯營公司或合營公司之間出售或注入資產 ³
國際會計準則第21號修訂本	換算為嚴重通貨膨脹呈列貨幣 ²
國際財務報告準則會計準則之年度改進—第11冊	國際財務報告準則第1號、國際財務報告準則第7號、國際財務報告準則第9號、國際財務報告準則第10號及國際會計準則第7號之修訂 ¹

¹ 於2026年1月1日或之後開始的年度期間生效

² 於2027年1月1日或之後開始的年度／報告期間生效

³ 尚未釐定強制性生效日期，惟可供採納

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2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (CONTINUED)

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

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

2.3 已頒佈但未生效的國際財務報告準則會計準則（續）

預期適用於本集團的該等國際財務報告準則會計準則之進一步資料載述如下：

國際財務報告準則第18號取代國際會計準則第1號財務報表之呈列。儘管許多章節乃出自國際會計準則第1號並作出有限改動，國際財務報告準則第18號引入於損益及其他全面收益表內呈列之新規定，包括指定總額及小計。實體須將損益及其他全面收益表內所有收入及開支分類為以下五個類別之一：經營、投資、融資、所得稅及已終止經營業務，並呈列兩個新界定的小計。當中亦要求於單獨的附註中披露管理層界定的表現計量，並對主要財務報表及附註中的資料分組（匯總及拆分）及位置提出更嚴格要求。先前載於國際會計準則第1號的若干規定已轉移至國際會計準則第8號會計政策、會計估計變動及錯誤更正（重新命名為國際會計準則第8號財務報表之編製基準）。由於頒佈國際財務報告準則第18號，國際會計準則第7號現金流量表、國際會計準則第33號每股盈利及國際會計準則第34號中期財務報告亦作出有限但廣泛適用的修訂。此外，其他國際財務報告準則會計準則亦作出相應的輕微修訂。國際財務報告準則第18號及其他國際財務報告準則會計準則之相應修訂將於2027年1月1日或之後開始的年度期間生效，允許提早應用，並須追溯應用。本集團現正分析該等新規定，並評估國際財務報告準則第18號對本集團財務報表之呈列及披露的影響。

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2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (CONTINUED)

IFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10 *Consolidated Financial Statements*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with IFRS Accounting Standards. IFRS 19 was amended in 2025 to reduce the previous full disclosure requirements for new and amended IFRS Accounting Standards issued between February 2021 and May 2024. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply IFRS 19 and its amendments.

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

2.3 已頒佈但未生效的國際財務報告準則會計準則（續）

國際財務報告準則第19號允許合資格實體選擇應用精簡披露規定，同時仍應用其他國際財務報告準則會計準則中的確認、計量及呈列規定。為符合資格，於報告期末，實體必須為國際財務報告準則第10號合併財務報表所界定的附屬公司，無公眾問責性且須有一個編製符合國際財務報告準則會計準則之合併財務報表供公眾使用的母公司（最終或中間公司）。國際財務報告準則第19號於2025年經修訂，減少2021年2月至2024年5月期間頒佈的新訂及經修訂國際財務報告準則會計準則的完整披露規定。允許提早應用。由於本公司為上市公司，並不符合資格選擇應用國際財務報告準則第19號及其修訂本。

國際財務報告準則第9號及國際財務報告準則第7號修訂本金融工具分類與計量之修訂闡明終止確認金融資產或金融負債的日期，並引入一項會計政策選擇，即在符合特定條件情況下，終止確認於結算日前透過電子付款系統結算的金融負債。修訂本闡明如何評估具有環境、社會及管治以及其他類似或然特徵的金融資產的合約現金流量特徵。此外，修訂本闡明具有無追索權特徵的金融資產及合約掛鉤工具的分類要求。修訂本亦包括指定按公平值計入其他全面收入的權益工具投資及具有或然特徵的金融工具之額外披露。修訂本須追溯應用，並於首次應用日期對期初保留溢利（或權益的其他組成部分）進行調整。過往期間毋須重列，且僅可在不須預知的情況下重列。允許同時提早應用所有修訂本或僅提早應用與金融資產分類相關的修訂本。預期該等修訂本不會對本集團的財務報表造成任何重大影響。

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2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (CONTINUED)

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

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

2.3 已頒佈但未生效的國際財務報告準則會計準則（續）

國際財務報告準則第9號及國際財務報告準則第7號之修訂本涉及依賴自然能源生產電力之合約澄清範圍內合約「自用」規定的應用，並修訂範圍內合約現金流量對沖關係中被對沖項目的指定規定。修訂本亦包括額外披露，使財務報表使用者能夠了解該等合約對實體財務表現及未來現金流量的影響。與自用例外情況相關的修訂本應追溯應用。過往期間毋須重列，並在無需事後確認的情況下方予重列。與對沖會計相關的修訂本應追溯應用於首次應用之日或之後指定的新對沖關係。允許提早應用。國際財務報告準則第9號及國際財務報告準則第7號之修訂本應同時應用。預期該等修訂本不會對本集團的財務報表造成任何重大影響。

國際財務報告準則第10號及國際會計準則第28號修訂本處理國際財務報告準則第10號及國際會計準則第28號於處理投資者與其聯營公司或合營企業之間的資產出售或注資方面的規定的不一致情況。該等修訂本規定，當資產出售或注資構成一項業務時，須全面確認下游交易產生的收益或虧損。對於涉及並無構成一項業務的資產的交易而言，該項交易產生的收益或虧損於投資者的損益中確認，惟僅以不相關投資者於該聯營公司或合營企業的權益為限。該等修訂本將前瞻性應用。國際會計準則理事會已剔除國際財務報告準則第10號及國際會計準則第28號修訂本的以往強制生效日期。然而，該等修訂本可於現時採納。

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2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (CONTINUED)

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

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

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

2.3 已頒佈但未生效的國際財務報告準則會計準則（續）

國際財務報告準則第21號修訂本換算為嚴重通貨膨脹呈列貨幣規定，須按期末匯率將非嚴重通貨膨脹功能貨幣換算為嚴重通貨膨脹呈列貨幣。該等修訂本亦規定，若實體之功能貨幣及呈列貨幣均為嚴重通貨膨脹經濟中的貨幣，則須根據國際財務報告準則第29號嚴重通貨膨脹經濟中的財務報告第34段，對功能貨幣屬非嚴重通貨膨脹經濟中的貨幣之境外業務比較數字採用一般價格指數進行重列。該等修訂本引入若干額外披露要求。允許提早應用。預期該等修訂本不會對本集團的財務報表造成任何重大影響。

國際財務報告準則會計準則的年度改進—第11冊載列國際財務報告準則第1號、國際財務報告準則第7號（及隨附國際財務報告準則第7號實施指引）、國際財務報告準則第9號、國際財務報告準則第10號及國際會計準則第7號之修訂。預期適用於本集團的修訂詳情如下：

- 國際財務報告準則第7號金融工具：披露：該等修訂本已更新國際財務報告準則第7號第B38段及國際財務報告準則第7號實施指引第IG1、IG14及IG20B段之若干措辭，以簡化或達致與該準則其他段落及／或其他準則所用概念及詞彙一致。此外，該等修訂本闡明國際財務報告準則第7號實施指引未必全面詳盡國際財務報告準則第7號之引用段落之所有規定，亦無產生額外規定。該等修訂本允許提早應用。預期該等修訂本不會對本集團的財務報表造成任何重大影響。

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2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (CONTINUED)

- *IFRS 9 Financial Instruments:* The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with IFRS 9, the lessee is required to apply paragraph 3.3.3 of IFRS 9 and recognize any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in IFRS 16 and an extinguishment of a lease liability in accordance with IFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of IFRS 9 and Appendix A of IFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- *IFRS 10 Consolidated Financial Statements:* The amendments clarify that the relationship described in paragraph B74 of IFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of IFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- *IAS 7 Statement of Cash Flows:* The amendments replace the term "cost method" with "at cost" in paragraph 37 of IAS 7 following the prior deletion of the definition of "cost method". Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

2.3 已頒佈但未生效的國際財務報告準則會計準則 (續)

- *國際財務報告準則第9號金融工具：*該等修訂本闡明，當承租人根據國際財務報告準則第9號釐定租賃負債已終止時，承租人須應用國際財務報告準則第9號第3.3.3段，並在損益中確認所產生之任何收益或虧損。然而，該等修訂本並未明確承租人應如何區分國際財務報告準則第16號所界定之租賃修訂及根據國際財務報告準則第9號終止確認租賃負債。此外，該等修訂本已更新國際財務報告準則第9號第5.1.3段及國際財務報告準則第9號附錄A的若干措辭，以消除可能出現的混淆。該等修訂本允許提早應用。預期該等修訂本不會對本集團的財務報表造成任何重大影響。
- *國際財務報告準則第10號合併財務報表：*該等修訂本闡明國際財務報告準則第10號第B74段所述的關係僅是投資者與作為投資者實際代理的其他各方之間可能存在的各種關係的一個例子，從而消除與國際財務報告準則第10號第B73段規定的不一致之處。該等修訂本允許提早應用。預期該等修訂本不會對本集團的財務報表造成任何重大影響。
- *國際會計準則第7號現金流量表：*繼先前刪除國際會計準則第7號第37段「成本法」的定義後，該等修訂本以「按成本」一詞取代「成本法」。該等修訂本允許提早應用。預期該等修訂本不會對本集團的財務報表造成任何影響。

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2.4 MATERIAL ACCOUNTING POLICIES

Investments in associates

An associate is an entity in which the Group has a long-term interest of generally not less than 20% of the equity voting rights and over which it has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The Group's investments in associates are stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses.

The Group's share of the post-acquisition results and other comprehensive income of associates is included in consolidated profit or loss and consolidated other comprehensive income, respectively. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's investments in the associates, except where unrealized losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of associates is included as part of the Group's investments in associates.

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

2.4 重大會計政策

於聯營公司的投資

聯營公司為本集團擁有一般不少於20%股份投票權的長期權益，並對其有重大影響力的實體。重大影響指參與投資對象的財務及經營政策決策的權力，但不控制或共同控制該等政策。

本集團於聯營公司的投資於合併財務狀況表中以本集團按權益會計法應佔淨資產減去任何減值虧損入賬。

本集團應佔聯營公司的收購後業績及其他全面收入分別計入合併損益及合併其他全面收益。此外，當變動直接於該聯營公司的權益確認時，本集團於合併權益變動表確認其應佔的任何變動（如適用）。本集團與其聯營公司之間的交易產生的未變現收益及虧損以本集團於聯營公司的投資為限進行抵銷，除非未變現虧損提供所轉讓資產減值的證據。收購聯營公司產生的商譽計入作為本集團於聯營公司的投資的一部分。

業務合併及商譽

業務合併採用收購法入賬。所轉讓代價按收購日期的公平值計量，即本集團轉讓的資產、本集團對被收購方原擁有人承擔的負債及本集團為交換被收購方控制權而發行的股權於收購日期的公平值總和。就各業務合併而言，本集團選擇是否以公平值或佔被收購方可識別淨資產的比例，計量被收購方的非控股權益。非控股權益的所有其他組成部分按公平值計量。收購相關成本於產生時列為開支。

當所收購的一系列活動及資產包含一項投入及一項實質性過程，二者可以共同顯著促進創造產出的能力時，則本集團釐定其已收購一項業務。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Business combinations and goodwill (Continued)

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognized in profit or loss or other comprehensive income, as appropriate.

Any contingent consideration to be transferred by the acquirer is recognized at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognized in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognized for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognized in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at December 31. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

2.4 重大會計政策（續）

業務合併及商譽（續）

當本集團收購業務時，其評估金融資產及所承擔負債，以按照合約條款、收購日期的經濟情況及相關狀況進行適當分類及指定。此項評估包括將被收購方主合約內的嵌入式衍生工具分開。

倘業務合併分階段進行，先前持有的股權按收購日期的公平值重新計量，任何因此產生的收益或虧損於損益或其他全面收益（如適用）中確認。

收購方將轉讓的任何或然代價按收購日期的公平值確認。分類為資產或負債的或然代價按公平值計量，公平值變動於損益確認。分類為權益的或然代價不予重新計量，其後結算於權益中入賬。

商譽初步按成本（即所轉讓代價、就非控股權益確認的金額及本集團早前於被收購方持有的股權公平值的總和，超出所收購可識別淨資產及所承擔負債的部分）計量。如該代價與其他項目的總和低於所收購淨資產的公平值，差額經重新評估後於損益確認為議價購買收益。

於初始確認後，商譽按成本減任何累計減值虧損入賬。商譽每年進行減值測試，如有事件或情況變化表明賬面值可能減值，則更頻繁地進行減值測試。本集團於12月31日對商譽進行年度減值測試。就減值測試而言，業務合併中收購的商譽自收購日期起分配至預期受益於合併協同效益的本集團各現金產生單位或現金產生單位組別（不論本集團其他資產或負債是否分配至該等單位或單位組別）。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Business combinations and goodwill (Continued)

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognized. An impairment loss recognized for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

Fair value measurement

The Group measures its certain financial instruments at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

2.4 重大會計政策 (續)

業務合併及商譽 (續)

減值透過評估商譽涉及的現金產生單位 (現金產生單位組別) 的可收回金額而釐定。如現金產生單位 (現金產生單位組別) 的可收回金額低於賬面值，則確認減值虧損。就商譽確認的減值虧損不會於後續期間撥回。

如商譽已分配至現金產生單位 (或現金產生單位組別)，且該單位中部分經營被出售，則與被出售經營有關的商譽在釐定出售收益或虧損時計入經營的賬面值。在此情況下出售的商譽基於所出售經營與所保留現金產生單位部分的相對價值計量。

公平值計量

本集團於各報告期間末將若干金融工具按公平值計量。公平值為於計量日期市場參與者在有序交易中出售資產可收取或轉讓負債須支付的價格。公平值計量乃基於假設於資產或負債的主要市場，或倘無主要市場，則於資產或負債最有利的市場進行出售資產或轉讓負債的交易而釐定。本集團必須能夠進入主要或最有利的市場。資產或負債的公平值採用市場參與者於對資產或負債定價時採用的假設計量，並假設市場參與者以其最佳經濟利益行事。

非金融資產的公平值計量乃考慮市場參與者通過將資產用途最大化及最佳或將其出售予另外能將資產用途最大化及最佳的參與者而產生經濟利益的能力。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Fair value measurement (Continued)

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

2.4 重大會計政策 (續)

公平值計量 (續)

本集團使用當時適當且有充足的數據可供計量公平值的估值方法，最大限度地使用相關可觀察輸入數據及盡量減少使用不可觀察輸入數據。

於財務報表中計量或披露公平值的所有資產及負債，均根據對公平值計量整體而言屬重大的最低級別輸入數據在以下公平值層級內進行分類：

- 第1級 – 基於相同資產或負債於活躍市場的報價（未經調整）
- 第2級 – 基於對公平值計量而言屬重大的最低級別輸入數據可觀察（直接或間接）的估值方法
- 第3級 – 基於對公平值計量而言屬重大的最低級別輸入數據不可觀察的估值方法

就按經常性基準於財務報表確認的資產及負債而言，本集團通過於各報告期間末重新評估分類（基於對公平值計量整體而言屬重大的最低級別輸入數據），釐定層級內級別之間是否出現轉移。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, contract assets, deferred tax assets and other non-current assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is recognized only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are 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. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognized impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognized impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognized for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

2.4 重大會計政策 (續)

非金融資產減值

倘存在減值跡象，或當須每年就資產（存貨、合約資產、遞延稅項資產及其他非流動資產除外）進行減值測試時，則會估計資產的可收回金額。資產的可收回金額乃按資產或現金產生單位的使用價值與其公平值減出售成本兩者的較高者計算，而個別資產須分開計算，除非資產並不產生明顯獨立於其他資產或資產組別的現金流入，在此情況下，可收回金額就資產所屬現金產生單位釐定。

僅在資產賬面值超過其可收回金額的情況下，方會確認減值虧損。評估使用價值時，估計未來現金流量按可反映貨幣時間值及資產特定風險的現時市場評估的除稅前貼現率貼現至現值。減值虧損按與該減值資產功能相符的開支類別於產生期間自損益中扣除。

於各報告期間末評估是否有任何跡象顯示以前所確認的減值虧損可能已不存在或可能已減少。如存在該跡象，則會估計可收回金額。僅當用於釐定資產（商譽除外）可收回金額的估計有變時，方會撥回該資產先前確認的減值虧損，但撥回後的數額不得超逾假設於過往年度並無就該項資產確認減值虧損而應釐定的賬面值（扣除任何折舊／攤銷）。撥回該減值虧損於產生期間計入損益。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and 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 of a parent of the Group;

or

- (b) the party is an entity where any of the following conditions applies:
 - (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (iii) the entity and the Group 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;
 - (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); and
 - (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 parent of the Group.

2.4 重大會計政策（續）

關聯方

在以下情況下，一名人士被視為與本集團有關聯：

- (a) 該人士為符合以下條件的個人或該個人的關係密切家庭成員
 - (i) 控制或共同控制本集團；
 - (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層成員；

或

- (b) 該人士為符合以下任何條件的實體：
 - (i) 該實體與本集團屬同一集團的成員公司；
 - (ii) 一個實體為另一個實體（或另一個實體的母公司、附屬公司或同系附屬公司）的聯營公司或合營公司；
 - (iii) 該實體與本集團為同一第三方的合營公司；
 - (iv) 一個實體為第三方實體的合營公司，而另一個實體為該第三方實體的聯營公司；
 - (v) 該實體為就本集團或與本集團相關的實體的僱員福利而設立的離職後福利計劃；
 - (vi) 該實體受(a)項所述人士控制或共同控制；
 - (vii) (a)(i)項所述人士對該實體有重大影響或屬該實體（或該實體的母公司）的主要管理層成員；及
 - (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人員服務。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognizes such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Furniture and fixtures	19%
Electronic equipment	19% to 32%
Motor vehicles	12% to 24%
Leasehold improvements	20% to 33%

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation methods are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognized is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognized in profit or loss in the year the asset is derecognized is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress is stated at cost less any impairment losses, and is not depreciated. It is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

2.4 重大會計政策 (續)

物業、廠房及設備及折舊

物業、廠房及設備（在建工程除外）乃以成本減累計折舊及任何減值虧損列賬。物業、廠房及設備項目的成本包括其購買價及任何使資產達至營運狀況及地點以作計劃用途的直接相關成本。

物業、廠房及設備項目投入運作後產生的開支（如維修及保養）一般在產生期間於損益中扣除。如達到確認標準，則重大檢查的開支作為撥充資本計入重置資產的賬面值。如須定期替換大部分物業、廠房及設備，則本集團會將該等部分確認為有特定可使用年期的個別資產並相應對其計提折舊。

折舊以直線法按其估計可使用年期撇銷各項物業、廠房及設備的成本至其剩餘價值計算。就此採用的主要年度比率如下：

傢俬及裝置	19%
電子設備	19% 至32%
汽車	12% 至24%
租賃物業裝修	20% 至33%

如物業、廠房及設備項目各部分的可使用年期不同，則該項目成本按合理基準分配至各部分，而各部分均單獨計提折舊。剩餘價值、可使用年期及折舊方法至少於各財政年度末檢討並作出適當調整。

物業、廠房及設備項目（包括初步確認的任何重大部分）於出售時或預期不會從其使用或出售取得未來經濟利益時終止確認。於資產終止確認的年度的損益確認的出售或報廢收益或虧損，為出售所得款項淨額與相關資產的賬面值之間的差額。

在建工程以成本減任何減值虧損入賬，並不計算折舊。在建工程於完成及可供使用時重新分類為適當類別之物業、廠房及設備。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Licenses

Purchased licenses are stated at cost less any impairment losses and are amortized on the straight-line basis over their estimated useful lives of 10 years. The useful life of 10 years for license is estimated based on the duration of the license, as well as the useful lives of similar assets in the marketplace.

Software

Purchased software is stated at cost less any impairment losses and is amortized on the straight-line basis over its estimated useful life of 3 to 5 years. The estimated useful life of 3 to 5 years for software is determined by considering the period of the economic benefits to the Group as well as by referring to the industry practice.

Research and development costs

All research costs are charged to profit or loss as incurred.

Expenditure incurred on projects to develop new software is capitalised and deferred only when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the project and the ability to measure reliably the expenditure during the development. Software development expenditure which does not meet these criteria is expensed when incurred.

2.4 重大會計政策（續）

無形資產（商譽除外）

單獨收購的無形資產於初始確認時按成本計量。於業務合併中收購的無形資產成本指於收購日期的公平值。無形資產的可使用年期評估為有限或無限。可使用年期有限的無形資產隨後於可使用經濟壽命內攤銷，並在有跡象表明無形資產可能已減值時評估減值。可使用年期有限的無形資產的攤銷期及攤銷方法至少於各財政年度末檢討。

許可

購買的許可按成本減任何減值虧損入賬，使用直線法於估計可使用年期10年內攤銷。許可的可使用年期10年乃根據許可的期限以及市場上類似資產的使用壽命估算。

軟件

已購買軟件按成本減任何減值虧損列示，並於其估計可使用年期3至5年內按直線法攤銷。軟件的估計可使用年期3至5年乃綜合考慮本集團可獲得經濟利益的期限，並參考行業慣例而釐定。

研發成本

所有研究成本在產生時從損益扣除。

開發新軟件的項目所產生的開支，只有在本集團能證明完成無形資產以令其可供使用或銷售的技術可行性、其完成意向及使用或出售資產的能力、資產將如何產生未來經濟利益、有資源可完成項目及可靠計量開發期間開支的能力時，才撥充資本並遞延。不符合該等標準的軟件開發開支於產生時列為開支。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

At inception or on reassessment of a contract that contains a lease component and non-lease components, the Group adopts the practical expedient not to separate non-lease components and to account for the lease component and the associated non-lease components (e.g., property management services for leases of properties) as a single lease component.

(a) Right-of-use assets

Right-of-use assets are recognized at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Buildings	1-10 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

2.4 重大會計政策 (續)

租賃

本集團於合約開始時評估合約是否為租賃或包含租賃。如合約為換取代價而給予在一段時間內控制已識別資產使用的權利，則該合約為租賃或包含租賃。

本集團作為承租人

本集團就所有租賃採用單一確認及計量方法，惟短期租賃及低價值資產租賃除外。本集團確認作出租賃付款的租賃負債及代表使用相關資產權利的使用權資產。

在包含租賃部分及非租賃部分的合約開始或重新評估時，本集團採用可行權宜方法，不將租賃部分與非租賃部分分開，而是將租賃部分及相關非租賃部分（如租賃物業的物業管理服務）作為單一租賃部分入賬。

(a) 使用權資產

使用權資產於租賃開始日期（即相關資產可供使用之日）確認。使用權資產按成本減累計折舊及任何減值虧損計量，並就重新計量租賃負債作出調整。使用權資產的成本包括已確認的租賃負債金額、已產生的初始直接成本，以及於開始日期或之前作出的租賃付款減獲得的任何租賃優惠。使用權資產於租期與資產的估計可使用年期兩者中的較短期間按直線法折舊如下：

樓宇	1至10年

如於租期結束時租賃資產的所有權轉讓予本集團或成本反映購買選擇權的行使，則使用資產的估計可使用年期計算折舊。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities

Lease liabilities are recognized at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognized as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

(c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of buildings (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of motor vehicles that are considered to be of low value. Lease payments on short-term leases and leases of low-value assets are recognized as an expense on a straight-line basis over the lease term.

2.4 重大會計政策（續）

租賃（續）

本集團作為承租人（續）

(b) 租賃負債

租賃負債於租賃開始日期按租期內將作出的租賃付款之現值確認。租賃付款包括固定付款（包括實質固定付款）減任何應收租賃優惠、基於指數或利率的可變租賃付款，以及剩餘價值擔保下預期須支付的款項。租賃付款亦包括本集團合理確定行使的購買選擇權的行使價及（如租期反映本集團行使終止租賃選擇權）就終止租賃而支付的罰款。不基於指數或利率的可變租賃付款在出現觸發付款的事件或情況的期間確認為開支。

在計算租賃付款的現值時，由於租賃中所隱含的利率不易確定，故本集團在租賃開始日期使用增量借款利率。於開始日期後，租賃負債的金額增加，以反映利息增加，並就作出的租賃付款而減少。此外，如出現修改、租期變動、租賃付款變化（例如因指數或利率變動導致的未來租賃付款變動）或購買相關資產的選擇權的評估變化，則租賃負債的賬面值將重新計量。

(c) 短期租賃及低價值資產租賃

本集團將短期租賃確認豁免用於其樓宇的短期租賃（即租期為自開始日期起計12個月或以下且不包含購買選擇權的租賃）。其亦將低價值資產租賃確認豁免用於被認為低價值的汽車租賃。短期租賃及低價值資產租賃的租賃付款於租期內按直線法確認為開支。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade and bills receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade and bills receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortized cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortized cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

2.4 重大會計政策（續）

投資及其他金融資產

初始確認及計量

金融資產於初始確認時分類為後續按攤銷成本、按公平值計入其他全面收入及按公平值計入損益計量。

金融資產於初始確認時的分類視乎金融資產的合約現金流量特點及本集團管理該等資產的業務模式而定。除不包含重大融資部分或本集團已對其應用不調整重大融資部分的影響的可行權宜方法的貿易應收款項及應收票據外，本集團將金融資產初步按公平值加上（就並非按公平值計入損益的金融資產而言）交易成本計量。並未包含重大融資部分的貿易應收款項及應收票據或本集團已實行可行權宜方法的貿易應收款項及應收票據乃根據下文「收入確認」所載政策按國際財務報告準則第15號釐定的交易價計量。

為使金融資產按攤銷成本或按公平值計入其他全面收入進行分類及計量，需產生純粹為支付本金及未償還本金的利息（「純粹為支付本金及利息」）的現金流量。現金流量並非純粹為支付本金及利息的金融資產按公平值計入損益進行分類及計量，不論業務模式。

本集團管理金融資產的業務模式指其如何管理金融資產以產生現金流量。業務模式決定現金流量是否來自收取合約現金流量、出售金融資產，或兩者兼有。按攤銷成本分類及計量的金融資產按目標為持有金融資產以收取合約現金流量的業務模式持有，而按公平值計入其他全面收入進行分類及計量的金融資產按目標為持有以同時收取合約現金流量及出售的業務模式持有。未按照上述業務模式持有的金融資產按公平值計入損益進行分類及計量。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Investments and other financial assets (Continued)

Initial recognition and measurement (Continued)

Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognized on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortized cost (debt instruments)

Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the consolidated statement of financial position at fair value with net changes in fair value recognized in profit or loss.

This category includes derivative instruments which the Group had not irrevocably elected to classify at fair value through other comprehensive income. Dividends on the equity investments are also recognized as other income in profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment occurs if there is a change in the terms of the contract that significantly modifies the cash flows.

2.4 重大會計政策（續）

投資及其他金融資產（續）

初始確認及計量（續）

按照一般市場規定或慣例須在一定期間內交付資產的金融資產買賣於交易日期（即本集團承諾買賣該資產之日）確認。

後續計量

金融資產後續按其分類計量如下：

按攤銷成本計量的金融資產（債務工具）

按攤銷成本計量的金融資產後續使用實際利率法計量，並可能出現減值。當資產終止確認、修訂或出現減值時，收益及虧損於損益確認。

按公平值計入損益的金融資產

按公平值計入損益的金融資產按公平值於合併財務狀況表列賬，而公平值變動淨額則於損益確認。

此類別包括本集團並無不可撤回地選擇分類為按公平值計入其他全面收入的衍生工具。股權投資的股息亦於確立支付權時於損益確認為其他收入。

嵌入混合合約（金融負債或非金融主合約）的衍生工具，如其經濟特點及風險與主合約並非密切相關，則與主合約分開，作為獨立衍生工具列賬；具有與嵌入式衍生工具相同條款的獨立工具符合衍生工具的定義；混合合約並非按公平值計入損益計量。嵌入式衍生工具按公平值計量，公平值變動於損益確認。倘合約條款發生變化導致現金流量大幅改變，則會重新評估。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Investments and other financial assets (Continued)

Financial assets at fair value through profit or loss (Continued)

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

2.4 重大會計政策 (續)

投資及其他金融資產 (續)

按公平值計入損益的金融資產 (續)

嵌入包含金融資產主合約的混合合約的衍生工具不單獨列賬。金融資產主合約連同嵌入式衍生工具須整體分類為按公平值計入損益的金融資產。

金融資產終止確認

金融資產 (或 (如適用) 金融資產的部分或一組類似金融資產的部分) 主要在下列情況下終止確認 (即自本集團的合併財務狀況表中剔除) :

- 自該資產收取現金流量的權利已屆滿; 或
- 本集團已轉讓自該資產收取現金流量的權利, 或已承擔根據「轉移」安排向第三方在無嚴重延遲的情況下全數支付所獲得的現金流量的義務; 及 (a) 本集團已轉讓該資產的絕大部分風險及回報, 或 (b) 本集團概無轉讓或保留該資產絕大部分風險及回報, 但已轉讓資產的控制權。

當本集團已轉讓自資產收取現金流量的權利或已訂立轉移安排時, 則會評估是否保留該資產所有權的風險及回報以及保留的程度。既無轉讓亦無保留資產的絕大部分風險及回報且並無轉讓資產的控制權時, 則本集團按本集團持續參與資產的程度繼續確認已轉讓資產。在此情況下, 本集團亦確認相關負債。已轉讓的資產及相關負債按可反映本集團保留的權利及義務的基準計量。

以所轉讓資產擔保形式的持續參與, 按資產原賬面值與本集團可能須支付的最高代價金額的較低者計量。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment of financial assets

The Group recognizes an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group.

2.4 重大會計政策（續）

金融資產減值

本集團就所有並非按公平值計入損益持有的債務工具確認預期信貸虧損（「**預期信貸虧損**」）撥備。預期信貸虧損基於按照合約到期的合約現金流量與本集團預計收到的所有現金流量之間的差額，按接近原始實際利率的利率貼現。預期現金流量將包括出售為合約條款一部分的所持抵押品或其他信用增強措施的現金流量。

一般方法

預期信貸虧損分兩個階段確認。就自初始確認起信貸風險並未大幅增加的信貸風險而言，預期信貸虧損就可能於未來12個月內發生的違約事件導致的信貸虧損作出撥備（12個月預期信貸虧損）。就自初始確認起信貸風險已大幅增加的信貸風險而言，須於風險的餘下年期內就信貸虧損作出虧損撥備（不論違約時間）（存續期預期信貸虧損）。

於各報告日期，本集團評估金融工具的信貸風險自初始確認起是否已大幅增加。在作出評估時，本集團將金融工具於報告日期發生違約的風險與金融工具於初始確認日期發生違約的風險進行比較，考慮無需過多成本或努力即可獲得的合理及有據的資料（包括歷史及前瞻性資料）。當合約付款逾期超過30日時，本集團認為信貸風險大幅增加。

當合約付款逾期90日時，本集團認為該金融資產已違約。然而，在若干情況下，當內部或外部資料表明本集團不大可能全部收回未收回的合約款項（在考慮本集團持有的信貸增強措施前）時，本集團亦可能將金融資產視為違約。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment of financial assets (Continued)

General approach (Continued)

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets at amortized cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

- Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

2.4 重大會計政策 (續)

金融資產減值 (續)

一般方法 (續)

當合理預期無法收回合約現金流量時，金融資產予以撇銷。

按攤銷成本計量的金融資產須根據一般方法進行減值，並於以下預期信貸虧損的計量階段內分類，惟貿易應收款項及合約資產應用簡化方法，詳情如下。

- 第1階段 – 自初始確認起信貸風險未大幅增加，且虧損撥備按等於12個月預期信貸虧損的金額計量的金融工具
- 第2階段 – 自初始確認起信貸風險已大幅增加，但並非已信貸減值的金融資產，且虧損撥備按等於存續期預期信貸虧損的金額計量的金融工具
- 第3階段 – 於報告日期已信貸減值（但並非購買或原生信貸減值），且虧損撥備按等於存續期預期信貸虧損的金額計量的金融資產

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment of financial assets (Continued)

Simplified approach

For trade receivables and contract assets that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings or payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and bills payables, other payables, amounts due to related parties, bank and other borrowings and contingent consideration payables.

The Group classifies financial liabilities that arise from a supplier finance arrangement within trade and bills payables in the statement of financial position if they have a similar nature and function to trade payables. This is the case if the supplier finance arrangement is part of the working capital used in the Group's normal operating cycle, the level of security provided is similar to trade payables and the terms of the liabilities that are part of the supply chain finance arrangement are not substantially different from the terms of trade payables that are not part of the arrangement. Cash flows related to liabilities arising from supplier finance arrangements that are classified in trade and bills payables in the statement of financial position are included in operating activities in the statement of cash flows. Otherwise, the financial liabilities are classified in bank and other borrowings in the statement of financial position and the related cash flows are included in financing activities in the statement of cash flows.

2.4 重大會計政策（續）

金融資產減值（續）

簡化方法

就貿易應收款項及不包含重大融資部分或本集團應用可行權宜方法不調整重大融資部分的影響的合約資產而言，本集團在計算預期信貸虧損時應用簡化方法。根據簡化方法，本集團不跟蹤信貸風險的變化，而是於各報告日期根據存續期預期信貸虧損確認虧損撥備。本集團已基於其歷史信貸虧損經驗建立撥備矩陣，並就債務人及經濟環境的特定前瞻性因素作出調整。

金融負債

初始確認及計量

金融負債於初始確認時分類為按公平值計入損益的金融負債、貸款及借款或應付款項，或分類為實際對沖中指定為對沖工具的衍生工具（視情況而定）。

所有金融負債初始按公平值確認，若為貸款及借款以及應付款項，則扣除直接應佔交易成本。

本集團的金融負債包括貿易應付款項及應付票據、其他應付款項、應付關聯方款項、銀行及其他借款及應付或然代價。

倘供應商融資安排產生的金融負債與貿易應付款項的性質及功能相似，本集團會將該等金融負債分類為貿易應付款項及應付票據計入財務狀況表。倘供應商融資安排為本集團正常營運週期中使用的營運資金的一部分，所提供的擔保水平與貿易應付款項相若，且屬於供應鏈融資安排一部分的負債條款與不屬於該安排一部分的貿易應付款項的條款並無重大差異，則情況屬實。於財務狀況表中分類為貿易應付款項及應付票據的與供應商融資安排產生的負債相關的現金流量，計入現金流量表中的經營活動。否則，金融負債會分類為財務狀況表中的銀行及其他借款，而相關現金流量則會列入現金流量表中的融資活動。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial liabilities (Continued)

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities designated upon initial recognition as at FVTPL are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied. Gains or losses on liabilities designated at FVTPL are recognized in profit or loss, except for the gains or losses arising from the Group's own credit risk which are presented in other comprehensive income with no subsequent reclassification to profit or loss. The net fair value gain or loss recognized in profit or loss does not include any interest charged on these financial liabilities.

Financial liabilities at amortized cost (trade and bills payables, other payables, bank and other borrowings and amounts due to related parties)

After initial recognition, trade and bills payables, other payables, bank and other borrowings and amounts due to related parties are subsequently measured at amortized cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the effective interest rate amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

2.4 重大會計政策 (續)

金融負債 (續)

後續計量

金融負債後續按其分類計量如下：

按公平值計入損益的金融負債

按公平值計入損益的金融負債包括於初始確認時指定為按公平值計入損益的金融負債。

於初始確認時指定為按公平值計入損益的金融負債，只有在符合國際財務報告準則第9號中的標準時才於初始確認日期指定。指定為按公平值計入損益的負債的收益或虧損於損益確認，惟因本集團自身信貸風險產生的收益或虧損除外，該收益或虧損於其他全面收益呈列，後續不會重新分類至損益。於損益確認的公平值收益或虧損淨額不包括就有關金融負債收取的任何利息。

按攤銷成本計量的金融負債 (貿易應付款項及應付票據、其他應付款項、銀行及其他借款以及應付關聯方款項)

於初始確認後，貿易應付款項及應付票據、其他應付款項、銀行及其他借款以及應付關聯方款項後續使用實際利率法按攤銷成本計量，除非貼現影響並不重大，在此情況下，則按成本列賬。於負債終止確認時及採用實際利率法攤銷過程中，收益及虧損於損益內確認。

計算攤銷成本時須計及收購時的任何折讓或溢價，且包括構成實際利率一部分的費用或成本。實際利率攤銷計入損益內的融資成本。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Derecognition of financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged or canceled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognized in profit or loss.

Derivative financial instruments

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as warrants. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

Any gains or losses arising from changes in fair value of derivatives are taken directly to profit or loss.

Treasury shares

Own equity instruments which are reacquired and held by the Group (treasury shares) are recognized directly in equity at cost. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.

Inventories

Inventories are stated at the lower of cost and net realizable value. Cost is determined on the first-in, first-out basis. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

2.4 重大會計政策（續）

金融負債終止確認

金融負債於負債責任獲解除、取消或到期時終止確認。

倘若現有金融負債被同一貸款方授予的條款存在重大差異的其他負債取代，或現有負債的條款經重大修訂，則該交換或修訂視作終止確認原有負債及確認新負債，各自賬面值之間的差額於損益確認。

衍生金融工具

初始確認及後續計量

本集團使用衍生金融工具，如購股權證。該等衍生金融工具於訂立衍生合約之日初步按公平值確認，後續按公平值重新計量。當公平值為正數時，衍生工具作為資產入賬，而當公平值為負數時，衍生工具作為負債入賬。

因衍生工具的公平值變動而產生的任何收益或虧損直接計入損益。

庫存股份

本集團重新擁有及持有的本身權益工具（庫存股份）按成本直接於權益中確認。不會就本集團自身權益工具的購買、出售、發行或註銷於損益中確認任何收益或虧損。

存貨

存貨按成本與可變現淨值兩者中的較低者入賬。成本按先入先出法釐定。可變現淨值根據估計銷售價格減完成及出售將產生的任何估計成本釐定。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above and form an integral part of the Group's cash management.

Provisions

A provision is recognized when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognized for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in profit or loss.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognized outside profit or loss is recognized outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the country in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

2.4 重大會計政策（續）

現金及現金等價物

財務狀況表中的現金及現金等價物包括手頭及銀行現金，以及到期日通常在三個月內的短期高流動性存款，其可隨時轉換為已知金額的現金，價值變動風險很小及為滿足短期現金承擔而持有。

就合併現金流量表而言，現金及現金等價物包括手頭及銀行現金以及上文所界定的短期存款，並構成本集團現金管理的組成部分。

撥備

倘若因過往事件須承擔現時責任（法定或推定），而履行該責任須導致未來資源流出，且該責任涉及金額能夠可靠估計，則確認撥備。

當貼現的影響重大時，就撥備確認的金額乃指預計在日後履行責任時所需開支於報告期末的現值。因時間流逝而產生的貼現現值增加計入損益中的融資成本。

所得稅

所得稅包括即期及遞延稅項。與在損益以外確認的項目有關的所得稅在損益以外於其他全面收益確認或直接於權益確認。

即期稅項資產及負債根據報告期末已頒佈或實質上頒佈的稅率（及稅法），並經考慮本集團經營所在國家的現行詮釋及慣例，按預期由稅務機關返還或支付予稅務機關的金額計量。

遞延稅項使用負債法，就報告期末資產及負債的稅基與其作財務申報用途的賬面值之間的所有暫時性差異作出撥備。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Income tax (Continued)

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of taxable temporary differences associated with investments in subsidiaries and associates when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carryforward of unused tax credits and unused tax losses can be utilized, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries and associates, deferred tax assets are only recognized to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

2.4 重大會計政策（續）

所得稅（續）

就所有應課稅暫時性差異確認遞延稅項負債，以下情況除外：

- 遞延稅項負債因於並非業務合併且於交易時不影響會計利潤或應課稅利潤或虧損且不會產生相等的應課稅及可扣減暫時差額的交易中初始確認商譽或資產或負債而產生；及
- 就與於附屬公司及聯營公司的投資相關的應課稅暫時性差異而言，撥回暫時性差異的時間能夠控制，且暫時性差異很可能不會在可見將來撥回。

就所有可抵扣暫時性差異、結轉未動用稅項抵免及任何未動用稅項虧損確認遞延稅項資產。遞延稅項資產在日後很可能有應課稅利潤以抵銷可抵扣暫時性差異、未動用稅項抵免結轉及未動用稅項虧損時確認，惟以下情況除外：

- 與可抵扣暫時性差異有關的遞延稅項資產因於並非業務合併且於交易時不影響會計利潤或應課稅利潤或虧損且不會產生相等的應課稅及可扣減暫時差額的交易中初始確認資產或負債而產生；及
- 就與於附屬公司及聯營公司的投資有關的可抵扣暫時性差異而言，只有在暫時性差異很可能於可見將來撥回，且日後很可能有應課稅利潤以抵銷該等暫時性差異時，才會確認遞延稅項資產。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Income tax (Continued)

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at the end of each reporting period and are recognized to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognized at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognized as income on a systematic basis over the periods that the costs for which it is intended to compensate, are expensed.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to profit or loss over the expected useful life of the relevant asset by equal annual instalments or deducted from the carrying amount of the asset and released to profit or loss by way of a reduced depreciation charge.

2.4 重大會計政策 (續)

所得稅 (續)

遞延稅項資產的賬面值於各報告期末予以檢討，如不再很可能有足夠的應課稅利潤以動用全部或部分遞延稅項資產，則予以削減。未確認的遞延稅項資產於各報告期末重新評估，如很可能會有足夠的應課稅利潤以收回全部或部分遞延稅項資產，則予以確認。

遞延稅項資產及負債按預期適用於變現資產或清償負債期間的稅率計量，該稅率基於截至報告期間末已頒佈或實質上已頒佈的稅率（及稅法）。

只有在本集團具有依法可強制執行的權利抵銷即期稅項資產和即期稅項負債，且遞延稅項資產及遞延稅項負債涉及同一稅務機關對同一應評稅實體或對擬按淨額基準結算即期稅項負債及資產或同時變現資產及清償負債的不同應評稅實體徵收的所得稅時，才能在預期清償或收回大額遞延稅項負債或資產的各未來期間抵銷遞延稅項資產及遞延稅項負債。

政府補助

在有合理保證將收到政府補助且所有附加條件將得到遵守的情況下，政府補助按其公平值確認。與開支項目有關的補助在其擬補償的成本列為開支的期間系統地確認為收入。

如補助與資產有關，公平值計入遞延收入賬戶，並於相關資產的預計可使用年期按等額年度分期轉入損益，或從資產賬面值中扣除，透過減少折舊費用而轉入損益。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognized when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognized will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognized under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.

2.4 重大會計政策（續）

收入確認

來自客戶合約的收入

來自客戶合約的收入在商品或服務的控制權轉移予客戶時，按反映本集團預期因交換該等商品或服務而有權獲得的代價的金額確認。

當合約代價包括可變金額時，本集團將因向客戶轉讓商品或服務而有權交換的代價金額予以估計。可變代價於合約開始時估計並受到限制，直至與可變代價相關的不確定性於隨後解決，累計確認的收入金額很可能不會出現重大收入撥回時。

當合約包含融資部分，而該融資部分於一年以上期間為客戶提供就向客戶轉移商品或服務融資的重大利益時，收入按應收款項的現值計量，並使用合約開始時本集團與該客戶之間另外的融資交易中反映的貼現率貼現。當合約包含於一年以上期間為本集團提供重大財務利益的融資部分時，根據合約確認的收入包括根據實際利率法計入合約負債的利息開支。就客戶付款到轉移承諾的商品或服務期間為一年或以下的合約而言，採用國際財務報告準則第15號中的可行權宜方法，交易價格不就重大融資部分的影響作出調整。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

(a) Specialty Pharmacy Business

The primary source of the revenue from the Specialty Pharmacy Business is generated from the operation of offline specialty pharmacies and distribution of pharmaceutical products to pharmaceutical companies and other distributors. Revenue from the Specialty Pharmacy Business is recognized at the point in time when control of goods is transferred to the customer, generally on delivery of the medicines and pharmaceutical products.

The Group evaluates whether it is appropriate to record the gross amount of sale of pharmaceutical products and related costs or the net amount earned as commissions for its distribution of pharmaceutical products under the Specialty Pharmacy Business. When the Group acts as a principal, that the Group obtains control of the specified goods or services before they are transferred to the customers, the revenues should be recognized in the gross amount of consideration to which it expects to be entitled in exchange for the specified goods or services transferred. When the Group acts as an agent and its obligation is to facilitate third parties in fulfilling their performance obligation for specified goods or services, the revenues should be recognized in the net amount for the amount of commission which the Group earns in exchange for arranging for the specified goods or services to be provided by other parties.

(b) Physician Research Assistance Business

The primary source of revenue from the Physician Research Assistance Business is generated from the provision of site management organization services by providing integrated services to pharmaceutical companies to assist them in producing clinical trial data that meet the relevant regulatory standards for the pharmaceutical companies to advance to the next phase of clinical trial or solicit approval of a treatment by the applicable regulatory body. The Group recognizes the revenue when the performance obligation is satisfied over time as the service output is captured in clinical data and documentation that are available for pharmaceutical companies over the progress of clinical trials.

2.4 重大會計政策 (續)

收入確認 (續)

來自客戶合約的收入 (續)

(a) 特藥藥房業務

特藥藥房業務的主要收入來源是經營線下特藥藥房以及向製藥公司及其他分銷商分銷醫藥產品。特藥藥房業務的收入在貨品控制權轉移予客戶的時間點（一般為交付藥品及醫藥產品時）確認。

本集團評估將醫藥產品銷售及相關成本總額或特藥藥房業務下分銷醫藥產品所賺取淨額入賬為佣金是否適當。倘若本集團為主要責任人，即本集團於指定商品或服務轉讓予客戶前獲得該等商品或服務的控制權，則收入應以預計因交換所轉讓的指定商品或服務而有權獲得的代價總額確認。倘若本集團為代理人且責任是協助第三方就指定商品或服務履行履約義務，則收入應以本集團就安排由其他方提供該等指定商品或服務而賺取的佣金淨額確認。

(b) 醫生研究協助業務

醫生研究協助業務的主要收入來源乃產生自提供現場管理組織服務，為製藥公司提供綜合服務，協助其產生符合相關監管標準的臨床試驗數據，以供製藥公司進入下一個臨床試驗階段或徵求適用監管機構的處理批准。本集團於服務輸出記錄於臨床數據及文檔中以供製藥公司在臨床試驗進展中使用，隨時間推移而達成履約義務時，則會確認收入。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

(c) Commercial Insurance Services Business

The primary source of revenue from the Commercial Insurance Services Business is commissions from the provision of insurance brokerage services. The Group provides insurance brokerage services, including distribution of various health and life insurance products on behalf of insurance companies. As an agent of the insurance companies, the Group sells insurance policies on behalf of the insurance companies and earns brokerage commissions determined as a percentage of premiums paid by the insured.

Revenue from the provision of insurance brokerage services is recognized when the signed insurance policy becomes effective since the Group has fulfilled its performance obligation. The Group also generated revenue from health management and claim processing services provided to insurance companies, typically charging insurance companies of a fixed fee per policy and revenue is recognized over time during the service period as the Group fulfills its performance obligation.

Other income

Interest income is recognized on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Contract assets

If the Group performs by transferring goods or services to a customer before being unconditionally entitled to the consideration under the contract terms, a contract asset is recognized for the earned consideration that is conditional. Contract assets are subject to impairment assessment, details of which are included in the accounting policies for impairment of financial assets. They are reclassified to trade receivables when the right to the consideration becomes unconditional.

2.4 重大會計政策（續）

收入確認（續）

來自客戶合約的收入（續）

(c) 商業保險服務業務

商業保險服務業務的主要收入來源是提供保險經紀服務所得佣金。本集團提供保險經紀服務，包括代表保險公司分銷各種健康及人壽保險產品。作為保險公司的代理人，本集團代表保險公司銷售保單，賺取按受保人支付保費某個百分比釐定的經紀佣金。

提供保險經紀服務所得收入在已簽署保單生效時確認，原因是本集團已履行其履約義務。本集團亦向保險公司提供健康管理服務及理賠服務產生收入，通常向保險公司收取按每張保單計的固定費用，而收入則在本集團履行履約義務時於服務期內隨時間推移而確認。

其他收入

利息收入透過應用將估計未來收取的現金於金融工具的預計年期或較短期間（如適用）內準確貼現至金融資產賬面淨值的利率，使用實際利率法按應計基準確認。

合約資產

如本集團在無條件獲得合同條款規定的代價前，透過向客戶轉讓商品或服務而履約，則就已賺取的有條件代價確認合約資產。合約資產須進行減值評估，詳情載於有關金融資產減值的會計政策。當獲得代價的權利成為無條件時，合約資產將重新分類為貿易應收款項。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Contract liabilities

A contract liability is recognized when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognized as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Contract costs

Other than the costs which are capitalized as inventories, property, plant and equipment and intangible assets, costs incurred to fulfill a contract with a customer are capitalised as an asset if all of the following criteria are met:

- (a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify.
- (b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future.
- (c) The costs are expected to be recovered.

The capitalized contract costs are amortized and charged to profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

Share-based payments

The Company operates share award schemes. Employees (including directors) of the Group receive remuneration and rewards in the form of share-based payments, whereby employees render services in exchange for equity instruments ("**equity-settled transactions**"). The cost of equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined by an external valuer using a binomial model, further details of which are given in note 33 to the financial statements.

2.4 重大會計政策 (續)

合約負債

如在本集團轉讓商品或服務前已從客戶收到代價或款項到期應付(以較早者為準),則確認合約負債。合約負債於本集團履行合約(即向客戶轉讓相關商品或服務的控制權)時確認為收入。

合約成本

除資本化為存貨、物業、廠房及設備以及無形資產的成本外,倘符合下列所有條件,則將履行客戶合約產生的成本資本化為資產:

- (a) 有關成本與實體可明確識別的合約或預期合約有直接關係。
- (b) 有關成本令實體將用於履行(或持續履行)日後履約義務的資源得以產生或有所增加。
- (c) 有關成本預期可收回。

資本化合約成本採用與向客戶轉移資產相關的商品或服務一致的系統性基準攤銷並自損益扣除。其他合約成本於產生時列為開支。

以股份為基礎的支付

本集團運作股份獎勵計劃。本集團僱員(包括董事)收取以股份為基礎的支付形式的薪酬及獎勵,據此,僱員提供服務,以換取權益工具("權益結算交易")。與僱員進行權益結算交易的成本參考授出日期的公平值計量。公平值乃由外部估值師使用二項式模型釐定,進一步詳情載於財務報表附註33。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Share-based payments (Continued)

The cost of equity-settled transactions is recognized in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognized for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in the cumulative expense recognized as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognized. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognized as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognized for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification. Where an equity-settled award is canceled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognized for the award is recognized immediately. This includes any award where non-vesting conditions within the control of either the Group or the employee are not met. However, if a new award is substituted for the canceled award, and is designated as a replacement award on the date that it is granted, the canceled and new award are treated as if they were a modification of the original award, as described in the previous paragraph.

2.4 重大會計政策（續）

以股份為基礎的支付（續）

權益結算交易的成本於表現及／或服務條件達成期間確認為僱員福利開支，並相應增加權益。歸屬日期前於各報告期末就權益結算交易確認的累計開支，反映歸屬期經過的時間及本集團對最終將歸屬的權益工具數目的最佳估計。扣自或計入期內損益指於該期間初及期末確認的累計開支的變動。

釐定獎勵於授出日期的公平值時，不會考慮服務及非市場表現條件，而是會考慮達成條件的可能性，作為本集團對最終將歸屬的權益工具數目的最佳估計的一部分。市場表現情況反映於授出日期的公平值內。獎勵所附帶但並無相關服務要求的任何其他條件被視為非歸屬條件。非歸屬條件於獎勵的公平值內反映，除非同時存在服務及／或表現條件，否則獎勵即時列為開支。

因未能達成非市場表現及／或服務條件而最終未歸屬的獎勵不會確認開支。如獎勵包括一項市場或非歸屬條件，無論市場或非歸屬條件是否達成，其均會被視為已歸屬，前提是所有其他表現及／或服務條件已達成。

當對權益結算獎勵的條款進行修訂時，如符合有關獎勵的原有條款，則最低開支按條款並無修訂的情況確認。此外，就增加以股份為基礎的支付的公平值總額或對僱員有利的修訂而言，則按修訂日期計算所得金額確認開支。當權益結算獎勵註銷時，會視作已於註銷當日歸屬，而該獎勵尚未確認的任何開支會即時確認。其包括任何未能符合本集團或僱員控制的非歸屬條件的獎勵。然而，如有一項新獎勵替代註銷的獎勵，並於授出當日指定為替代獎勵，則該等已註銷及新獎勵會如前段所述被視為對原有獎勵的修訂處理。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Share-based payments (Continued)

The dilutive effect of outstanding options is reflected as additional share dilution in the computation of earnings per share.

Other employee benefits

Pension scheme

The employees of the Group's subsidiaries which operate in the Chinese mainland are required to participate in a central pension scheme operated by the local municipal government. The subsidiaries operating in the Chinese mainland are required to contribute a certain percentage of its payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Termination benefits

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.4 重大會計政策（續）

以股份為基礎的支付（續）

尚未行使購股權之攤薄影響於計算每股盈利時反映為額外股份攤薄。

其他僱員福利

退休金計劃

本集團附屬公司在中國內地經營，其僱員須參加由當地市政府管理的中央退休金計劃。在中國內地經營的附屬公司須向中央退休金計劃繳納一定比例的工資成本。供款在按照中央退休金計劃規定須支付時從損益扣除。

離職福利

離職福利於本集團無法再取消提供該等福利時及本集團確認涉及支付離職福利之重組成本時（以較早者為準）確認。

借款成本

直接歸屬於符合條件的資產的購置、建造及生產的借款成本，作為該等資產的一部分成本予以資本化。符合條件的資產指需要花費相當長的時間方能達到其預定的可使用或可銷售狀態的資產。當資產實質上達到其預定的可使用或可銷售狀態時，停止對這種借款成本的資本化。所有其他借款成本均在產生當期計入費用。借款成本包括利息及實體因借入資金而產生的其他成本。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Events after the reporting period

If the Group receives information after the reporting period, but prior to the date of authorisation for issue, about conditions that existed at the end of the reporting period, it will assess whether the information affects the amounts that it recognises in its financial statements. The Group will adjust the amounts recognised in its financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in light of the new information. For non-adjusting events after the reporting period, the Group will not change the amounts recognised in its financial statements, but will disclose the nature of the non-adjusting events and an estimate of their financial effects, or a statement that such an estimate cannot be made, if applicable.

Foreign currencies

The financial statements are presented in RMB, which is different from the Company's functional currency, the United States dollar ("USD"). As the major revenues and assets of the Group are derived from operations in the Chinese mainland, RMB is used as the presentation currency to present the financial statements. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognized in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognized in other comprehensive income or profit or loss is also recognized in other comprehensive income or profit or loss, respectively).

2.4 重大會計政策（續）

報告期後事項

倘本集團於報告期後但於授權發行日期前收到有關於報告期末存在的情況的資料，其將評估有關資料會否影響其財務報表中確認的金額。本集團將調整其財務報表中確認的金額以反映報告期後的任何調整事項，並根據新資料更新與該等情況有關的披露。就報告期後的未調整事件而言，本集團將不會更改其財務報表中確認的金額，但會披露未調整事項的性質及對其財務影響的估計，或無法作出該估計的聲明（如適用）。

外幣

財務報表以人民幣呈列，與本公司的功能貨幣美元（「美元」）不同。由於本集團的主要收入及資產來自中國內地業務，因此採用人民幣作為呈列貨幣，以呈列財務報表。本集團各實體決定其自身的功能貨幣，各實體財務報表中的項目使用該功能貨幣計量。本集團內實體錄得的外幣交易初步採用交易日期各自功能貨幣的現行匯率入賬。以外幣計值的貨幣資產及負債按於報告期末的功能貨幣匯率換算。因結算或換算貨幣項目而產生的差額於損益確認。

按外幣以歷史成本計量的非貨幣項目，採用初步交易日期的匯率換算。按外幣以公平值計量的非貨幣項目，採用計量公平值當日的匯率換算。因換算以公平值計量的非貨幣項目而產生的收益或虧損，按與該項目公平值變動的收益或虧損確認一致的方式處理（即公平值收益或虧損於其他全面收益或損益確認的項目的換算差異，亦分別於其他全面收益或損益確認）。

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2.4 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Foreign currencies (Continued)

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognizes the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of the Company and certain overseas subsidiaries are currencies other than RMB. As at the end of the reporting period, the assets and liabilities of these entities are translated into RMB at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognized in other comprehensive income and accumulated in the foreign currency translation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognized in profit or loss.

For the purpose of the consolidated statement of cash flows, the cash flows of the Company and certain overseas subsidiaries are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into RMB at the weighted average exchange rates for the year.

3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

2.4 重大會計政策（續）

外幣（續）

在釐定相關資產初始確認時的匯率、終止確認與預付代價有關的非貨幣資產或非貨幣負債的開支或收入時，初始交易日期為本集團初步確認因預付代價而產生的非貨幣資產或非貨幣負債之日。如存在多筆預付款或預收款，本集團釐定每次支付或收取預付代價的交易日期。

本公司及若干海外附屬公司的功能貨幣為人民幣以外的貨幣。於報告期末，該等實體的資產及負債按報告期末的現行匯率換算為人民幣，其損益表按相關交易當日之現行匯率換算為人民幣。

因此產生的匯兌差異在其他全面收益確認，並在外幣折算儲備中累計，惟非控股權益應佔差額除外。出售境外業務時，與該特定境外業務有關的儲備金累計金額於損益確認。

就合併現金流量表而言，本公司及若干海外附屬公司的現金流按現金流日期的匯率換算為人民幣。年內產生的海外附屬公司經常性現金流按年內加權平均匯率換算為人民幣。

3. 重大會計判斷及估計

編製本集團的財務報表需要管理層作出影響收入、開支、資產及負債的呈報金額、其相應披露及或然負債披露的判斷、估計及假設。該等假設及估計的不確定性可能導致未來需要對受影響的資產或負債的賬面值作出重大調整。

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3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (CONTINUED)

Judgments

In the process of applying the Group's accounting policies, management has made the following judgments, apart from those involving estimations, which have the most significant effect on the amounts recognized in the financial statements:

Consolidation of affiliated entities

The Group obtained control over certain PRC domestic companies as detailed in note 2.1 by entering into a series of the Contractual Arrangements with the PRC domestic companies and its shareholders. Nevertheless, the Contractual Arrangements and other measures may not be as effective as direct legal ownership in providing the Group with direct control over the PRC domestic companies and uncertainties presented by the PRC legal system could impede the Group's beneficiary rights of the results, assets and liabilities of the PRC domestic companies. The directors of the Company, based on the advice of its legal counsel, consider that the Contractual Arrangements among WFOE companies, PRC domestic companies and its shareholders are in compliance with the relevant PRC laws and are legally enforceable.

Recognition of deferred tax assets

Deferred tax assets are recognized in respect of deductible temporary differences and unused tax losses. As those deferred tax assets can only be recognized to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences and the losses can be utilized, management's judgement is required to assess the probability of future taxable profits. Management's assessment is revised as necessary and additional deferred tax assets are recognized if it becomes probable that future taxable profits will allow the deferred tax assets to be recovered.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

3. 重大會計判斷及估計（續）

判斷

在應用本集團的會計政策時，管理層已作出以下對財務報表中確認的金額具有最重大影響的判斷（涉及估計者除外）：

綜合聯屬實體

本集團透過與中國境內公司及其股東訂立一系列合約安排取得若干中國境內公司（詳載於附註2.1）的控制權。然而，合約安排及其他措施未必與向本集團提供對中國境內公司的直接控制權時的直接法定所有權同樣有效，且中國法律制度表現出的不確定性可能會妨礙本集團對中國境內公司的業績、資產及負債的實益權利。根據法律顧問的意見，本公司董事認為，外商獨資企業公司、中國境內公司及其股東之間的合約安排符合相關中國法律的規定且可依法強制執行。

確認遞延稅項資產

遞延稅項資產就可抵扣暫時性差異及未動用稅項虧損確認。由於該等遞延稅項資產只能在未來很可能有應課稅利潤以抵銷可抵扣暫時性差異及動用虧損時確認，因此管理層須作出判斷，以評估未來錄得應課稅利潤的可能性。如未來很可能錄得應課稅利潤允許收回遞延稅項資產，則對管理層評估作出必要的修訂，並確認額外的遞延稅項資產。

估計不確定性

於各報告期末，具有導致於下一財政年度內對資產及負債的賬面值作出重大調整的重大風險的有關未來的關鍵假設及其他關鍵估計不確定性的來源如下。

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3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (CONTINUED)

Estimation uncertainty (Continued)

Provision for expected credit losses on trade receivables and contract assets

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on internal credit ratings as groupings of various debtors that have similar loss patterns. The provision matrix is based on the Group's historical default rates taking into consideration forward-looking information that is reasonable and supportable available without undue costs or effort. At the end of each reporting period, the historical observed default rates are reassessed and changes in the forward-looking information are considered. The provision for ECLs is sensitive to changes in estimates. The information about the ECLs and the Group's trade receivables and contract assets is disclosed in note 23 and note 24 to the financial statements.

The carrying amount of trade and bills receivables at December 31, 2025 was RMB155,161,000 (2024: RMB276,048,000). The allowance for ECLs at December 31, 2025 was RMB28,340,000 (2024: RMB32,935,000).

The carrying amount of contract assets at December 31, 2025 was RMB206,347,000 (2024: RMB180,116,000). The allowance for ECLs at December 31, 2025 was RMB9,483,000 (2024: RMB7,967,000).

Inventories

The Group assesses periodically if cost of inventories may not be recoverable based on an assessment of the net realisable value of inventories. Allowances are applied to inventories where events or changes in circumstances indicate that the net realisable value is lower than the cost of inventories. The identification of obsolete inventories requires the use of judgement and estimates on the conditions and usefulness of the inventories and the net realisable value has been determined based on the ageing and expiry dates of the inventories, condition of the goods and contracted selling price to be recognized less all estimated remaining costs to completion and costs necessary to provide the service. Where the expectation is different from the original estimate, such difference will impact the carrying value of the inventories in the year in which such estimate changes.

3. 重大會計判斷及估計 (續)

估計不確定性 (續)

貿易應收款項及合約資產的預期信貸虧損撥備

本集團使用撥備矩陣計算貿易應收款項及合約資產的預期信貸虧損。撥備率乃根據內部信貸評級將具有類似虧損模式的各個債務人歸類。撥備矩陣基於本集團的歷史違約率，考慮無需過度成本或努力即可獲得的合理及有據的前瞻性資料。於各報告期末時，觀察到的歷史違約率重新評估，並考慮前瞻性資料的變動。預期信貸虧損的撥備對估計變動較為敏感。有關預期信貸虧損及本集團貿易應收款項與合約資產的資料披露於財務報表附註23及附註24。

於2025年12月31日，貿易應收款項及應收票據的賬面值為人民幣155,161,000元（2024年：人民幣276,048,000元）。於2025年12月31日，預期信貸虧損撥備為人民幣28,340,000元（2024年：人民幣32,935,000元）。

於2025年12月31日，合約資產的賬面值為人民幣206,347,000元（2024年：人民幣180,116,000元）。於2025年12月31日，預期信貸虧損撥備為人民幣9,483,000元（2024年：人民幣7,967,000元）。

存貨

本集團定期根據對存貨可變現淨值的評估，評估存貨成本是否可能無法收回。如事件或情況變化表明可變現淨值低於存貨成本，則對存貨應用撥備。識別陳舊存貨需要對存貨的狀況及有用性作出判斷及估計，而可變現淨值乃基於存貨賬齡及到期日、商品狀況及將確認的合約售價減去所有估計的完成剩餘成本及提供服務所需的成本釐定。如預期不同於原始估計，該差異將影響估計變化年度內存貨的賬面值。

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3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (CONTINUED)

Estimation uncertainty (Continued)

Inventories (Continued)

The carrying amount of inventories at December 31, 2025 was RMB67,149,000 (2024: RMB193,525,000). The allowance for inventories at December 31, 2025 was RMB1,125,000 (2024: RMB948,000).

Useful lives and residual values of other intangible assets

The Group's management determines the useful lives, residual values and related amortisation charges for its other intangible assets. This estimate is based on the historical experience of the actual useful lives of other intangible assets of similar nature and functions and may vary significantly as a result of policy changes and keen competitions from competitors, resulting in higher amortisation charge and/or write-off or write-down of technically obsolete assets when useful lives are less than previously estimated. The Group will increase the amortisation charges where useful lives are less than previously estimated lives, or will write-off or write-down obsolete assets that have been abandoned or sold.

Leases – estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group "would have to pay", which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available.

3. 重大會計判斷及估計 (續)

估計不確定性 (續)

存貨 (續)

於2025年12月31日，存貨的賬面值為人民幣67,149,000元（2024年：人民幣193,525,000元）。於2025年12月31日，存貨撥備為人民幣1,125,000元（2024年：人民幣948,000元）。

其他無形資產的可使用年期及剩餘價值

本集團管理層釐定其他無形資產的可使用年期、剩餘價值及相關攤銷費用。此等估計基於有關性質及功能類似的其他無形資產的實際可使用年期的歷史經驗，可能因政策變化及競爭對手的激烈競爭而存在重大差別，在可使用年期低於早前估計的情況下，導致更高的攤銷費用及／或撤銷或撤減技術上過時的資產。如可使用年期低於早前估計的可使用年期，本集團將增加攤銷費用，或將撤銷或撤減已廢棄或出售的過時資產。

租賃－估計增量借款利率

本集團無法輕易釐定租賃中隱含的利率，因此使用增量借款利率（「**增量借款利率**」）計量租賃負債。增量借款利率指本集團在類似經濟環境下按類似期限、以類似抵押品借入取得價值與使用權資產接近的資產所需的資金而須支付的利率。因此，增量借款利率反映本集團「須支付」的利率。當並無可觀察利率時（如對並無訂立融資交易的附屬公司而言），或需要調整利率以反映租賃的條款及條件時（例如租賃並非以附屬公司的功能貨幣進行時），需要估計該利率。本集團使用可觀察輸入數據（如市場利率）（如有）估計增量借款利率。

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3. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES (CONTINUED)

Estimation uncertainty (Continued)

Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. Indefinite life intangible assets are tested for impairment annually and at other times when such an indicator exists. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use.

The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill at December 31, 2025 was Nil (2024: RMB16,555,000). Further details are given in note 18.

3. 重大會計判斷及估計（續）

估計不確定性（續）

非金融資產（商譽除外）減值

本集團於各報告期末評估所有非金融資產（包括使用權資產）是否有任何減值跡象。無限年期無形資產每年及於存在減值跡象的其他時間進行減值測試。當有跡象顯示賬面值可能無法收回時，其他非金融資產會進行減值測試。當資產或現金產生單位之賬面值超過其可收回金額（即其公平值減出售成本與其使用價值之較高者）時，即存在減值。

公平值減出售成本乃根據類似資產公平交易中具約束力銷售交易的可得數據或可觀察市價減出售資產的增量成本計算。在計算使用價值時，管理層必須估計資產或現金產生單位的預期未來現金流量，並選擇合適的貼現率以計算該等現金流量的現值。

商譽減值

本集團至少每年釐定商譽是否已減值。這需要估計獲分配商譽的現金產生單位的使用價值。估計使用價值要求本集團估計現金產生單位的預期未來現金流量並選擇合適的貼現率，以計算該等現金流量的現值。於2025年12月31日，商譽的賬面值為零（2024年：人民幣16,555,000元）。更多詳情載於附註18。

December 31, 2025 2025年12月31日

4. OPERATING SEGMENT INFORMATION

For management purposes, the Group is organized into business units based on their products and services and has three reportable operating segments as follows:

Specialty Pharmacy Business	Operation of specialty pharmacy stores and distribution of pharmaceutical products to pharmaceutical companies and other distributors.
Physician Research Assistance Business	Offering pharmaceutical companies and other clinical trial institutions site management organization services, including site feasibility, site initiation, patient recruitment, patient management, data entry and document management, on-site drug management and bio-sample management, site closure and others; and offering services for image management in clinical trials.
Commercial Insurance Services Business	Providing insurance brokerage services to insurance companies and health management services to insurance carriers and enterprise clients.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment gross profit. No analysis of segment assets and liabilities is presented as management does not regularly review such information for the purposes of resource allocation and performance assessment. Therefore, only segment revenue and segment results are presented.

4. 經營分部資料

就管理而言，本集團按產品及服務劃分業務單位，並擁有以下三個可報告經營分部：

特藥藥房業務	特藥藥房經營及向製藥公司及其他分銷商分銷醫藥產品。
醫生研究協助業務	為製藥公司及其他臨床試驗機構提供現場管理組織服務，包括試驗中心可行性、試驗中心啟動、患者招募、患者管理、數據錄入及文檔管理、現場藥物管理及生物樣本管理、試驗中心關閉及其他；及提供臨床試驗中的圖像管理服務。
商業保險服務業務	向保險公司提供保險經紀服務並向保險公司及企業客戶提供健康管理服務。

管理層對本集團各經營分部的業績分別進行監控，以作出有關資源分配的決策及表現評估。分部表現基於可報告分部毛利進行評估。並無呈列分部資產及負債分析，原因是管理層並未定期審閱該資料以進行資源分配及表現評估。因此，僅呈列分部收入及分部業績。

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4. OPERATING SEGMENT INFORMATION (CONTINUED) 4. 經營分部資料 (續)

For the year ended December 31, 2025

截至2025年12月31日止年度

		Specialty Pharmacy Business 特藥藥房 業務 RMB'000 人民幣千元	Physician Research Assistance Business 醫生研究 協助業務 RMB'000 人民幣千元	Commercial Insurance Services Business 商業保險 服務業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Segment revenue	分部收入	1,467,133	462,272	141,579	2,070,984
Segment results	分部業績	87,553	131,558	92,214	311,325
Reconciliation:	對賬:				
Other income and gains	其他收入及收益				27,720
Selling and marketing expenses	銷售及營銷開支				(128,830)
Administrative expenses	行政開支				(265,919)
Research and development expenses	研發開支				(10,195)
Impairment losses under ECL model	預期信貸虧損模式下的 減值虧損				(9,662)
Other expenses	其他開支				(33,180)
Restructuring cost	重組成本				(17,926)
Finance costs	融資成本				(1,429)
Share of profits and losses of an associate	應佔一家聯營公司溢利及 虧損				(60)
Group's loss before tax	本集團除稅前虧損				(128,156)

December 31, 2025 2025年12月31日

4. OPERATING SEGMENT INFORMATION (CONTINUED) 4. 經營分部資料 (續)

For the year ended December 31, 2024

截至2024年12月31日止年度

		Specialty Pharmacy Business 特藥藥房 業務 RMB'000 人民幣千元	Physician Research Assistance Business 醫生研究 協助業務 RMB'000 人民幣千元	Commercial Insurance Services Business 商業保險 服務業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Segment revenue	分部收入	3,974,866	397,610	192,958	4,565,434
Segment results	分部業績	142,643	121,519	122,271	386,433
Reconciliation:	對賬:				
Other income and gains	其他收入及收益				37,541
Selling and marketing expenses	銷售及營銷開支				(278,350)
Administrative expenses	行政開支				(323,967)
Research and development expenses	研發開支				(22,262)
Impairment losses under ECL model	預期信貸虧損模式下的 減值虧損				(35,299)
Other expenses	其他開支				(99,186)
Restructuring cost	重組成本				(22,295)
Finance costs	融資成本				(3,069)
Share of profits and losses of an associate	應佔一家聯營公司溢利及 虧損				(187)
Group's loss before tax	本集團除稅前虧損				(360,641)

Geographical information

During the reporting period, almost all of the Group's revenues were derived from operations in the PRC and nearly all of the Group's non-current assets were located in the Chinese mainland. No geographical information is presented in accordance with IFRS 8 *Operating Segments*.

Information about major customers

No further information about major customers is presented as there was no single customer from which over 10% or more of the Group's revenue was derived during the reporting period.

地區資料

於報告期間，本集團幾乎所有收入均來自中國的營運且本集團絕大部分非流動資產位於中國內地。未按照國際財務報告準則第8號經營分部呈列地區資料。

有關主要客戶的資料

並無呈列主要客戶的進一步資料，原因是於報告期間並無單一客戶佔本集團收入的10%或以上。

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5. REVENUE, OTHER INCOME AND GAINS

An analysis of revenue is as follows:

Revenue from contracts with customers

(a) Disaggregated revenue information

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Types of business	業務類型		
Specialty Pharmacy Business	特藥藥房業務	1,467,133	3,974,866
Physician Research Assistance Business	醫生研究協助業務	462,272	397,610
Commercial Insurance Services Business	商業保險服務業務	141,579	192,958
Total	總計	2,070,984	4,565,434
Timing of revenue recognition	收入確認的時間		
Recognised at a point in time	於某一時間點確認	1,597,112	4,157,479
Recognised over time	於某一時間段確認	473,872	407,955
Total	總計	2,070,984	4,565,434

The following table shows the amounts of revenue recognized during the reporting period that were included in the contract liabilities at the beginning of each reporting period and recognized from performance obligations satisfied in previous periods:

下表列示於報告期間確認的收入金額，有關金額計入各報告期初的合約負債並自過往期間履行的履約義務中確認：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Revenue recognised that was included in contract liabilities at the beginning of the reporting period:	計入報告期間初的合約負債的已確認收入：		
Specialty Pharmacy Business	特藥藥房業務	2,053	5,900
Physician Research Assistance Business	醫生研究協助業務	85,652	103,393
Commercial Insurance Services Business	商業保險服務業務	541	1,135
Total	總計	88,246	110,428

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5. REVENUE, OTHER INCOME AND GAINS (CONTINUED)

5. 收入、其他收入及收益（續）

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Other income	其他收入		
Government grants*	政府補助*	1,291	2,943
Interest income	利息收入	8,291	15,821
Total other income	其他收入總額	9,582	18,764
Gains	收益		
Gains on financial assets at FVTPL	按公平值計入損益的金融 資產收益	15,517	17,515
Gains on lease termination, net	終止租賃收益淨額	591	923
Others	其他	2,030	339
Total gains	收益總額	18,138	18,777
Total other income and gains	其他收入及收益總額	27,720	37,541

* Government grants related to income that are received or receivables as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs recognized in profit or loss in the period upon actual receipt.

* 政府補助涉及作為已產生開支或虧損的補償或為本集團提供即時財務支持而已收或應收的收入，不會於實際收取期間的損益確認未來相關成本。

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6. LOSS BEFORE TAX

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

6. 除稅前虧損

本集團的除稅前虧損經扣除／（計入）以下各項後計算：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cost of inventories sold	已售存貨成本	1,379,580	3,832,224
Cost of services provided	所提供服務的成本	380,079	346,777
Depreciation of property, plant and equipment (note 15)*	物業、廠房及設備折舊（附註15）*	3,795	7,270
Depreciation of right-of-use assets (note 17(a))*	使用權資產折舊（附註17(a）*	17,408	31,376
Amortization of other intangible assets (note 16)*	其他無形資產攤銷（附註16）*	5,681	10,129
Government grants	政府補助	(1,291)	(2,943)
Interest income	利息收入	(8,291)	(15,821)
Foreign exchange difference, net	外匯差額淨額	3,556	—
Impairment losses under ECL model	預期信貸虧損模式下的減值虧損	9,662	35,299
Impairment losses on other intangible assets	其他無形資產減值虧損	—	5,026
Impairment losses on goodwill (note 18)	商譽減值虧損（附註18）	4,793	34,098
Auditor's remuneration	核數師酬金	2,880	3,140
Expense relating to short-term leases and leases of low-value assets	與短期租賃及低價值資產租賃有關的開支	2,074	9,132
Gains on financial assets at FVTPL	按公平值計入損益的金融資產收益	(15,517)	(17,515)
Loss on disposal of property, plant and equipment	出售物業、廠房及設備的虧損	352	919
Loss on disposal of other intangible assets	出售其他無形資產的虧損	—	23
Provision (note 8)	撥備（附註8）	—	44,385
Restructuring costs	重組成本	17,926	22,295
		1,802,687	4,345,814
Staff cost (excluding directors' and chief executive's remuneration):	員工成本（不包括董事及最高行政人員薪酬）：		
– Wages and salaries	—工資及薪金	518,054	570,680
– Pension scheme contributions	—退休金計劃供款	39,609	40,104
– Share-based payment compensation	—以股份為基礎支付的薪酬	43,963	67,624

* The depreciation of plant and equipment, depreciation of right-of-use assets and amortization of other intangible assets for each reporting period are set out in "Administrative expenses", "Selling and marketing expenses" and "Research and development expenses" in the consolidated statement of profit or loss and other comprehensive income.

* 各報告期間的廠房及設備折舊、使用權資產折舊及其他無形資產攤銷載列於合併損益及其他全面收益表中的「行政開支」、「銷售及營銷開支」及「研發開支」。

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7. FINANCE COSTS

An analysis of finance costs is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Interest on lease liabilities (note 17(b))	租賃負債利息 (附註17(b))	1,429	3,069

8. OTHER EXPENSES

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Impairment losses on goodwill (note 18)	商譽減值虧損 (附註18)	4,793	34,098
Impairment losses of other intangible assets	其他無形資產減值虧損	—	5,026
Impairment losses of inventories	存貨減值虧損	1,128	908
Donations to not-for-profit organizations	對非營利組織的捐贈	4,286	3,104
Loss on disposal of property, plant and equipment	出售物業、廠房及設備的虧損	352	919
Foreign exchange differences, net	匯兌差異淨額	3,556	—
Loss on disposal of other intangible assets	出售其他無形資產的虧損	—	23
Loss on disposal of subsidiaries	出售附屬公司的虧損	12,177	825
Provision (note a)	撥備 (附註a)	—	44,385
Others	其他	6,888	9,898
Total	總計	33,180	99,186

Note a: The provision pertains to potential fine and penalty in connection with national basic health insurance schemes investigations by regulatory authorities in 2024.

7. 融資成本

融資成本分析如下：

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
租賃負債利息 (附註17(b))	1,429	3,069

8. 其他開支

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
商譽減值虧損 (附註18)	4,793	34,098
其他無形資產減值虧損	—	5,026
存貨減值虧損	1,128	908
對非營利組織的捐贈	4,286	3,104
出售物業、廠房及設備的虧損	352	919
匯兌差異淨額	3,556	—
出售其他無形資產的虧損	—	23
出售附屬公司的虧損	12,177	825
撥備 (附註a)	—	44,385
其他	6,888	9,898
總計	33,180	99,186

附註a：撥備與2024年的監管機構調查全國基本醫療保險計劃相關的潛在罰款及處罰有關。

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9. RESTRUCTURING COST

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Employee-related expenses	僱員相關開支	15,866	10,480
Impairment losses on licenses	牌照減值虧損	–	8,387
Other losses	其他虧損	2,060	3,428
Total	總計	17,926	22,295

The Company respectively initiated the restructuring process of the Specialty Pharmacy Business in 2024 and the Hui Min Insurance Business in 2025. The Group incurred a restructuring cost of RMB17,926,000 in 2025 (2024: RMB22,295,000), mainly including employee-related expenses and other losses from the disposal of properties and inventories.

9. 重組成本

本公司分別於2024年及2025年啟動特藥藥房業務及惠民保業務的重組進程。於2025年，本集團產生重組成本人民幣17,926,000元（2024年：人民幣22,295,000元），主要包括僱員相關開支以及出售物業及存貨的其他虧損。

10. DIRECTORS' REMUNERATION

Directors' remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

10. 董事薪酬

根據上市規則、香港《公司條例》第383(1)(a)、(b)、(c)及(f)條以及《公司（披露董事利益資料）規例》第2部披露董事於年內的薪酬如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Fees	袍金	913	1,016
Other emoluments:	其他酬金：		
Salaries, allowances and benefits in kind	薪金、津貼及實物福利	3,642	3,982
Performance-related bonuses	表現相關花紅	365	–
Pension scheme contributions	退休金計劃供款	32	83
Subtotal	小計	4,039	4,065
Total	總計	4,952	5,081

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10. DIRECTORS' REMUNERATION (CONTINUED)

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follow:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Mr. CHANG Stanley Yi (張翊, alias 張翌軒) (Note (a))	CHANG Stanley Yi (張翊, 別名張翌軒) 先生 (附註(a))	—	141
Mr. He Haijian	何海建先生	365	329
Ms. Huang Bei	黃蓓女士	274	273
Mr. Fan Xin	樊欣先生	274	273
Total	總計	913	1,016

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

Note:

- (a) Mr. CHANG Stanley Yi (張翊, alias 張翌軒) resigned as an independent non-executive director of the Company on May 21, 2024.

10. 董事薪酬 (續)

(a) 獨立非執行董事

年內支付予獨立非執行董事之袍金如下：

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Mr. CHANG Stanley Yi (張翊, alias 張翌軒) (Note (a))	—	141
Mr. He Haijian	365	329
Ms. Huang Bei	274	273
Mr. Fan Xin	274	273
Total	913	1,016

年內並無應付獨立非執行董事的其他酬金 (2024年：無)。

附註：

- (a) CHANG Stanley Yi (張翊, 別名張翌軒) 先生於2024年5月21日辭任本公司獨立非執行董事。

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10. DIRECTORS' REMUNERATION (CONTINUED)

(b) Executive directors, non-executive directors and the chief executive

		Fees 袍金 RMB'000 人民幣千元	Salaries, allowances and benefits in kind 薪金、津貼及實物福利 RMB'000 人民幣千元	Performance-related bonuses 表現相關花紅 RMB'000 人民幣千元	Pension scheme contributions 退休金計劃供款 RMB'000 人民幣千元	Total cash in remuneration 現金薪酬總額 RMB'000 人民幣千元
2025	2025年					
Chief executive and executive directors:	最高行政人員及執行董事：					
Mr. Ma Xuguang	馬旭廣先生	—	2,117	—	16	2,133
Mr. Li Ji	李繼先生	—	1,525	365	16	1,906
Subtotal	小計	—	3,642	365	32	4,039
Non-executive director:	非執行董事：					
Mr. Yao Leiwen	姚磊文先生	—	—	—	—	—
Total	總計	—	3,642	365	32	4,039
2024	2024年					
Chief executive and executive directors:	最高行政人員及執行董事：					
Mr. Ma Xuguang	馬旭廣先生	—	2,101	—	16	2,117
Mr. Li Ji	李繼先生	—	1,881	—	67	1,948
Subtotal	小計	—	3,982	—	83	4,065
Non-executive director:	非執行董事：					
Mr. Yao Leiwen	姚磊文先生	—	—	—	—	—
Total	總計	—	3,982	—	83	4,065

There was no arrangement under which a director or the chief executive waived or agreed to waive any remuneration during the year.

年內概無董事或最高行政人員放棄或同意放棄任何酬金的安排。

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11. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included Nil (2024: Nil) directors of the Company. Details of the remuneration for the year of the five (2024: five) highest paid employees who are neither a director nor chief executive of the Company are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Salaries, allowances and benefits in kind	薪金、津貼及實物福利	7,151	8,597
Performance-related bonuses	表現相關花紅	912	–
Share-based payment compensation	以股份為基礎支付的薪酬	41,783	58,408
Pension scheme contributions	退休金計劃供款	73	100
Total	總計	49,919	67,105

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

		Number of employees 僱員人數	
		2025 2025年	2024 2024年
HK\$2,500,001 to HK\$3,000,000	2,500,001港元至3,000,000港元	2	–
HK\$3,000,001 to HK\$3,500,000	3,000,001港元至3,500,000港元	–	2
HK\$3,500,001 to HK\$4,000,000	3,500,001港元至4,000,000港元	2	–
HK\$4,000,001 to HK\$4,500,000	4,000,001港元至4,500,000港元	–	1
HK\$4,500,001 to HK\$5,000,000	4,500,001港元至5,000,000港元	–	1
HK\$41,000,001 to HK\$41,500,000	41,000,001港元至41,500,000港元	1	–
HK\$57,500,001 to HK\$58,000,000	57,500,001港元至58,000,000港元	–	1
Total	總計	5	5

In prior years, share options and restricted shares were granted to certain non-director and non-chief executive highest paid employees in respect of their services to the Group, further details of which are included in the disclosures in note 32 to the financial statements. The fair value of such options and restricted shares, which has been recognized in profit or loss immediately upon the date of grant or over the vesting period, was determined as at the date of grant and the amount included in the financial statements for the current year is included in the above non-director and non-chief executive highest paid employees' remuneration disclosures.

11. 五名最高薪僱員

年內五名最高薪僱員中並無(2024年: 無)本公司董事。年內五名(2024年: 五名)非本公司董事或最高行政人員的最高薪僱員的薪酬詳情如下:

薪酬介乎以下範圍的非董事及非最高行政人員最高薪僱員人數如下:

於過往年度,若干非董事及非最高行政人員的最高薪僱員就彼等向本集團提供的服務獲授購股權及受限制股份,進一步詳情載於財務報表附註32的披露資料。該等購股權及受限制股份的公平值已於緊隨授出日期或於歸屬期內於損益確認,並於授出日期釐定,而計入本年度財務報表的金額已計入上述非董事及非最高行政人員的最高薪僱員薪酬披露。

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12. INCOME TAX

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

Cayman Islands

Under the current laws of the Cayman Islands, the Company is not subject to tax on income or capital gains.

Hong Kong

On March 21, 2018, the Hong Kong Legislative Council passed the Inland Revenue (Amendment) (No. 7) Bill 2017 (the “**Bill**”), which introduces the two-tiered profits tax rates regime. The Bill was signed into law on March 28, 2018 and was gazette on the following day.

Under the two-tiered profits tax rates regime, the first HK\$2,000,000 of profits of qualifying corporations will be taxed at 8.25%, and profits above HK\$2,000,000 will be taxed at 16.5%. The two-tiered profits tax rates regime is applicable to the Group's Hong Kong subsidiaries with estimated assessable profits for its annual reporting period ended on or after April 1, 2018.

Chinese mainland

Under the Law of the PRC on Enterprise Income Tax (the “**EIT Law**”) and Implementation Regulation of the EIT Law, the EIT rate of the PRC subsidiaries was 25% during the reporting period unless subject to tax concession set out below.

Pursuant to Caishui [2023] No. 12 “Announcement of the Ministry of Finance and the State Taxation Administration on Relevant Tax and Fee Policies With Respect to Further Supporting the Development of Small and Micro Enterprises and Individual Businesses” (財政部稅務總局關於進一步支持小微企業和個體工商戶發展有關稅費政策的公告), the EIT rate of certain subsidiaries in the Chinese mainland, whose annual taxable income were less than RMB3,000,000, will be reduced to 5%. This policy has taken effect from 1 January 2023 and will expire on 31 December 2027.

12. 所得稅

本集團須按實體就產生自或源自本集團成員公司的住所及經營所在司法管轄區的溢利繳納所得稅。

開曼群島

根據開曼群島現行法律，本公司毋須就收入或資本收益納稅。

香港

於2018年3月21日，香港立法會通過《2017年稅務（修訂）（第7號）條例草案》（「《條例草案》」），引入兩級制利得稅率制度。《條例草案》於2018年3月28日簽署成為法律，並於次日刊憲。

在兩級制利得稅率制度下，合資格公司的首2,000,000港元溢利將按8.25%的稅率徵稅，而2,000,000港元以上的溢利將按16.5%的稅率徵稅。兩級制利得稅率制度適用於本集團於2018年4月1日或之後結束的年度報告期間估計錄得應課稅溢利的香港附屬公司。

中國內地

根據中國企業所得稅法（「**企業所得稅法**」）及企業所得稅法實施條例，中國附屬公司於報告期間的企業所得稅稅率為25%，除非獲得下文所載稅務優惠。

根據財稅[2023] 12號《財政部稅務總局關於進一步支持小微企業和個體工商戶發展有關稅費政策的公告》，對於中國內地部分年度應納稅所得額低於人民幣3,000,000元的附屬公司，其企業所得稅率將降低至5%。該政策自2023年1月1日起生效，並將於2027年12月31日到期。

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12. INCOME TAX (CONTINUED)

Chinese mainland (Continued)

The income tax credit of the Group for the reporting period is analysed as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Current:	即期：		
Charge for the year	年內開支	173	2,037
(Over provision)/under provision	過往年度（超額撥備）／	(1,071)	441
in prior years	撥備不足	(480)	(1,287)
Deferred income tax	遞延所得稅		
Tax charge for the period	期內稅項開支	(1,378)	1,191

A reconciliation of the tax credit/expense applicable to loss before tax at the statutory tax rate to the tax credit/expense at the effective tax rate is as follows:

本集團於報告期間的所得稅抵免分析如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Loss before tax	除稅前虧損	(128,156)	(360,641)
Tax at the applicable tax rate of 25%	按適用稅率25%計算的稅項	(32,039)	(90,160)
Expenses not deductible for tax	不可扣稅開支	2,106	35,936
Different tax rates enacted by local authority	地方機關制定的不同稅率	11,540	36,785
(Over provision)/under provision in respect of prior years	過往年度（超額撥備）／撥備不足	(1,071)	441
Deductible temporary differences and tax losses not recognized or utilized	可抵扣暫時性差異及未確認或未動用稅項虧損	18,086	18,189
Tax (credit)/charge at the Group's effective tax rate for the year	年內按本集團實際稅率計算的稅項（抵免）／開支	(1,378)	1,191

按法定稅率計算的適用於除稅前虧損的稅項抵免／開支與按實際稅率計算的稅項抵免／開支對賬如下：

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12. INCOME TAX (CONTINUED)

Chinese mainland (Continued)

Deferred tax assets have not been recognized in respect of the following items:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Tax losses	稅項虧損	1,444,899	1,511,123
Deductible temporary differences	可抵扣暫時性差異	54,086	53,973
Total	總計	1,498,985	1,565,096

The accumulated tax losses at December 31, 2025 were RMB1,444,899,000 (2024: RMB1,511,123,000). The tax losses in the PRC can be carried forward for five years to offset future taxable profit.

Deferred tax assets have not been recognized in respect of these losses as it is not considered probable that taxable profits will be available against which the tax losses can be utilized.

13. DIVIDEND

No dividend has been paid or declared by the Company during the year (2024: Nil).

12. 所得稅 (續)

中國內地 (續)

並未就以下各項確認遞延稅項資產：

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
稅項虧損	1,444,899	1,511,123
可抵扣暫時性差異	54,086	53,973
總計	1,498,985	1,565,096

於2025年12月31日的累計稅項虧損為人民幣1,444,899,000元 (2024年：人民幣1,511,123,000元)。中國的稅項虧損可結轉五年，以抵銷未來應課稅利潤。

並未就該等虧損確認遞延稅項資產，原因是有關公司未來不大可能會有應課稅利潤可用於動用稅項虧損。

13. 股息

年內，本公司並無支付或宣派股息 (2024年：無)。

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14. LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic loss per share amount is based on the loss for the year attributable to ordinary equity holders of the parent, and the weighted average number of ordinary shares of 602,054,957 (2024: 639,031,558) outstanding during the year. The weighted average number of ordinary shares used in the calculation has excluded the treasury shares held in trust of the Company as detailed in note 32.

No adjustment has been made to the basic loss per share amounts presented for the years ended December 31, 2025 and 2024 in respect of a dilution as the impact of the share option scheme had an anti-dilutive effect on the basic loss per share amounts presented.

The calculation of basic loss per share is based on:

14. 母公司普通權益持有人應佔每股虧損

每股基本虧損金額按年內母公司普通權益持有人應佔年內虧損及已發行普通股加權平均數602,054,957股(2024年: 639,031,558股)計算。計算使用的普通股加權平均數已剔除以本公司信託持有的庫存股份,詳情載於附註32。

由於購股權計劃的影響對所呈列的每股基本虧損金額有反攤薄影響,故並無對截至2025年及2024年12月31日止年度呈列的每股基本虧損金額作出攤薄調整。

每股基本虧損基於以下各項計算:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Loss	虧損		
Loss attributable to ordinary equity holders of the parent (RMB'000)	母公司普通權益持有人應佔虧損(人民幣千元)	(124,267)	(323,736)
Ordinary shares	普通股		
Weighted average number of ordinary shares outstanding during the year used in the basic loss per share calculation	計算每股基本虧損使用的年內已發行普通股加權平均數	602,054,957	639,031,558
Loss per share (RMB per share)	每股虧損(每股人民幣元)	(0.21)	(0.51)

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15. PROPERTY, PLANT AND EQUIPMENT

15. 物業、廠房及設備

		Electronic equipment 電子設備 RMB'000 人民幣千元	Furniture and fixtures 傢俬及裝置 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Leasehold improvements 租賃物業修裝 RMB'000 人民幣千元	Construction in progress 在建工程 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
December 31, 2025	2025年12月31日						
At January 1, 2025:	於2025年1月1日:						
Cost	成本	5,360	4,787	2,057	27,527	561	40,292
Accumulated depreciation	累計折舊	(4,700)	(3,912)	(1,122)	(20,257)	-	(29,991)
Net carrying amount	賬面淨值	660	875	935	7,270	561	10,301
At January 1, 2025, net of accumulated depreciation	於2025年1月1日， 扣除累計折舊	660	875	935	7,270	561	10,301
Additions	添置	62	128	14	4,136	1,524	5,864
Disposals	出售	(192)	(435)	(90)	(923)	-	(1,640)
Transfers	轉撥	124	9	-	51	(560)	(376)
Depreciation provided during the year	年內計提折舊	(237)	(231)	(223)	(3,104)	-	(3,795)
Disposal of subsidiaries	出售附屬公司	(41)	(46)	-	(192)	-	(279)
At December 31, 2025, net of accumulated depreciation	於2025年12月31 日，扣除累計折舊	376	300	636	7,238	1,525	10,075
At December 31, 2025:	於2025年12月31日:						
Cost	成本	2,753	2,286	1,325	18,836	1,525	26,725
Accumulated depreciation	累計折舊	(2,377)	(1,986)	(689)	(11,598)	-	(16,650)
Net carrying amount	賬面淨值	376	300	636	7,238	1,525	10,075

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15. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

15. 物業、廠房及設備（續）

		Electronic equipment 電子設備 RMB'000 人民幣千元	Furniture and fixtures 傢私及裝置 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Leasehold improvements 租賃物業裝修 RMB'000 人民幣千元	Construction in progress 在建工程 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
December 31, 2024	2024年12月31日						
At January 1, 2024:	於2024年1月1日：						
Cost	成本	8,818	7,898	2,058	31,451	868	51,093
Accumulated depreciation	累計折舊	(7,200)	(5,234)	(865)	(24,299)	-	(37,598)
Net carrying amount	賬面淨值	1,618	2,664	1,193	7,152	868	13,495
At January 1, 2024, net of accumulated depreciation	於2024年1月1日， 扣除累計折舊	1,618	2,664	1,193	7,152	868	13,495
Additions	添置	580	57	-	7,267	560	8,464
Disposals	出售	(548)	(866)	-	(2,391)	-	(3,805)
Transfers	轉撥	-	-	-	396	(867)	(471)
Depreciation provided during the year	年內計提折舊	(981)	(974)	(258)	(5,057)	-	(7,270)
Disposal of subsidiaries	出售附屬公司	(9)	(6)	-	(97)	-	(112)
At December 31, 2024, net of accumulated depreciation	於2024年12月31 日，扣除累計折舊	660	875	935	7,270	561	10,301
At December 31, 2024:	於2024年12月31日：						
Cost	成本	5,360	4,787	2,057	27,527	561	40,292
Accumulated depreciation	累計折舊	(4,700)	(3,912)	(1,122)	(20,257)	-	(29,991)
Net carrying amount	賬面淨值	660	875	935	7,270	561	10,301

At the end of each reporting period, no property, plant and equipment of the Group was pledged.

於各報告期末，本集團沒有抵押任何物業、廠房及設備。

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16. OTHER INTANGIBLE ASSETS

16. 其他無形資產

		Software 軟件 RMB'000 人民幣千元	Licenses 許可 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
December 31, 2025	2025年12月31日			
Cost at January 1, 2025, net of accumulated amortisation and impairment	於2025年1月1日的成本， 扣除累計攤銷及減值	10,041	17,296	27,337
Additions	添置	364	–	364
Transfers	轉撥	376	–	376
Disposal of subsidiaries	出售附屬公司	(5)	–	(5)
Amortisation during the year	年內攤銷	(1,998)	(3,683)	(5,681)
At December 31, 2025	於2025年12月31日	8,778	13,613	22,391
At December 31, 2025 Cost	於2025年12月31日 成本	18,885	63,066	81,951
Accumulated amortisation	累計攤銷	(10,107)	(36,040)	(46,147)
Accumulated impairment	累計減值	–	(13,413)	(13,413)
Net carrying amount	賬面淨值	8,778	13,613	22,391
December 31, 2024	2024年12月31日			
Cost at January 1, 2024, net of accumulated amortisation and impairment	於2024年1月1日的成本， 扣除累計攤銷及減值	9,923	38,268	48,191
Additions	添置	2,241	–	2,241
Transfers	轉撥	470	–	470
Disposals	出售	(23)	–	(23)
Amortisation during the year	年內攤銷	(2,570)	(7,559)	(10,129)
Impairment losses	減值虧損	–	(13,413)	(13,413)
At December 31, 2024	於2024年12月31日	10,041	17,296	27,337
At December 31, 2024 Cost	於2024年12月31日 成本	18,172	63,066	81,238
Accumulated amortisation	累計攤銷	(8,131)	(32,357)	(40,488)
Accumulated impairment	累計減值	–	(13,413)	(13,413)
Net carrying amount	賬面淨值	10,041	17,296	27,337

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17. LEASES

The Group as a lessee

The Group has lease contracts for buildings used in its operations. Leases of buildings generally have lease terms between 1 and 10 years. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

(a) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

		Buildings 樓宇 RMB'000 人民幣千元
As at January 1, 2025	於2025年1月1日	47,440
Additions	添置	16,725
Termination	終止	(22,691)
Depreciation charge	折舊費用	(17,408)
Disposal of subsidiaries	出售附屬公司	(2,769)
As at December 31, 2025	於2025年12月31日	21,297
As at January 1, 2024	於2024年1月1日	67,611
Additions	添置	31,534
Termination	終止	(20,134)
Depreciation charge	折舊費用	(31,376)
Disposal of subsidiaries	出售附屬公司	(195)
As at December 31, 2024	於2024年12月31日	47,440

17. 租賃

本集團作為承租人

本集團就其營運所用樓宇訂立租賃合約。樓宇租賃的租期一般介乎1至10年。一般情況下，本集團不得將租賃資產轉讓及分租至本集團以外實體。

(a) 使用權資產

本集團使用權資產的賬面值及於年內變動如下：

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17. LEASES (CONTINUED)

The Group as a lessee (Continued)

(b) Lease liabilities

The carrying amount of lease liabilities and the movements during the reporting period are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Carrying amount at the beginning of the year	年初賬面值	45,492	65,557
Additions	添置	16,725	31,534
Accretion of interest recognised during the year	年內確認的利息增加	1,429	3,069
Payments	付款	(16,381)	(33,448)
Termination	終止	(23,428)	(21,123)
Disposal of subsidiaries	出售附屬公司	(1,259)	(97)
Carrying amount at the end of the year	年末賬面值	22,578	45,492
Analysed into:	分析為：		
Current portion	流動部分	9,967	19,730
Non-current portion	非流動部分	12,611	25,762

The maturity analysis of lease liabilities is disclosed in note 39 to the financial statements.

17. 租賃（續）

本集團作為承租人（續）

(b) 租賃負債

租賃負債的賬面值及於報告期的變動如下：

租賃負債的到期情況分析於財務報表附註39披露。

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17. LEASES (CONTINUED)

The Group as a lessee (Continued)

- (c) The amounts recognized in profit or loss in relation to leases are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Interest on lease liabilities	租賃負債利息	1,429	3,069
Depreciation charge of right-of-use assets	使用權資產的折舊費用	17,408	31,376
Gains on lease termination, net	終止租賃收益淨額	(737)	(989)
Expense relating to short-term and low-value assets leases*	與短期租賃及低價值資產租賃有關的開支*	2,074	9,132
Total amount recognised in profit or loss	於損益確認的總額	20,174	42,588

- (d) The total cash outflow for leases is set out in note 34(c) to the financial statements.

17. 租賃 (續)

本集團作為承租人 (續)

- (c) 就租賃於損益確認的金額如下：

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
租賃負債利息	1,429	3,069
使用權資產的折舊費用	17,408	31,376
終止租賃收益淨額	(737)	(989)
與短期租賃及低價值資產租賃有關的開支*	2,074	9,132
於損益確認的總額	20,174	42,588

- (d) 租賃現金流出總額載於財務報表附註34(c)。

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18. GOODWILL

18. 商譽

		RMB'000 人民幣千元
At January 1, 2024:	於2024年1月1日：	
Cost	成本	81,934
Accumulated impairment	累計減值	(31,281)
Net carrying amount	賬面淨值	50,653
Cost at January 1, 2024, net of accumulated impairment	於2024年1月1日的成本，扣除累計減值	50,653
Impairment during the year	年內減值	(34,098)
Cost and net carrying amount at December 31, 2024	於2024年12月31日的成本及賬面淨值	16,555
At December 31, 2024:	於2024年12月31日：	
Cost	成本	81,934
Accumulated impairment	累計減值	(65,379)
Net carrying amount	賬面淨值	16,555
Cost at January 1, 2025, net of accumulated impairment	於2025年1月1日的成本，扣除累計減值	16,555
Disposal of subsidiaries	出售附屬公司	(11,762)
Impairment during the year	年內減值	(4,793)
Cost and net carrying amount at December 31, 2025	於2025年12月31日的成本及賬面淨值	—
At December 31, 2025:	於2025年12月31日：	
Cost	成本	53,234
Accumulated impairment	累計減值	(53,234)
Net carrying amount	賬面淨值	—

Impairment testing of goodwill

Goodwill acquired through business combinations is allocated to Taiyuan Taikang Xinte Pharmacy Co., Ltd. (太原泰康新特大藥房有限公司, “**Taiyuan Taikang**”), Shenyang Sanheyuan Pharmacy Co., Ltd. (瀋陽三合緣藥房有限公司, “**Shenyang Sanheyuan**”), Beijing Renbo Pharmacy Co., Ltd. (北京仁博大藥房有限責任公司, “**Beijing Renbo**”) and Hubei Siweite as cash-generating units (the “**CGUs**”) for impairment testing.

商譽減值測試

透過業務合併收購的商譽分配至太原泰康新特大藥房有限公司(「**太原泰康**」)、瀋陽三合緣藥房有限公司(「**瀋陽三合緣**」)、北京仁博大藥房有限責任公司(「**北京仁博**」)及湖北思維特作為現金產生單位(「**現金產生單位**」)進行減值測試。

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18. GOODWILL (CONTINUED)

Impairment testing of goodwill (CONTINUED)

The carrying amounts of goodwill allocated to these CGUs are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Taiyuan Taikang	太原泰康	—	—
Shenyang Sanheyuan	瀋陽三合緣	N/A 不適用	11,762
Beijing Renbo	北京仁博	—	4,793
Hubei Siweite	湖北思維特	—	—
Total	總計	—	16,555

Goodwill is tested by management for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The recoverable amount of the CGUs has been determined based on a value in use (“VIU”) calculation. The following table sets out the key assumptions for those CGUs that have significant goodwill allocated to them:

		2025 2025年	2024 2024年
Basis of determining the CGU's recoverable amount	釐定現金產生單位可收回金額的基準	Value in use 使用價值	Value in use 使用價值
Fair value valuation techniques	公平值估值方法	Fair value less costs of disposal 公平值減出售成本	Discounted cash flow 貼現現金流量
Recent transaction price	近期交易價格	Recent market price of used machines and lease contracts 二手機器及租賃合約的近期市場價格	N/A 不適用
Years of forecast period	預測期的年限	N/A 不適用	5
Revenue growth rate during the forecast period (%)	預測期的收入增長率(%)	N/A 不適用	0.00 – 2.90
Terminal growth rate (%)	永久增長率(%)	N/A 不適用	2.00
Pre-tax discount rate (%)	除稅前貼現率(%)	N/A 不適用	18.00 – 19.15

18. 商譽 (續)

商譽減值測試 (續)

分配至該等現金產生單位的商譽賬面值如下：

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Taiyuan Taikang	—	—
Shenyang Sanheyuan	N/A 不適用	11,762
Beijing Renbo	—	4,793
Hubei Siweite	—	—
Total	—	16,555

管理層每年或更頻密（倘事件或情況變動顯示賬面值可能減值）對商譽進行減值測試。現金產生單位的可收回金額乃基於使用價值（「使用價值」）計算而釐定。下表載列獲分配重大商譽的現金產生單位的關鍵假設：

	2025 2025年	2024 2024年
Basis of determining the CGU's recoverable amount	Value in use 使用價值	Value in use 使用價值
Fair value valuation techniques	Fair value less costs of disposal 公平值減出售成本	Discounted cash flow 貼現現金流量
Recent transaction price	Recent market price of used machines and lease contracts 二手機器及租賃合約的近期市場價格	N/A 不適用
Years of forecast period	N/A 不適用	5
Revenue growth rate during the forecast period (%)	N/A 不適用	0.00 – 2.90
Terminal growth rate (%)	N/A 不適用	2.00
Pre-tax discount rate (%)	N/A 不適用	18.00 – 19.15

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18. GOODWILL (CONTINUED)

Impairment testing of goodwill (Continued)

Such estimation is based on management's expectations for the market development.

The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing of goodwill as at December 31, 2024:

Pre-tax discount rates – The discount rate used are before tax and reflect specific risks relating to the relevant units.

Revenue growth rates – The basis used to determine the budgeted revenue is based on management's expectation and also expectation of the future market.

Terminal growth rate – The forecasted terminal growth rate is based on management's expectations and does not exceed the long-term average growth rate for the industry relevant to the CGUs.

The values assigned to the key assumptions on discount rate and growth rate are consistent with external information sources.

According to the results of impairment testing, the Group recognized impairment losses of RMB4,793,000 in 2025 with respect to goodwill allocated to Beijing Renbo.

18. 商譽 (續)

商譽減值測試 (續)

該估計基於管理層對市場發展的預期。

以下描述管理層於2024年12月31日進行商譽減值測試時對預測現金流量所採用的各項關鍵假設：

除稅前貼現率—所使用的貼現率為除稅前貼現率，反映與相關單位有關的特定風險。

收入增長率—釐定預算收入所使用的依據乃基於管理層的預期及對未來市場的預期。

永久增長率—預測永久增長率乃基於管理層的預期，不超過與現金產生單位相關的行業的長期平均增長率。

賦予有關貼現率及增長率的關鍵假設的數值與外部資料來源一致。

根據減值測試結果，本集團於2025年就分配予北京仁博的商譽確認減損虧損人民幣4,793,000元。

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19. INVESTMENTS IN ASSOCIATE

19. 於一家聯營公司的投資

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Share of net assets	應佔資產淨值	7,379	7,439
Goodwill on acquisition	收購產生的商譽	887	887
Total	總計	8,266	8,326

Particulars of the associate are as follows:

該聯營公司的詳情如下：

Name	Particulars of issued shares held	Place of registration and business	Percentage of ownership interest attributable to the Group 本集團應佔擁有權權益百分比	Principal activity
名稱	所持已發行股份詳情	註冊及營業地點		主要業務
Shanxi Sipai Pharmaceutical Co., Ltd. (山西思派醫藥有限公司)	Ordinary shares	Taiyuan	25%	Retail of pharmaceutical products
山西思派醫藥有限公司	普通股	太原		醫藥產品零售

The Group's shareholdings in the associates comprise equity shares held by Sipai Wisdom Technology (Guangzhou) Co., Ltd. (思派智慧科技(廣州)有限公司), a wholly-owned subsidiary of the Company.

本集團於該聯營公司的股權均由本公司全資附屬公司思派智慧科技(廣州)有限公司持有的權益股份組成。

The following table illustrates the financial information of the Group's associate:

下表闡述本集團該聯營公司的匯總財務資料：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Share of the associate's loss and total comprehensive loss for the year	應佔聯營公司虧損及年內全面虧損總額	(60)	(187)
Aggregate carrying amount of the Group's investments in the associate	本集團於聯營公司的投資的賬面總額	8,266	8,326

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20. FINANCIAL ASSETS AT FVTPL

20. 按公平值計入損益的金融資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Non-current: Structured deposits	非流動： 結構性存款	215,799	60,263
Subtotal	小計	215,799	60,263
Current: Wealth management products	流動： 理財產品	150,948	474,683
Structured deposits	結構性存款	—	36,692
Monetary fund	貨幣基金	93,303	60,143
Subtotal	小計	244,251	571,518
Total	總計	460,050	631,781

As at December 31, 2025, the financial assets at FVTPL represented floating return monetary fund and wealth management products issued by certain banks, with expected return rates ranging from 1.5% to 4.58% per annum.

於2025年12月31日，按公平值計入損益的金融資產指若干銀行發行的浮動回報貨幣基金及理財產品，預期回報率由每年1.5%至4.58%不等。

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21. INVENTORIES

21. 存貨

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trading merchandise	貿易商品	68,274	194,473
Less: provision for impairment	減：減值撥備	(1,125)	(948)
Net carrying amount	賬面淨值	67,149	193,525

Movements in provision for impairment of inventories are as follows:

存貨減值撥備變動如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At beginning of year	年初	948	2,481
Provision for the year	年內撥備	1,128	908
Write-off for the year	年內撇銷	(951)	(2,441)
At end of year	年末	1,125	948

22. CASH HELD ON BEHALF OF CLIENTS

22. 代客戶持有的現金

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash held on behalf of clients	代客戶持有的現金	104,250	148,688

The balance represents the premiums collected by the Group on behalf of insurance companies from the insurance consumers in a fiduciary capacity until it is disbursed to the insurance carriers.

結餘指本集團以受信身份代保險公司向保險消費者收取的保險費，直至向保險公司支付為止。

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23. TRADE AND BILLS RECEIVABLES

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Bills receivable	應收票據	465	14,729
Trade receivables	貿易應收款項	183,036	294,254
Less: Allowance for credit losses	減：信貸虧損撥備	(28,340)	(32,935)
Net carrying amount	賬面淨值	155,161	276,048

The Group's trading terms with its customers are mainly on credit, except for individual customers, where payment in advance is normally required. The credit period is generally from one month to two months. The Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management. The Group does not hold any collateral or other credit enhancements over its trade and bills receivables balances. The balances of trade and bills receivables are non-interest-bearing.

An ageing analysis of the trade and bills receivables as at the end of each reporting period, based on the invoice date and net of allowance for expected credit losses, is as follows:

23. 貿易應收款項及應收票據

本集團與其客戶的交易條款主要為賒銷，但個人客戶一般須提前付款。信貸期一般介乎一個月至兩個月。本集團尋求對其未收回的應收款項保持嚴格控制，務求盡量減低信貸風險。逾期結餘由高級管理層定期審閱。本集團並無就貿易應收款項及應收票據結餘持有任何抵押品或其他信用增強措施。貿易應收款項及應收票據結餘不計息。

於各報告期間末的貿易應收款項及應收票據基於發票日期並扣除預期信貸虧損撥備的賬齡分析如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within 6 months	6個月內	133,215	249,638
6 to 12 months	6至12個月	21,946	26,410
Over 12 months	超過12個月	—	—
Total	總計	155,161	276,048

The movements in the allowance for expected credit losses of trade receivables were detailed in note 24 to the financial statements.

貿易應收款項預期信貸虧損撥備的變動詳情見財務報表附註24。

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24. CONTRACT ASSETS

24. 合約資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Contract assets	合約資產	215,830	188,083
Less: Allowance for credit losses	減：信貸虧損撥備	(9,483)	(7,967)
Net carrying amount	賬面淨值	206,347	180,116

The contract assets primarily arise from the Group's Physician Research Assistance Business segment, representing the Group's right to consideration for services completed and not billed because the rights are conditioned upon the Group's future performance in achieving specified milestones as stipulated in the contracts. The contract assets are transferred to trade receivables when the rights become unconditional.

合約資產主要因本集團的醫生研究協助業務分部產生，代表本集團就已完成且未開票服務收取代價的權利，原因是該權利取決於本集團未來在達成合約中規定的特定里程碑方面的表現。合約資產在該權利成為無條件時轉入貿易應收款項。

The movements in the allowance for expected credit losses on trade receivables and contract assets are as follows:

貿易應收款項及合約資產的預期信貸虧損撥備的變動如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At beginning of year	年初	40,902	20,852
Impairment losses, net of reversal	減值虧損，扣除撥回	4,456	22,000
Amount written off as uncollectible	撇銷為無法收回的金額	(7,535)	(1,950)
At end of year	年末	37,823	40,902

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24. CONTRACT ASSETS (CONTINUED)

The Group determines the ECLs on these items by using a provision matrix, estimated based on the financial quality of debtors and historical credit loss experience based on the ageing of the trade receivables and status of underlying projects related to the contract assets, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. The following table details the risk profile of trade receivables and contract assets by ageing presented based on invoice date at the end of each reporting period:

		As at December 31, 2025 於2025年12月31日		
		Amount 金額	Expected credit loss rate 預期信貸虧損率	Expected credit losses 預期信貸虧損
		RMB'000 人民幣千元	%	RMB'000 人民幣千元
Individually assessed:	個別評估：	16,289	100.00	16,289
Measured by provision matrix:	使用撥備矩陣計量：			
Within 6 months (note a)	6個月內（附註a）	353,062	3.96	13,965
6 to 12 months	6至12個月	22,388	1.97	442
Over 12 months	超過12個月	7,127	100.00	7,127
Total	總計	398,866		37,823

		As at December 31, 2024 於2024年12月31日		
		Amount 金額	Expected credit loss rate 預期信貸虧損率	Expected credit losses 預期信貸虧損
		RMB'000 人民幣千元	%	RMB'000 人民幣千元
Individually assessed:	個別評估：	17,348	100.00	17,348
Measured by provision matrix:	使用撥備矩陣計量：			
Within 6 months (note a)	6個月內（附註a）	426,534	2.70	11,508
6 to 12 months	6至12個月	26,686	1.03	276
Over 12 months	超過12個月	11,770	100.00	11,770
Total	總計	482,338		40,902

Note a: The contract assets were presented in the ageing bucket of "within 6 months" since they primarily relate to the Group's right to the consideration for work completed but not yet billed.

24. 合約資產（續）

本集團使用撥備矩陣釐定有關項目的預期信貸虧損，根據債務人的財務質素及基於貿易應收款項賬齡及與合約資產有關的相關項目狀況的歷史信貸虧損經驗進行估計，並作出適當調整，以反映當前狀況及對未來經濟狀況的估計。下表詳述於各報告期間末按發票日期呈列的按賬齡劃分的貿易應收款項及合約資產的風險情況：

附註a：該等合約資產按「6個月內」的賬齡組別呈列，因其主要涉及本集團就已完成但尚未開立發票的工程收取代價之權利。

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24. CONTRACT ASSETS (CONTINUED)

The following table details the risk profile of trade receivables and contract assets by class of credit rating:

24. 合約資產（續）

下表詳述按信貸評級分類劃分的貿易應收款項及合約資產的風險狀況：

		As at December 31, 2025 於2025年12月31日		
		Amount 金額	Expected credit loss rate 預期信貸虧損率	Expected credit losses 預期信貸虧損
		RMB'000 人民幣千元	%	RMB'000 人民幣千元
State-owned companies and institutions	國有企業及機構	79,834	23.26	18,566
Listed companies	上市公司	231,849	3.76	8,711
Non-listed private companies and others	非上市私營公司及其他	87,183	12.10	10,546
Total	總計	398,866		37,823

		As at December 31, 2024 於2024年12月31日		
		Amount 金額	Expected credit loss rate 預期信貸虧損率	Expected credit losses 預期信貸虧損
		RMB'000 人民幣千元	%	RMB'000 人民幣千元
State-owned companies and institutions	國有企業及機構	202,783	10.15	20,581
Listed companies	上市公司	216,891	4.14	8,985
Non-listed private companies and others	非上市私營公司及其他	62,664	18.09	11,336
Total	總計	482,338		40,902

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25. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

25. 預付款項、其他應收款項及其他資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Non-current:	非流動：		
Rental deposits	租賃按金	5,394	7,413
Total	總計	5,394	7,413
Current:	流動：		
Price adjustment compensation and purchase rebate (note a)	價格調整補償及購買返利（附註a）	19,642	70,134
Fund receivables from external payment network providers (note b)	應收外部支付網絡提供者的資金（附註b）	3,504	7,950
Value-added tax recoverable	可收回增值稅	9,141	5,623
Prepayments	預付款項	20,882	38,547
Staff advances	員工墊款	3,187	1,566
Loans due from non-controlling shareholders of subsidiaries (note c)	應收附屬公司非控股股東貸款（附註c）	20,468	47,483
Consideration receivable for exercise of share options	行使購股權應收代價	-	181
Other receivables	其他應收款項	1,645	2,014
Impairment allowance	減值撥備	(15,526)	(18,877)
Total	總計	62,943	154,621

Note a: The balance mainly represents purchase rebates receivable and amounts due from pharmaceutical companies to compensate the Group for the reduced sales price of drugs sold in the Group's specialty pharmacies under the centralized procurement policies.

附註a：該結餘主要指為補償本集團因本集團特藥藥房在集中採購政策下藥品售價下調產生的購買返利應收款項及應收製藥公司的款項。

Note b: The balance represents the receivables from payment processors such as China UnionPay, WeChat and Alipay or aggregators that are cash due from them for clearing transactions. The cash was paid by individual customers of pharmacy stores through these payment processors or aggregators for selling medicines in specialty by the Group.

附註b：該結餘指應收支付處理商（如中國銀聯、微信及支付寶）或聚合商的款項，為就結算交易應向其收取的現金。現金由藥房的個人客戶透過有關支付處理商或聚合商就本集團銷售專業藥品而支付。

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25. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS (CONTINUED)

Note c: As at December 31, 2025, the Group provided one year short-term loans to Taiyuan Xinzeyuan Medical Technology Consulting Co., Ltd. (太原新澤源醫療技術諮詢有限公司), amounting to RMB20,468,000 in total, which is interest-free. The short-term loans were secured by pledged non-controlling equity interests in Taiyuan Taikang, Shanxi Siweite Health Management Consulting Co., Ltd. (山西思維特健康管理諮詢有限公司) and Shanxi Sipai Pharmaceutical Co., Ltd. (山西思派醫藥有限公司) held by these non-controlling shareholders.

The allowance for expected credit losses related to receivable from price adjustment compensation and purchase rebates, and other receivables at December 31, 2025 were RMB15,526,000 (2024: RMB18,877,000).

The movements in the provision for impairment of receivable from price adjustment compensation and purchase rebates, and other receivables are as follows:

25. 預付款項、其他應收款項及其他資產 (續)

附註c：於2025年12月31日，本集團向太原新澤源醫療技術諮詢有限公司提供合共人民幣20,468,000元的一年免息短期貸款。該短期貸款以山西思維特健康管理諮詢有限公司及山西思派醫藥有限公司的非控股股東所持非控股股權作抵押。

於2025年12月31日，與應收價格調整補償及購買返利和其他應收款項有關的預期信貸虧損撥備為人民幣15,526,000元（2024年：人民幣18,877,000元）。

應收價格調整補償及購買返利及其他應收款項之減值撥備的變動如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At beginning of year	於年初	18,877	6,023
Impairment losses, net of reversal	減值虧損（扣除撥回）	5,206	13,577
Amount written off as uncollectible	已撇銷為無法收回的金額	(8,557)	(723)
At end of year	於年末	15,526	18,877

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26. TIME DEPOSITS, PLEDGED DEPOSITS AND CASH AND CASH EQUIVALENTS

Time deposits

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Time deposits matured over three months but less than one year*	於三個月後但於一年內到期的定期存款*	114,602	95,336
Time deposits matured over one year*	於一年後到期的定期存款*	50,889	106,471
		165,491	201,807
Denominated in: RMB	以下列貨幣計值： 人民幣	165,491	201,807

* Time deposits are made for depending on the immediate cash requirements of the Group and earn interest at the time deposit rates. The time deposits are deposited with creditworthy banks with no recent history of default.

Pledged deposits

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Pledged deposits*	已抵押存款*	47,064	105,439
Denominated in: RMB	以下列貨幣計值： 人民幣	47,064	105,439

* Pledged deposits are pledged for letters of credit and bills payables.

26. 定期存款、已抵押存款與現金及現金等價物

定期存款

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
定期存款於三個月後但於一年內到期*	114,602	95,336
定期存款於一年後到期的*	50,889	106,471
	165,491	201,807
以以下列貨幣計值： 人民幣	165,491	201,807

* 定期存款視乎本集團的即時現金要求而定，並按各定期存款利率賺取利息。定期存款存入近期並無違約歷史的信譽良好的銀行內。

已抵押存款

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
已抵押存款*	47,064	105,439
以以下列貨幣計值： 人民幣	47,064	105,439

* 已抵押存款乃就信用證及應付票據作出抵押。

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26. TIME DEPOSITS, PLEDGED DEPOSITS AND CASH AND CASH EQUIVALENTS (CONTINUED)

Cash and cash equivalents

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash on hand	手頭現金	–	31
Cash at banks	銀行現金	259,145	252,886
Cash and cash equivalents	現金及現金等價物	259,145	252,917
Denominated in:	以下列貨幣計值：		
RMB	人民幣	257,556	251,855
USD	美元	1,128	464
HKD	港元	461	598
Total cash and bank balances	現金及銀行結餘總額	259,145	252,917

The RMB is not freely convertible into other currencies, however, under the Chinese mainland's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances and pledged deposits are deposited with creditworthy banks with no recent history of default.

26. 定期存款、已抵押存款與現金及現金等價物（續）

現金及現金等價物

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash on hand	–	31
Cash at banks	259,145	252,886
Cash and cash equivalents	259,145	252,917
Denominated in:		
RMB	257,556	251,855
USD	1,128	464
HKD	461	598
Total cash and bank balances	259,145	252,917

人民幣不可自由兌換為其他貨幣，然而，根據中國內地的《外匯管制條例》及《結匯、售匯及付匯管理規定》，本集團獲准透過獲授權開展外匯業務的銀行以人民幣兌換其他貨幣。

銀行現金以基於每日銀行存款利率的浮動利率計息。銀行結餘及已抵押存款存入近期並無違約歷史的信譽良好的銀行內。

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27. TRADE AND BILLS PAYABLES

27. 貿易應付款項及應付票據

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trade and bills payables	貿易應付款項及應付票據	118,588	412,803

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

於各報告期間末的貿易應付款項及應付票據基於發票日期的賬齡分析如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within 1 month	1個月內	67,196	216,625
1 to 3 months	1至3個月	27,904	98,870
3 to 6 months	3至6個月	11,437	64,077
Over 6 months	6個月以上	12,051	33,231
Total	總計	118,588	412,803

Trade and bills payables are non-interest-bearing and are normally settled within three months.

貿易應付款項及應付票據不計息，一般於三個月內結算。

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28. OTHER PAYABLES AND ACCRUALS

28. 其他應付款項及應計費用

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Salary and welfare payables	應付薪金及福利	102,629	110,847
Insurance premium payables (note a)	應付保險費 (附註a)	104,250	148,688
Provision (note c)	撥備 (附註c)	81,687	81,687
Other taxes payable	其他應付稅項	23,419	29,663
Accrued expenses	應計開支	25,256	22,849
Accrued listing expenses	應計上市開支	—	2,153
Consideration and withholding tax payables for repurchase of Preferred Shares	購回優先股的代價及應付預扣稅	—	5,164
Advance payments received for subscription of share options (note b)	就認購購股權收取的墊款 (附註b)	400	700
Others	其他	191	11,962
Total	總計	337,832	413,713

Note a: The balance represents the premiums collected by the Group on behalf of insurance companies from the insurance consumers in a fiduciary capacity until disbursed to the Insurance companies.

附註a：該結餘指本集團以受信身份代保險公司向保險消費者收取保險費，直至向保險公司支付為止。

Note b: The amount represented payments received from employees for subscribing vested shares under the 2017 Share Option Plan (as defined in note 33 to the financial statements). As at December 31, 2025, these ordinary shares for these vested share options are yet to be legally registered and the subscriptions received from these individuals are recorded as advance payments.

註b：該金額指就認購2017年購股權計劃（定義見財務報表附註33）項下的已歸屬股份而從僱員收取的款項。於2025年12月31日，該等已歸屬購股權的普通股尚未合法登記，而自該等個人收取的認購款項乃入賬為墊款。

Note c: The provision pertains to potential repayment of medical insurance settlement, fine and penalty in connection with the investigations of national basic health insurance schemes by regulatory authorities in 2024.

附註c：該撥備與2024年監管機構調查全國基本醫療保險計劃相關的潛在退還醫保結算款、罰款及處罰有關。

Other payables are non-interest-bearing.

其他應付款項不計息。

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29. CONTRACT LIABILITIES

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Contract liabilities	合約負債	223,789	188,746

Contract liabilities include advance payment of site management organisation service and pharmaceutical products.

合約負債包括現場管理組織服務及藥品預付款。

30. DEFERRED TAX

Deferred tax liabilities

		Right-of-use assets 使用權資產 RMB'000 人民幣千元	Procurement rebate 採購返利 RMB'000 人民幣千元	Fair value adjustments arising from business combinations 業務合併產生之 公平值調整 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	16,853	-	1,317	18,170
Credited to the consolidated statement of profit or loss and other comprehensive income	計入合併損益及其他全面 收益表	(4,973)	1,067	(305)	(4,211)
Deferred tax liabilities at December 31, 2024 and January 1, 2025	於2024年12月31日及2025年 1月1日的遞延稅項負債	11,880	1,067	1,012	13,959
Credited to the consolidated statement of profit or loss and other comprehensive income	計入合併損益及其他全面 收益表	(6,695)	(1,045)	(705)	(8,445)
Deferred tax liabilities at December 31, 2025	於2025年12月31日的遞延 稅項負債	5,185	22	307	5,514

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30. DEFERRED TAX (CONTINUED)

Deferred tax assets

		Impairment of financial and contract assets	Provision for inventory impairment	Losses available for offsetting against future taxable profits 可用於抵銷 未來應課稅 利潤的虧損	Lease liabilities	Impairment of Assets	Total
		金融及合約 資產減值 RMB'000 人民幣千元	存貨減值撥備 RMB'000 人民幣千元	RMB'000 人民幣千元	租賃負債 RMB'000 人民幣千元	資產減值 RMB'000 人民幣千元	總計 RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	-	-	2	16,609	-	16,611
Charged to the consolidated statement of profit or loss and other comprehensive income	扣除自合併損益及其他 全面收益表	752	43	229	(4,960)	1,012	(2,924)
Deferred tax assets at December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日的 遞延稅項資產	752	43	231	11,649	1,012	13,687
Charged to the consolidated statement of profit or loss and other comprehensive income	扣除自合併損益及 其他全面收益表	(735)	57	(223)	(6,359)	(705)	(7,965)
Deferred tax assets at December 31, 2025	於2025年12月31日的 遞延稅項資產	17	100	8	5,290	307	5,722

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

就呈列而言，若干遞延稅項資產及負債已於財務狀況表抵銷。下表為本集團就財務報告目的的遞延稅項結餘分析如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Net deferred tax assets recognised in the consolidated statement of financial position	於合併財務狀況表確認的 遞延稅項資產淨值	234	1,059
Net deferred tax liabilities recognised in the consolidated statement of financial position	於合併財務狀況表確認的 遞延稅項負債淨額	(26)	(1,331)

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31. SHARE CAPITAL AND TREASURY SHARES

The Company was incorporated in May 2015 with an authorised share capital of USD200,000 divided into 2,000,000,000 ordinary shares ("ordinary shares") with a par value of USD0.0001 each.

Shares

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Issued and fully paid: 765,526,114 (2024: 764,182,114) ordinary shares of USD0.0001 each	已發行及繳足： 765,526,114股（2024年： 764,182,114股）每股面值 0.0001美元的普通股	519	518

A summary of movements in the share capital is as follows:

31. 股本及庫存股份

本公司於2015年5月註冊成立，法定股本為200,000美元，分為2,000,000,000股每股面值0.0001美元的普通股（「普通股」）。

股份

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Issued and fully paid: 765,526,114 (2024: 764,182,114) ordinary shares of USD0.0001 each	已發行及繳足： 765,526,114股（2024年： 764,182,114股）每股面值 0.0001美元的普通股	519	518

股本變動概要如下：

		Number of shares in issue 已發行股份數目	Share capital 股本 RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	761,500,114	516
Exercise of share options (note a)	行使購股權（附註a）	2,682,000	2
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	764,182,114	518
Exercise of share options (note a)	行使購股權（附註a）	1,344,000	1
At December 31, 2025	於2025年12月31日	765,526,114	519

Note a:

In 2025, 1,344,000 (2024: 2,682,000) ordinary shares with a par value of USD0.0001 were issued upon exercise of share options at total consideration of RMB728,000 (2024: RMB1,455,000).

附註a：

於2025年，因購股權獲行使而發行1,344,000股（2024年：2,682,000股）每股面值0.0001美元的普通股，總代價為人民幣728,000元（2024年：人民幣1,455,000元）。

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31. SHARE CAPITAL AND TREASURY SHARES (CONTINUED)

Treasury shares

A summary of movements in the treasury shares is as follows:

		Number of shares repurchased 已購回股份數目	Treasury shares 庫存股份 RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	111,761,466	61,231
Exercise of share options	行使購股權	(3,081,531)	(2)
Repurchase of the ordinary shares (note a)	購回普通股 (附註a)	25,682,200	138,024
At December 31, 2024 and January 1, 2025	於2024年12月31日及2025年 1月1日	134,362,135	199,253
Exercise of share options	行使購股權	(100,000)	—
Repurchase of the ordinary shares (note a)	購回普通股 (附註a)	42,707,200	202,766
At December 31, 2025	於2025年12月31日	176,969,335	402,019

Note a:

On August 30, 2023, the Company adopted the 2023 Share Award Scheme (“**2023 Scheme**”). In 2025, the Company repurchased 26,673,200 (2024: 25,682,200) ordinary shares for the 2023 Scheme at a total consideration of RMB139,273,000 (2024: RMB138,024,000). None of the shares reserved for the 2023 Scheme had been granted as at December 31, 2025. In addition to those shares repurchased for the 2023 Scheme, the Company repurchased 16,034,000 (2024: Nil) ordinary shares at a total consideration of RMB63,493,000 (2024: Nil) during 2025.

As at December 31, 2025, the Company held 16,034,000 treasury shares (December 31, 2024: Nil) (as defined under the Listing Rules).

31. 股本及庫存股份 (續)

庫存股份

庫存股份變動概要如下：

	Number of shares repurchased 已購回股份數目	Treasury shares 庫存股份 RMB'000 人民幣千元
At January 1, 2024	111,761,466	61,231
Exercise of share options	(3,081,531)	(2)
Repurchase of the ordinary shares (note a)	25,682,200	138,024
At December 31, 2024 and January 1, 2025	134,362,135	199,253
Exercise of share options	(100,000)	—
Repurchase of the ordinary shares (note a)	42,707,200	202,766
At December 31, 2025	176,969,335	402,019

附註a：

於2023年8月30日，本公司採納2023年股份獎勵計劃（「**2023年計劃**」）。於2025年，本公司就2023年計劃購回26,673,200股（2024年：25,682,200股）普通股，總代價為人民幣139,273,000元（2024年：人民幣138,024,000元）。於2025年12月31日，概無就2023年計劃預留的股份獲授出。於2025年，除就2023年計劃購回的股份外，本公司購回16,034,000股（2024年：零股）普通股，總代價為人民幣63,493,000元（2024年：零）。

於2025年12月31日，本公司持有16,034,000股（2024年：零股）庫存股份（定義見上市規則）。

December 31, 2025 2025年12月31日

32. SHARE INCENTIVE PLAN**2017 Share Option Plan**

The Company adopted a share incentive plan (“**2017 Share Option Plan**”) in 2018, as amended and restated in 2020 and 2021, for the purpose of attracting and retaining the best talents who promote the success of the Group’s operations. Eligible participants of the 2017 Share Option Plan include the certain directors of the Company, employees and consultants of the Group. The Company may grant up to 131,580,321 share options of the Company under the 2017 Share Option Plan.

Details of specific categories of options granted are as follows:

Date of grant 授出日期	Number of options granted 授出購股權數目	Exercise price per share 每股行使價	Vesting Schedule 歸屬時間表
May 2021	13,977,309	USD0.09000	Vesting in the portion of 15%, 20%, 30% and 35% on the first, second, third and fourth anniversaries of the vesting commencement date
2021年5月	13,977,309	0.09000美元	15%、20%、30%及35%分別於歸屬開始日期第一、第二、第三及第四週年歸屬
May 2021	200,000	USD0.09000	Vesting in the portion of 22.5%, 35%, 30% and 12.5% on the first, second, third and fourth anniversaries of the vesting commencement date
2021年5月	200,000	0.09000美元	22.5%、35%、30%及12.5%分別於歸屬開始日期第一、第二、第三及第四週年歸屬
May 2021	5,585,000	USD0.09000	Vesting in the portion of 0%, 35%, 30% and 35% on the first, second, third and fourth anniversaries of the vesting commencement date
2021年5月	5,585,000	0.09000美元	0%、35%、30%及35%分別於歸屬開始日期第一、第二、第三及第四週年歸屬
May 2021	13,600,000	USD0.09000	Vesting in 48 equal monthly instalments after the vesting commencement date
2021年5月	13,600,000	0.09000美元	歸屬開始日期後分48個月等額分期歸屬
June 2021	19,996,000	USD0.09000	Vesting in 48 equal monthly instalments after the vesting commencement date
2021年6月	19,996,000	0.09000美元	歸屬開始日期後分48個月等額分期歸屬
July 2022	2,208,553	USD0.22000	Vesting in the portion of 35%, 30% and 35% on the second, third and fourth anniversaries of the vesting commencement date
2022年7月	2,208,553	0.22000美元	35%、30%及35%分別於歸屬開始日期第二、第三及第四週年歸屬
July 2022	200,000	USD0.22000	Vesting in 4 equal yearly instalments after the vesting commencement date
2022年7月	200,000	0.22000美元	歸屬開始日期後分4年等額分期歸屬
October 2022	264,000	USD0.33000	Vesting in the portion of 35%, 30% and 35% on the second, third and fourth anniversaries of the vesting commencement date
2022年10月	264,000	0.33000美元	35%、30%及35%分別於歸屬開始日期第二、第三及第四週年歸屬
October 2022	462,500	USD0.33000	Vesting in 4 equal yearly instalments after the vesting commencement date
2022年10月	462,500	0.33000美元	歸屬開始日期後分4年等額分期歸屬

32. 股份獎勵計劃**2017年購股權計劃**

本公司於2018年採納一項股份獎勵計劃（「**2017年購股權計劃**」）（於2020年及2021年修訂及重列），以吸引及挽留促進本集團成功的最佳人才。2017年購股權計劃的合資格參與者包括本公司若干董事、本集團僱員及顧問。本公司可根據2017年購股權計劃授出最多131,580,321份本公司購股權。

授出的購股權具體類別詳情如下：

December 31, 2025 2025年12月31日

32. SHARE INCENTIVE PLAN (CONTINUED)

2017 Share Option Plan (Continued)

There are no cash settlement alternatives. The Group does not have a past practice of cash settlement for these share options. The Group accounts for the 2017 Share Option Plan as an equity-settled plan.

The following share options were outstanding under the share option plan during the reporting period:

		Weighted average exercise price* 加權平均行使價* USD per share 每股美元	Number of options 購股權數目 '000 千份
At January 1, 2024	於2024年1月1日		103,198
Forfeited during the year	年內沒收	0.1348	(244)
Exercised during the year	年內行使	0.0559	(5,764)
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日		97,190
Forfeited during the year	年內沒收	0.1439	(85)
Exercised during the year	年內行使	0.0772	(1,444)
At December 31, 2025*	於2025年12月31日*		95,661

* As of December 31, 2025, underlying 90,110,735 shares under the options granted under the 2017 Share Option Plan had already been fully issued through treasury shares held in trust by the Company and the remaining 5,550,620 options are still outstanding.

The fair value of the share options granted during the year was Nil (2024: Nil).

32. 股份獎勵計劃（續）

2017年購股權計劃（續）

不可選擇以現金結算。本集團過往並無以現金結算該等購股權。本集團將2017年購股權計劃作為權益結算計劃進行會計處理。

於報告期內根據購股權計劃授出的以下購股權尚未行使：

	Weighted average exercise price* 加權平均行使價* USD per share 每股美元	Number of options 購股權數目 '000 千份
At January 1, 2024		103,198
Forfeited during the year	0.1348	(244)
Exercised during the year	0.0559	(5,764)
At December 31, 2024 and January 1, 2025		97,190
Forfeited during the year	0.1439	(85)
Exercised during the year	0.0772	(1,444)
At December 31, 2025*		95,661

* 截至2025年12月31日，根據2017年購股權計劃授出的購股權相關之90,110,735股股份已通過本公司信託持有的庫存股份悉數發行，而餘下5,550,620份購股權仍尚未行使。

於年內授出的購股權的公平值為零（2024年：零）。

December 31, 2025 2025年12月31日

32. SHARE INCENTIVE PLAN (CONTINUED)

2021 RSU Scheme

In June 2021, the Company adopted a restricted share unit scheme (the “**RSU Scheme**”) to provide incentives for the directors of the Company and the employees of the Group to retain them, and to attract suitable personnel for the Group’s further development. To implement the RSU Scheme, the Company issued 10,004,000 ordinary shares to Sail Far Holdings Limited in June 2021. On October 25, 2022, the Company granted 10,004,000 restricted shares held in Sail Far Holdings Limited under 2021 RSU Scheme to an employee of the Group. The RSU shall be vested in the portion of 35%, 30% and 35% on the second, third and fourth anniversaries of the vesting commencement date. The fair value of each restricted share at the grant date was determined by reference to the fair value of the ordinary shares of the Company. Accumulated 10,004,000 restricted share units had been vested as at December 31, 2025 (December 31, 2024: 3,501,400).

The following restricted share units were outstanding under the RSU Scheme during the reporting period:

		Weighted average exercise price*	Number of RSU
		加權平均行使價*	受限制股份
		USD per share	單位數目
		每股美元	'000 千股
At December 31, 2024 and January 1, 2025	於2024年12月31日及2025年 1月1日	0.00	6,503
Vested during the year	年內歸屬	0.00	6,503
At December 31, 2025	於2025年12月31日		—

32. 股份獎勵計劃（續）

2021年受限制股份單位計劃

於2021年6月，本公司採納受限制股份單位計劃（「**受限制股份單位計劃**」），以激勵本公司董事及本集團僱員以留聘彼等，並為本集團的進一步發展吸引合適的人才。為了實行受限制股份單位計劃，本公司於2021年6月向 Sail Far Holdings Limited 發行10,004,000股普通股。於2022年10月25日，本公司根據2021年受限制股份單位計劃向本集團的一名僱員授予於 Sail Far Holdings Limited 持有的10,004,000股受限制股份。受限制股份單位應於歸屬開始日期第二、第三及第四週年分別按35%、30%及35%的比例歸屬。於授出日期，每股受限制股份的公平值乃參考本公司普通股的公平值釐定。於2025年12月31日，累計10,004,000股（2024年12月31日：3,501,400股）受限制股份單位已獲歸屬。

下列受限制股份單位於報告期間根據受限制股份單位計劃尚未行使：

		Weighted average exercise price*	Number of RSU
		加權平均行使價*	受限制股份
		USD per share	單位數目
		每股美元	'000 千股
At December 31, 2024 and January 1, 2025	於2024年12月31日及2025年 1月1日	0.00	6,503
Vested during the year	年內歸屬	0.00	6,503
At December 31, 2025	於2025年12月31日		—

December 31, 2025 2025年12月31日

32. SHARE INCENTIVE PLAN (CONTINUED)

2023 Scheme

In August 2023, the Company adopted the 2023 Scheme to (i) recognize the contributions by certain eligible participants and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group. To implement the 2023 Scheme, the Company will purchase the existing shares of the Company through on-market transactions from time to time at the prevailing market price. The aggregate number of shares awarded by the Company under the 2023 Scheme shall not exceed 3.00% of the issued share capital of the Company as at the adoption date, and the maximum number of shares awarded to a selected participant shall not exceed 1.00% of the issued share capital of the Company in any 12-month period. In 2025, the Company repurchased 26,673,200 (2024: 25,682,200) ordinary shares for the 2023 Scheme. None of the shares reserved for 2023 Scheme had been granted as at December 31, 2025.

The Group recognized share-based expenses relating to 2017 Share Option Plan and 2021 RSU Scheme during 2025 amounts to RMB43,963,000 (2024: RMB67,624,000).

32. 股份獎勵計劃（續）

2023年計劃

於2023年8月，本公司採納2023年計劃，以(i)認可若干合資格參與者之貢獻，並為彼等提供獎勵，以挽留彼等為本集團之持續經營及發展作出貢獻；及(ii)吸引合適人才推動本集團之進一步發展。為實施2023年計劃，本公司將不時透過場內交易以現行市價購買本公司現有股份。本公司根據2023年計劃授予的股份總數不得超過本公司於採納日期已發行股本的3.00%，授予選定參與者的最高股份數目不得超過本公司於任何12個月期間已發行股本的1.00%。於2025年，本公司就2023年計劃購回26,673,200股（2024年：25,682,200股）普通股。於2025年12月31日，概無就2023年計劃預留的股份獲授出。

本集團於2025年確認與2017年購股權計劃及2021年受限制股份單位計劃有關的以股份為基礎的開支為人民幣43,963,000元（2024年：人民幣67,624,000元）。

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33. DISPOSAL OF SUBSIDIARIES

On June 6, 2025, Sipai Wisdom Technology (Guangzhou) Co., Ltd. (思派智慧科技(廣州)有限公司, “**Sipai Wisdom**”) (a wholly owned subsidiary of the Company) entered into the equity transfer agreements with Shenyang Yijiachen Pharmaceutical Co., Ltd. (瀋陽億珈辰醫藥有限公司) and Shenyang Hengruisheng Pharmaceutical Co., Ltd. (瀋陽恒瑞昇醫藥有限公司), whereby Sipai Wisdom agreed to dispose its entire equity interest in certain non-wholly owned subsidiaries of the Group at an aggregate consideration of RMB5,899,786. On April 24, 2025, Siweite (Beijing) Healthcare Management Co., Ltd (思維特(北京)健康管理有限公司) (a wholly owned subsidiary of the Company) entered into an agreement to dispose its entire interest in a wholly owned subsidiary of the Group at a consideration of RMB152,591. The Group believes the disposal will help the Group to sharpen its strategic focus, optimize the allocation of resources, and strengthen financial support for its core businesses.

Details for disposal of subsidiaries are as follows: Shenyang Sanheyuan Pharmacy Co., Ltd. (瀋陽三合緣有限公司, “**Shenyang Sanheyuan**”), Jinzhou Sanheyuan Pharmacy Co., Ltd. (錦州三合緣有限公司, “**Jinzhou Sanheyuan**”), Anshan Sanheyuan Pharmacy Co., Ltd. (鞍山三合緣藥房有限公司, “**Anshan Sanheyuan**”) and Dalian Sanheyuan Pharmacy Co., Ltd. (大連三合緣藥房有限公司, “**Dalian Sanheyuan**”) were disposed in June 2025. Tianjin Sipai Pharmacy Co., Ltd. (天津思派大藥房有限公司, “**Tianjin Sipai**”) was disposed in April 2025.

33. 出售附屬公司

於2025年6月6日，思派智慧科技(廣州)有限公司(「**思派智慧**」，本公司之全資附屬公司)與瀋陽億珈辰醫藥有限公司及瀋陽恒瑞昇醫藥有限公司訂立股權轉讓協議，據此，思派智慧同意出售其於本集團若干非全資附屬公司的全部股權，總代價為人民幣5,899,786元。於2025年4月24日，思維特(北京)健康管理有限公司(本公司之全資附屬公司)訂立協議以出售其於本集團一間全資附屬公司的全部權益，代價為人民幣152,591元。本集團認為出售事項可使本集團進一步聚焦其核心戰略，優化資源分配，強化對其核心業務的資金支持。

出售附屬公司的詳情如下：瀋陽三合緣有限公司(「**瀋陽三合緣**」)、錦州三合緣有限公司(「**錦州三合緣**」、鞍山三合緣藥房有限公司(「**鞍山三合緣**」)及大連三合緣藥房有限公司(「**大連三合緣**」)於2025年6月出售。天津思派大藥房有限公司(「**天津思派**」)於2025年4月出售。

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33. DISPOSAL OF SUBSIDIARIES (CONTINUED)

33. 出售附屬公司（續）

2025
2025年
RMB'000
人民幣千元

Net Assets disposed of:	所出售的資產淨值：	
Property, plant and equipment	物業、廠房及設備	279
Other intangible assets	其他無形資產	5
Prepayments, other receivables and other assets	預付款項、其他應收款項及 其他資產	13,315
Right-of-use assets	使用權資產	2,769
Goodwill	商譽	11,762
Inventories	存貨	22,939
Trade and bills receivables	貿易應收款項及應收票據	24,189
Cash and cash equivalents	現金及現金等價物	23,354
Trade and bills payables	貿易應付款項及應付票據	(48,852)
Other payables and accruals	其他應付款項及應計費用	(15,259)
Contract liabilities	合約負債	(292)
Bank and other borrowings	銀行及其他借款	(9,000)
Lease liabilities	租賃負債	(1,259)
Non-controlling interests	非控股權益	(5,721)
Subtotal	小計	18,229
Loss from the disposal of subsidiaries	出售附屬公司的虧損	(12,177)
Total consideration	總代價	6,052
Satisfied by:	以下列方式支付：	
Cash	現金	6,052

An analysis of the net outflow of cash and cash equivalents in respect of the disposal of a subsidiaries is as follows:

有關出售附屬公司的現金及現金等價物
流出淨額分析如下：

2025
2025年
RMB'000
人民幣千元

Cash consideration	現金代價	6,052
Cash and bank balances disposed of	已出售之現金及銀行結餘	(23,354)
Net outflow of cash and cash equivalents in respect of the disposal of subsidiaries	有關出售附屬公司的現金及現金等 價物流出淨額	(17,302)

December 31, 2025 2025年12月31日

34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year, the Group had non-cash additions to right-of-use assets of RMB16,725,000 (2024: RMB31,534,000) and non-cash additions to lease liabilities of RMB16,725,000 (2024: RMB31,534,000), in respect of lease arrangements for buildings.

(b) Changes in liabilities arising from financing activities

2025

		Lease liabilities RMB'000 人民幣千元	Accrued listing expenses including in other payables and accruals 應計上市開支（計入其他應付款項及應計費用） RMB'000 人民幣千元	Advance payments received for subscription of share options 就認購購股權收取的墊款 RMB'000 人民幣千元	Bank and other borrowings 銀行及其他借款 RMB'000 人民幣千元	Consideration and withholding tax payable for repurchase of Preferred Shares 購回優先股的代價及應付預扣稅 RMB'000 人民幣千元
At January 1, 2025	於2025年1月1日	45,492	2,153	700	-	5,164
Changes from financing cash flows	融資現金流量變動	(16,381)	-	(300)	9,000	(5,164)
Changes from operating cash flows	經營現金流量變動	-	(1,718)	-	-	-
Accretion of interest recognised during the year	年內確認的利息增加	1,429	-	-	-	-
New lease addition	新租賃增加	16,725	-	-	-	-
Termination of lease	終止租賃	(23,428)	-	-	-	-
Disposal of subsidiaries	出售附屬公司	(1,259)	-	-	(9,000)	-
Others	其他	-	(435)	-	-	-
At December 31, 2025	於2025年12月31日	22,578	-	400	-	-

34. 合併現金流量表附註

(a) 主要非現金交易

於年內，本集團有關樓宇租賃安排的使用權資產非現金增加為人民幣16,725,000元（2024年：人民幣31,534,000元）及租賃負債非現金增加為人民幣16,725,000元（2024年：人民幣31,534,000元）。

(b) 融資活動導致的負債變動

2025年

December 31, 2025 2025年12月31日

34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

(b) Changes in liabilities arising from financing activities (Continued)

2024

		Lease liabilities	Accrued listing expenses including in other payables and accruals	Advance payments received for subscription of share options	Bank and other borrowings	Consideration and withholding tax payable for repurchase of Preferred Shares
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	65,557	2,153	12,150	2,000	5,164
Changes from financing cash flows	融資現金流量變動	(33,448)	-	(11,450)	(2,003)	-
Accretion of interest recognised during the year	年內確認的利息增加	3,069	-	-	3	-
New lease addition	新租賃增加	31,534	-	-	-	-
Termination of lease	終止租賃	(21,123)	-	-	-	-
Disposal of subsidiaries	出售附屬公司	(97)	-	-	-	-
At December 31, 2024	於2024年12月31日	45,492	2,153	700	-	5,164

34. 合併現金流量表附註 (續)

(b) 融資活動導致的負債變動 (續)

2024年

December 31, 2025 2025年12月31日

34. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

(c) Total cash outflow for leases

The total cash outflow for leases included in the statement of cash flows is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within operating activities	屬於經營活動	2,074	9,132
Within financing activities	屬於融資活動	16,381	33,448
		18,455	42,580

35. COMMITMENTS

The Group had the following contractual commitments at the end of each reporting period:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Contracted, but not provided for:	已訂約但未撥備：		
Purchases of property, plant and equipment	購買物業、廠房及設備	36	28

34. 合併現金流量表附註（續）

(c) 租賃現金流出總額

計入現金流量表的租賃現金流出總額如下：

35. 承擔

於各報告期末，本集團有以下合約承擔：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Contracted, but not provided for:	已訂約但未撥備：		
Purchases of property, plant and equipment	購買物業、廠房及設備	36	28

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36. RELATED PARTY TRANSACTIONS

(a) Names and relationships

Name of related parties 關聯方名稱

Shanxi Sipai Pharmaceutical Co., Ltd. (山西思派醫藥有限公司)
山西思派醫藥有限公司

Shenzhen Tencent Computer Systems Co., Ltd.
深圳市騰訊計算機系統有限公司

Tencent Music Entertainment (Shenzhen) Co., Ltd.
騰訊音樂娛樂(深圳)有限公司

Tencent Cloud (Beijing) Co., Ltd.
騰訊雲計算(北京)有限責任公司

Tencent Technology (Shenzhen) Co., Ltd.
騰訊科技(深圳)有限公司

Tenpay Technology Company Limited
財付通支付科技有限公司

Tencent Technology (Chengdu) Co., Ltd.
騰訊科技(成都)有限公司

Hainan Tencent Internet Hospital Co., Ltd.
海南騰訊互聯網醫院有限公司

Tencent Technology (Shanghai) Co., Ltd.
騰訊科技(上海)有限公司

Guangzhou Tencent Technology Co., Ltd.
廣州騰訊科技有限公司

Tencent Healthcare (Shenzhen) Co., Ltd.
騰訊醫療健康(深圳)有限公司

Tencent Technology (Beijing) Co., Ltd.
騰訊科技(北京)有限公司

Tencent Music Entertainment Technology (Shenzhen) Co., Ltd.
騰訊音樂娛樂科技(深圳)有限公司

* Tencent was a major shareholder of the Company which owned over 20% voting rights of the Company during the years 2025 and 2024.

36. 關聯方交易

(a) 名稱及關係

Relationship with the Group 與本集團的關係

Associate
聯營公司

Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
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Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
由騰訊控制*

Controlled by Tencent*
由騰訊控制*

* 於2025年及2024年，騰訊為本公司的主要股東，擁有本公司超過20%的投票權。

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36. RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Significant related party transactions

The Group had the following material related party transactions during the year ended December 31, 2025:

		Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Rendering of services	提供服務			
Controlled by Tencent	由騰訊控制	(a)	3,850	2,769
Purchase of technology support services	購買技術支持服務			
Controlled by Tencent	由騰訊控制	(b)	1,351	1,678
Purchase of payment services	購買支付服務			
Controlled by Tencent	由騰訊控制	(b)	2,654	4,256
Purchase of products	購買產品			
Associate	聯營公司	(b)	127	12,119
Loans to an associate	向一家聯營公司貸款			
Associate	聯營公司	(c)	6,000	—
Interest income	利息收入			
Associate	聯營公司	(c)	—	—

Notes:

- (a) The service rendered to entities controlled by Tencent was based on arm's length negotiation between the Group and entities controlled by Tencent on a cost-plus basis with reference to the expected cost of promotion work that Group have completed.
- (b) The purchases of services and products from an associate and entities controlled by Tencent were based on arm's length negotiation between the Group and an associate or the Group and entities controlled by Tencent with reference to market rates.
- (c) The loan is to Shanxi Sipai Pharmaceutical Co., Ltd. amounting to RMB6,000,000, which is non-interest-bearing. The original due date was January 6, 2026, and it was extended for one year through a loan extension agreement signed on December 31, 2025, with the new due date being January 6, 2027.

36. 關聯方交易 (續)

(b) 重大關聯方交易

本集團於截至2025年12月31日止年度已進行以下重大關聯方交易：

附註：

- (a) 向由騰訊控制的實體提供的服務乃由本集團與由騰訊控制的實體按成本加成法，經參考本集團已完成的推廣工作的預期成本公平磋商釐定。
- (b) 向一家聯營公司及由騰訊控制的實體購買服務及產品乃按本集團與一家聯營公司或本集團與由騰訊控制的實體參考市場價格經公平磋商釐定。
- (c) 該貸款為向山西思派醫藥有限公司提供的金額為人民幣6,000,000元的免息貸款。原到期日為2026年1月6日，透過於2025年12月31日簽訂的貸款延期協議延長一年後，新到期日為2027年1月6日。

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36. RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Outstanding balances with related parties

	Notes 附註	Nature 性質	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Amounts due from related parties:				
Trade and bills receivables				
Controlled by Tencent		trade 貿易		
	(a)		822	824
Other receivables in non-current portion				
Associate		non-trade 非貿易		
	(b)		6,000	—
Prepayments				
Controlled by Tencent		trade 貿易		
	(c)		829	931
			7,651	1,755
Amounts due to related parties:				
Other payables				
Controlled by Tencent		trade 貿易		
	(d)		41	49
Trade and bills payables				
Associate		trade 貿易		
	(e)		5	77
Total		總計	46	126

The balances with related parties are unsecured and non-interest-bearing.

36. 關聯方交易（續）

(c) 與關聯方之間的未結清餘額

與關聯方之間的結餘為無抵押及免息。

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36. RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Outstanding balances with related parties (Continued)

Notes:

- (a) The outstanding balances are receivables for the rendering of commercial insurance services.
- (b) The outstanding balances are loans to Shanxi Sipai Pharmaceutical Co., Ltd. amounting to RMB6,000,000 in total. The loan is non-interest-bearing. The original due date was January 6, 2026, and it was extended for one year through a loan extension agreement signed on December 31, 2025, with the new due date being January 6, 2027.
- (c) The outstanding balances are prepayments for the purchase of cloud servers.
- (d) The outstanding balances are payables for the purchase of cloud servers.
- (e) The outstanding balances are payables for the purchase of products.

(d) Compensation of key management personnel of the Group:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Salaries, bonuses, allowances and benefits in kind	薪金、花紅、津貼及實物福利	4,007	3,982
Pension scheme contributions	退休金計劃供款	32	83
Total compensation paid to key management personnel	支付予主要管理人員的薪酬總額	4,039	4,065

Further details of directors' and the chief executive's emoluments are set out in note 10 to the financial statements.

36. 關聯方交易（續）

(c) 與關聯方之間的未結清餘額（續）

附註：

- (a) 未償還結餘為提供商業保險服務的應收款項。
- (b) 未償還結餘為向山西思派醫藥有限公司提供的貸款，總額為人民幣6,000,000元。該貸款免息。原到期日為2026年1月6日，透過於2025年12月31日簽訂的貸款延期協議延長一年後，新到期日為2027年1月6日。
- (c) 未償還結餘為購買雲伺服器的預付款項。
- (d) 未償還結餘為購買雲伺服器的應付款項。
- (e) 未償還結餘為購買產品的應付款項。

(d) 本集團主要管理人員的薪酬：

有關董事及最高行政人員薪酬的進一步詳情載於財務報表附註10。

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37. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of each reporting period are as follows:

37. 按類別劃分的金融工具

各類金融工具於各報告期末的賬面值如下：

Financial assets	金融資產	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Financial assets at FVTPL:	按公平值計入損益的金融資產：		
Monetary fund	貨幣基金	93,303	60,143
Wealth management products	理財產品	150,948	474,683
Structured deposits	結構性存款	215,799	96,955
Subtotal	小計	460,050	631,781
Financial assets at amortised cost:	按攤銷成本入賬的金融資產：		
Trade and bills receivables	貿易應收款項及應收票據	155,161	276,048
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款項及其他資產的金融資產	38,314	117,864
Time deposits	定期存款	165,491	201,807
Pledged deposits	已抵押存款	47,064	105,439
Cash held on behalf of client	代客戶持有的現金	104,250	148,688
Amounts due from related parties	應收關聯方款項	6,822	824
Cash and cash equivalents	現金及現金等價物	259,145	252,917
Subtotal	小計	776,247	1,103,587
Total	總計	1,236,297	1,735,368
Financial liabilities	金融負債		
Financial liabilities at amortised cost:	按攤銷成本計量的金融負債：		
Trade and bills payables	貿易應付款項及應付票據	118,588	412,803
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	211,384	267,339
Amounts due to related parties	應付關聯方款項	46	126
Total	總計	330,018	680,268

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38. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

Fair values

Management has assessed that the fair values of cash and cash equivalents, cash held on behalf of client, time deposits, pledged deposits, trade and bills receivables, trade and bills payables, financial assets included in prepayments, other receivables and other assets, amounts due from related parties, amounts due to related parties, financial liabilities included in other payables and accruals and bank and other borrowings approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The Group's finance department headed by the financial director is responsible for determining the policies and procedures for the fair value measurement of financial instruments. At the end of each reporting period, the finance department analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The directors review the results of the fair value measurement of financial instruments periodically for financial reporting.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The Group invests in unlisted investments, mainly composed of wealth management products and monetary fund provided by banks in the Chinese mainland. The Group has estimated the fair values of these unlisted investments by using a discounted cash flow valuation model based on the market interest rates of instruments with similar terms and risks.

38. 金融工具的公平值及公平值層級

公平值

管理層評估認為，現金及現金等價物、代客戶持有的現金、定期存款、已抵押存款、貿易應收款項及應收票據、貿易應付款項及應付票據、計入預付款項、其他應收款項及其他資產的金融資產、應收關聯方款項、應付關聯方款項、計入其他應付款項及應計費用的金融負債以及銀行及其他借款的公平值與其賬面值相若，主要原因是該等工具的期限較短。

本集團財務部（由財務總監領導）負責釐定金融工具公平值計量的政策及程序。於各報告期末，財務部分析金融工具的價值變動，並釐定用於估值的主要輸入數據。董事定期審閱金融工具的公平值計量結果，以進行財務報告。

金融資產及負債的公平值按工具在自願各方之間的現行交易（不包括強制或清盤出售）中可交換的金額入賬。估計公平值所使用的方法及假設如下：

本集團投資非上市投資，主要包括中國內地銀行提供的理財產品及貨幣基金。本集團已根據具有類似條款及風險的工具的市場利率，採用貼現現金流量估值模型估計該等非上市投資的公平值。

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38. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instrument:

Assets measured at fair value:

As at December 31, 2025

		Fair value measurement using 使用以下各項的公平值計量			
		Quoted prices in active markets (Level 1) 活躍市場 報價 (第1級) RMB'000 人民幣千元	Significant observable inputs (Level 2) 重大可觀察 輸入數據 (第2級) RMB'000 人民幣千元	Significant unobservable inputs (Level 3) 重大不可觀 察輸入數據 (第3級) RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Financial assets	金融資產				
Financial assets at FVTPL	按公平值計入損益的金融資產		460,050		460,050

As at December 31, 2024

		Fair value measurement using 使用以下各項的公平值計量			
		Quoted prices in active markets (Level 1) 活躍市場 報價 (第1級) RMB'000 人民幣千元	Significant observable inputs (Level 2) 重大可觀察 輸入數據 (第2級) RMB'000 人民幣千元	Significant unobservable inputs (Level 3) 重大不可觀 察輸入數據 (第3級) RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Financial assets	金融資產				
Financial assets at FVTPL	按公平值計入損益的金融資產	–	631,781	–	631,781

During the reporting period, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for financial assets (2024: Nil).

38. 金融工具的公平值及公平值層級 (續)

公平值層級

下表說明本集團金融工具的公平值計量層級：

按公平值計量的資產：

於2025年12月31日

於2024年12月31日

於報告期內，金融資產的第1級與第2級公平值計量之間並無轉撥，亦並無轉入或轉出第3級（2024年：無）。

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39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise cash and cash equivalents, time deposits, pledged deposits, financial assets at FVTPL and convertible redeemable preferred shares. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as trade and bills receivables and trade and bills payables, which arise directly from its operations.

The main risks arising from the Group's financial instruments are foreign currency risk, credit risk and liquidity risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarized below.

Foreign currency risk

The Group has transactional currency exposures. Such exposures arise from financing activities by subsidiaries in currencies other than the subsidiaries' functional currencies.

The following table demonstrates the sensitivity at the end of each reporting period to a reasonably possible change in the USD and HKD exchange rates, with all other variables held constant, of the Group's loss before tax (arising from USD and HKD denominated financial instruments) and the Group's equity (due to changes in the fair value of forward currency contracts).

		Increase/ (decrease) in rate of foreign currency 匯率上升／ (下降) %	(Decrease)/ increase in loss before tax 除稅前虧損 (下降)／上升 RMB'000 人民幣千元	(Decrease)/ increase in equity 權益(下降)／ 上升 RMB'000 人民幣千元
2025	2025年			
If RMB weakens against USD	倘人民幣兌美元貶值	5	(55)	(55)
If RMB strengthens against USD	倘人民幣兌美元升值	(5)	55	55
If RMB weakens against HKD	倘人民幣兌港元貶值	5	(20)	(20)
If RMB strengthens against HKD	倘人民幣兌港元升值	(5)	20	20
2024	2024年			
If RMB weakens against USD	倘人民幣兌美元貶值	5	(17)	(17)
If RMB strengthens against USD	倘人民幣兌美元升值	(5)	17	17
If RMB weakens against HKD	倘人民幣兌港元貶值	5	(219)	(219)
If RMB strengthens against HKD	倘人民幣兌港元升值	(5)	219	219

39. 金融風險管理目標及政策

本集團的主要金融工具包括現金及現金等價物、定期存款、已抵押存款、按公平值計入損益的金融資產及可轉換可贖回優先股。該等金融工具的主要目的是為本集團的經營籌集資金。本集團擁有多種其他金融資產及負債，如直接因經營產生的貿易應收款項及應收票據以及貿易應付款項及應付票據。

本集團金融工具產生的主要風險為外匯風險、信貸風險及流動資金風險。董事會審閱並同意管理上述各風險的政策，有關政策概述如下。

外匯風險

本集團存在交易性貨幣風險。有關風險因附屬公司以附屬公司功能貨幣以外的貨幣進行融資活動而產生。

下表列示於各報告期末在所有其他可變因素維持不變的情況下，本集團的除稅前虧損（以美元及港元計值的金融工具產生）及本集團的權益（因遠期貨合約的公平值變動所致）對美元及港元匯率出現合理可能變動的敏感度。

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39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Credit risk

An impairment analysis was performed at reporting period using a provision matrix to measure expected credit losses. The provision rates are based on internal credit ratings as groupings of various debtors that have similar loss patterns. The calculation reflects the probability weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Maximum exposure and year-end staging

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December.

At December 31, 2025

		12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs 存續期預期信貸虧損			
		Stage 1 第1階段 RMB'000 人民幣千元	Stage 2 第2階段 RMB'000 人民幣千元	Stage 3 第3階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade and bills receivables*	貿易應收款項及應收票據*	-	-	-	183,501	183,501
Contract assets*	合約資產*	-	-	-	215,830	215,830
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款 項及其他資產的金融資產	38,314	-	-	-	38,314
Amounts due from related parties	應收關聯方款項	6,822	-	-	-	6,822
Time deposits	定期存款	165,491	-	-	-	165,491
Pledged deposits	已抵押存款	47,064	-	-	-	47,064
Cash held on behalf of clients	代客戶持有的現金	104,250	-	-	-	104,250
Cash and cash equivalents	現金及現金等價物	259,145	-	-	-	259,145
Total	總計	621,086	-	-	399,331	1,020,417

39. 金融風險管理目標及政策 (續)

信貸風險

我們已於報告期內使用撥備矩陣進行減值分析，以計量預期信貸虧損。撥備率乃根據內部信貸評級將具有類似虧損模式的各個債務人歸類。計算反映概率加權結果、貨幣時間價值及於報告日期可獲得的有關過往事件、當前狀況及未來經濟狀況預測的合理及有據的資料。

最高風險及年末所處階段

下表列示於12月31日的信貸質素及基於本集團信貸政策的最高信貸風險（主要基於逾期資料，除非無需過多成本或努力即可獲得其他資料）以及年末所處階段分類。

於2025年12月31日

December 31, 2025 2025年12月31日

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Maximum exposure and year-end staging (Continued)

At December 31, 2024

		12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs 存續期預期信貸虧損			
		Stage 1 第1階段 RMB'000 人民幣千元	Stage 2 第2階段 RMB'000 人民幣千元	Stage 3 第3階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade and bills receivables*	貿易應收款項及應收票據*	-	-	-	308,983	308,983
Contract assets*	合約資產*	-	-	-	188,083	188,083
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款 項及其他資產的金融資產	117,864	-	-	-	117,864
Amounts due from related parties	應收關聯方款項	824	-	-	-	824
Time deposits	定期存款	201,807	-	-	-	201,807
Pledged deposits	已抵押存款	105,439	-	-	-	105,439
Cash held on behalf of clients	代客戶持有的現金	148,688	-	-	-	148,688
Cash and cash equivalents	現金及現金等價物	252,917	-	-	-	252,917
Total	總計	827,539	-	-	497,066	1,324,605

* For trade and bills receivables and contract assets to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in notes 23 and 24 to the financial statements, respectively.

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the debtor
- a breach of contract such as a default or past due event
- it is probable that the debtor will enter into bankruptcy or other financial reorganisation

39. 金融風險管理目標及政策 (續)

最高風險及年末所處階段 (續)

於2024年12月31日

		12-month ECLs 12個月預期 信貸虧損	Lifetime ECLs 存續期預期信貸虧損			
		Stage 1 第1階段 RMB'000 人民幣千元	Stage 2 第2階段 RMB'000 人民幣千元	Stage 3 第3階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade and bills receivables*	貿易應收款項及應收票據*	-	-	-	308,983	308,983
Contract assets*	合約資產*	-	-	-	188,083	188,083
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款 項及其他資產的金融資產	117,864	-	-	-	117,864
Amounts due from related parties	應收關聯方款項	824	-	-	-	824
Time deposits	定期存款	201,807	-	-	-	201,807
Pledged deposits	已抵押存款	105,439	-	-	-	105,439
Cash held on behalf of clients	代客戶持有的現金	148,688	-	-	-	148,688
Cash and cash equivalents	現金及現金等價物	252,917	-	-	-	252,917
Total	總計	827,539	-	-	497,066	1,324,605

* 就本集團應用簡化方法進行減值的貿易應收款項及應收票據及合約資產而言，基於撥備矩陣的資料分別於財務報表附註23及24披露。

當發生一項或多項事件，對金融資產的估計未來現金流量具有負面影響時，即金融資產已信貸減值。金融資產已信貸減值的證據包括有關下列事件的可觀察數據：

- 債務人出現嚴重財政困難
- 違約，例如拖欠或逾期付款事件
- 債務人很可能破產或進行其他財務重組

December 31, 2025 2025年12月31日

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Maximum exposure and year-end staging (Continued)

The Group has established a policy to perform an assessment of whether a financial instrument's credit risk has increased significantly since initial recognition, by considering the change in the risk of default occurring over the remaining life of the financial instrument.

Management makes periodic collective assessments for financial assets included in prepayments, other receivables and other assets as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experience. The Group recognized allowance for financial assets other than trade and bills receivables based on 12-month ECLs and adjusts for forward-looking macroeconomic data.

Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of internally generated cash flows from operations and lease liabilities. The Group regularly reviews its major funding positions to ensure that it has adequate financial resources in meeting its financial obligations.

The maturity profile of the Group's financial liabilities and lease liabilities as at the end of each reporting period, based on the contractual undiscounted payments, was as follows:

		2025 2025年			
		Less than 3 months 不到3個月 RMB'000 人民幣千元	3 to 12 months 3至12個月 RMB'000 人民幣千元	1 to 5 years 1至5年 RMB'000 人民幣千元	More than 5 years 超過5年 RMB'000 人民幣千元
		Total 總計 RMB'000 人民幣千元			
Trade and bills payables	貿易應付款項及應付票據	118,588	-	-	-
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	211,384	-	-	-
Amounts due to related parties	應付關聯方款項	46	-	-	-
Lease liabilities	租賃負債	3,289	7,521	13,351	-
Total	總計	333,307	7,521	13,351	-

39. 金融風險管理目標及政策 (續)

最高風險及年末所處階段 (續)

本集團已制定政策，透過考慮金融工具餘下期限內發生違約的風險變動，評估金融工具的信貸風險自初始確認起是否已大幅增加。

管理層基於歷史結算記錄及過往經驗，定期對計入預付款項、其他應收款項及其他資產的金融資產進行整體評估，並對其他應收款項的可收回性進行個別評估。本集團基於12個月預期信貸虧損確認金融資產（貿易應收款項及應收票據除外）的撥備，並就前瞻性宏觀經濟數據作出調整。

流動資金風險

本集團的目標是透過使用內部產生的經營現金流量及租賃負債，維持資金延續性與靈活性之間的平衡。本集團定期檢討其主要資金狀況，以確保擁有足夠財政資源履行其財務責任。

於各報告期末，本集團金融負債及租賃負債基於合約未貼現付款的到期情況如下：

December 31, 2025 2025年12月31日

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Liquidity risk (Continued)

		2024 2024年				
		Less than 3 months 不到3個月 RMB'000 人民幣千元	3 to 12 months 3至12個月 RMB'000 人民幣千元	1 to 5 years 1至5年 RMB'000 人民幣千元	More than 5 years 超過5年 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade and bills payables	貿易應付款項及應付票據	412,803	-	-	-	412,803
Financial liabilities included in other payables and accruals	計入其他應付款項及應計 費用的金融負債	267,339	-	-	-	267,339
Amounts due to related parties	應付關聯方款項	126	-	-	-	126
Lease liabilities	租賃負債	6,147	16,372	27,965	160	50,644
Total	總計	686,415	16,372	27,965	160	730,912

Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes for managing capital during the years ended December 31, 2025 and 2024.

39. 金融風險管理目標及政策 (續)

流動資金風險 (續)

		2024 2024年				
		Less than 3 months 不到3個月 RMB'000 人民幣千元	3 to 12 months 3至12個月 RMB'000 人民幣千元	1 to 5 years 1至5年 RMB'000 人民幣千元	More than 5 years 超過5年 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade and bills payables	貿易應付款項及應付票據	412,803	-	-	-	412,803
Financial liabilities included in other payables and accruals	計入其他應付款項及應計 費用的金融負債	267,339	-	-	-	267,339
Amounts due to related parties	應付關聯方款項	126	-	-	-	126
Lease liabilities	租賃負債	6,147	16,372	27,965	160	50,644
Total	總計	686,415	16,372	27,965	160	730,912

資本管理

本集團管理資本的首要目標為保障本集團持續經營的能力，並維持穩健的資本比率，以支持其業務及令股東價值最大化。

本集團根據經濟狀況變化及相關資產的風險特點管理資本架構並作出調整。為維持或調整資本架構，本集團可能調整向股東支付的股息、向股東退還資本或發行新股份。本集團不受任何外部施加的資本要求約束。於截至2025年及2024年12月31日止年度，管理資本的目標、政策或程序並無變動。

December 31, 2025 2025年12月31日

39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Capital management (Continued)

The asset-liability ratios as at the end of each reporting period are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Total assets	總資產	1,602,908	2,265,292
Total liabilities	總負債	702,899	1,063,706
Asset-liability ratio	資產負債比率	44%	47%

Note: Asset-liability ratio is calculated by dividing total liabilities by total assets and multiplying the product by 100%.

40. EVENTS AFTER THE REPORTING PERIOD

No significant event occurred after the reporting period.

39. 金融風險管理目標及政策 (續)

資本管理 (續)

於各報告期末的資產負債比率如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Total assets	總資產	1,602,908	2,265,292
Total liabilities	總負債	702,899	1,063,706
Asset-liability ratio	資產負債比率	44%	47%

附註：資產負債比率按總負債除以總資產再乘以100%計算。

40. 報告期後事項

報告期後並無發生任何重大事項。

December 31, 2025 2025年12月31日

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

41. 本公司財務狀況表

本公司於報告期末的財務狀況表資料如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
NON-CURRENT ASSETS	非流動資產		
Right-of-use assets	使用權資產	137	—
Investments in subsidiaries	於附屬公司的投資	3,936,368	3,892,405
Financial assets at FVTPL non-current	按公平值計入損益的金融資產—非流動	215,799	60,263
Total non-current assets	非流動資產總值	4,152,304	3,952,668
CURRENT ASSETS	流動資產		
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	2,032	180
Amounts due from subsidiaries	應收附屬公司款項	42,333	42,332
Cash and cash equivalents	現金及現金等價物	1,638	1,088
Financial assets at FVTPL	按公平值計入損益的金融資產	78,147	96,836
Total current assets	流動資產總值	124,150	140,436
CURRENT LIABILITIES	流動負債		
Other payables and accruals	其他應付款項及應計費用	212,142	210,907
Amounts due to subsidiaries	應付附屬公司款項	508,944	153,173
Lease liabilities	租賃負債	86	—
Total current liabilities	流動負債總額	721,172	364,080
NET CURRENT LIABILITIES	流動負債淨額	(597,022)	(223,644)
TOTAL ASSETS LESS CURRENT LIABILITIES	總資產減流動負債	3,555,282	3,729,024
NON-CURRENT LIABILITIES	非流動負債		
Lease liabilities	租賃負債	45	—
Total non-current liabilities	非流動負債總額	45	—
NET ASSETS	資產淨額	3,555,237	3,729,024
EQUITY	權益		
Share capital	股本	516	515
Reserves	儲備	3,554,721	3,728,509
Total equity	權益總額	3,555,237	3,729,024

December 31, 2025 2025年12月31日

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

The balances of the Company's reserves and the movements therein for the reporting period are presented as follows:

41. 本公司財務狀況表（續）

報告期內，本公司的儲備結餘及其變動列示如下：

		Treasury shares	Capital reserve	Other reserve	Share-based payment reserve	Foreign currency translation reserve	Accumulated losses	Total
		庫存股份 RMB'000 人民幣千元	資本儲備 RMB'000 人民幣千元	其他儲備 RMB'000 人民幣千元	以股份為基礎 的支付儲備 RMB'000 人民幣千元	外幣折算儲備 RMB'000 人民幣千元	累計虧損 RMB'000 人民幣千元	總計 RMB'000 人民幣千元
At January 1, 2024	於2024年1月1日	(61,164)	9,020,089	(312,322)	799,643	(480,266)	(5,159,227)	3,806,753
Total comprehensive income/(loss) for the year	年內全面收入／ （虧損）總額	-	-	-	-	1,623	(11,794)	(10,171)
Repurchase of the ordinary shares	購回普通股	(138,024)	-	-	-	-	-	(138,024)
Exercise of share options	行使購股權	2	28,282	-	(25,957)	-	-	2,327
Share-based payment compensation	以股份為基礎支付的 薪酬	-	-	-	67,624	-	-	67,624
At December 31, 2024 and January 1, 2025	於2024年12月31日及 2025年1月1日	(199,186)	9,048,371	(312,322)	841,310	(478,643)	(5,171,021)	3,728,509
Total comprehensive loss for the year	年內全面虧損總額	-	-	-	-	(7,464)	(8,492)	(15,956)
Repurchase of ordinary shares	購回普通股	(202,766)	-	-	-	-	-	(202,766)
Exercise of share options	行使購股權	-	10,338	-	(9,367)	-	-	971
Share-based payment compensation	以股份為基礎支付的 薪酬	-	-	-	43,963	-	-	43,963
At December 31, 2025	於2025年12月31日	(401,952)	9,058,709	(312,322)	875,906	(486,107)	(5,179,513)	3,554,721

42. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorized for issue by the board of directors on March 30, 2026.

42. 批准財務報表

本財務報表於2026年3月30日經董事會批准及授權刊發。

DEFINITIONS

釋義

In this annual report, unless the context otherwise requires, the following expressions shall have the following meanings. 於本年報內，除文義另有所指外，下列詞彙具有以下涵義。

“AGM” 「股東週年大會」	指	the annual general meeting of the Company to be held on Thursday, June 18, 2026 本公司將於2026年6月18日（星期四）舉行的股東週年大會
“Audit Committee” 「審核委員會」	指	the audit committee of the Board 董事會審核委員會
“Board of Directors” or “Board” 「董事會」	指	the board of Directors 董事會
“BVI” 「英屬處女群島」	指	the British Virgin Islands 英屬處女群島
“CG Code” 「企業管治守則」	指	the “Corporate Governance Code” as contained in Appendix C1 to the Listing Rules 上市規則附錄C1所載的「企業管治守則」
“China” or “PRC” 「中國」	指	the People’s Republic of China, which, for the purpose of this annual report and for geographical reference only, excludes Hong Kong, Macau and Taiwan 中華人民共和國，就本年報及僅供地區參考而言，不包括香港、澳門及台灣
“Company”, “our Company” 「本公司」	指	Sipai Health Technology Co., Ltd., an exempted company with limited liability incorporated under the laws of the Cayman Islands on May 19, 2015 思派健康科技有限公司，於2015年5月19日根據開曼群島法律註冊成立的獲豁免有限公司
“Director(s)” 「董事」	指	the director(s) of the Company or any one of them 本公司董事或其中任何一名董事
“Global Offering” 「全球發售」	指	the Hong Kong Public Offering and the International Offering 香港公开发售及國際發售
“GP(s)” 「全科醫生」	指	the general practitioner who treat common medical conditions and refer patients to hospitals and other medical services for urgent and specialist treatment 治療常見疾病並將患者轉診至醫院及其他醫療服務機構進行緊急及專科治療的全科醫生
“Group”, “our Group”, “our”, “we”, or “us” 「本集團」或「我們」	指	the Company and all of its subsidiaries and its consolidated affiliated entities, or any one of them as the context may require or, where the context refers to any time prior to its incorporation, the business which its predecessors or the predecessors of its present subsidiaries, or any one of them as the context may require, were or was engaged in and which were subsequently assumed by it 本公司以及其所有附屬公司及其綜合聯屬實體，或其中任何一間公司（如文義所指）或（如文義指其註冊成立前的任何時間）其前身或其現有附屬公司的前身，或其中任何一間公司（如文義所指）從事及其後由其承擔的業務
“Hong Kong” 「香港」	指	the Hong Kong Special Administrative Region of the PRC 中國香港特別行政區
“Hong Kong dollars” or “HK dollars” or “HK\$” 「港元」	指	Hong Kong dollars and cents respectively, the lawful currency of Hong Kong 分別為港元及港仙，香港法定貨幣
“IFRS” 「國際財務報告準則」	指	International Financial Reporting Standards, as issued from time to time by the International Accounting Standards Board 國際會計準則理事會不時頒佈的國際財務報告準則

DEFINITIONS

釋義

“Listing” 「上市」	指	the listing of the Shares on the Main Board of the Stock Exchange 股份於聯交所主板上市
“Listing Rules” 「上市規則」	指	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (as amended, supplemented or otherwise modified from time to time) 香港聯合交易所有限公司證券上市規則（經不時修訂、補充或以其他方式修改）
“Model Code” 「標準守則」	指	the “Model Code for Securities Transactions by Directors of Listed Issuers” set out in Appendix C3 to the Listing Rules 上市規則附錄C3所載「上市發行人董事進行證券交易的標準守則」
“New Contractual Arrangements” 「新合約安排」	指	the series of contractual arrangements entered into between, among others, the Sipai Healthcare Investment, the Consolidated Affiliated Entities and the as detailed in the announcement of the Company dated December 7, 2023 and as amended, restated, renewed, reproduced or joined from time to time 由（其中包括）思派健康投資、綜合聯屬實體訂立的一系列合約安排，詳見本公司日期為2023年12月7日的公告，經不時修訂、重列、更新、複製或加入
“Reporting Period” 「報告期」	指	for the year ended December 31, 2025 截至2025年12月31日止年度
“Prospectus” 「招股章程」	指	the prospectus of the Company dated December 12, 2022 本公司日期為2022年12月12日的招股章程
“RMB” 「人民幣」	指	Renminbi, the lawful currency of the PRC 人民幣，中國法定貨幣
“Share(s)” or “Ordinary Share(s)” 「股份」或「普通股」	指	ordinary share(s) with nominal value of US\$0.0001 each in the share capital of the Company 本公司股本中每股面值0.0001美元的普通股
“Shareholder(s)” 「股東」	指	holder(s) of the Share(s) 股份持有人
“SMO” 「SMO」	指	site management organization, an organization that provides clinical trial related services to medical device companies having adequate infrastructure and staff to meet the requirements of the clinical trial protocol 現場管理組織，為醫療器械公司提供臨床試驗相關服務的機構，該機構擁有符合臨床試驗方案要求的充足基礎設施及人員
“Stock Exchange” or “HKEX” 「聯交所」	指	The Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司
“Tencent” 「騰訊」	指	Tencent Holdings Limited, a company whose shares are listed on the Stock Exchange (stock code: 700) 騰訊控股有限公司，一家股份於聯交所上市的公司（股份代號：700）
“Tencent Group” 「騰訊集團」	指	Tencent, its subsidiaries and its consolidated affiliated entities 騰訊、其附屬公司及併表聯屬實體
“United States” or “U.S.” 「美國」	指	the United States of America, its territories, its possessions and all areas subject to its jurisdiction 美利堅合眾國、其領土、屬地及受其司法管轄的所有地區
“US\$” 「美元」	指	United States Dollars, the lawful currency of the United States 美元，美國法定貨幣
“%” 「%」	指	per cent 百分比

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