



NEE

Annual Report 2025 年報

输送光明和动力的桥梁



東北電氣發展股份有限公司
NORTHEAST ELECTRIC DEVELOPMENT CO., LTD.

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- 1.1 The Board, Supervisory Committee, Directors, Supervisors and senior management of the Company hereby confirm that there are no false representations, misleading statements or material omissions contained in this report, and they, severally and jointly, accept full responsibility for the truthfulness, accuracy and completeness of the contents of this report.
- 1.2 The Company's Chairman, Zhu Xinguang, Chief Accounting Officer, Liu Kejia, and Chief Financial Officer, Lin Bin hereby represent: guaranteeing the truthfulness, accurateness and integrity of the financial report of the Annual Report.
- 1.3 All Directors attended the Board meeting in person to consider and approve this report.
- 1.4 This report has been considered and approved by the tenth meeting of the eighteenth Board convened on 31 March 2026. The Audit Committee of the Board has reviewed and confirmed the Company's financial report for 2025.
- 1.5 The Company's annual financial report is prepared under the Accounting standards for Business Enterprises ("PRC GAAP") and the International Financial Reporting Standards ("IFRSs"). The Company's domestic auditor Shenzhen Changjiang Certified Public Accountants Firm issued an audit report with a disclaimer of opinion containing a material uncertainty related to going concern paragraph. The Company's overseas auditor Wilson & Partners CPA Limited expressed a disclaimer of opinion in the "Basis for Disclaimer of Opinion" section of the auditor's report.
- 1.6 The forward-looking description involved in the report such as the future plan and development strategy does not constitute any substantial commitment of the Company to investors. Investors need to be aware of risks attached to investments.
- 1.7 The risks that may be faced and countermeasures to be adopted by the Company are described in the "Prospect of Future Development" of "Report of the Directors" in this report and investors are advised to refer to the relevant section.

1.8 The Company proposes not to distribute cash dividend, issue bonus share, or capitalise from capital reserves, subject to consideration and approval at the 2025 Annual General Meeting.

1.9 Prepared in accordance with IFRS Accounting Standards:

Throughout 2025, the consolidated revenue of the Company and its subsidiaries is RMB164.17 million, representing an increase of RMB7.73 million from 2024.

Loss attributable to equity holders of the Company is RMB82.70 million.

Loss per share attributable to equity holders of the Company is RMB9.47 cents.

1.10 Definitions



Beijing Haihongyuan	Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. (北京海鴻源企業管理諮詢有限公司), a substantial shareholder of the Company
CSRC	China Securities Regulatory Commission
Chongqing Hotel	Chongqing HNA Hotel Investment Co., Ltd., a former associate of the Company
De facto controller of the Company	None
Dalian Changjiang Plaza	Dalian Changjiang Plaza Co., Ltd., a related party of the Company
Fuxin Company, Fuxin Busbar	Fuxin Enclosed Busbar Co., Ltd., a subsidiary of the Company
Garden Lane Hotel, Garden Lane Flight Hotel	Hainan Garden Lane Flight Hotel Management Co., Ltd. (海南逸唐飛行酒店管理有限公司), a subsidiary of the Company
HNA Trust Management	Hainan HNA No. 2 Trust Management Service Co., Ltd., a related party of the Company
High People's Court of Liaoning Province	High People's Court of Liaoning Province
NEE, the Company, the Listed Company	Northeast Electric Development Company Limited

NEEQ	The National Equities Exchange and Quotations
NEE (HK)	Northeast Electric Development (HK) Company Limited, a former subsidiary of the Company
Stock Exchange	The Stock Exchange of Hong Kong
Shenyang Municipal Intermediate People's Court	Liaoning Shenyang Municipal Intermediate People's Court
Tianjin Center	HNA Tianjin Center Development Co., Ltd. (海航天津中心發展有限公司), a former associate of the Company



(1) Legal Chinese name: 東北電氣發展股份有限公司

Legal English name: Northeast Electric Development Company Limited

Chinese abbreviation: 東北電氣

English abbreviation: NEE

(2) Legal representative: Zhu Xinguang

(3) Executive Directors: Zhu Xinguang (acts as Chairman of the Board), He Wei, Liu Kejia, Ding Jishi, Mi Hongjie

(4) Independent Non-executive Directors: Wang Hongyu, Li Zhengning, and Fang Guangrong

(5) Supervisors: Fan Siyao (Chairman of the Supervisory Committee), Yang Qing, and Xing Meixia

(6) Secretary to the Board: Ding Jishi

Authorized Representative of the H-share Issuer: Zhu Xinguang

Joint company secretary and authorized representative to accept service of process and notice in Hong Kong: Chan Yee Ping (Michael)

Place of business and place for acceptance of service of process and notice in Hong Kong: Unit B, 17/F, United Centre 95 Queensway, Hong Kong

(7) Registered address of the Company:

Room A1-1077, 5th Floor, Building A, Entrepreneurship Incubation Center of Haikou National High-tech Zone, No.266 Nanhai Avenue, Haikou City, Hainan Province

Postal code of the registered address: 571152

Office and correspondence address of the Company: 3503, Building A, Internet Finance Building, No.3 Guoxing Avenue, Haikou City, Hainan Province

Postal code of the office address: 570203

Telephone: 0898-65315679

Fax: 0898-65315679

Website: www.nee.com.cn

E-mail address: dbdqshbgs@hnatrust.com; nemm585@sina.com

(8) Website containing the annual report: www.neeq.com.cn; www.hkexnews.hk

Place for inspection of annual report: Office of the Board

(9) Place of listing, stock names and codes

H share:

- Hong Kong Stock Exchange
- Stock name: Northeast Electric
- Stock code: 00042

(10) Date of the Company's first registration: 18 February 1993

Place of registration: No. 18, North Er Zhong Road, Tie Xi District, Shenyang City, Liaoning Province, the PRC

Date of the Company's latest change of registration: 29 April 2025

Place of registration: Room A1-1077, 5th Floor, Building A, Entrepreneurship Incubation Center, Haikou National High-tech Zone, No. 266 Nanhai Avenue, Haikou City, Hainan Province

Unified social credit code: 91210000243437397T

(11) Domestic auditor: Shenzhen Changjiang Certified Public Accountants Firm (深圳長江會計師事務所(普通合夥))

Office address: Room 1001C, Tower A, Qianhai Horoy Center, No. 5059 Tinghai Avenue, Nanshan Subdistrict, Qianhai Shenzhen-Hong Kong Cooperation Zone, Shenzhen

Overseas auditor: Wilson & Partners CPA Limited

Office address: Suite 1503, 15/F, Grand Millennium Plaza, 181 Queen's Road Central, Sheung Wan, Hong Kong

(12) Hong Kong Registrar: Boardroom Share Registrars (HK) Limited

Office address: 21/F, 148 Electric Road, North Point, Hong Kong

HIGHLIGHTS OF ACCOUNTING DATA AND FINANCIAL INDICATORS

(1) Summary of financial data in the past five years prepared in accordance with IFRS Accounting Standards

Items	IFRS Accounting Standards				
	2025	2024	2023	2022	2021
1. Revenue (RMB'000)	164,170	156,441	110,430	161,003	119,485
2. (Loss)/profit before tax (RMB'000)	(82,438)	(10,069)	(5,997)	(25,515)	17,466
3. (Loss)/profit attributable to owners of the Company (RMB'000)	(82,696)	(10,111)	(5,956)	(25,142)	17,629
4. Total assets (RMB'000)	196,550	182,457	181,530	181,481	197,239
5. Total liabilities (RMB'000)	472,811	391,883	380,756	374,511	364,776
6. Total deficits (RMB'000)	(276,261)	(209,426)	(199,226)	(193,030)	(167,537)
7. Basic (loss)/earnings per share (RMB)	(0.09)	(0.01)	(0.01)	(0.03)	0.02
8. Net liabilities per share (RMB)	(0.32)	(0.24)	(0.23)	(0.22)	(0.19)
9. Shareholders' interest ratio (%)	(140.56)%	(114.78)%	(109.75)%	(106.36)%	(84.94)%
10. Current ratio (%)	31.61%	34.05%	33.98%	34.25%	41.95%
11. Gearing ratio (%)	240.56%	214.78%	209.75%	206.36%	184.94%

(2) Primary financial information and financial indicators prepared in accordance with Corporate Accounting Standards (“CAS”)

Profitability	Amount for the reporting period	Amount for the same period of last year	Increase/decrease in the reporting period compared with the same period of last year %
Operating income	164,170,344.02	156,441,153.34	4.94%
Gross profit rate %	31.36%	30.06%	up by 1.3 percentage points
Net profit attributable to shareholders of the Parent company	-82,695,065.13	-1,010,653.95	-
Net profit attributable to shareholders of the Parent company after deduction of non-recurring gains and losses	-12,698,001.29	-9,130,536.36	-
Weighted average return on net assets (calculated in accordance with net profit attributable to shareholders of the Parent company) (%)	N/A	N/A	-
Weighted average return on net assets (calculated in accordance with net profit attributable to shareholders of the Parent company after deduction of non-recurring gains and losses) (%)	N/A	N/A	-
Basic earnings per share	-0.0947	-0.0011	-

HIGHLIGHTS OF ACCOUNTING DATA AND FINANCIAL INDICATORS

	End of the current period	End of the last year	Increase/decrease in the reporting period compared with the same period of last year %
Insolvency			
Total assets	196,549,832.20	182,456,675.02	7.72%
Total liabilities	470,564,025.96	390,735,076.52	20.43%
Net assets attributable to shareholders of the Parent company	-275,988,969.34	-210,312,561.84	-
Net assets per share attributable to shareholders of the Parent company	-0.32 1	-0.24	-
Gearing ratio (parent company)	945.93%	3815.83%	-
Gearing ratio (consolidated)	239.41%	214.15%	-
Current ratio	0.38	0.34	-
Interest coverage ratio	-369.09	-1.43	-
			Increase/decrease in the reporting period compared with the same period of last year %
Operation condition	Amount for the reporting period	Amount for the same period of last year	
Net cash flows from operating activities	-6,528,113.05	1,283,386.10	-
Accounts receivables turnover	3.86	4.50	-
Inventory turnover	3.14	3.43	-

Growth condition	Amount for the reporting period	Amount for the same period of last year	Increase/decrease in the reporting period compared with the same period of last year %
Growth rate of total assets	7.72%	5.82%	-
Growth rate of operating income	4.94%	41.67%	-
Growth rate of net profit	N/A	N/A	-

(3) Non-recurring profit and loss items and amounts

Item	Amount
Gains and loss on disposal of non-current assets, including the write-off of provision for impairment of assets	-9,040,679.07
Gains and losses on entrusted investments or assets under management	30,056.71
Gains and losses from contingencies unrelated to the Company's normal operations (Note)	-63,972,913.69
Non-operating income and expenses other than the foregoing items	2,988,308.09
Total non-recurring profit and loss	-69,995,227.96
Less: effect of income tax	
Effect of minority interests (after tax)	1,835.88
Net amount of non-recurring profit and loss	-69,997,063.84

HIGHLIGHTS OF ACCOUNTING DATA AND FINANCIAL INDICATORS

Note: During the current period, the Company recognized a provision for estimated liabilities in the full amount of RMB63,972,913.69 based on the final judgment in the dispute over the debt assignment contract with Liaoning Trust Investment Company.

(4) Reasons for the differences in accounting information under domestic and foreign accounting standards

Item	Net profits attributable to owners of the parent company		Net assets attributable to shareholders of the parent company			
	The current period	The same period of the previous year	The end of the current period	The end of the previous year		
					The same	
Based on domestic accounting standards	-82,695,065.13	-1,010,653.95	-275,988,969.34	-210,312,561.84		
Items and amounts adjusted based on overseas accounting standards	-	-9,100,000.00	-2,246,848.33	-1,147,625.60		
Based on overseas accounting standards	-82,695,065.13	-10,110,653.95	-278,235,817.67	-211,460,187.44		

- In accordance with Chinese Enterprise Accounting Standards, companies are required to classify work safety expenses accrued and utilized in accordance with the Work Safety Law as special reserves. As of the end of the current period, this amount totaled RMB2,246,848.33. Under IFRS Accounting Standards, this amount was reclassified as other payables. Consequently, there is a difference of RMB2,246,848.33 in net assets between the financial statements disclosed under domestic and international accounting standards for the current reporting period.

(1) Overview

Industry overview

Power industry. In 2025, China's overall economy made steady progress with structural optimization and upgrading. GDP surpassed RMB140 trillion for the first time. As the **"14th Five-Year Plan"** concluded successfully, China's power industry also achieved a historic leap. Total electricity consumption of the whole society exceeded 10 trillion kWh for the first time, representing a year-on-year increase of 5.0%, making China the first single country in the world with annual electricity consumption exceeding 10 trillion kWh. Electricity consumption accounted for as much as 31.6%–32.3% of the global total, providing a solid foundation for domestic demand for power equipment.

With the continuous growth in nationwide electricity consumption, installed power generation capacity and the scale of grid construction expanded in tandem. According to the **"2025 National Electricity Industry Statistics"** released by the National Energy Administration on 28 January 2026, the total installed capacity of power generation on a consolidated basis in China reached 3.89 billion kilowatts in 2025, representing a year-on-year increase of 16.1%. In addition, according to data released by State Grid, its annual fixed asset investment in 2025 exceeded RMB650 billion, while cumulative fixed asset investment during the "14th Five-Year Plan" period exceeded RMB2.8 trillion, both hitting record highs.

Pursuant to the national action plan titled “**Accelerating the Construction of a New Electric Power System (2024-2027)**”, continued investment in energy and power infrastructure upgrades has stimulated the electricity market. In December 2025, the National Development and Reform Commission and the National Energy Administration jointly issued the “**Guiding Opinions on Promoting the High-Quality Development of Power Grids**”, which clearly proposed to “**increase investment in power grids**” and promote that, during the “**15th Five-Year Plan**” period (2026–2030), State Grid’s fixed asset investment is expected to reach RMB4 trillion, representing an increase of 40% compared with the “**14th Five-Year Plan**” period, thereby injecting strong momentum into economic and social development.

In addition, driven by the national “**dual carbon**” emission reduction strategy, the level of domestic renewable energy consumption has continued to improve, driving the upgrading of the power industry. According to the “**Statistical Communiqué on National Economic and Social Development of 2025**” released by the National Bureau of Statistics, in 2025, China’s installed capacity of clean energy power generation reached 2.38 billion kilowatts, accounting for 64% of total installed capacity, exceeding the target of over 60% set in the “**14th Five-Year Plan**”. Among this, installed capacity of wind power and photovoltaic power reached 850 million kilowatts and 1.02 billion kilowatts respectively, representing year-on-year increases of 22.1% and 28.7%, becoming the core drivers of growth in clean energy capacity. At the same time, the proportion of electricity generated from clean energy reached 52.3%, exceeding 50% for the first time. This milestone signifies a critical transition in China’s power energy structure from “**fossil energy dominance**” to “**clean energy dominance**”. Under the continued guidance of the “**dual carbon**” emission reduction targets, China’s power industry has not only achieved historic breakthroughs in scale, but has also made solid progress in green transformation and technological innovation.

The continued strengthening of national power policies has provided clear direction for the high-quality development of the power industry and has also laid a solid foundation for the sustainable and high-growth development of the power transmission and transformation equipment industry.

Hotel and tourism industry. In 2025, China's hospitality and tourism industry continues to experience robust growth, building on the strong performance of the previous year. According to the domestic tourism statistics released by the Ministry of Culture and Tourism, the number of domestic trips in 2025 was 5.615 billion, representing an increase of RMB0.724 billion over the same period last year or a year-on-year growth of 14.8%. Furthermore, domestic tourists spent RMB5.75 trillion, representing an increase of RMB0.84 trillion over the last year or a year-on-year growth of 17.1%. In 2025, China's cultural and tourism consumption achieved both quantitative and qualitative improvements. The total number of domestic tourist trips for the year reached 6.522 billion, with total expenditure of RMB6.30 trillion. The growth rate of travel among rural residents reached 22.6%, indicating a notable trend of consumption sinking to lower-tier markets. In addition, according to the Government Work Report, China received 154.5 million inbound tourists in 2025, representing a year-on-year increase of 17.1%. Total inbound tourism expenditure reached US\$131.1 billion, up 39.2%. A total of 30.08 million foreign visitors entered China visa-free, representing an increase of 49.5%, with coastal cities experiencing particularly strong growth in inbound tourism. Against this backdrop, the overall structure of the hotel and tourism sector exhibited the core characteristics of **"stable growth in total volume, structural reshaping, and deepened transformation."** The hotel industry has shifted from incremental expansion to a phase characterized by competition within existing capacity and value enhancement.

At the beginning of 2025, the total number of hotel establishments in China reached 348,700, while the total number of rooms exceeded 17.64 million, both surpassing historical peaks. The hotel industry entered a cycle of **"oversupply"**, with increasing operational pressure. In the first half of 2025, national hotel RevPAR (revenue per available room) declined by 5% year-on-year. In the second half of the year, driven by the National Day holiday, the surge in visa-free inbound tourism, and the upgrading of cultural and tourism consumption, the accommodation market experienced a structural recovery starting from the third quarter. For the full year of 2025, the national hotel RevPAR recorded a year-on-year decline of approximately 0.5%, basically stabilizing.

Main business that the Company engaged in during the Reporting Period

The Company has primarily engaged in the R&D, design, production and sales businesses of products related to power transmission and transformation equipment as well as hotel catering and accommodation services. Main products offered by the Company include enclosed busbars which are applied to the power system field and are used to enhance transmission capacity of power transmission lines and support transmission of the high-power electric energy. These devices play an important role in the power system. Meanwhile, the Company also engaged in hotel catering and accommodation services. There was no material change in the principal business of the Company during the Reporting Period.

Business review

As the final year of the “14th Five-Year Plan”, 2025 witnessed strong overall momentum in the development of China’s power industry. The sector accelerated comprehensively in areas such as power grid upgrading, high-quality development of new energy, implementation of major projects, and coordinated advancement across the industrial chain, demonstrating a clear transition from traditional energy infrastructure to a strategic and systematic industry transformation.

As a key component of the power system, the power transmission and transformation equipment industry benefited in 2025 from the continued positive impact of national policies supporting the power sector. In the face of both market opportunities and intensified industry competition, the Group remained focused on its operating objectives, closely aligned with market expansion, strengthened operational management, deepened technological innovation, and reinforced cost control as core priorities. In 2025, the busbar business achieved robust production and sales, with new orders amounting to RMB160 million for the year and operating revenue reaching a record high. Meanwhile, the Group’s hotel business, supported by regional economic recovery, the relaxation of visa-free inbound tourism policies, and the growth of Dalian’s cultural and tourism industry, showed gradual improvement in the operating performance of Hotel Nikko Dalian under Garden Lane Hotel. Entering the peak season from the third quarter, both business and leisure customer traffic increased significantly.

During the Reporting Period, the operating income for the whole year was RMB164.17 million, representing a year-on-year increase of RMB7.7292 million, mainly due to the increase in sales order volume and delivered quantity from the subsidiary of the Company, Fuxin Busbar during the Reporting Period; the net profit attributable to shareholders of the Company was RMB-82.6951 million, representing a year-on-year loss increase of RMB81.6844 million; the net profit attributable to the Company's shareholders after deduction of non-recurring gains and losses was RMB-12.6980 million, representing a year-on-year loss increase of RMB3.5675 million.

(2) Main Activities

The main activities in the Reporting Period are as follows:

(I) Production and operation

1. Leveraging policy support to achieve a breakthrough in operating revenue

In 2025, driven by favorable macro policies in the power market, the Company capitalized on increased production capacity and implemented comprehensive marketing strategies to seize market opportunities. The busbar business adhered to the development philosophy of “**innovation-driven, results-oriented,**” concentrating resources on key areas such as order acquisition and cash collection, product research and development, delivery execution, and cost reduction and efficiency enhancement. The output value of the busbar business reached another record high, with new orders totaling RMB160 million for the year, providing solid support for sustainable operations.

2. Stable hotel operations with improved project performance

In 2025, the hotel market exhibited a moderate recovery overall. However, due to oversupply, average hotel prices remained under pressure. In response to the challenging market environment, the Company seized opportunities arising from the recovery of the hotel market and actively enhanced operational efficiency through measures such as product innovation, market expansion, and advertising and promotional initiatives. In 2025, revenue from hotel catering and accommodation businesses amounted to RMB56.18 million, representing a year-on-year decrease of 1.77%. The gross profit margin of hotel-related businesses decreased by 0.84 percentage points year-on-year, and overall hotel operations remained stable.

In accordance with the need for the continued operation of the hotel business, Garden Lane Flight Hotel (the “**Lessee**”), a controlling subsidiary of the Company, entered into a supplementary agreement to the lease contract with Dalian Changjiang Plaza Co., Ltd. (the “**Lessor**”), a related party. According to the Supplementary Agreement, the relevant provisions of the original lease contract were adjusted to extend the lease period for one year, changing the lease period from the original “**1 September 2021 to 31 December 2025**” to “**1 September 2021 to 31 December 2026**”, and the rent standard for 2026 was reduced from RMB7.5 million in the previous year to RMB6 million. Apart from the terms expressly adjusted in the Supplementary Agreement, the remaining terms of the original lease contract shall remain in effect.

3. Optimizing capital allocation to strengthen development foundations

In the face of the severe fund shortage, the Company proactively adopted measures to address the challenge. On the one hand, it reduced capital occupation by strengthening the collection of accounts receivable, lowering lease expenses for hotel operations, striving for tax incentives, and innovating guarantee issuance models. On the other hand, it implemented lean management practices by optimizing engineering design, strictly controlling material procurement, enforcing energy conservation and emission reduction measures, and strengthening inventory management, thereby improving capital allocation and cash flow conditions. At the same time, the Company increased investment in R&D and innovation to cultivate new profit growth drivers and reinforce capital support.

4. Optimizing asset structure to enhance asset quality

During the Reporting Period, the Company focused on optimizing internal asset allocation, revitalizing existing assets, improving its asset-liability structure, and enhancing the quality of core assets through the following transactions: on 17 January 2025, NEE disposed of its 100% equities in its wholly-owned subsidiary, NEE (HK), to a non-related party, Prosper Power Limited, at a consideration of RMB4 million; and on 29 September 2025, the controlling subsidiary Garden Lane Hotel transferred its 10.5% equities in Tianjin Center to a related party, Beijing Haihongyuan Enterprise Management Consulting Co., Ltd., at a consideration of RMB3.58 million.

5. Adhering to innovation-driven development to empower technological upgrading

During the Reporting Period, the Company upheld technological innovation as its core driving force, focusing on optimizing product processes and upgrading automated manufacturing, while continuously increasing R&D investment and improving its technological innovation system. Centered on production bottlenecks, market demand, and industry development trends, the Company carried out key technological research and facilitated the commercialization of results, steadily enhancing production efficiency, product quality, and core competitiveness. During the Reporting Period, the Company completed the development of two new products and 28 product design projects, and launched an automated welding robot project, laying a foundation for improving production efficiency, talent introduction, and technological advancement.

6. Implementing the main responsibility for safety to ensure the safe and stable production

During the Reporting Period, the Company strengthened its safety management framework, enhanced safety awareness, and reinforced accountability. It established and improved a comprehensive production safety system, created a safe production environment, deepened safety education, and developed a long-term safe production mechanism of “**clear responsibilities, prevention first and full participation**”. Comprehensive inspections and rectifications of safety risks were carried out to ensure the safe and stable operation of production activities. No safety incidents occurred throughout 2025.

(II) Connected transactions**1. Connected transaction on transfer of 10.5% equities in HNA Tianjin Center Development Co., Ltd.**

Based on the need to integrate resources, supplement working capital, and promote sustainable operations, upon consideration and approval at the 16th meeting of the tenth session of the Board of Directors of NEE on 29 September 2025, the Company's controlling subsidiary, Hainan Garden Lane Flight Hotel Management Co., Ltd. (hereinafter referred to as "**Garden Lane Hotel**"), entered into the "**Agreement on Transfer of Equities**" in respect of HNA Tianjin Center Development Co., Ltd. (hereinafter referred to as "**Tianjin Center**") with a related party, Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. (hereinafter referred to as "**Beijing Haihongyuan**"). Garden Lane Hotel transferred its 10.5% equities in Tianjin Center to Beijing Haihongyuan at a consideration of RMB3.58 million (for details, please refer to the announcement dated 29 September 2025). On 16 March 2026, the equity transfer was registered with the administration for industrial and commercial as a change.

2. Connected transaction on signing a supplementary agreement to the lease contract

In accordance with the need for the continued operation of the hotel business, Garden Lane Flight Hotel (the "**Lessee**"), a controlling subsidiary of the Company, entered into a supplementary agreement to the lease contract with Dalian Changjiang Plaza Co., Ltd. (the "**Lessor**"), a related party. According to the Supplementary Agreement, the relevant provisions of the original lease contract were adjusted to extend the lease period for one year, changing the lease period from the original "**1 September 2021 to 31 December 2025**" to "**1 September 2021 to 31 December 2026**", and the rent standard for 2026 was set at RMB6 million. Apart from the terms expressly adjusted in the Supplementary Agreement, the remaining terms of the original lease contract shall remain in effect. (For details, please refer to the announcement dated 24 December 2025)

(III) Progress of Major Litigation**1. Litigation concerning Liaoning Trust and Investment Corporation's application to invalidate the Agreement on Transfer of Creditor's Rights of NEE**

The plaintiff, Liaoning Trust and Investment Corporation, applied to the Heping District People's Court of Shenyang City, Liaoning Province, for rescission of the "**Agreement on Transfer of Creditor's Rights**" entered into with the defendant NEE on 1 June 2005. The plaintiff requested the defendant to return the property benefits obtained under the contract, namely the debt repayment amount of RMB31.5233 million obtained through enforcement.

On 27 September 2025, the Heping District People's Court of Shenyang City, Liaoning Province, issued the Civil Judgment ((2024) Liao 0102 Min Chu No. 28009), ruling at first instance that the "**Agreement on Transfer of Creditor's Rights**" (Dong Liao Zhai Zhuan Zi No. 006) entered into on 1 June 2005 between the liquidation group of Liaoning Trust and Investment Corporation and the defendant NEE was invalid, and ordering the defendant NEE to pay the plaintiff discounted compensation of RMB31.5233 million together with capital occupation fees. To safeguard the Company's interests, the Company filed an appeal immediately upon receipt of the first-instance judgment. On 30 January 2026, the Liaoning Shenyang Municipal Intermediate People's Court issued the Civil Judgment ((2025) Liao 01 Min Zhong No. 18142), dismissing the Company's appeal and upholding the original judgment. To further safeguard its interests, the Company filed an application for retrial with the High People's Court of Liaoning Province on 16 March 2026. For details, please refer to the Company's announcements dated 4 July 2025, 10 October 2025, 17 October 2025 and 3 February 2026.

(3) **Analysis of Financial Status of the Company in Accordance with Appendix D2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited prepared in accordance with IFRS Accounting Standards**

Share capital

During the Reporting Period, there was no change in the share capital of the Company.

Reserve

Details of the annual changes in the reserves of the Company and the Group are set out in the financial statements and the statement of changes in equity.

Distributable reserve

As at 31 December 2025, according to the relevant regulations, the Company has no distributable reserve. Pursuant to the resolution approved by the Board on 31 March 2026, the Company proposes not to distribute cash dividend, issue bonus share, or capitalize from capital reserves during the year. The matter is still subject to approval by the meeting of shareholders.

Analysis of loans and borrowings

As at the end of the Reporting Period, the Company's short-term borrowing was approximately RMB1.38 million (2024: RMBNil).

Working capital and financial resources

The net cash used in the Group's operating activities for the year ended 31 December 2025 was approximately RMB16.76 million (2024: RMB5.60 million).

As at 31 December 2025, the Group had bank balances (including cash and cash equivalents and pledged bank deposits) of approximately RMB10.57 million (2024: RMB18.84 million) and bank borrowing of approximately RMB1.38 million (2024: RMBNil).

As of 31 December 2025, the Group had current liabilities of RMB405.93 million, non-current liabilities of RMB66.88 million, and deficits attributable to shareholders of the Company of RMB278.24 million. Details of the capital structure of the Group are set out in the consolidated financial Statements.

The Company's funding needs have no obvious seasonal patterns.

Capital expenditure

The Group's funds can meet the capital requirements of the capital expenditure plan and daily operations.

Capital structure

The Company's sources of funds are mainly operating cash inflows and loans from substantial shareholders. As at 31 December 2025, the Group's short-term bank borrowing amounted to RMB1.38 million (2024: RMBNil), and the cash and cash equivalents were RMB8.95 million (2024: RMB15.22 million). No hedging was carried out using hedging instruments.

The Group's policy is to manage its capital to ensure that the Group's entities are able to continue to operate while maximizing returns to shareholders by optimizing the ratio of liabilities and equity. The overall strategy of the Group has remained unchanged from previous years.

Prospects for new business

Details of the prospects for new business are set out in "(4) Prospect of Future Development" of "**Report of the Directors**".

Significant Investments, Material Acquisitions and Disposals of Subsidiaries, Associates and Joint Ventures

1. Connected transaction on transfer of 10.5% equities in HNA Tianjin Center Development Co., Ltd.

Based on the need to integrate resources, supplement working capital, and promote sustainable operations, upon consideration and approval at the 16th meeting of the tenth session of the Board of Directors of NEE on 29 September 2025, the Company's controlling subsidiary, Hainan Garden Lane Flight Hotel Management Co., Ltd. (hereinafter referred to as "**Garden Lane Hotel**"), entered into the "**Agreement on Transfer of Equities**" in respect of HNA Tianjin Center Development Co., Ltd. (hereinafter referred to as "**Tianjin Center**") with a related party, Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. (hereinafter referred to as "**Beijing Haihongyuan**"). Garden Lane Hotel transferred its 10.5% equities in Tianjin Center to Beijing Haihongyuan at a consideration of RMB3.58 million (for details, please refer to the announcement dated 29 September 2025). On 16 March 2026, the equity transfer was registered with the administration for industrial and commercial as a change.

2. Transfer of 100% equities in Northeast Electric Development (HK) Company Limited

During the Reporting Period, the Company, focusing on optimizing internal asset allocation, revitalizing existing assets, improving its asset-liability structure, and enhancing the quality of core assets, carried out the following transaction: upon consideration and approval at the 12th meeting of the tenth session of the Board of Directors of NEE on 17 January 2025, the Company agreed to transfer its 100% equities in its wholly-owned subsidiary, Northeast Electric Development (Hong Kong) Company Limited, to a non-related party, Prosper Power Limited, at a consideration of RMB4 million. On 26 June 2025, the equity transfer was registered with the administration for industrial and commercial as a change.

Apart from that, the Group did not have any other significant investments or material acquisitions of assets, subsidiaries, associates or joint ventures during the Year.

Pledge of Assets

As of 31 December 2025, the Group had pledge bills receivable of approximately RMB1.38 million (2024: RMBNil).

Plan for major investment or acquisition of capital assets in the future

As of the latest practicable date prior to the publication of this Report, the Company has no relevant plans.

Gearing ratio

As of 31 December 2025, the Group's gearing ratio (calculated as total liabilities/total assets) was 241% (2024: 215%).

Risks of exchange rate fluctuation and any related hedges

The Group's assets and liabilities are denominated in Renminbi, and the risk of exchange rate changes has little impact on the Group. The Group has taken the following measures in reducing the risk of exchange rate fluctuations: (1) increase the export price of products to reduce the risk of exchange rate fluctuations; (2) agree with the other party in advance in case of large export contracts, the risks of exchange rate fluctuations shall be borne by both parties when the exchange rate fluctuation exceeds the limit of agreed scope; (3) strive to sign forward agreements with financial institutions to lock up exchange rates and avoid risks.

Major suppliers and customers

For the year ended 31 December 2025, the total amount of purchases from the Group's top five suppliers was RMB54.70 million, accounting for 48.54% of the Group's total procurement amount.

None of the top five suppliers had connected relationships with the Company.

The total revenue from the top five customers was RMB68.16 million, accounting for 41.52% of the Group's total revenue. Of which, the revenue from the largest sales customer accounted for 16.07% of the Group's total revenue for the year.

None of the top five customers had connected relationships with the Company.

(4) Prospect of Future Development**1. Industry development trend and competition outlook**

Power industry: 2026 marks the opening year of China's "15th Five-Year Plan", as well as a critical year for the accelerated construction of a new-type energy system and the large-scale implementation of a new-type power system. Driven by the dual forces of the national "dual carbon" emission reduction targets and the strategic prioritization of new energy development, China's power industry construction and power supply structure are expected to achieve leapfrog breakthroughs during the Year. According to industry forecasts released by the China Electricity Council, by the end of 2026, the nation's total installed power generation capacity is expected to exceed 4.3 billion kilowatts, with newly added capacity for the year exceeding 400 million kilowatts. Among this, newly installed renewable energy capacity is expected to account for more than 70%, exceeding 300 million kilowatts, becoming the core driver of growth in installed capacity. The proportion of clean power supply will reach a new high, with installed non-fossil energy capacity reaching 2.7 billion kilowatts and accounting for 63% of total installed capacity. This milestone signifies the formal establishment of new energy as the principal component of China's power system.

On the demand side, supported by steady macroeconomic recovery, the deep expansion of the digital economy, the transformation and upgrading of high-end manufacturing, and the accelerated construction of new infrastructure, total electricity consumption of the whole society in 2026 is expected to maintain reasonable growth. Based on industry forecast data, China's total electricity consumption is projected to reach 10.9–11 trillion kWh in 2026, with a year-on-year growth rate maintained within the range of 5%–6%, and the overall balance between power supply and demand is expected to remain stable nationwide.

In 2026, the power grid construction sector will enter a period of high-intensity investment. During the “**15th Five-Year Plan**” period, State Grid plans fixed asset investment of RMB4 trillion, and its annual investment scale in 2026 is expected to reach a new high, focusing on key areas such as ultra-high voltage transmission channels, intelligent upgrading of distribution networks, and supporting infrastructure for renewable energy integration. The power transmission and transformation equipment industry in which the Company operates, benefiting from the construction of the new-type power system and the continued increase in State Grid investment, together with the release of overseas market demand, is expected to maintain steady performance growth by leveraging its technological accumulation and advantages in traditional industries.

Hotel and tourism industry: In 2026, China's cultural and tourism market is expected to enter a new stage of full recovery. Driven by policy support and consumption upgrading, both domestic tourist trips and total revenue are expected to reach record highs. According to the “**Analysis and Full-Year Forecast of China's Tourism Economy Operation in 2026**” released by the China Tourism Academy, domestic tourist trips are projected to exceed 6.5 billion, with total tourism revenue surpassing RMB8 trillion, representing a year-on-year increase of approximately 12%. In addition, with the strong recovery of inbound tourism in recent years, the country will continue to expand its opening-up and further optimize policies on cross-border mobility, fully unleashing the benefits of visa-free entry. The number of inbound tourists for the year is expected to reach 120–130 million, recovering to approximately 80% of the pre-pandemic level, while inbound tourism consumption is expected to exceed US\$150 billion. The steady recovery of the domestic cultural and tourism sector will directly drive a steady increase in hotel guest volumes, while the return of high-value overseas customers will optimize the customer structure and enhance operational stability, promoting the upgrading of services and products toward internationalization and higher quality. The hotel industry is expected to enter a new stage characterized by strong market demand and improved profitability.

(2) **Development strategy of the Company**

In 2026, amidst a domestic economy pursuing steady progress while seeking advancement, the Company will seize the historical opportunity presented by improving market conditions and the customs closure and operation of Hainan Free Trade Port to fully advance the introduction of strategic investors. The Company will prioritize brand building as its key strategy. Centering on improving the quality and efficiency of development, the Company will increase industrial stock and seek for more customers, and foster new driving force and new source of economic growth by upgrading industrial structure and orienting new business and market expansion, in an effort to form a new synergistic pattern, and reshape the industry structure of the Company.

(3) **2026 operation plan and key tasks**

In 2026, the Group will continue to face internal and external operational pressures as well as tight cash flow. Building on the progress made through various measures implemented in 2025 to address operational difficulties, its core work will focus on three key areas: “**introduction of strategic investors, resolution of debt risks, and improvement of business quality and efficiency.**” While making every effort to break through funding bottlenecks and mitigate debt risks, the Group will leverage the market foundation and technological strengths of its busbar business, seize policy opportunities arising from the strong national push for power system development, and cultivate new businesses through the introduction of strategic investors. It will promote the transformation of its primary business from “**stable operations**” to “**efficiency enhancement**” comprehensively improving its going concern capability and laying a foundation for healthy and sustainable development.

The Company plans to adopt the following measures to improve sustainable operating capabilities with a view to strengthening sustainable development and profitability, improving asset quality, restoring sound development, and creating new business growth points:

- (1) Maintain stability in the internal and external operating environments and plan long term sustainable operation goals. In order to achieve the balance of cash flow, we will reasonably plan and adjust the business operation scale, establish sound operational objectives, continue to do a good job in operation management, improve product innovation ability, and maintain and strengthen the capacity for continuous operation, thereby steadily improving the profitability of our primary businesses. On the basis of the growth of the Company's existing primary business on a comparable basis in 2025, it is expected that there will still be a certain increase in 2026.

- (2) Rationally allocate resources and enhance cost control. The Group has adopted a flat management structure, effectively reducing labor costs. Simultaneously, we will strengthen comprehensive budget management and cost control, strictly control all kinds of expense expenditures. In 2026, the operating lease expense of the Hotel Nikko Dalian under Garden Lane Hotel has been reduced to RMB6 million, representing a 20% decrease compared with the previous year, through multiple rounds of negotiations that secured favorable renewal terms. This measure will help reduce operating costs and maximize the profitability of its primary businesses.

- (3) Develop new products to enhance market competitiveness. Centering on the development of traditional busbar-type power transmission and transformation equipment, we will strengthen R&D investment, adjust the product structure, and increase the proportion of renovation projects with higher gross profit margins and new products in sales revenue within the busbar business orders.
- (4) Ensure safe production and firmly uphold the safety red line. We will strengthen organizational leadership, strictly implement accountability, and vigorously enforce the implementation of various responsibility measures to ensure safe and stable production. Refine emergency response plans and improve emergency handling capabilities, and adhere to the highest work standards, strictest work requirements, and strongest sense of responsibility to effectively implement safety precautions and create an ideal safety environment for smooth and orderly operation and development of the enterprise's safe production.
- (5) By strengthening the collection of receivables and seeking external financial support, the Group can guarantee its own funding needs. Funding sources: Firstly, for the main business, we will improve cash flow by strengthening supply chain management and internal fund management, reducing capital occupation, accelerating collection of payments, increasing the credit limit for material purchases, or securing bank loans. Secondly, the Group will seek financial support from major shareholders to provide the necessary level of financial assistance. Thirdly, NEE and its subsidiaries do not have no loans or borrowings from financial institutions or non-connected external entities, and Fuxin Busbar has a good bank credit rating and financing record, showing financing capabilities; the Group may, subject to business development needs, apply for bank credit support by pledging real estate, ensuring sufficient funding for the next 12 months of continuous operation. By virtue of these measures, the Group can meet working capital requirements and achieve cash flow balance.
- (6) Fully utilize capital market financing channels to introduce strategic investors with all efforts. The introduction of strategic investors is a core task for NEE in 2026. To this end, a dedicated task force has been established to fully advance this initiative. With the support of strategic investors, the Company aims to resolve historical debt burdens, cultivate new businesses, improve operating conditions and its asset-liability structure, and enhance its going concern capability.

The above outlook of the Company does not constitute the Company's substantial commitment to investors. Investors are advised to pay attention to investment risks.

4. Capital position

The Company has taken into account future liquidity and its sources of available funds in assessing whether the Group has sufficient financial resources to continue operations as a going concern. In order to enhance sustainable development ability and profitability, improve asset quality, promote long-term and healthy development, in 2026, the Company will effectively use a variety of financing methods, including the capital market, to carry out capital operations and improve business operations, actively expand financing and main business channels to strive for unobstructed funding sources, and further improve the financing structure and reduce financial costs to consolidate the Company's ability to continue as a going concern.

5. The Company's risks and countermeasures

(1) Market risks brought by macroeconomic environment

The power transmission and transformation equipment manufacturing industry in which the Company operates has an important impact on the long-term development of the economy and society, and is closely related to macroeconomic policies, industrial policies and national power planning. Any of increasingly complex global economic environment, intensified macroeconomic risks, energy development strategy, industrial structure, market structure adjustment, industry resource integration, changes in market supply and demand and other factors may have an impact on the Company's operation and development.

The hotel industry is in the midst of a tourism recovery. Any of complex domestic and international situations, macroeconomic fluctuations, major natural disasters and other systemic risks; worse-than-expected economic recovery, and worse- than-expected demand for consumption upgrade will have a greater impact on the Company's performance.

Countermeasures: The Company will pay close attention to the macroeconomic situation at home and abroad, and always be market-oriented, establish an operation management and control model to meet market needs, and pay attention to improving its market position; keep increasing market development efforts, consolidate the market share of traditional busbar, make in-depth exploration of new product market space, strengthen the Company's ability to cope with risks; enhance the market response sensitivity, accurately grasp the market demands, expand the market space, and explore new business growth points.

(2) Market competition risk

Affected by the macro-economy, the busbar industry in which the Company operates is facing increasingly fierce competition, and the Company will face greater competitive pressure.

The hotel industry is a fully competitive industry, and the industry competition is fierce and white-hot.

Countermeasures: We will enhance the market response sensitivity, accurately grasp the market demand, expand the market space of new products, and explore new business growth points. In order to cope with the current fierce market competition, the Company has taken a variety of effective measures to enhance brand influence and professional operation capabilities.

(3) **Operating cost fluctuation risk**

The Company's busbar products have typical characteristics of “**more emphasis on materials and light industry**”, the main raw materials represented by copper and aluminum have high value, and their prices fluctuate significantly with the complex and changing international trade environment, supply and demand relations, macroeconomic situation and other factors, requiring a large amount of capital, and their price fluctuations will directly affect the Company's production cost, and then affect the product profitability. Such fluctuations may even adversely affect the stable operation of the Company.

Meanwhile, with the pressure of economic inflation, the operating costs of hotel rooms and catering of the Company continue to rise, and the costs of hotel materials, raw materials, equipment renewal, energy consumption and labor are increasing year by year. Correspondingly, if the room rate, occupancy rate, per capita consumption level and consumer number cannot be improved, the gross profit of the Company's rooms and catering will be squeezed, and we need to improve the profitability through market research and management efficiency enhancement.

Countermeasures: To this end, the Company will study and judge the changes in the relationship between supply and demand of raw material market in a timely manner, strengthen the strategic cooperation with customers and suppliers in depth, and reduce the impact of raw material price fluctuations on the Company, while strengthening scientific and technological innovation and product innovation, reinforcing the enterprise cost control management, and improving the product profitability.

(4) **Risk of account receivable**

Due to the long payment cycle of busbar products, high concentration of users, weak bargaining power of manufacturers, long quality guarantee deposit period and other reasons, the amounts of accounts receivable and inventory at the end of the period are large, affecting the operating efficiency to a certain extent, increasing the Company's capital turnover pressure, operating costs and risks.

Countermeasures: On the one hand, the Company will focus on developing high-quality customers and strengthening customer credit ratings. And on the other hand, the Company will continuously monitor the age of accounts receivable, strengthen collection efforts, and reduce the impairment risk of accounts receivable, in order to effectively prevent financial risks.

6. Analysis of core competitiveness

After years of accumulation in product quality, brand culture, research and development capabilities, process technology, management services and marketing, the Company has certain advantages and industry competitiveness, which is reflected as follows: the development of the Company's industry is closely related to the national macro policy, and the market has a certain degree of relevance to the development of the macro economy; the Company has advanced production equipment and strong manufacturing capabilities in power transmission and transformation related products; the Company has a certain accumulation of technical strength and a high level of professional craftsmanship; the Company has a sound internal control system and standardized corporate governance; and the Company has certain product development capabilities and investment and financing capabilities. During the Reporting Period, there is no major change to the Company's core competitiveness. By developing new products and adapting to the adjustment and changes of market demand, the Company's competitiveness in some product markets was improved with some businesses even witnessed breakthroughs.

(5) Profit distribution and dividend declaration

The Company does not propose to distribute cash dividend, issue bonus share, or capitalise from capital reserves.

V. DISCUSSION AND ANALYSIS OF BUSINESS CONDITION (Financial information prepared in accordance with CAS)

(1) Overview

During the Reporting Period, the operating income for the whole year was RMB164.17 million, representing a year-on-year increase of RMB7.7292 million, mainly due to an increase in the order volume and contract deliveries by the Company's subsidiary Fuxin Busbar during the Reporting Period. The net profit attributable to shareholders of the Company was RMB -82.6951 million, representing a year-on-year loss increase of RMB81.6844 million; the net profit attributable to the Company's shareholders after deduction of non-recurring gains and losses was RMB-12.6980million, representing a year-on-year loss increase of RMB3.5675 million.

(2) Analysis of incomes and costs

1. Operating incomes and costs

(1) Profit components

Unit: RMB

Item	The Reporting Period		The same period of last year		Increase/decrease in the reporting period compared with the same period of last year %
	Amount	As a percentage	Amount	As a percentage	
		of operating incomes %		of operating incomes %	
Operating income	164,170,344.02	-	156,441,153.34	-	4.94%
Operating cost	112,693,553.27	68.64%	109,416,520.03	69.94%	3.00% up by 1.3
Gross profit rate%	31.36%	-	30.06%	-	percentage points
Taxes and surcharges	1,234,435.29	0.75%	942,901.77	0.60%	30.92%
Selling expense	29,193,614.59	17.78%	25,896,258.44	16.55%	12.73%
Overhead expense	24,118,155.69	14.69%	23,999,971.94	15.34%	0.49%

Item	The Reporting Period		The same period of last year		Increase/decrease in the reporting period compared with the same period of last year %
	Amount	As a percentage	Amount	As a percentage	
		of operating incomes %		of operating incomes %	
R&D expense	5,178,327.24	3.15%	3,148,063.03	2.01%	64.49%
Finance expense	1,317,840.53	0.80%	1,446,264.73	0.92%	-8.88%
Other income	2,103,494.83	1.28%	2,808,088.05	1.79%	-25.09%
Investment gain	-9,011,339.18	-	9,135,071.08	5.84%	-198.65%
Credit impairment loss	-4,856,865.14	-	-3,361,304.71	-	-
Assets impairment loss	-123,298.78	-	-38,878.86	-	-
Gain on disposal of assets	716.82	0.0004%	3,849.39	0.0025%	-81.38%
Non-operating income	3,456,840.10	2.11%	1,354,877.68	0.87%	155.14%
Non-operating expense	64,441,445.70	39.25	2,462,006.74	1.57%	2,517.44%
Net profit	-82,754,449.89	-	-969,130.71	-	-

Reasons for major changes in the item

Taxes and surcharges: Mainly due to the payment of value-added tax by the subsidiary Fuxin Busbar.

R&D expenses: Mainly due to the increase in new product R&D expenditure by the subsidiary Fuxin Busbar.

Investment gain: Mainly due to the disposal by the Company of its 100% equities in Northeast Electric Development (Hong Kong) Company Limited during the year, with the carryover exchange differences included in the investment income.

Gain on disposal of assets: Mainly due to a decrease in proceeds from the disposal of scrapped assets by the subsidiary Fuxin Busbar.

Non-operating income: Mainly due to the adjustment of advances from customers by Fuxin Busbar, a subsidiary of the Company.

Non-operating expenses: Mainly due to the provision for estimated liabilities recognized by the Company in accordance with a judicial judgment in a newly added litigation case during the current period.

(2) Income components
Unit: RMB

Item	Amount for the current period	Amount for the previous period	Increase/decrease in the reporting period compared with the same period of last year %
Incomes from primary business	161,420,908.29	153,904,538.32	4.88%
Income from other business	2,749,435.73	2,684,565.81	8.39%
Cost of primary business	112,693,553.27	109,416,520.03	3.00%
Cost of other business	-	-	-

Analysis by product category:

√ Available □ Unavailable

Unit: RMB

Category/item	Operating income	Operating cost	Gross margin%	Percentage		
				Increase/decrease in the operating income compared with that in the same period of last year %	Increase/decrease in the operating cost compared with that in the same period of last year %	Point(s) of increase/decrease in the gross margin compared with that in the same period of last year
Sales of enclosed busbar products	107,957,752.10	87,648,616.09	18.81%	8.81%	4.03%	Rise of 3.73 percentage points
Hotel catering accommodation industry	53,463,156.19	25,044,937.18	53.15%	-2.23%	-0.46%	Drop of 0.84 percentage points

Analysis by region category:

√ Available □ Unavailable

Reason for changes in income compositions

There were no significant changes in the income components, and the changes in various categories of products did not reach 30% as compared with the corresponding period of the previous year.

(3) Major customers

Unit: RMB

No.	Customer	Sales amount	Percentage of annual sales %	Related party or not
1	Northwest Electric Power Design Institute Co., Ltd. of China Power XX Group	26,378,840	16.07%	No
2	Guoneng Zhejiang XX First Power Generation Co., Ltd.	12,557,500	7.65%	No
3	Guodian Langfang XX Energy Co., Ltd.	10,662,000	6.49%	No
4	GD Power Datong XX Power Generation Co., Ltd.	9,300,000	5.66%	No
5	XX (Yantai) Gas Turbine Power Generation Co., Ltd.	9,266,000	5.64%	No
Total		68,164,340	41.52%	-

(4) Major suppliers
Unit: RMB

No.	Customer	Sales amount	Percentage of annual sales %	Related party or not
1	Liaoning XX Electric Power Equipment Manufacturing Co., Ltd.	13,713,382.15	12.17%	No
2	Jiangsu XX Electrical Co., Ltd.	13,274,520.00	11.78%	No
3	Xuzhou XX Aluminium Co., Ltd.	12,745,516.01	11.31%	No
4	Shenyang XXXX Aluminium Co., Ltd.	8,473,929.16	7.52%	No
5	Shenyang XX Copper Co., Ltd.	6,496,325.91	5.76%	No
Total		54,703,673.23	48.54%	-

2. Cash flows

Unit: RMB

Item	Amount for the current period	Amount for the previous period	Increase/decrease in the reporting period compared with the same period of last year %
Net cash flows from operating activities	-6,528,113.05	1,283,386.10	-608.66%
Net cash flows from investing activities	245,287.10	8,964,074.71	-97.26%
Net cash flows from financing activities		-1,587,890.88	-100.00%

Analysis of cash flows

Net cash flows from operating activities: Mainly due to the increase in executable contracts of Fuxin Busbar during the Reporting Period, resulting in a decrease in cash inflows.

Net cash flows from financing activities: Mainly due to the receipt by the subsidiary Garden Lane Hotel of RMB9.10 million from the transfer of 30% equities in Chongqing Hotel in the previous year.

Net cash flows from financing activities: Mainly due to the payments made to related parties in the previous year, with no such payments incurred in the year.

3. R&D investment

R&D personnel of the Company

	2025	2024	Changes of Proportion
Number of R&D personnel	10	10	-
Proportion of R&D personnel	3.5%	3.2%	19.38%

R&D investment of the Company

	2025	2024	Changes of Proportion
Amount of R&D investment (RMB'000)	5,178	3,148	64.49%
Proportion of R&D investment to operating incomes	3.15%	2.01%	56.72%
Capitalization of R&D investment (RMB)		-	
Proportion of capitalization of R&D investment to total R&D investment		-	

(3) Structural analysis of assets and liabilities

Unit: RMB

Item	End of the current period		End of the last year		Increase/ decrease in the reporting period compared with the same period of last year %
	Amount	Percentage of total assets %	Amount	Percentage of total assets %	
Monetary fund	10,570,116.41	5.38%	18,834,578.94	10.32%	-43.88%
Notes receivable	2,438,757.34	1.24%	20,000.00	0.01%	12,093.79%
Accounts receivable	50,324,918.33	25.60%	34,802,007.03	19.07%	44.60%
Prepayments	3,268,765.14	1.66%	3,536,769.28	1.94%	-7.58%
Other receivables	12,521,588.89	6.37%	12,278,565.80	6.73%	1.98%
Inventory	39,280,771.76	19.99%	32,559,631.50	17.85%	20.64%
Contractual assets	9,018,694.88	4.59%	7,958,668.33	4.36%	13.32%
Other current assets	874,264.98	0.44%	958,221.07	0.53%	-8.76%
Fixed assets	30,143,549.24	15.34%	32,678,445.71	17.91%	-7.76%
Right-of-use assets	5,595,380.16	2.85%	6,989,347.70	3.83%	-19.94%
Intangible assets	10,758,247.39	5.47%	11,022,253.51	6.04%	-2.40%
Other non-current assets	19,060,261.28	9.70%	19,070,849.21	10.45%	-0.06%
Deferred tax assets	1,398,845.04	0.71%	1,747,336.93	0.96%	-19.94%
Other non-current liabilities	1,295,671.36	0.66%	-	-	-

Item	End of the current period		End of the last year		Increase/decrease in the reporting period compared with the same period of last year %
	Amount	Percentage of total liabilities%	Amount	Percentage of total liabilities%	
Accounts payable	43,471,714.36	9.24%	43,004,055.56	11.01%	1.09%
Contract liabilities	38,911,677.83	8.27%	24,929,450.09	6.38%	56.09%
Payroll payable	4,656,238.42	0.99%	3,811,782.06	0.98%	22.15%
Taxes payable	2,971,843.46	0.63%	2,967,633.03	0.76%	0.14%
Other payables	237,027,421.18	50.37%	238,184,941.31	60.96%	-0.49%
Non-current liabilities due					
within a year	5,595,380.16	1.19%	6,989,347.70	1.79%	-19.94%
Other current liabilities	5,148,163.03	1.09%	2,861,319.59	0.73%	79.92%
Estimated liabilities	98,327,105.69	20.90%	34,354,500.00	8.79%	186.21%
Deferred income	28,334,278.38	6.02%	30,259,480.02	7.74%	-6.36%
Deferred tax liabilities	1,398,845.04	0.30%	1,747,336.93	0.45%	-19.94%
Other non-current liabilities	4,721,358.41	1.00%	1,625,230.23	0.42%	190.50%

Reasons for major changes in the item

Monetary fund: Mainly due to expenditures for daily production and operating activities.

Notes receivable: Mainly due to the acceptance and endorsement of notes receivable of the busbar business during the year.

Accounts receivable: Mainly due to the increase in receivables from the busbar business during the year.

Contract liabilities: Mainly due to a significant increase in new sales contracts signed by the subsidiary Fuxin Busbar, resulting in a corresponding increase in advances from customers.

Other current liabilities: Mainly due to the increase in deductible output tax for the contract liabilities of the subsidiary FuxinBusbar due within one year.

Estimated liabilities: Mainly due to the estimated liabilities arising from a newly added litigation case during the current period.

Other non-current liabilities: Mainly due to the presentation of contract liabilities of the subsidiary Fuxin Busbar with maturities exceeding one year under this item.

(4) Investment analysis
1. Major subsidiaries and investees

√ Available □ Unavailable

Unit: RMB

Name	Type	Executive Directors	Principal business	Registered capital	Total assets	Net assets	Operating income	Net profit
Great Talent Technology Limited	Subsidiary	Zhu Xinguang	Investment	\$1	87,079,026.18	5,902,756.79	0.00	-16,395.54
Shenyang Kaiyi Electric Co., Ltd.	Subsidiary	Yan Sixin	Manufacturing of electrical equipment	1,000,000.00	43,081,788.05	-59,979,049.08	0.00	-185,675.13
Fuxin Enclosed Busbar Co., Ltd.	Subsidiary	Fu Lei	Manufacturing of enclosed busbars	\$8,500,000.00	141,536,480.71	35,097,225.84	107,991,911.39	1,040,716.14
Hainan Garden Lane Flight Hotel Management Co., Ltd.	Subsidiary	Xing Yingxing	Hotel business	50,000,000.00	65,654,404.5	-139,944,162.55	56,1784,32.63	-5,882,055.52
Northeast Electric (Chengdu) Electric Engineering Design Co., Ltd.	Subsidiary	Su Jianguhua	Electric power engineering	10,000,000.00	7,032,682.79	6,887,532.24	0.00	-1,139.57

Analysis of business of main investees√Available Unavailable**(5) Significant assets and equity disposal**√Available Unavailable**1. Connected transaction on transfer of 10.5% equities in HNA Tianjin Center Development Co., Ltd.**

Based on the need to integrate resources, supplement working capital, and promote sustainable operations, upon consideration and approval at the 16th meeting of the tenth session of the Board of Directors of NEE on 29 September 2025, the Company's controlling subsidiary, Hainan Garden Lane Flight Hotel Management Co., Ltd. (hereinafter referred to as "**Garden Lane Hotel**"), entered into the "**Agreement on Transfer of Equities**" in respect of HNA Tianjin Center Development Co., Ltd. (hereinafter referred to as "**Tianjin Center**") with a related party, Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. (hereinafter referred to as "**Beijing Haihongyuan**"). Garden Lane Hotel transferred its 10.5% equities in Tianjin Center to Beijing Haihongyuan at a consideration of RMB3.58 million (for details, please refer to the announcement dated 29 September 2025). On 16 March 2026, the equity transfer was registered with the administration for industrial and commercial as a change.

2. Transfer of 100% equities in Northeast Electric Development (HK) Company Limited

During the Reporting Period, the Company, focusing on optimizing internal asset allocation, revitalizing existing assets, improving its asset-liability structure, and enhancing the quality of core assets, carried out the following transaction: upon consideration and approval at the 12th meeting of the tenth session of the Board of Directors of NEE on 17 January 2025, the Company agreed to transfer its 100% equities in its wholly-owned subsidiary, Northeast Electric Development (Hong Kong) Company Limited, to a non-related party, Prosper Power Limited, at a consideration of RMB4 million. On 26 June 2026, the equity transfer was registered with the administration for industrial and commercial as a change.



- (6) **Cause description of significant changes in production and operation, as well as the profit component, principal business and its structure and profitability during the Reporting Period as compared to the previous reporting period**

Please refer to “(1) Overview and (2) Main Activities” in “IV. REPORT OF THE DIRECTORS”.

(I) Substantial Connected Transactions of the Company for 2025

1. Pursuant to the Listing Rules of the Hong Kong Stock Exchange, the Connected Transaction of the Company for 2025 is as Follows:

1. Connected transaction on transfer of 10.5% equities in HNA Tianjin Center Development Co., Ltd.

Based on the need to integrate resources, supplement working capital, and promote sustainable operations, upon consideration and approval at the 16th meeting of the tenth session of the Board of Directors of NEE on 29 September 2025, the Company's controlling subsidiary, Hainan Garden Lane Flight Hotel Management Co., Ltd. (hereinafter referred to as "**Garden Lane Hotel**"), entered into the "Agreement on Transfer of Equities" in respect of HNA Tianjin Center Development Co., Ltd. (hereinafter referred to as "**Tianjin Center**") with a related party, Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. (hereinafter referred to as "**Beijing Haihongyuan**"). Garden Lane Hotel transferred its 10.5% equities in Tianjin Center to Beijing Haihongyuan at a consideration of RMB3.58 million (for details, please refer to the announcement dated 29 September 2025). On 16 March 2026, the equity transfer was registered with the administration for industrial and commercial as a change.

2. Connected transaction on signing a supplementary agreement to the lease contract

In accordance with the need for the continued operation of the hotel business, Garden Lane Flight Hotel (the "**Lessee**"), a controlling subsidiary of the Company, entered into a supplementary agreement to the lease contract with Dalian Changjiang Plaza Co., Ltd. (the "**Lessor**"), a related party. According to the Supplementary Agreement, the relevant provisions of the original lease contract were adjusted to extend the lease period for one year, changing the lease period from the original "**1 September 2021 to 31 December 2025**" to "**1 September 2021 to 31 December 2026**", and the rent standard for 2026 was set at RMB6 million. Apart from the terms expressly adjusted in the Supplementary Agreement, the remaining terms of the original lease contract shall remain in effect. (For details, please refer to the announcement dated 24 December 2025)

Save for the above transactions, there were no other disclosable connected transactions.

2. Pursuant to the Listing Rules of the Hong Kong Stock Exchange, the continuing connected transactions of the Company for 2025 are as follows:

As at 31 December 2021, the Group's deposits with HNA Group Finance Co., Ltd and the rent receivables and other receivables from companies within the scope of the HNA Group Bankruptcy Reorganization Plan (the "**Reorganization Plan**") amounted to RMB18,788,000 (net of provision for losses). In April 2022, the court made a ruling on the completion of the Reorganization Plan and the HNA Group Bankruptcy Reorganization Specialized Service Trust (the "Trust") was established for the purpose of implementing the Reorganization Plan and for the benefit of all the creditors of the HNA Group's 321 companies. Pursuant to the Reorganization Plan, Hainan HNA No. 2 Trust Management Service Co., Ltd. was established and acted as the holding company of the 321 companies, with the Trust serving as the controlling shareholder of Hainan HNA No. 2 Trust Management Service Co., Ltd.

According to the results of the Reorganization Plan, the Group, as one of the court-approved creditors, received the unlisted ordinary trust shares with a fair value of approximately RMB19,084,000 in June 2022, which were used to settle the Group's deposits with HNA Group Finance Co., Ltd (i.e., cash deposited with financial institutions), as well as other receivables of the Company under the Reorganization Plan. The difference between the aggregate carrying value of cash deposited with financial institutions, rent and other receivables of RMB18,788,000 and the fair value of the unlisted ordinary trust shares, which was approximately RMB296,000, was recognized as income from the reorganization of the HNA Group during the year ended 31 December 2022.

During the Reporting Period, there was no continuing connected transaction.

The independent non-executive Directors of the Company unanimously confirmed that the continuing connected transactions of the Company in 2025 were carried out:

- (1) in the ordinary course of business of the Company;
- (2) based on normal commercial terms or better terms; and
- (3) based on the terms of the relevant transaction agreements, and the relevant terms were fair and reasonable, and in the interests of all the shareholders of the listed company as a whole;

In respect of the above continuing connected transactions (the “**Transactions**”) specified in Chapter 14A of the Listing Rules of the Hong Kong Stock Exchange, the annual auditor has performed the relevant verification procedures for the transactions for the year ended 31 December 2025 and stated that: (1) it was not aware that the Transactions were carried out without the approval of the Board; (2) it was not aware of any matters which would make them believe that the Transactions were inconsistent with the pricing policies of the Group in any material aspects in connection with the Transactions where the Group provided commodities and services; (3) it was not aware of any matters which would make them believe that the Transactions were inconsistent with the terms of the transaction agreements in any material aspects; (4) it was not aware of any matters which would make them believe that the annual accumulative amount of any of the Transactions exceeded the annual cap set by the Company.

The Board and all the Directors confirm that the Company has complied with the disclosure provisions in Chapter 14A of the Listing Rules of the Hong Kong Stock Exchange.

Except for the connected transactions disclosed above, there is no connected transaction involving joint external investment, non-operational creditor’s rights and debts, or other connected transactions which are not exempted from the annual reporting requirements.

(II) Significant Litigations and Arbitrations**1. Progress of the enforcement case of the liabilities arising from guarantee dispute involving Jinzhou Branch of Bank of China**

On 19 May 2004, Jinzhou Power Capacitor Co., Ltd. (the “Jinzhou Capacitor”), the former subsidiary of the Company, entered into a RMB13 million loan contract with Bank of China Jinzhou branch (the “BOC”), with a maturity of 12 months in which the Company undertake the guarantee responsibility. BOC subsequently lodged a case with the district Court of Jinzhou City Liaoning Province (“Jinzhou’s Intermediate Court”) on 16 February 2005 under the circumstances of non-expiry of the loan contract and demanded Jinzhou Capacitor to make an early repayment and the Company undertaking the guarantee liability.

Jinzhou’s Intermediate Court gave the civil judgment ((2005) Jin Min San He Chu Zi No. 21) on 20 May 2005 by which it was ruled that the Company shall undertake the joint repayment liability for the RMB13 million loan of Jinzhou Capacitor.

BOC applied to the Intermediate People’s Court of Jinzhou City Liaoning Province, for filing a case and resuming compulsory enforcement on 5 September 2024. According to the enforcement ruling ((2024) Liao 07 Zhi Hui No. 69) given by the Intermediate People’s Court of Jinzhou City Liaoning Province, on 12 December 2024, it has ruled that the execution procedures cannot be proceeded, due to after the financial due diligence process, the Group has no assets available for execution and the remaining assets are not eligible for disposal. The execution procedures can be resumed only when the conditions for execution are fulfilled, The Intermediate People’s Court of Jinzhou City Liaoning Province then ruled the execution procedures are terminated and the execution can be resumed when the Group has assets available for execution. (For details, please refer to the announcements dated 26 September 2024 and 24 December 2024.)

2. The litigation on the application made by China Development Bank (“CDB”) for enforcement on Shenyang High-voltage Switches Co., Ltd. (“Shenyang HVS”) and Northeast Electric

Since there is no assets available for execution and the remaining assets are not eligible for disposal on 10 March 2023, the First Intermediate People’s Court of Hainan Province issued the enforcement ruling No. 2 ((2021) Qiong 96 Zhi No. 120) that ruled the execution procedures are terminated and the execution can be resumed when there are assets available for execution.

3. The litigation on the subrogation application for enforcement of Liaoning Branch of China Orient Asset Management Co., Ltd.

In accordance with the Announcement on Receipt of the Civil Order Letter from Shenyang Railway Transport Intermediate Court (announcement No.: 2020-002) issued on 16 January 2020, Shenyang Railway Transport Intermediate Court (hereinafter referred to as the “SRTIC”) published an announcement in the People’s Court Daily on 26 November 2019 to serve NEE with the Enforcement Judgment No.1 ((2019) Liao 71 Zhi Hui No.2) (hereinafter referred to as the “**Court Announcement**”). For the case on the dispute over the recovery of non-performing financial indebtedness among Liaoning Branch of China Orient Asset Management Co., Ltd. and Shenyang Transformers Co., Ltd., Shenyang High Voltage Switchgear Co., Ltd., the SRTIC ruled that RMB48,000,000 in the due debts of RMB270,000,000 and its interests owed by the person subject to enforcement, namely Shenyang High Voltage Switchgear Co., Ltd., to your company should be enforced. The Company has simultaneously raised an enforcement objection to the SRTIC in respect of the Enforcement Judgment No.1 ((2019) Liao 71 Zhi Hui No.2) published by the SRTIC and the SRTIC has ruled that the enforcement procedures shall be terminated.

4. Litigation concerning Liaoning Trust and Investment Corporation’s application to invalidate the Agreement on Transfer of Creditor’s Rights of NEE

The plaintiff, Liaoning Trust and Investment Corporation, applied to the Heping District People’s Court of Shenyang City, Liaoning Province, for rescission of the “**Agreement on Transfer of Creditor’s Rights**” entered into with the defendant NEE on 1 June 2005. The plaintiff requested the defendant to return the property benefits obtained under the contract, namely the debt repayment amount of RMB31.5233 million obtained through enforcement.

On 27 September 2025, the Heping District People’s Court of Shenyang City, Liaoning Province, issued the Civil Judgment ((2024) Liao 0102 Min Chu No. 28009), ruling at first instance that the “**Agreement on Transfer of Creditor’s Rights**” (Dong Liao Zhai Zhuan Zi No. 006) entered into on 1 June 2005 between the liquidation group of Liaoning Trust and Investment Corporation and the defendant NEE was invalid, and ordering the defendant NEE to pay the plaintiff discounted compensation of RMB31.5233 million together with capital occupation fees. To safeguard the Company’s interests, the Company filed an appeal immediately upon receipt of the first-instance judgment. On 30 January 2026, the Liaoning Shenyang Municipal Intermediate People’s Court issued the Civil Judgment ((2025) Liao 01 Min Zhong No. 18142), dismissing the Company’s appeal and upholding the original judgment. To further safeguard its interests, the Company filed an application for retrial with the High People’s Court of Liaoning Province on 16 March 2026. For details, please refer to the Company’s announcements dated 4 July 2025, 10 October 2025, 17 October 2025 and 3 February 2026.

(III) Other Major Events**Profit Distribution of Ordinary Shares and Conversion of Capital Reserve into Share Capital of the Company**

As at 31 December 2025, according to the relevant regulations, the Company has no distributable reserve. Pursuant to the resolution approved by the Board on 31 March 2026, the Company proposes not to distribute cash dividend, issue bonus share, or capitalize from capital reserves during the year. The matter is still subject to approval by the meeting of shareholders (2024: Nil). There is no arrangement under which a shareholder of the Company has waived or agreed to waive any dividends.

Explanation of changes in accounting policy, accounting estimates and accounting methods in comparison with the financial report of the previous year

Nil

Explanation of retrospective restatement for adjustment of significant accounting errors occurred during the Reporting Period

During the Reporting Period, there was no retrospective restatement for adjustment of significant accounting errors occurred in the Company.

Explanation of change in the scope of consolidated statement in comparison with the financial report of the previous year

As of 31 December 2025, a total of six subsidiaries of the Company was included in the scope of consolidation, and there were no changes to the scope of consolidation this year as compared with those in the previous year.

Explanation by the Board of Directors on the “Non-standard Audit Report” Issued by the Accounting Firm for the Reporting Period

The fundamental reason for the auditor’s disclaimer of opinion for the Year is the uncertainties relating to going concern and their possible impact on the consolidated financial statements. These conditions indicate that the existence of a material uncertainty which may cast significant doubt on the Group’s ability to continue as a going concern and therefore, the directors of the Company have reviewed the Group’s cash flow forecasts which cover a period of not less than twelve months from the date of the end of the reporting period.

Based on its internal business judgment, and taking into account its own cash flow forecasts, operational improvement plans and legal opinions, the Company believes that the risk of bankruptcy liquidation in the next 12 months is extremely low. In addition, the Company has applied to the High People’s Court of Liaoning Province for a retrial, and expects that the outcome of such application will be favourable to the Company. Accordingly, the judgment will not be enforced against the Company and is not expected to have any adverse impact on the financial position or operations of the Group. At present, Liaoning Trust has not issued an enforcement order in respect of the second-instance judgment, and the Company is not required to pay any compensation or related interest. Its cash resources will continue to be used for normal business operations.

In addition, the assumptions ensure that the Company will continue to have sufficient working capital and financing support during the forecast period, and its liquidity position will not be affected. Working capital will be sufficient to support going concern operations.

1. successful fundraising from major shareholders and obtaining financial support to fully meet financial obligations as they fall due;
2. successful negotiation with banks to obtain new credit facilities;
3. settlement of compensation relating to prior litigation will not occur within twelve months;
4. no repayment order will be reactivated by the court within the next twelve months in respect of compensation liabilities arising from guarantees provided for bank borrowings of former subsidiaries in prior litigation; and
5. the Group will maintain stable operations, optimise resources and costs, and expand into new markets through product innovation, expansion into high-margin businesses and lean management. The Company will also obtain strategic investors through capital market financing.

Cash flow forecasts, which are based on the assumption of the continuity of normal business activity, indicate that the Group will have sufficient liquidity to meet its operation, existing contractual debt obligation and capital expenditure requirements for at least twelve-month period from the date of the end of the reporting period. Such cash flow forecasts, which include certain assumptions relating to the Litigation and certain prior litigation cases, as well as plans and measures to alleviate liquidity pressure and improve the financial position, are set out in Note 3-1 to the consolidated financial statements of the Group and whether the going concern assumption adopted in the preparation of the consolidated financial statements is appropriate depends on the outcomes of these assumptions, plans and measures, which are subject to multiple uncertainties, including: (1) the Company has applied to the High Court for a retrial of the litigation, and the outcome will be favourable to the Company such that the judgment will not be enforced; (2) although the second-instance judgment has taken effect, Liaoning Trust has not taken enforcement action and the Company has applied for a retrial; the Group is not required to pay compensation or related interest, and its cash resources will not be affected; (3) if compulsory enforcement procedures continue, the court will order a suspension of enforcement until the enforcement conditions are satisfied, thereby safeguarding the Group's liquidity and working capital; (4) the Company will not be subject to liquidation proceedings initiated by Liaoning Trust, nor will its assets be seized; the Group's subsidiaries will continue to operate to ensure that production and operations are not affected; (5) successful fundraising from major shareholders and obtaining financial support to fully meet financial obligations as they fall due; (6) successful negotiation with banks to obtain new loan facilities; (7) settlement of compensation relating to prior litigation will not occur within twelve months; (8) no repayment order will be issued within the next twelve months in respect of liabilities arising from guarantees provided for bank borrowings of former subsidiaries in prior litigation; and (9) the Group will maintain stable operations, optimise resources and costs, and expand into new markets through product innovation, expansion into high-margin businesses and streamlined management. The Company will also obtain strategic investors through capital market financing. Some of measures details are as follows:

- (1) Maintain stability in the internal and external operating environments and plan long term sustainable operation goals. In order to achieve the balance of cash flow, we will reasonably plan and adjust the business operation scale, establish sound operational objectives, continue to do a good job in operation management, improve product innovation ability, and maintain and strengthen the capacity for continuous operation, thereby steadily improving the profitability of our primary businesses. On the basis of the growth of the Company's existing primary business on a comparable basis in 2025, it is expected that there will still be a certain increase in 2026.
- (2) Rationally allocate resources and enhance cost control. The Group has adopted a flat management structure, effectively reducing labor costs. Simultaneously, we will strengthen comprehensive budget management and cost control, strictly control all kinds of expense expenditures. In 2026, the operating lease expense of the Hotel Nikko Dalian under Garden Lane Hotel has been reduced to RMB6 million, representing a 20% decrease compared with the previous year, through multiple rounds of negotiations that secured favorable renewal terms. This measure will help reduce operating costs and maximize the profitability of its primary businesses.
- (3) Develop new products to enhance market competitiveness. Centering on the development of traditional busbar-type power transmission and transformation equipment, we will strengthen R&D investment, adjust the product structure, and increase the proportion of renovation projects with higher gross profit margins and new products in sales revenue within the busbar business orders.

- (4) Ensure safe production and firmly uphold the safety red line. We will strengthen organizational leadership, strictly implement accountability, and vigorously enforce the implementation of various responsibility measures to ensure safe and stable production. Refine emergency response plans and improve emergency handling capabilities, and adhere to the highest work standards, strictest work requirements, and strongest sense of responsibility to effectively implement safety precautions and create an ideal safety environment for smooth and orderly operation and development of the enterprise's safe production.
- (5) By strengthening the collection of receivables and seeking external financial support, the Group can guarantee its own funding needs. Funding sources: Firstly, for the main business, we will improve cash flow by strengthening supply chain management and internal fund management, reducing capital occupation, accelerating collection of payments, increasing the credit limit for material purchases, or securing bank loans. Secondly, the Group will seek financial support from major shareholders to provide the necessary level of financial assistance. Thirdly, NEE and its subsidiaries do not have no loans or borrowings from financial institutions or non-connected external entities, and Fuxin Busbar has a good bank credit rating and financing record, showing financing capabilities; the Group may, subject to business development needs, apply for bank credit support by pledging real estate, ensuring sufficient funding for the next 12 months of continuous operation. By virtue of these measures, the Group can meet working capital requirements and achieve cash flow balance.
- (6) Fully utilize capital market financing channels to introduce strategic investors with all efforts. The introduction of strategic investors is a core task for NEE in 2026. To this end, a dedicated task force has been established to fully advance this initiative. With the support of strategic investors, the Company aims to resolve historical debt burdens, cultivate new businesses, improve operating conditions and its assetliability structure, and enhance its going concern capability.

The Board has made a full and detailed assessment of the Group's ability to continue as a going concern, including reviewing the Group's working capital forecast for the next twelve months compiled by the management. It is believed that the Group can obtain sufficient sources of financing to ensure the need for working capital and capital expenditure. The Board recognized the compilation of these financial statements on a going concern basis by the management.

The Board understands that the fundamental reason for the auditor's disclaimer of opinion for the Year is the uncertainties relating to going concern and their possible impact on the consolidated financial statements. Notwithstanding the above, the Group has been actively implementing plans and measures to alleviate liquidity pressure and improve its financial position, details of which are set out in Note 3. 1 to the consolidated financial statements of the Group. The Board considers that these action plans will be able to address the basis for the disclaimer of opinion. The Board will continue to pay attention to and supervise the management of the Company to ensure that they take proactive and effective measures, focus on the implementation of all work related to the Company's going concern to improve the Company's ability to continue as a going concern, drive the healthy, stable and sustainable development of the Company, and safeguard the legitimate rights and interests of the Company and investors.

The Audit Committee understands that the fundamental reason for the auditor's disclaimer of opinion for the Year is the uncertainties relating to going concern and their possible impact on the consolidated financial statements. Based on the work carried out and the preliminary results achieved by management in mitigating debt risks during 2025 and up to 31 March 2026, the Audit Committee agrees with management's position and basis that the Group has actively implemented plans and measures to alleviate liquidity pressure and improve its financial position. The Audit Committee considers that the action plans will be able to address the basis for the disclaimer of opinion.

The Audit Committee has reviewed the disclaimer of opinion for the Year and agrees with its basis. Management has assessed the impact of the disclaimer of opinion on the Group and is of the view that, provided the measures set out in Note 3. 1 to the financial statements are successfully implemented, the disclaimer of opinion will not have a material impact on the Group's day-to-day operations. The Audit Committee and management have no disagreement on (i) the disclaimer of opinion and (ii) the Company's plans to address the disclaimer of opinion.

The Board has made a full and detailed assessment of the Group's ability to continue as a going concern, including reviewing the Group's working capital forecast for the next 12 months compiled by the management. It is believed that the Group can obtain sufficient sources of financing to ensure the need for working capital and capital expenditure. The Board recognized the compilation of these financial statements on a going concern basis by the management.

The Board will continue to pay attention to and supervise the management of the Company to ensure that they take proactive and effective measures, focus on the implementation of all work related to the Company's going concern to improve the Company's ability to continue as a going concern, drive the healthy, stable and sustainable development of the Company, and safeguard the legitimate rights and interests of the Company and investors.

Non-operational Use of Capital of the Listed Company by the Controlling Shareholder and Its Connected Parties

The controlling shareholder and its connected parties did not use any capital of the listed company for non-operational purpose.

Matters Related to Bankruptcy Reorganization

During the Reporting Period, the actual controller remained unchanged, namely that there was no actual controller of NEE; and the controlling shareholder of NEE remained unchanged, namely Beijing Haihongyuan Enterprise Management Consulting Co., Ltd.

Directors' interest in business that competes with the Group

None of the Directors was interested in any business that competes or is likely to compete, either directly or indirectly, with the Group's businesses.

Guarantees

In 2025, the Company did not incur any new external guarantee amounts, nor did it provide guarantees for shareholders, the de facto controller or their related parties. As at 31 December 2025, the Company's outstanding external guarantees amounted to RMB30 million (all of which were incurred prior to 2004, with no new guarantees in 2025).

Purchase, sale or redemption of shares

During the Reporting Period, the Company and its subsidiaries did not purchase, sell or redeem any shares of the Company.

Share option scheme

During the Reporting Period, the Company and its subsidiaries did not have any share option plan.

Names and profiles of Directors, Supervisors and senior management

Details of the names and profiles of Directors, Supervisors and senior management of the Company are set out in the section headed “(III) Appointment” in “Directors, Supervisors, Senior Management and Employees”.

Directors, supervisors and chief executives’ interests in the shares, underlying shares and debentures of the Company

As of 31 December 2025, none of the directors, supervisors and chief executives of the Company had any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (as defined in Part XV of the Securities and Futures Ordinance (“SFO”)) as recorded in the register required to be kept under Section 352 of the SFO, or as otherwise notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code.

Registration and management of persons informed of inside information

The Company has always been in strict compliance with the Registration and Management System for Persons Informed of Inside Information considered and approved by the Board. During the Reporting Period, the Company had not been aware of any violation.

Service contracts of Directors and Supervisors

Each of the members of the tenth Board of Directors and the tenth Board of Supervisors has entered into service contracts with the Company for a term beginning on 30 December 2022 and ending on the expiration of the term of office on 30 December 2025;

Save for the service contracts of Directors and Supervisors, none of the Directors or Supervisors has entered into any service contract with the Company or its subsidiaries which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

Directors and Supervisors' interests in arrangements or contracts

None of the Directors or Supervisors has any direct or indirect interests in any arrangements or contracts of significance to the Group's business to which the Company, its holding company or any of its subsidiaries or fellow subsidiaries was a party during the Reporting Period.

Remuneration of directors, supervisors and senior management

Details of the remuneration of the Company's current and resigned directors, supervisors and senior management during the Reporting Period are set out in "Changes in shareholdings of Directors, Supervisors and senior management and their remuneration" under the section headed "Directors, Supervisors, Senior Management and Employees".

According to the Company's remuneration management system and annual performance appraisal, the Remuneration Committee of the Company's Board has determined the remuneration standard based on their positions. The remuneration standard for Directors and Supervisors that has been considered and approved at the Company's general meeting is as follows: The total remuneration of all Directors of the 10th Board of the Company in each accounting year shall not exceed that of the last session namely RMB6 million (after tax) on average during their terms of office. The total remuneration of all Supervisors of the 10th Supervisory Committee of the Company in each accounting year shall not exceed that of the last session namely RMB800,000 (after tax) on average during their terms of office.

Employee pension scheme

The Group's employees participate in the basic pension insurance plan set up and administered by local authorities of Ministry of Human Resource and Social Security. Monthly payments of premiums on the basic pensions are calculated according to the bases and percentage prescribed by the relevant local authorities. When employees retire, the local authorities of Ministry of Human Resource and Social Security are obliged to pay the basic pensions to them. The amounts based on the above calculations are recognised as liabilities in the accounting period when the employee serves for the Group, charging to the profit or loss for the current period or the cost of relevant assets. During the year ended 31 December 2025, the Group had contributions to defined contribution pension scheme of RMB2,140,000. Please refer to the notes to the financial statements for details of the implementation policies of employee remuneration and pension scheme.

Top five individuals with the highest remuneration

The top five individuals with the highest remuneration of the Group for the year 2025 included two director(s). Detailed remuneration items have been reflected in the aforesaid remuneration of directors, supervisors and senior management.

None of the key management personnel of the Group (including directors and supervisors) had abandoned any remuneration for the year 2025 and the year 2024.

Remuneration band:	Number of employees for the year 2025	Number of employees for the year 2024
HKD0 - HKD1,000,000	2	2

During the year, no payment was paid or payable to Directors as an inducement to join or upon joining the Group, and no compensation was paid or payable to Directors or former Directors for the loss of office as a Director or other management positions in any member of the Group.

Remuneration for the Directors and Supervisors of the Company was determined according to the salary management system and approved by the Remuneration Committee of the Board.

Permitted indemnity provisions

According to the requirement of Rule A.2.1 of the Corporate Governance Code set out in the Appendix C1 to the Listing Rules, all directors should actively participate in continuous professional development to develop and refresh their knowledge and skills, so as to ensure that their contribution to the Board remains informed and relevant. The Company should be responsible for arranging and funding suitable training, placing an appropriate emphasis on the roles, functions and duties of a listed company director.

Replacement of auditor

Upon consideration and approval at the 2nd meeting of the tenth session of the Board held on 19 January 2023 and the first extraordinary general meeting on 15 February 2023, the Company appointed the Zhongxingcai Guanghua Certified Public Accountants LLP as the domestic auditor for financial statements and internal control of the Company for the year 2023, and appointed Ting Ho Kwan & Chan Certified Public Accountants as the overseas auditor for the year 2023 for a period of one year, and authorized the Board to determine their remuneration.

According to the Announcement on the Resignation of the Overseas Auditor issued by NEE on 12 October 2023, Ting Ho Kwan & Chan Certified Public Accountants resigned as the overseas auditor of the Company with effect from 12 October 2023. At the seventh meeting of the tenth session of the Board of Directors held on 13 November 2023, the Company deliberated and approved the Resolution on the Appointment of an Overseas Auditor. As a result, the Board of Directors appointed Wilson & Partners CPA Limited (hereinafter refer to as “**Wilson & Partners**” or the “**Overseas Auditor**”) as our new overseas auditor to fill the casual vacancy following the resignation of Ting Ho Kwan & Chan Certified Public Accountants and until the conclusion of the next annual general meeting.

Replacement of Domestic Auditor

At the annual general meeting convened on 26 June 2025, the Company approved the re-appointment of Zhongxingcai Guanghua Certified Public Accountants LLP as the Company’s domestic auditor for financial statements and internal control for the year 2025 (hereinafter referred to as the “**Domestic Auditor**”), and the re-appointment of Wilson & Partners CPA Limited as the overseas auditor for 2025 (hereinafter referred to as “**Wilson & Partners**” or the “**Overseas Auditor**”), for a term of one year, with the Board authorised to determine their remuneration.

According to the “Announcement on Change of Domestic Auditor for 2025” published by Northeast Electric on 24 December 2025, Zhongxingcai Guanghua Certified Public Accountants LLP indicated that it would not participate in the tender for the 2025 audit engagement, and the audit team that had served the Company for three consecutive accounting years joined Shenzhen Changjiang Certified Public Accountants Firm, resulting in a vacancy in the position of the Domestic Auditor. To ensure the continuity of the Company’s audit work, the 17th meeting of the 10th session of the Board held on 24 December 2025 considered and approved the “Proposal on Change of Domestic Auditor for 2025”. The Board appointed Shenzhen Changjiang Certified Public Accountants Firm as the Domestic Auditor for 2025 to fill the interim vacancy arising from the resignation of Zhongxingcai Guanghua Certified Public Accountants LLP, with a term ending at the conclusion of the next annual general meeting of the Company.

Shenzhen Changjiang Certified Public Accountants Firm was engaged as the domestic auditor for the Company’s annual financial report in 2025, responsible for auditing the internal control on financial report established by the Company in accordance with the Basic Standard for Enterprise Internal Control and relevant regulations as of 31 December 2025, and issuing audit opinions on its effectiveness. The total annual audit fee charged was RMB400,000. Meanwhile, Wilson & Partners CPA Limited charged an annual audit fee of RMB500,000.

The remuneration (excluding tax) paid to the accounting firm for auditing the 2025 annual report was as follows:

Unit of the amount: RMB

Item	Year 2025	Year 2024
Auditor’s remuneration		
– Annual auditing service fees (including internal control auditing service fees)	900,000.00	900,000.00
– Other service fees	-	-
Total	900,000.00	900,000.00

Public float

Based on the public information as at the latest practicable date prior to the publication of this Report and to the knowledge of Directors, the Company confirmed that sufficient public float existed in its shares.

Audit Committee

Duties and main work of the Committee include scrutiny of the Company's financial reports, appointment of independent auditors, approval of auditing and audit-related services and monitoring of internal control and risk management procedure, financial reporting procedure and management policies of the Company. As at the date of this Report, the Committee comprises Mr. Wang Hongyu, Mr. Li Zhengning, and Mr. Fang Guangrong and Mr. Liu Kejia. The Audit Committee complies with Rule 3.21 of the Listing Rules.

The Committee convenes no less than four audit committee meetings each year to collectively scrutinize the accounting principles adopted by the Company, internal control system and related financial matters so as to ensure the integrity, fairness and accuracy of the Company's financial statements and other related information. During the year, a total of four meetings were held by the Audit Committee to scrutinize the Company's annual and interim financial reports respectively. All members attended the meetings to hear reports on the Company's internal control and issued related auditing reports and put forward their views. Especially in the annual report audit period, the Audit Committee has in-depth communication with the auditor, including discussion about key audit matters, going concern issues, and other important events or transactions that occurred during the period.

The tenth session of the Audit Committee of the Company has reviewed the final results and results report of the Group for the year ended 31 December 2025, the accounting policies and practices adopted by the Company, and has discussed on internal control and financial report.

Corporate governance

During the Reporting Period, the Board regularly monitored and reviewed the progress of the Group's corporate governance practices to ensure compliance with the relevant codes. The Company is committed to maintaining strict corporate governance standards. The principles of these standards are to uphold a high standard of ethics, transparency, accountability and integrity in all aspects of business and to ensure that all business operations are conducted in accordance with applicable laws and regulations.

In the opinion of the Board, the Company has applied the principles and complied with the code provisions prescribed in the Corporate Governance Code and Corporate Governance Report as set out in Appendix C1 to the Rules Governing the Listing of Securities (the "**Listing Rules**") on The Stock Exchange of Hong Kong Limited during the year ended 31 December 2025.

(I) Shareholding structure (unit: shares)
Unit: shares

Nature of shares		At the beginning of the period			At the end of the period	
		Number of shares	Percentage (%)	Changes in the period	Number of shares	Percentage (%)
Shares not subject to trading moratorium	Total number of shares not subject to trading moratorium	867,370,978	99.31%	0	867,370,978	99.31%
	Including: Controlling shareholders and de facto					
	controller	81,494,850	9.33%	0	81,494,850	9.33%
	Directors, supervisors and senior management	0	0%	0	0	0%
	Core employees	0	0%	0	0	0%
Shares subject to trading moratorium	Total number of shares subject to trading moratorium	5,999,022	0.69%	0	5,999,022	0.69%
	Including: Controlling shareholders and de facto					
	controller	0	0%	0	0	0%
	Directors, supervisors and senior management	0	0%	0	0	0%
	Core employees	0	0%	0	0	0%
	Total number of shares	873,370,000	–	0	873,370,000	–
	Number of ordinary shareholders	35,250				33,744

SHAREHOLDING STRUCTURE AND SHAREHOLDERS (Continued)

(II) Shareholding of Shareholders (unit: shares)

Shareholdings of the shareholders holding more than 5% of the total share capital or the top ten shareholders

Name of shareholder	Nature of shareholder	Shareholding ratio	Shares held	Increase or	Number of	Number of	Shares pledged or frozen	
			at the end of the Reporting Period	decrease during the Reporting Period	shares subject to trading moratorium	shares not subject to trading moratorium	Status of shares	Number of shares
HKSCC Nominees Limited	Overseas legal person	29.44%	257,145,619	-4,300	0	257,145,619		
Beijing Haihongyuan Enterprise Management Consulting Co., Ltd.	Domestic non-state-owned legal person	9.33%	81,494,850	0	0	81,494,850	Pledged	81,494,850
Qin Jianming	Domestic natural person	1.87%	16,316,700	110,200	0	16,316,700		
Ding Yinhu	Domestic natural person	1.03%	9,019,779	18,877	0	9,019,779		
Zhao Rui	Domestic natural person	0.80%	6,960,310	0	0	6,960,310		
Yu Jun	Domestic natural person	0.79%	6,920,000	20,000	0	6,920,000		
Shi Yubo	Domestic natural person	0.54%	4,747,336	260,000	0	4,747,336		
Yang Bozhong	Domestic natural person	0.54%	4,690,579	0	0	4,690,579		
Geng Jing	Domestic natural person	0.50%	4,404,505	429,500	0	4,404,505		
Shen Ling	Domestic natural person	0.45%	3,936,915	481,115	0	3,936,915		

Notes:

- (1) So far as the Company is aware, there is no connected relationship among the top ten shareholders, nor are they persons acting in concert as required in the Administrative Measures for Information Disclosure of Listed Company.
- (2) Based on the public information as at the latest practicable date prior to the publication of this report and to the knowledge of Directors, the Company confirmed that there was sufficient public float in its shares.
- (3) Save as disclosed above, the Directors were not aware that any person (not being a Director, or chief executive of the Company) had any interests or short positions in the shares or underlying shares of the Company which were required to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the Securities and Futures Ordinance (“SFO”) or which were required to be recorded in the designated register pursuant to Section 336 of the SFO.
- (4) Purchase, sale or redemption of the Company’s listed securities

During the Reporting Period, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company’s shares.

- (5) Pre-emptive rights

There is no provision for the issuance of pre-emptive rights under the laws of the PRC and the Articles of Association of the Company.

- (6) Convertibles, options, warrants or other similar rights

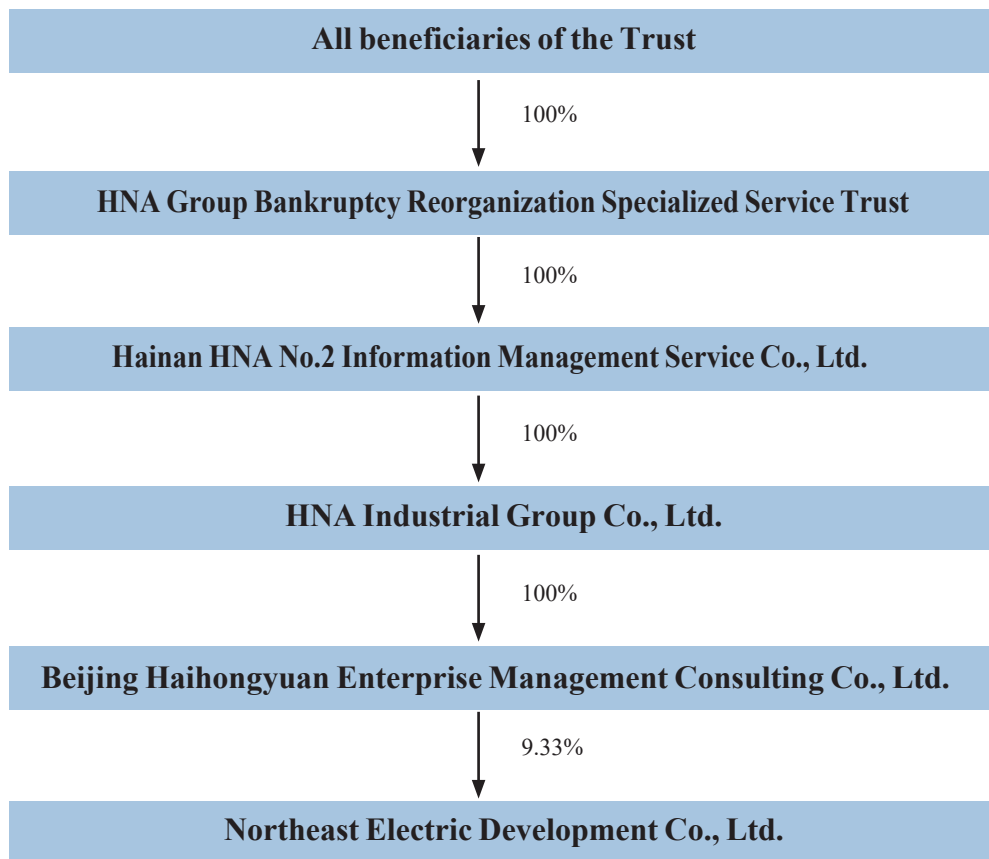
As of 31 December 2025, the Company did not issue any convertible securities, options, warrants or any other similar rights.

- (7) The pledge procedures in respect of 81,494,850 domestic shares not subject to trading moratorium held by Beijing Haihongyuan Enterprise Management Consulting Co., Ltd. were completed with the China Securities Depository and Clearing Corporation Limited on 21 December 2018, extending the term to 21 March 2025.

(III) Controlling Shareholders and De Facto Controller

The controlling shareholder of the Company did not change, and the Company had no de facto controller during the Reporting Period.

Due to the implementation of the Reorganization Plan for the Substantive Merger and Reorganization of 321 Companies including HNA Group Co., Ltd., the de facto controller of NEE was changed from Hainan Province Cihang Foundation to no de facto controller; The controlling shareholder of NEE remains unchanged, still as Beijing Haihongyuan Enterprise Management Consulting Co., Ltd.. For details, please refer to the Suggestive Announcement on Change of Actual Company Controller disclosed by the Company on 27 April 2022.



(I) Changes in shareholdings of Directors, Supervisors and senior management and their remuneration

Name	Title	Status of office	Gender	Age	Term of office commencing on	Term of office ending on	Increase/ decrease in			Total pre-tax remuneration from the Company (RMB'000)
							Number of shares held at the beginning of the period (shares)	the number of shares held during the period (shares)	Number of shares held at the end of the period (shares)	
Zhu Xinguang	Chairman	Incumbent	Male	56	18 April 2025	30 December 2025	0	0	0	547
Liu Kejia	Director, President and Chief Financial Officer	Incumbent	Male	49	26 June 2025	30 December 2025	0	0	0	321
Ding Jishi	Director, Secretary to the Board	Incumbent	Male	41	30 December 2022	30 December 2025	0	0	0	0
Liu Jiangmei	Former Director	Resigned	Female	52	30 December 2022	15 April 2025	0	0	0	0
He Wei	Director	Incumbent	Female	39	30 December 2022	30 December 2025	0	0	0	0
Mi Hongjie	Director	Incumbent	Male	33	29 December 2021	30 December 2025	0	0	0	0
Fang Guangrong	Independent Director	Incumbent	Male	71	11 March 2019	30 December 2025	0	0	0	0
Wang Hongyu	Independent Director	Incumbent	Male	54	29 June 2020	30 December 2025	0	0	0	96
Li Zhengning	Independent Director	Incumbent	Male	46	2 June 2021	30 December 2025	0	0	0	96
Fan Siyao	Shareholder representative supervisor, Chairman of Supervisory Committee	Incumbent	Male	34	30 December 2022	30 December 2025	0	0	0	0
Yang Qing	Shareholder representative supervisor	Incumbent	Male	44	23 August 2021	30 December 2025	0	0	0	277
Xing Meixia	Employee representative supervisor	Incumbent	Female	38	30 December 2022	30 December 2025	0	0	0	101
Total										1,438

DIRECTORS, SUPERVISORS, SENIOR MANAGEMENT AND EMPLOYEES (Continued)

The breakdown of the remuneration of Directors, Supervisors and senior management for the year 2025 is as follows:

Unit: RMB

Name	Emolument	Wage and allowance	Bonus	Housing provident fund	Social insurance※	Total pre-tax remuneration
Zhu Xinguang	-	485,411.08	-	41,470.70	20,611.44	547,493.22
Liu Kejia	-	258,222.61	-	40,280.52	22,222.44	320,725.57
Ding Jishi	-	-	-	-	-	-
Liu Jiangmei	-	-	-	-	-	-
He Wei	-	-	-	-	-	-
Mi Hongjie	-	-	-	-	-	-
Wang Hongyu	96,000.00	-	-	-	-	96,000.00
Fang Guangrong	-	-	-	-	-	-
Li Zhengning	96,000.00	-	-	-	-	96,000.00
Fan Siyao	-	-	-	-	-	-
Xing Meixia	-	81,032.44	-	12,803.52	7,064.04	100,900.00
Yang Qing	-	252,516.68	-	6,906.84	17,772.48	277,196.00
Total	192,000.00	1,077,182.81	-	101,461.58	67,670.40	1,438,314.79

※Note: Social insurance includes medical insurance premium, contribution to endowment insurance plan, unemployment insurance, maternity insurance premium, and work-related injury insurance premium.

(II) Changes in Directors, Supervisors and Senior Management

During the Reporting Period, changes in Directors, Supervisors and senior management are set out as follows.

Name	Position at the	Type of change	Position at the end	Reason for change
	beginning of the period		of the period	
Zhu Xinguang	Director	Newly appointed	Chairman	Work adjustment
Liu Kejia	CFO	Newly appointed	Director, president and CFO	Work adjustment
Liu Jiangmei	Director	Resigned	None	Personal work reasons
Fang Guangrong	Independent Director	Resigned	None	Personal age and health reasons

(III) Employment as of the date the Report is issued
1. Directors of the 10th session of the Board
(1) Non-independent Directors

Mr. Zhu Xinguang, born in 1970, with Chinese nationality and without the right of permanent residence abroad, senior engineer, graduated from Shenyang University of Technology in high-voltage electrical apparatus of electric engineering with a bachelor of engineering in 1992. He has successively served as a technician in the design division of Shenyang High Voltage Switchgear Co., Ltd., the Director and Assistant to the General Manager, director of the office of the Board of Directors and representative of securities affairs, concurrently serve as the General Manager of the Human Resources and Administration Department of NEE. He is currently the Chairman of the Board and Authorized Representative of the H-share Issuer of the Company.

Ms. He Wei, with Chinese nationality and without the right of permanent residence abroad, graduated from Electronic Information Engineering of Southwest Petroleum University with a bachelor's degree. She used to be the commercial director of the Hotel Business Department of Beijing Sankuai Online Technology Co., Ltd., the general manager of the Enterprise Department of Beijing Fanyu Jingtai Technology Co., Ltd., and the general manager of ZhongcaiChengfa Group Co., Ltd.. She is now the Chairman of Beijing Xiangeqing Delicious Food Technology Co., Ltd. (北京湘鄂情味道美食科技有限公司), the director and president of People's Industrial Development (Qingdao) Co., Ltd., the executive director of Beijing Qingfengye Technology Co., Ltd., and the Director of NEE.

Mr. Ding Jishi, born in 1985, with Chinese nationality and without the right of permanent residence abroad, graduated from Zhongnan University of Economics and Law with a bachelor's degree in business administration. He holds the qualification certificate of secretary of the board of directors. He once served as the domestic investment senior manager of the investment management department in HNA Group Co., Ltd., the listed issuer information disclosure manager in the Board office of Hainan Airlines Holding Co., Ltd., and the securities affairs representative of NEE. He currently serves as the deputy director of the office of the Board of Directors of Hainan HNA No. 2 Trust Management Service Co., Ltd., a director of Caissa Tourism Group Co., Ltd. (000796.SZ) and the director and secretary to the Board of NEE.

Mr. Mi Hongjie, born in 1993, with Chinese nationality and without the right of permanent residence abroad, graduated from Fudan University with a master's degree in business administration. He served as Head of Planning and Finance Department of HNA Group Non-Aviation Asset Management Division (海航集團非航空資產管理事業部), Business Director of Planning and Finance Department of HNA Logistics Group Co., Ltd. (海航物流集團有限公司), Manager of the Operations Centre of the Internet Finance Division of Hainan Supply and Marketing Daji Financial Information Technology Co., Ltd. (海南供銷大集金服信息科技有 限公司), the Senior Manager of the Fund Planning Centre of Financing Management Department of HNA Investment Group Co., Ltd. (海航投資集團股份有限公司), and a Director of the Board Office of CCOOP (000564.SZ). He is currently a Director of NEE.

(2) **Independent Directors**

Mr. Fang Guangrong, born in 1955, with Chinese nationality and without the right of permanent residence abroad, graduated from Ningxia University with a bachelor's degree. He has been long engaged in accounting management and financial work. He once served as the deputy director of Department of Finance of Hainan Province and the director of Hainan Financial Supervision Agent Office. He once served as a director of the seventh session of the Chinese Institute of Certified Public Accountants, the president of Hainan Institute of Certified Public Accountants, an independent director of Caissa Tourism Group Co., Ltd. (000796.SZ), and an Independent Director of NEE.

Mr. Wang Hongyu, born in 1972, with Chinese nationality and without the right of permanent residence abroad, successively graduated from Wuhan University and Hong Kong University of Science and Technology with a master's degree. He holds the senior accountant certificate and the independent director qualification certificate. He once served as a senior manager at Asia Pacific (Group) Certified Public Accountants, the chief financial officer of DuPont Protein (Luohe) Co., Ltd., and the general manager of planning and finance department at Zhongyu Gas Holdings Limited (stock code: HK.03633). He currently serves as a co-founder and the chief financial officer of Shenzhen Huadachuan Automation Technology Co., Ltd. (深圳華達川自動化科技有限公司) and an Independent Director of NEE.

Mr. Li Zhengning, born in 1980, with Chinese nationality and without the right of permanent residence abroad. He graduated from China Foreign Affairs University majoring in international law with a master's degree in law. He holds the lawyer qualification certificate and the independent director qualification certificate. He served as a lawyer at Grandall Legal Group (Beijing) (國浩律師集團(北京)事務所), a director of JL MAG Rare-Earth Co., Ltd.. He currently serves as a partner of Beijing Hylands Law Firm (北京浩天律師事務所), an Independent Director of Whirlpool (China) Co., Ltd. and an Independent Director of NEE.

(3) Members of the Special Committees Under the 10th Session of the Board

As at the date of this report, the members of each special committee of the 10th session of the Board are as follows:

① **Strategic Development Committee**

Chairman: Mr. Zhu Xinguang

Members: Mr. Fang Guangrong, Mr. Liu Kejia, Mr. Mi Hongjie, Mr. Ding Jishi

② **Nomination Committee**

Chairman: Mr. Wang Hongyu

Members: Mr. Zhu Xinguang, Mr. Fang Guangrong

③ **Remuneration Committee**

Chairman: Mr. Fang Guangrong

Members: Mr. Zhu Xinguang, Mr. Li Zhengning, Mr. Wang Hongyu

④ **Investment Management Committee**

Chairman: Mr. Zhu Xinguang

Members: Mr. Fang Guangrong, Ms. He Wei, Mr. Ding Jishi, Mr. Liu Kejia

⑤ **Audit Committee**

Chairman: Mr. Wang Hongyu

Members: Mr. Li Zhengning, Mr. Fang Guangrong, Mr. Liu Kejia

2. Supervisors of the 10th session of the Supervisory Committee

(1) Shareholder representative Supervisors

Mr. Fan Siyao, born in 1992, with Chinese nationality and without the right of permanent residence abroad, graduated from Northwestern Polytechnical University with a bachelor's degree in mathematics and applied mathematics. He was the director of standardized operation of the board office of Xi'an Minsheng Group Co., Ltd., the senior director of the board office of Supply and CCOOP Group Co., Ltd., and the business assistant of the securities business department of HNA Group Headquarters. He is currently the manager of the securities management center of the enterprise management department of Hainan HNA No.2 Information Management Service Co., Ltd., the chairman of the Supervisory Committee and the shareholder representative Supervisor of NEE.

Mr. Yang Qing, born in 1982, with Chinese nationality and without the right of permanent residence abroad, graduated from Liaoning University of Technology majoring in machine design with the bachelor's degree of engineering. He is an senior engineer. He served as a technician, the deputy director of Technical R&D Department of Fuxin Enclosed Busbars Co., Ltd. He is currently the deputy chief engineer at Fuxin Enclosed Busbars Co., Ltd. and a shareholder representative Supervisor of NEE.

Ms. Xing Meixia, born in 1988, with Chinese nationality and without the right of permanent residence abroad. She graduated from Nanjing University of Aeronautics and Astronautics with a bachelor's degree in management and a senior secretary professional qualification certificate and an administrator certificate. She used to be the domestic customer specialist of the domestic call center of the marketing department of Hainan Airlines Holding Co., Ltd. She is now the employee representative Supervisor and the business manager of the Human Resources Administration Department of NEE.

3. Members of the Senior Management

Mr. Ding Jishi, born in 1985, with Chinese nationality and without the right of permanent residence abroad, graduated from Zhongnan University of Economics and Law with a bachelor's degree in business administration. He holds the qualification certificate of secretary of the board of directors. He once served as the domestic investment senior manager of the investment management department in HNA Group Co., Ltd., the listed issuer information disclosure manager in the Board office of Hainan Airlines Holding Co., Ltd., and the securities affairs representative of the Company. He currently serves as the deputy director of the office of the Board of Directors of Hainan HNA No. 2 Trust Management Service Co., Ltd., the director of Caissa Tourism Group Co., Ltd. (000796.SZ) and the Director and secretary to the Board of NEE.

Mr. Liu Kejia, born in 1977, with Chinese nationality and without the right of permanent residence abroad, graduated from Nanjing University of Aeronautics and Astronautics with a bachelor's degree in business administration. He has been certified as a Senior International Finance Manager (SIFM) and a qualified professional Intermediate Tax Accountant. He previously served as the Manager of the Finance Department of Chongqing HNA Hotel Investment Co., Ltd. under HNA Group and the Chief Financial Officer of Hainan HNA China Travel Business Management Co., Ltd. He currently serves as the director, the President, and Chief Financial Officer of NEE.

4. Joint Company Secretary

Mr. Chen Yiping, born in 1977, with Chinese Hong Kong nationality, graduated from the Hong Kong Polytechnic University with a bachelor's degree in accounting (honours). Mr. Chen Yiping has more than 20 years of rich working experience in auditing, financial management, company secretarial management and corporate governance. At present, he is the director of Tianhao Certified Public Accountants Co., Ltd., a certified public accountant in Hong Kong, and the Joint Company Secretary of NEE.

(IV) Staff of the Company (Number of Employees, Occupational Structure and Education Level)

Number of employees on the payroll of the parent company (person)	6
Number of employees on the payroll of the main subsidiaries (person)	276
Total number of employees on the payroll (person)	282
Total number of employees receiving remuneration in the current period (person)	282
Number of retired employees for whom the parent company and main subsidiaries need to pay expenses (person)	0

Occupational structure

Occupational structure category	Number of employees involved in the occupational structure (person)
Production staff	183
Salespersons	23
Technical staff	27
Financial staff	22
Administrative staff	27
Total	282

Education level

Education level category	Number (person)
Bachelor degree and above	61
College	90
Senior high school and below	131
Total	282

The Company has formulated two versions of “**Corporate Governance Report**” in accordance with different requirements of securities regulatory authorities in Mainland China and the Listing Rules of the Hong Kong Stock Exchange in terms of form and content, respectively. To avoid undue repetitions and keep the presentation lucid, a cross-referencing approach has been adopted.

Part I: Corporate Governance Report (Prepared in Accordance with the Requirements of Securities Regulatory Authorities in Mainland China)

1. Basic Status of Corporate Governance

During the reporting period, the Company, in strict compliance with provisions of the Company Law, Securities Law and other laws and regulations as well as relevant normative documents, improved its corporate governance structure and regulated its daily operation on an ongoing basis to further upgrade the level of normalization. As of the end of the reporting period, the Company’s actual corporate governance met the requirements of normative documents on the governance of listed companies published by CSRC. No significant difference existed.

(1) Shareholders and general meeting

During the Reporting Period, the Company amended the relevant management systems, and the Company strictly complied with the provisions and requirements of the Company Law, Articles of Association and Rules of Procedure for General Meeting to convene general meetings and normalize its voting procedure, and ensure that all shareholders, especially minority shareholders, can enjoy equal status and fully exercise their rights.

(2) Relationship between substantial shareholders and the listed company

The Company’s substantial shareholders strictly complied with the Company Law, Articles of Association and Code of Conduct of Substantial Shareholders to normalize their behaviors, exercised their rights according to law, as well as assume their corresponding obligations. During the reporting period, they did not, directly or indirectly, interfere with the Company’s decision-making or business activities by circumventing the general meeting. The Company’s Board of Directors, Supervisory Committee and relevant departments could work normally and independently.

(3) Directors and the Board of Directors

In compliance with the Company Law, Articles of Association and Rules of Procedure for the Board Meeting, the Company's Directors worked, attended relevant meetings in a conscientious manner, actively participated in trainings, and familiarized themselves with relevant laws and regulations. The Company strictly complied with the election procedure as specified in the Articles of Association to complete the election at expiration of terms of office. As of the date the Report is issued, the Company had eight directors, of whom there were three independent directors. Each of the elected directors had participated in relevant trainings organized by securities regulators. The composition of the Board of Directors met requirements of relevant laws, regulations and the Articles of Association. The independent directors, in accordance with the provisions of Working System of Independent Directors and other rules, fulfilled their duties independently, attended the Company's board meetings and general meeting, and expressed their independent opinions on the Company's significant matters so as to ensure the Company's normal operation.

(4) Supervisors and Supervisory Committee

The Company's Supervisory Committee worked under relevant provisions of the Company Law, Articles of Association, and Rules of Procedure for Meeting of Supervisory Committee, and its supervisors were recommended, elected and appointed in accordance with relevant laws and regulations. The supervisors earnestly fulfilled their duties, and supervised the Company's financial situation and the legality and compliance of significant matters, thus safeguarding the legal rights and interests of the Company and its shareholders.

(5) Information disclosure and transparency

Pursuant to Information Management Rules, the Company strengthened its management of investor relations and conscientiously fulfilled its information disclosure obligation, thus ensuring truthful, accurate, complete and timely information disclosure, as well as enabling all of the Company's shareholders to have equal chances for information.

(6) Stakeholders

In accordance with Information Management Rules, the Company strengthened the confidentiality of internal information and the management of owners of inside information, prevented insiders misusing the right of information, revealing inside information for insider dealings. The Company could fully respect and safeguard the legal rights and interests of the stakeholders, and realize the coordination and balance of interests among shareholders, staff and society so as to jointly push the Company's stable and sound growth.

(7) Performance appraisal and incentive and restraint mechanisms

The Company has established a series of performance appraisal and incentive and restraint mechanisms. Its appointment of senior management was open and transparent, meeting the requirements of relevant laws and regulations.

(8) Establishment and implementation of internal audit system

The executive office of Audit Committee under the Company's Board is internal audit department. The internal audit department exercises its rights of audit supervision within the authorized scope of Audit Committee. Guided by the Management System for Internal Control Supervision and Inspection and according to law, the department checked the Company's accounting books and related assets, and analyzed and evaluated its capital operation, utilization of assets and other financial operation, therefore ensuring the truth and integrity of the Company's assets. The execution of internal audit enabled the Company to avoid operation risks and enhance its economic benefit.

2. The Company's Independence from its Controlling Shareholders on Business, Personnel, Assets, Organization Structure, and Finance

The Company operated independently and steadily from its controlling shareholders in terms of business, personnel, assets, organization structure and finance.

With respect to business, the Company's business has been absolutely independent from that of its controlling shareholders. The Company has been responsible for its own operation and management, profits and losses, independent of any shareholders or any other related parties. It has a complete and independent business structure.

With respect to personnel, the Company has an independent and complete human resources management system. Pursuant to relevant policies in PRC, the Company has established a sound personnel management system, and implemented the labor contract system to all the staff so as to systemize and normalize the personnel management. Independent management has been carried out in staff's social security and remuneration.

With respect to assets, the Company's assets have been complete and separated from those of controlling shareholders. None of the Company's capital, assets or other resources has been utilized without payment by any controlling shareholders, de facto controllers or any other enterprises under their control.

With respect to organization structure, the Company's organization structure has been sound, and absolutely independent from that of its controlling shareholders. The Board, Supervisory Committee and general manager have operated independently, having no affiliation with the function department of any controlling shareholders. The Company has established and improved its decision-making system and internal control system to realize effective operation.

With respect to finance, the Company has set up an independent financial department, and established an independent financial accounting and management system. It has opened accounts in banks and paid taxes according to law independently.

3. Information on General Meetings Convened

The Company convened its annual general meeting for 2024 by a combination of on-site voting and online voting on 26 June 2025, details of which are set out in the Announcement on the Poll Results of the 2024 Annual General Meeting issued on 26 June 2025.

4. Performance of Duties by Independent Non-executive Directors

During the reporting period, the independent directors did not raise objections to relevant matters of the Company. The independent directors, in strict accordance with the Articles of Association and Working Rules of Independent Directors and other laws and regulations, kept an eye on the standard operation of the Company, independently performed their duties, presented their valuable and professional advices on such matters as the improvement of the Company's system and its daily operation and decision making, issued independent and fair opinions about the engagement of annual report auditor, related transactions, and the election and appointment of Directors, Supervisors and senior management during the reporting period, thus playing their due role in improving the Company's supervision mechanism and safeguarding the legal rights and interests of the Company and its shareholders.

Attendance of independent non-executive directors at board meetings and general meetings in this year was as follows:

Name of independent directors	Attendance of independent directors at board meetings and general meetings						
	Number of board				Failure to attend		
	meeting required to be attended during the reporting period	Number of board meeting attended in person	Number of board meeting attended via communications	Number of board meeting attended by proxy	Number of absence from board meetings	in person at two consecutive board meetings	Number of attendance at general meetings
Fang Guangrong	6	0	6	0	0	No	1
Wang Hongyu	6	0	6	0	0	No	1
Li Zhengning	6	0	6	0	0	No	1

5. Performance of Duties by Special Committees under the Board during the Reporting Period

The Company has set up Strategic Development Committee, Nomination Committee, Remuneration Committee, Audit Committee and Investment Management Committee, each of which operates normatively according to their respective rules of procedure.

(1) Performance of Duties by Strategic Development Committee

Duties and major work of the committee include consideration and assessment of the Company's development, financial budget, investment and business operations.

As of the disclosure date of this report, Mr. Zhu Xinguang serves as Chairman, and members are Mr. Fang Guangrong, Mr. Liu Kejia, Mr. Mi Hongjie, Mr. Ding Jishi. During the reporting period, the committee convened one committee meeting, which was attended by all members of the committee. At the meeting, the committee reviewed the future development program and other matters of the Company.

(2) Performance of Duties by Nomination Committee

Duties and major work of the committee include assessment of performance of directors and senior management, nomination of candidates for directors, independent directors and senior management, as well as regular review of the structure, membership of the Board of Directors and performance of work of directors.

As of the disclosure date of this report, Mr. Wang Hongyu serves as Chairman, and members are Mr. Zhu Xinguang and Mr. Fang Guangrong. During the reporting period, the committee convened one committee meetings, which were attended by all members of the committee.

(3) Performance of Duties by Remuneration Committee

Duties and major work of the committee include formulation of remuneration policies for directors and senior management and approval of terms of directors' service contracts.

As of the disclosure date of this report, Mr. Fang Guangrong serves as Chairman, and members are Mr. Zhu Xinguang, Mr. Li Zhengning and Mr. Wang Hongyu. During the reporting period, the committee convened one committee meeting, which was attended by all members of the committee.

(4) Performance of Duties by Investment Management Committee

Duties and major work of the committee include consideration and assessment of the Company's strategic plans on annual investment return. As of the disclosure date of this report, Mr. Zhu Xinguang serves as Chairman, and members are Mr. Fang Guangrong, Ms. He Wei, Mr. Ding Jishi, Mr. Liu Kejia. During the reporting period, the committee convened two committee meetings, which was attended by all members of the committee.

(5) Performance of Duties by Audit Committee

Duties and main work of the committee include review of the Company's financial reports, appointment of independent auditors, approval of audit and audit-related services as well as monitoring of internal control and risk management procedure, financial report procedure and management policies.

The committee convenes at least four meetings every year to jointly review the accounting principles adopted, internal control system and relevant financial affairs, ensuring the integrity, fairness and accuracy of the financial statements and other related materials. During the year, the committee convened four meetings, which were attended by all members. At these meetings, the annual report, interim financial report were audited respectively, the internal control report was debriefed, and relevant auditors' report and opinions were issued. Especially during the audit period of annual report, the Audit Committee deeply communicated with the audit institution, discussed on key audit matters, continuous operation issues, and other important events or transactions occurred in the period. As of the disclosure date of this report, Mr. Wang Hongyu serves as Chairman, and members are Mr. Li Zhengning, Mr. Fang Guangrong and Mr. Liu Kejia.

6. Performance of Duties by Supervisory Committee

During the year, the Supervisory Committee of the Company earnestly performed supervisory duties, and carried out effective supervision and verification on the Company's decision-making process in operation, operation, finance, assets disposal, appropriation of non-operating funds and related transactions pursuant to laws and regulations of PRC and the Articles of Association. No objection was raised during the supervision on these matters.

7. Appraisal and Incentives to Senior Management

The Company has established a series of performance appraisal and incentive and restraint mechanisms. Its appointment of senior management was open and transparent, meeting the requirements of relevant laws and regulations. The Company's Remuneration Committee under the Board, in accordance with the Company's remuneration management system and annual performance appraisal, has established remuneration standards based on positions and duties of directors, supervisors and senior management.

8. Internal Control

During the reporting period, details about the internal control are set out in “**Self-assessment Report on Internal Control**” and “**Audit Report on Internal Control**” issued by the auditor.

The Audit Report on Internal Control issued by the auditor is in line with the Board's opinions about the Self-assessment Report on Internal Control.

Part 2: Corporate Governance Report (Prepared in Accordance with the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited)

1. Compliance with Corporate Governance Code

The Company is committed to achieving and maintaining an overall high level of corporate governance by unswervingly continuing to improve its corporate governance practices and procedures, and it has always been well aware of the importance of assumption of responsibility and communication with shareholders. The Company adopts Corporate Governance Code as set out in Appendix C1 of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited as its corporate governance code. Through the establishment of a sound and effective board of directors, a comprehensive internal control system and a stable corporate structure, the Company is committed to disclosing data completely and transparently, enhancing operational stability, and consolidating and increasing value and profits for shareholders.

During the reporting period, the Board regularly monitored and reviewed the progress of the Group's corporate governance practices to ensure compliance with the relevant codes. The Company confirmed that the Company had remained compliant with the principles and code provisions of Corporate Governance Code as set out in Appendix C1 of the Listing Rules ("**Code Provision**").

The Board considers that the current structure facilitates the execution of the Group's business strategies and maximises the effectiveness of its operation. In addition, as all major decisions are made in consultation with the members of the Board and relevant Board committees, and there are three independent non-executive Directors offering independent perspectives, the Board is of the view that there are adequate safeguards in place to ensure sufficient balance of powers within the Board. The Board shall nevertheless review the structure from time to time to ensure that appropriate action is being taken as and when appropriate.

2. Model Code for Securities Transactions by Directors

The Company takes the "Model Code for Securities Transactions by Directors of Listed Issuers" (the "**Model Code**") under the Appendix C3 to the Listing Rules as a code of conduct for directors' securities transactions; after accepting specific enquiries, all members of the Board of the Company confirmed that they had complied with the Model Code during their tenure as directors of the Company.

The Board has formulated guidelines on the trading of securities of listed companies by "**directors and relevant employees**". The Board of Directors has given written notices in advance to insiders (including the Company's directors, supervisors, senior management and controlling shareholders, de facto controllers as well as connected parties, as defined in the Listing Rules) stating that purchase and sales of shares of the Company shall comply with relevant regulations and forbidding the insider to purchase or sell the shares with inside information: no transactions of the company securities shall be carried out during the price-sensitive time within sixty days, a lock-up period from 31 January to 31 March 2026, prior to results report.

All directors confirmed that: During the reporting period, they adhered to the guidelines, and neither they nor their related parties conducted securities transactions of the Company.

3. The Board

All directors of the Board, in the best interests of the Company, lead and supervise the Company and assume joint and individual responsibility to all shareholders of the Company regarding the management, monitoring and operation of the Company.

Functions of the Board

The Board is responsible for convening general meetings, reporting to the general meeting and implementing the resolutions of the general meeting in a timely manner, determining the Company's business plan and investment plan, and supervising and guiding the senior management of the Company. The Board is also responsible for monitoring the Company's operating and financial performance, formulating the Company's annual financial budget plan, final settlement plan and preparation of financial accounts.

Composition of the Board

The composition of the Board is in compliance with Rules 3.10(1), 3.10(2) and 3.10A of the Listing Rules. On the reporting date, the Board consisted of five executive directors and three independent non-executive directors, which is shown as follows:

Executive directors:

Zhu Xinguang	Chairman of the Board, member of Nomination Committee, member of Remuneration Committee, chief member of Investment Management Committee, chief member of Strategy Committee
He Wei	Member of Investment Management Committee
Liu Kejia	Member of Audit Committee, member of Investment Management Committee, Member of Strategy Committee
Ding Jishi	Member of Strategy Committee, member of Investment Management Committee
Mi Hongjie	Member of Strategic Committee

Independent non-executive directors:

Li Zhengning	Member of Audit Committee, member of Remuneration Committee
Fang Guangrong	Member of Audit Committee, chief member of Remuneration Committee, member of Nomination Committee, member of Investment Management Committee, member of Strategy Committee
Wang Hongyu	Chief member of Audit Committee, member of Remuneration Committee, member of Investment Management Committee

There are no financial, business, family or other significant/related relationships between the members of the Board of the Company.

The Company has appointed three independent non-executive directors, representing one third of the Board.

Independent non-executive director, Mr. Wang Hongyu is expertised in accounting and financial management.

Attendance of the Board Meetings and General Meetings

In 2025, the Board of the Company held 6 meetings, the Company held 1 general meeting. In 2025, the attendance of directors at board meetings and general meetings was as follows:

Number of meetings	Board meeting			General meeting	
	6			1	
Members of the Board ^{Note 1}	Number of attendance	Number of attendance	Attendance rate ^{Note 2}	Number of attendance	Attendance rate ^{Note 2}
	in person	by proxy		in person	
Executive directors					
Liu Kejia	3	0	3/3	0	1/1
He Wei	6	6	6/6	0	0/1
Ding Jishi	6	6	6/6	1	1/1
Zhu Xinguang	6	6	6/6	1	1/1
Mi Hongjie	6	6	6/6	0	0/1
Independent non-executive directors					
Li Zhengning	6	6	6/6	1	1/1
Fang Guangrong	6	6	6/6	1	1/1
Wang Hongyu	6	6	6/6	1	1/1

Note 1: During the year, the changes in the members of the Board of Directors of the Company are set out in section “(2) **Change in Directors, Supervisors and Senior Management**” of “**8. Directors, Supervisors, Senior Management, and Employees**”.

Note 2: The number of attendance by proxy is not included when the attendance rate is calculated. The attendance rate of departed and appointed directors during the year is calculated based on the number of board meetings and general meetings held during their respective term of office.

Responsibilities and Authorities of the Board and Management

The responsibilities and authorities of the Board and management are clearly defined. The powers of the Board are set out in Article 134 of the Articles of Association. For an overview, please refer to section “**Functions of the Board of Directors**” in “**Part 2: Corporate Governance Report**”; the management conducts day-to-day operations and management and reports to the Board, providing the Board and its special committees with sufficient data in a timely manner to ensure that they make informed decisions. In addition, each director has the right to request further data from the management of the Company.

Service contracts for directors: Details are set out in the relevant disclosure information of “Other Major Events” under “Important Matters” in section V.

Training and sustainable development of directors

After a director is appointed, the Company provides relevant inaugural materials and then provides information to help the director understand the business and operations of the Company on a regular basis. From time to time, the Company sends updated materials in connection with relevant new laws and regulations, internal publications and others to the directors and organizes continuing professional training for directors (with the expense borne by the Company) to help them fully understand the duties of directors as stipulated in the relevant laws and regulations such as the Listing Rules and timely and comprehensively learn the operations of the Company.

The relevant records of training for directors are listed below:

Member of the Board	Training content	
	Reading materials such as laws, regulations and rules	Lectures or training
Executive directors		
Liu Kejia	√	√
He Wei	√	√
Ding Jishi	√	√
Mi Hongjie	√	√
Zhu Xinguang	√	√
Independent non-executive directors		
Li Zhengning	√	√
Wang Hongyu	√	—
Fang Guangrong	√	—

Board Diversity

With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development and has established the board diversity policy. The remuneration committee and the nomination committee will regularly review the structure, size, and composition of the Board (including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) in support of the Company's strategy. The Company has now completed the implementation of board diversity policy. The Company has made proper information disclosure on board composition (including gender, ethnicity, age and length of service) according to laws and regulations and listing rules.

4. The Chairman and the Chief Executive Officer

The Chairman of the Board is chaired by Mr. Zhu Xinguang. The Administrative President is chaired by Mr. Liu Kejia.

The primary role of the Chairman is to lead the Board and to ensure that it works effectively in discharging its responsibilities by setting the overall strategy and making major development decisions of the Company and monitoring their implementation and ensuring the creation of value for Shareholders.

The General Manager who also serves as the Chief Executive Officer of the Company is responsible for the day-to-day operation and management of the Company's business, formulating different business and financial targets and management rules, proposing strategies to the Board and ensuring the effective implementation of the strategies and policies adopted by the Board, including the building of a strong corporate culture within the Company.

5. Independent non-executive directors

As at the date of issue of this Report, there are three independent non-executive directors (being Mr. Li Zhengning, Mr. Wang Hongyu and Mr. Fang Guangrong), with a term of office up to 30 December 2025.

The Company has, in accordance with the provision of Rule 3.13 of the Listing Rules, required each of the independent non-executive directors to submit their annual confirmation of independence, and considered the independence of independent non-executive directors.

6. Performance of Duties by Special Committees

Details of performance of duties by special committees are set out in “**5. Performance of Duties by Special Committees under the Board During the Reporting Period**” of “**Part 1: Corporate Governance Report**”.

7. Remunerations of Auditor

On 26 June 2025, the general meeting considered and approved the appointment of Zhongxingcai Guanghai Certified Public Accountants LLP as the Company's domestic auditor in 2025 and Wilson & Partners CPA Limited as the Company's 2025 overseas auditor (collectively referred to as the "Audit Institutions"), and authorized the Board to determine the auditor's remuneration. As determined, the remuneration is RMB900,000 in total.

8. Secretary of the Company

Mr. Chan Yee Ping (Michael) is engaged by the Company as the joint company secretary to assist the Company in dealing with the compliance matters relating to the Hong Kong Listing Rules. Mr. Chan Yee Ping is the Company's external personnel, and he can contact and communicate with Mr. Zhu Xinguang, the internal contact and the authorised representative of the Company in his day-to-day work.

According to Rule 3.29 of the Hong Kong Listing Rules, the secretary of the Board has taken no less than 15 hours of relevant professional trainings during the reporting period.

9. Shareholders' Rights and Investor Relations

Shareholders' rights

The Company adopts various measures to facilitate and ensure the smooth exercise of shareholders' rights in strict compliance with relevant laws and regulations such as the Company Law, Securities Law, and Hong Kong Listing Rules in accordance with pertinent requirements under the Articles of Association of the Company.

Procedures for Shareholders' Requirement to Convene an Extraordinary General Meeting ("EGM")

The following set out the procedures for Shareholders to convene an extraordinary general meeting of the Company:

Shareholders that, either individually or jointly, hold over 10% of shares of the Company have the right to propose to the Board for the convening of an EGM, and such proposal shall be made in writing to the Board. The Board shall, in accordance with laws, administrative regulations, and these Articles, provide written feedback within ten days after receiving the proposal with respect to whether it agrees with the proposal to convene an EGM.

In the event that the Board agrees to convene an EGM, a notice of the general meeting shall be provided within five days of such resolution by the Board. Alterations to the original proposals in the notice shall be approved by the relevant shareholders.

In the event that the Board disagrees with the convening of an EGM, or fails to provide any feedback within ten days after receiving the proposal, shareholders that, either individually or jointly, hold over 10% of shares of the Company have the right to propose to the Supervisory Committee for the convening of an EGM, and such proposal shall be made in writing to the Supervisory Committee.

In the event that the Supervisory Committee agrees to convene an EGM, a notice of convening a general meeting shall be provided within 5 days after receiving the proposal. Alterations to the original proposals in the notice shall be approved by the relevant shareholders.

In the event that the Supervisory Committee did not provide a notice of convening a general meeting within the specified timeframe, the Supervisory Committee shall be considered to be unwilling to convene and preside over the general meeting. The shareholders that, either individually or jointly, hold over 10% of shares of the Company for a period of 90 consecutive days or more may at their sole discretion convene and preside over the EGM.

Procedures by Which Enquiries May be Made by Shareholders

A shareholder requesting information such as the Articles of Association, register of shareholders and minutes of shareholders' meetings or inspecting relevant information should provide written documentation to the Company to evidence the type and number of shares of the Company that he/she holds. Upon verification of the shareholder's identities, the Company will provide the copy as per the shareholder's request within seven days upon receipt of reasonable charges. In addition, the shareholders can also review the copy of minutes of general meetings free of charge during the business time.

The shareholders can also make enquiries or questions in writing to the securities affairs representative and the secretary of the Board by various methods such as phone, mail, site visit and internet platform. The Office of the Board, whose contact information is set out in "BASIC INFORMATION OF THE COMPANY" of this report, is responsible for the day-to-day communication with shareholders,

For the consideration of and voting on a proposal in a general meeting, the shareholders are entitled to make enquiries and suggestions to the proposal. The shareholder shall first introduce his/her identity as a shareholder and his/her shareholding. The chairman of the general meeting shall in person or appoint an attendee to reply to or give an explanation to such enquiries or suggestions.

Procedures for Shareholders to Put Forward Proposals at a General Meeting

When the Company convenes a general meeting, the Board, the Supervisory Committee, and shareholders that, either individually or jointly, hold more than 1% of shares of the Company have the right to make proposals to the Company and can make and deliver the temporary proposals to the convener in writing ten days prior to the general meeting. The convener shall give a supplementary notice of the general meeting within two days after receiving such proposals, and announce the contents of the temporary proposals. Other than circumstances stipulated in the above provision, proposals already listed in the notice of the general meeting shall not be altered and new proposals shall not be added following the issuance of the announcement of the notice of the general meeting by the convener.

Investor Relations

In order to further maintain the accuracy and timeliness of the Articles of Association of the Company, the Board announced that the amendments to the Articles of Association in accordance with the relevant laws and the listing rules with reference to the actual circumstances of the Company were necessary. The proposed amendments to the Articles of Association were approved and effective at 2023 Annual General Meeting held on 28 June 2024 by special resolution. For details about the Articles of Association, please refer to the Company's announcement dated 28 March 2024.

The latest version of Articles of Association is available for inspection at the Company's website and the website of Hong Kong Stock Exchange.

10. Risk Control and Internal Control

The Board of Directors of the Company is responsible for reviewing the Company's risk management and internal control systems to ensure its effective implementation. The Board of Directors has delegated to the internal audit department the responsibility for reviewing the effectiveness of the risk management and internal control systems of the Company and its subsidiaries. The Board shall reasonably ensure operations in compliance with laws and regulations, security of assets, and truthfulness and completeness of financial reports and relevant information, enhance the efficiency and effectiveness of operations, and promote the realization of development strategies. Additionally, the Board shall ensure the adequacy of resources, staff qualifications and experience for accounting, internal audit and financial reporting functions, and of the courses and budget for staff training.

During the year, in accordance with relevant laws and regulations, the internal audit department of the Company reviewed for four times the control over financial, operational and compliance matters of the Company and its subsidiaries and whether the risk management and internal control systems had been operating effectively and what further improvements could be made, and reported their findings to the Board of the Company.

In accordance with the provisions and requirements of Basic Code of Corporate Internal Control and its supporting guidelines and with reference with the internal control systems and evaluation policies of the Company, the Company conducted an effective assessment on the Company's internal control for this year in respects of specific operations such as outward investment, guarantee business, funds raising, procurement, asset management, sales, capital activities, and comprehensive budgeting, and the Company itself and Fuxin Enclosed Busbars Co., Ltd. which were also under internal control, based upon day-to-day and special monitoring of internal control, and drew a conclusion in terms of the effectiveness of internal control: during the reporting period, the Company has established and implemented internal control measures of the businesses and matters which fell into the scope of evaluation, achieving the Company's target of internal control.

Shenzhen Changjiang Certified Public Accountants Firm issued a standard and unqualified internal control audit report, and is of the view that as at 31 December 2025, the Company maintained effective internal control related to financial reporting and non-financial reporting in accordance with Basic Code of Corporate Internal Control and relevant requirements in all material aspects.

11. The Supervisory Committee provided audit opinion on the related matters of the Company**(1) The Company's legal operation**

The Supervisory Committee opines that during the reporting period, the Company has established a fairly comprehensive corporate governance framework and internal control system. Decision-making procedure of the Annual General Meeting and each of the board meetings are lawful. Directors, independent directors, managers and other senior management strictly observe the law in performing their duties. They had no acts in breach of discipline, law, Articles of Association nor had damaged interests of the Company.

(2) The Company's financial status and the consideration of 2025 Financial Report

The Supervisory Committee opines that during the reporting period, the financial department of the Company has established a sound internal control and management system by attentively performing related accounting system and codes of the State to integrate operation and financial management, so as to protect interests of investors. The 2025 financial report truly reflected the Company's financial status and operating results. The Supervisory Committee considers that the above audit opinion presents a true, accurate and fair view of the Company's financial position and operating results for 2025 in all material respects, and highlights the material uncertainty related to going concern. The Supervisory Committee agrees with the "Special Explanation of the Board on Matters Relating to the Non-standard Audit Opinion in the 2025 Audit Report", and will continue to monitor and supervise the Board and management in actively adopting effective measures to enhance the Company's going concern capability and safeguard the legitimate interests of the Company and its investors.

(3) Asset acquisitions and disposals

The external investment, equity acquisition, and asset acquisition and sale matters (if any) of the Company in the reporting period were all prepared based on the general commercial terms and according to the normal way, and the pricing terms are fair and reasonable; the supervisory committee agrees with the resolution of the Board of Directors; all the transactions are fair and reasonable to all the shareholders and do not damage the legitimate interests of minority shareholders.

(4) Connected transaction

The Supervisory Committee opines that no insider dealings between the associates of the Company and connected transactions that damage the interests of some of the shareholders or the Company are found.

(5) Self-assessment of the Company's internal control

According to related regulations of the Internal Control Guidance for Listed Companies, the Supervisory Committee of the Company published the following opinions on internal control of the Company:

- 1) In accordance with relevant provisions of China Securities Regulatory Commission and stock exchange, the Company, under the basic principles of internal control, has established and improved the internal control systems covering all the links of the Company based on its own real situation, ensuring its normal business activities and protecting the security and integrity of its assets.
- 2) The Company has a whole internal control organization with an internal audit department and complete staff, ensuring full and effective implementation and supervision of key internal control activities.

In summary, Fan Siyao, Yang Qing and Xing Meixia, members of the Supervisory Committee, opine that the self-assessment of internal control of the Company is full, true and correct, which reflected the real situation of the Company's internal control.

Balance Sheet (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Financial statements prepared in accordance with the PRC GAAP

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Current assets:		
Monetary funds	10,570,116.41	18,834,578.94
Settlement reserves		
Capital lent		
Financial assets held for trading		
Derivative financial assets		
Notes receivable	2,438,757.34	20,000.00
Accounts receivable	50,324,918.33	34,802,007.03
Receivables financing		
Prepayments	3,268,765.14	3,536,769.28
Insurance premiums receivable		
Reinsurance accounts receivable		
Reinsurance contract reserves receivable		
Other receivables	12,521,588.89	12,278,565.80
Including: Interest receivable		
Dividends receivable		
Financial assets held under resale agreements		
Inventories	39,280,771.76	32,559,631.50
Including: Data resources		
Contract assets	9,018,694.88	7,958,668.33
Held-for-sale assets		
Non-current assets due within one year		
Other current assets	874,264.98	958,221.07
Total current assets	128,297,877.73	110,948,441.96

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Non-current assets:		
Loans and advances		
Debt investments		
Other debt investments		
Long-term receivables		
Long-term equity investments		
Other equity instrument investments		
Other non-current financial assets	19,060,261.28	19,070,849.21
Investment properties		
Fixed assets	30,143,549.24	32,678,445.71
Construction in progress		
Biological assets held for production		
Oil and gas assets		
Right-of-use assets	5,595,380.16	6,989,347.70
Intangible assets	10,758,247.39	11,022,253.51
Including: Data resources		
Development expenditure		
Including: Data resources		
Goodwill		
Long-term deferred charges		
Deferred income tax assets	1,398,845.04	1,747,336.93
Other non-current assets	1,295,671.36	-
Total non-current assets	68,251,954.47	71,508,233.06
Total assets	196,549,832.20	182,456,675.02

Legal representative: Zhu Xinguang

Chief Financial Officer: Liu Kejia

Head of Financial Department: Lin Bin

Balance Sheet (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Current liabilities:		
Short-term borrowings		
Borrowings from central bank		
Capital borrowed		
Financial liabilities held for trading		
Derivative financial liabilities		
Notes payable		
Accounts payable	43,471,714.36	43,004,055.56
Receipts in advance		
Contract liabilities	38,911,677.83	24,929,450.09
Financial assets sold under repurchase agreements		
Deposits from customers and placements from banks and other financial institutions		
Client money received for acting as securities trading agent		
Client money received for acting as securities underwriter		
Employment benefits payable	4,656,238.42	3,811,782.06
Taxes and fees payable	2,971,843.46	2,967,633.03
Other payables	237,027,421.18	238,184,941.31
Including: Interests payable		
Dividends payable		
Charges and commissions payable		
Reinsurance accounts payable		
Held-for-sale liabilities		
Non-current liabilities due within one year	5,595,380.16	6,989,347.70
Other current liabilities	5,148,163.03	2,861,319.59
Total current liabilities	337,782,438.44	322,748,529.34

Balance Sheet (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Non-current liabilities:		
Reserves for insurance contracts		
Long-term borrowings		
Debt instruments payable		
Including: Preferred shares		
Perpetual bonds		
Lease liabilities		
Long-term payables		
Long-term employee benefits payable		
Provisions	98,327,105.69	34,354,500.00
Deferred income	28,334,278.38	30,259,480.02
Deferred income tax liabilities	1,398,845.04	1,747,336.93
Other non-current liabilities	4,721,358.41	1,625,230.23
Total non-current liabilities	132,781,587.52	67,986,547.18
Total liabilities	470,564,025.96	390,735,076.52
Owners' equity (or shareholders' equity):		
Share capital	873,370,000.00	873,370,000.00
Other equity instruments		
Including: Preferred shares		
Perpetual bonds		
Capital reserves	1,083,997,337.88	1,083,997,337.88
Less: Treasury stock		
Other comprehensive income	-10,628,455.73	-258,490,617.41
Designated reserves	2,246,848.33	1,147,625.60
Surplus reserves	108,587,124.40	108,587,124.40
Generic risk reserves		
Retained earnings	-2,333,561,824.22	-2,018,924,032.31
Total owners' equity (or shareholders' equity) attributable to shareholders of the Parent	-275,988,969.34	-210,312,561.84
Minority interests	1,974,775.58	2,034,160.34
Total owners' equity (or shareholders' equity)	-274,014,193.76	-208,278,401.50
Total liabilities and owners' equity (or shareholders' equity)	196,549,832.20	182,456,675.02

Balance sheet of the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Current assets:		
Monetary funds	12,007.02	442.59
Financial assets held for trading		
Derivative financial assets		
Notes receivable		
Accounts receivable		
Receivables financing		
Prepayments		
Other receivables	10,936,412.46	1,212,024.71
Including: Interest receivable		
Dividends receivable		
Financial assets held under resale agreements		
Inventories		
Including: Data resources		
Contract assets		
Held-for-sale assets		
Non-current assets due within one year		
Other current assets		620,824.01
Total current assets	10,948,419.48	1,833,291.31

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Non-current assets:		
Debt investments		
Other debt investment		
Long-term receivables		
Long-term equity investments	2,679,471.94	3,487,352.50
Other equity instrument investments		
Other non-current financial assets		
Investment properties		
Fixed assets	7,040.14	10,130.02
Construction in progress		
Biological assets held for production		
Oil and gas assets		
Right-of-use assets		
Intangible assets		
Including: Data resources		
Development expenditure		
Including: Data resources		
Goodwill		
Long-term deferred charges		
Deferred income tax assets		
Other non-current assets		
Total non-current assets	2,686,512.08	3,497,482.52
Total assets	13,634,931.56	5,330,773.83

Balance sheet of the Parent (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Current liabilities:		
Short-term borrowings		
Financial liabilities held for trading		
Derivative financial liabilities		
Notes payable		
Accounts payable		
Receipts in advance		
Financial assets sold under repurchase agreements		
Employment benefits payable	2,478,226.67	2,461,170.54
Taxes and fees payable	37,459.24	152,843.00
Other payables	164,483,275.10	166,444,922.29
Including: Interest receivable		
Dividends receivable		
Contract liabilities		
Held-for-sale liabilities		
Non-current liabilities due within one year		
Other current liabilities		
Total current liabilities	166,998,961.01	169,058,935.83

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Non-current liabilities:		
Long-term borrowings		
Debt instruments payable		
Including: Preferred shares		
Perpetual bonds		
Lease liabilities		
Long-term payables		
Long-term employee benefits payable		
Provisions	98,327,105.69	34,354,500.00
Deferred income		
Deferred income tax liabilities		
Other non-current liabilities		
Total non-current liabilities	98,327,105.69	34,354,500.00
Total liabilities	265,326,066.70	203,413,435.83

Balance sheet of the Parent (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	31 December 2025	31 December 2024
Owners' equity (or shareholders' equity):		
Share capital	873,370,000.00	873,370,000.00
Other equity instruments		
Including: Preferred shares		
Perpetual bonds		
Capital reserves	996,869,700.23	996,869,700.23
Less: Treasury stock		
Other comprehensive income		
Designated reserves		
Surplus reserves	108,587,124.40	108,587,124.40
Generic risk reserves		
Retained earnings	-2,230,517,959.77	-2,176,909,486.63
Total owners' equity (or shareholders' equity)	-251,691,135.14	-198,082,662.00
Total liabilities and owners' equity (or shareholders' equity)	13,634,931.56	5,330,773.83

Consolidated Income Statement (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
I. Total operating income		
Including: Operating income	164,170,344.02	156,441,153.34
Interest income		
Insurance premiums earned		
Income from charges and commissions		
II. Total operating costs		
Including: Operating cost	112,693,553.27	109,416,520.03
Interest expense		
Expenses of charges and commissions		
Surrender value		
Net claims incurred		
Net provisions for insurance reserves		
Policyholder dividends		
Expenses for reinsurance assumed		
Taxes and surcharges	1,234,435.29	942,901.77
Selling expenses	29,193,614.59	25,896,258.44
Administrative expenses	24,118,155.69	23,999,971.94
Research and development expenses	5,178,327.24	3,148,063.03
Financial costs	1,317,840.53	1,446,264.73
Including: Interest expense	222,751.43	399,285.34
Interest income	33,052.67	93,933.60
Add: Other income	2,103,494.83	2,808,088.05
Investment income (loss presented with “-” prefix)	-9,011,339.18	9,135,071.08
Including: Investment income from associates and joint ventures (loss presented with “-” prefix)		
Gain on derecognition of financial assets measured at amortised cost (loss presented with “-” prefix)		
Foreign exchange gain (loss presented with “-” prefix)		
Net open hedge income (loss presented with “-” prefix)		
Gain from changes in fair value (loss presented with “-” prefix)		
Credit impairment loss (loss presented with “-” prefix)	-4,856,865.14	-3,361,304.71
Asset impairment loss (loss presented with “-” prefix)	-123,298.78	-38,878.86
Gain on disposal of assets (loss presented with “-” prefix)	716.82	3,849.39
III. Operating profit (loss presented with “-” prefix)	-9,219,351.78	137,998.35
Add: Non-operating income	3,456,840.10	1,354,877.68
Less: Non-operating expenses	64,441,445.70	2,462,006.74
IV. Total profits (total loss presented with “-” prefix)	-82,437,479.64	-969,130.71
Less: Income tax expenses	316,970.25	

Consolidated Income Statement (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
V. Net profit (net loss presented with “-” prefix)	-82,754,449.89	-969,130.71
Including: Net profit of the merged party before the merger		
A. Classified by business continuity:	-	-
1. Net profit from continued operations (net loss presented with “-” prefix)	-82,754,449.89	-969,130.71
2. Net profit from discontinued operations (net loss presented with “-” prefix)		
B. Classified by ownership:	-	-
1. Profits and losses attributable to minority shareholders (net loss presented with “-” prefix)	-59,384.76	41,523.24
2. Net profit attributable to shareholders of the Parent (net loss presented with “-” prefix)	-82,695,065.13	-1,010,653.95
VI. Net after-tax other comprehensive income	3,685,912.64	-131,080.28
A. Net after-tax other comprehensive income attributable to shareholders of the Parent	3,685,912.64	-131,080.28
1. Other comprehensive income that cannot be reclassified to profit or loss		
(1) Changes arising from remeasurement of defined benefit plans		
(2) Other comprehensive income that may not be transferred to profit or loss under equity method		
(3) Changes in fair value of other equity instruments investment		
(4) Changes in fair value of the company’s own credit risk		
(5) Others		

Consolidated Income Statement (31 December 2025) (Continued)
For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
2. Other comprehensive income that will be reclassified to profit or loss	3,685,912.64	-131,080.28
(1) Other comprehensive income that may be transferred to profit or loss under equity method		
(2) Changes in fair value of other debt investments		
(3) The amount of financial assets reclassified into other comprehensive income		
(4) Other debt investment credit impairment provisions		
(5) Cash flow hedge reserve		
(6) Exchange difference on translation of foreign financial statements	3,685,912.64	-131,080.28
(7) Others		
B. Net after-tax other comprehensive income attributable to minority shareholders		
VII. Total comprehensive income	-79,068,537.25	-1,100,210.99
A. Total comprehensive income attributable to owners of the Parent	-79,009,152.49	-1,141,734.23
B. Total comprehensive income attributable to minority shareholders	-59,384.76	41,523.24
VIII. Earning per share:		
A. Basic earning per share (RMB per share)	-0.0948	-0.0011
B. Diluted earning per share (RMB per share)	-0.0948	-0.0011

Income statement of the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
I. Operating income		
Less: Operating cost		
Taxes and surcharges	8,747.22	
Selling expenses		
Administrative expenses	4,631,289.90	5,361,843.92
Research and development expenses		
Financial costs	20,190.34	117,398.28
Including: Interest expense	54,378.08	40,974.87
Interest income	-4.99	1.90
Add: Other income		
Investment income (loss presented with “-” prefix)	3,192,126.37	
Including: Investment income from associates and joint ventures (loss presented with “-” prefix)		
Gain on derecognition of financial assets measured at amortised cost (loss presented with “-” prefix)		
Foreign exchange gain(loss presented with “-” prefix)		
Net open hedge income (loss presented with “-” prefix)		
Gain from changes in fair value (loss presented with “-” prefix)	11,820,969.20	2,585,564.52
Credit impairment loss (loss presented with “-” prefix)		-52,949,120.53
Asset impairment loss (loss presented with “-” prefix)		
Gain on disposal of assets (loss presented with “-” prefix)		
II. Operating profit (loss presented with “-” prefix)	10,352,868.11	-55,842,798.21
Add: Non-operating income	11,572.44	56,162.61
Less: Non-operating expenses	63,972,913.69	247.50

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
III. Total profits (total loss presented with “-” prefix)	-53,608,473.14	-55,786,883.10
Less: Income tax expenses		
IV. Net profit (net loss presented with “-” prefix)	-53,608,473.14	-55,786,883.10
1. Net profit from continued operations (net loss presented with “-” prefix)	-53,608,473.14	-55,786,883.10
2. Net profit from discontinued operations (net loss presented with “-” prefix)		
V. Net after-tax other comprehensive income		
1. Other comprehensive income that cannot be reclassified to profit or loss		
(1) Changes arising from remeasurement of defined benefit plans		
(2) Other comprehensive income that may not be transferred to profit or loss under equity method		
(3) Changes in fair value of other equity instruments		
(4) Changes in fair value of the company’s own credit risk		
(5) Others		
2. Other comprehensive income that will be reclassified to profit or loss		
(1) Other comprehensive income that may be transferred to profit or loss under equity method		
(2) Changes in fair value of other debt investments		
(3) The amount of financial assets reclassified into other comprehensive income		
(4) Other debt investment credit impairment provisions		
(5) Cash flow hedge reserve		
(6) Exchange difference on translation of foreign financial statements		
(7) Others		

Income statement of the Parent (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
VI. Total comprehensive income	-53,608,473.14	-55,786,883.10
VII. Earning per share:		
A. Basic earning per share (RMB per share)		
B. Diluted earning per share (RMB per share)		

Legal representative: Zhu Xinguang

Chief Financial Officer: Liu Kejia

Head of Financial Department: Lin Bin

Consolidated Statement of Cash Flows (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
I. Cash flows from operating activities:		
Cash received for sales of goods and rendering of services	168,095,051.03	188,256,337.43
Net increase of customer deposits and interbank deposits		
Net increase of borrowings from central bank		
Net increase of borrowings from other financial institutions		
Cash received for original insurance contract premium income		
Net cash received for reinsurance business		
Net increase of policyholder deposits and investments		
Cash received from interest, charges and commissions		
Net increase in placements from banks and other financial institutions		
Net increase in funds from repurchase business		
Net cash received for acting as securities trading agent		
Tax refund received		286,264.56
Other cash receipts relating to operating activities	9,872,279.47	11,545,557.17
Cash inflows from operating activities (subtotal)	177,967,330.50	200,088,159.16

Consolidated Statement of Cash Flows (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
Cash payments for purchase of goods and services	121,906,737.35	119,115,601.88
Net increase of customer loans and advances		
Net increase of deposits in central bank and interbank		
Cash payments for original insurance contract claims		
Net increase of financial assets held for trading		
Net increase in placements with banks and other financial institutions		
Cash paid for interest, charges and commissions		
Cash payments for insurance policy dividends		
Cash paid to or on behalf of employees	34,528,520.76	36,160,189.19
Taxes and fees paid	6,756,807.08	28,033,140.22
Other cash payments relating to operating activities	21,303,378.36	15,495,841.77
Cash outflows for operating activities (subtotal)	184,495,443.55	198,804,773.06
Net cash flows from operating activities	-6,528,113.05	1,283,386.10
II. Cash flows from investing activities:		
Cash received from investment withdrawal	10,587.93	12,735.81
Cash received from investment income	30,056.71	9,136,154.07
Net cash received from disposal of fixed assets, intangible assets and other long-term assets	810.00	3,950.00
Net cash received from disposal of subsidiaries and other business units	681,852.37	
Other cash receipts relating to investing activities		
Cash inflows from investing activities (subtotal)	723,307.01	9,152,839.88
Cash paid for purchase or construction of fixed assets, intangible assets and other long-term assets	478,019.91	188,765.17
Cash paid for investment		
Net increase in pledged loans		
Net cash paid for acquisition of subsidiaries and other business units		
Other cash payments relating to investing activities		
Cash outflows for investing activities (subtotal)	478,019.91	188,765.17
Net cash flows from investing activities	245,287.10	8,964,074.71

Consolidated Statement of Cash Flows (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
III. Cash flows from financing activities:		
Cash received from investors		
Including: Cash received by subsidiaries from investments of minority shareholders		
Cash received from loans raised		
Cash received from issuing bonds		
Other cash receipts relating to financing activities		
Cash inflows from financing activities (subtotal)		
Cash paid for debt repayment		
Cash paid for dividends, profit distribution and interests		
Including: Dividends and profits paid by subsidiaries to minority shareholders		
Other cash payments relating to financing activities		1,587,890.88
Cash outflows for financing activities (subtotal)		1,587,890.88
Net cash flows from financing activities	0.00	-1,587,890.88
IV. Impact of change of foreign exchange rates on cash and cash equivalents		
	-6,921.16	90,336.73
V. Net increase of cash and cash equivalents	-6,289,747.11	8,749,906.65
Add: Cash and cash equivalents opening balance	15,192,620.30	6,442,713.65
VI. Cash and cash equivalents closing balance	8,902,873.19	15,192,620.30

Statement of Cash Flows of the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
I. Cash flows from operating activities:		
Cash received for sales of goods and rendering of services		
Tax refund received		
Other cash receipts relating to operating activities		65,761.22
Cash inflows from operating activities (subtotal)		65,761.22
Cash payments for purchase of goods and services		
Cash paid to or on behalf of employees		17,614.87
Taxes and fees paid		
Other cash payments relating to operating activities		4,813.88
Cash outflows for operating activities (subtotal)		22,428.75
Net cash flows from operating activities		43,332.47
II. Cash flows from investing activities:		
Cash received from investment withdrawal		
Cash received from investment income		
Net cash received from disposal of fixed assets, intangible assets and other long-term assets		
Net cash received from disposal of subsidiaries and other business units		
Other cash receipts relating to investing activities		321,981.87
Cash inflows from investing activities (subtotal)		321,981.87
Cash paid for purchase or construction of fixed assets, intangible assets and other long-term assets		
Cash paid for investment		
Net cash paid for acquisition of subsidiaries and other business units		
Other cash payments relating to investing activities		
Cash outflows for investing activities (subtotal)		
Net cash flows from investing activities		321,981.87

Statement of Cash Flows of the Parent (31 December 2025) (Continued)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2025	2024
III. Cash flows from financing activities:		
Cash received from investors		
Cash received from loans raised		
Cash received from bond issuance		
Other cash receipts relating to financing activities		
Cash inflows from financing activities (subtotal)		
Cash paid for debt repayment		
Cash paid for dividends, profit distribution and interests		
Other cash payments relating to financing activities		367,366.28
Cash outflows for financing activities (subtotal)		367,366.28
Net cash flows from financing activities		-367,366.28
IV. Impact of change of foreign exchange rates on cash and cash equivalents		
V. Net increase of cash and cash equivalents		-2,051.94
Add: cash and cash equivalents opening balance		2,051.94
VI. Cash and cash equivalents closing balance		0.00

Consolidated Statement of Changes in Shareholders' Equity (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB

Item	2024										Total shareholders' equity		
	Equity attributable to shareholders of the Parent					Other shareholders'							
	Share capital	Preferred shares	Perpetual bonds	Others	Capital reserves	Less: Treasury stock	Other comprehensive income	Designated reserves	Surplus reserves	Provision for general risk	Retained earnings	Minority interests	
I. Closing balance of the preceding year	873,370,000.00				1,083,997,337.98		-258,359,537.13	643,182.40	108,587,124.40		-2,017,913,378.36	1,992,637.10	-207,682,633.71
Add: Changes of accounting policies													
Correction of prior period errors													
Business combination under common control													
Others													
II. Opening balance of the current year	873,370,000.00				1,083,997,337.98		-258,359,537.13	643,182.40	108,587,124.40		-2,017,913,378.36	1,992,637.10	-207,682,633.71
III. Changes for the current period (decrease presented with "-")													
A. Total comprehensive income							-131,080.28	504,443.20			-1,010,633.95	41,523.24	-595,767.79
B. Shareholders' contribution and capital decline income													
1. Contribution by shareholders of ordinary													
2. Contribution by holders of other equity instruments													
3. Share-based payments recognised in shareholders' equity													
4. Others							-131,080.28				-1,010,633.95	41,523.24	-1,100,210.99

Statement of Changes in Shareholders' Equity in the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB.

Item	2025							Total		
	Share capital	Preferred shares	Other equity instruments	Capital reserves	Treasury stock	Less: Other comprehensive income	Designated reserves		Surplus reserves	Provision for general risk
I. Closing balance of the preceding year	873,370,000.00			996,869,700.23			108,587,124.40		-2,176,909,486.63	-198,082,662.00
Add: Changes of accounting policies										
Correction of prior period errors										
Others										
II. Opening balance of the current year	873,370,000.00			996,869,700.23			108,587,124.40		-2,176,909,486.63	-198,082,662.00
III. Changes for the current period (decrease presented with "-" prefix)										
A. Total comprehensive income										
B. Shareholders' contribution and capital decline income										
1. Contribution by shareholders of ordinary										
2. Contribution by holders of other equity instruments										
3. Share-based payments recognised in shareholders' equity										
4. Others										

Statement of Changes in Shareholders' Equity in the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB.

Item	2025						Total					
	Share capital	Other equity instruments	Preferred shares	Perpetual bonds	Others	Less: Treasury stock		Other comprehensive income	Designated reserves	Surplus reserves	Provision for general risk	Retained earnings
C. Profit distribution												
1. Withdrawn from surplus reserves												
2. Withdrawn from provision for general risks												
3. Distribution to shareholders												
4. Others												
D. Internal carry-forward of shareholders' equity												
1. Capital reserves transferred to share capital												
2. Surplus reserves transferred to share capital												
3. Loss set-off by surplus reserves												
4. Changes in the defined benefit plan carried forward to retained earnings												
5. Other comprehensive income carried forward to retained earnings												
6. Others												
E. Designated reserves												
1. Withdrawal during the current period												
2. Usage during the current period												
F. Others												
IV. Closing balance of the current year	873,370,000.00					996,869,700.23		108,587,124.40		-2,230,517,959.77		-251,091,155.14

Statement of Changes in Shareholders' Equity in the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB.

Item	2024							Total shareholders' equity			
	Share capital	Other equity instruments	Preferred shares	Perpetual bonds	Others	Capital reserves Less: Treasury stock	Other comprehensive income		Surplus reserves	Provision for general risk	Retained earnings
I. Closing balance of the preceding year	873,370,000.00					996,869,700.23	108,567,124.40			-2,121,122,603.53	-142,295,778.90
Add: Changes of accounting policies											
Correction of prior period errors											
Others											
II. Opening balance of the current year	873,370,000.00					996,869,700.23	108,567,124.40			-2,121,122,603.53	-142,295,778.90
III. Changes for the current period (decrease presented with "-", prefix)											
A. Total comprehensive income											
B. Shareholders' contribution and capital decline income											
1. Contribution by shareholders of ordinary											
2. Contribution by holders of other equity instruments											
3. Share-based payments recognised in shareholders' equity											
4. Others											
C. Profit distribution											
1. Withdrawn from surplus reserves											
2. Withdrawn from provision for general risks											
3. Distribution to shareholders											
4. Others											

Statement of Changes in Shareholders' Equity in the Parent (31 December 2025)

For the year ended 31 December 2025 (Prepared in accordance with the PRC GAAP)

Prepared by: Northeast Electric Development Company Limited

Unit: RMB.

Item	2024						Total shareholders' equity						
	Share capital	Other equity instruments	Preferred shares	Perpetual bonds	Others	Capital reserves		Less: Treasury stock	Other comprehensive income	Designated reserves	Surplus reserves	Provision for general risk	Retained earnings
D. Internal carry-forward of shareholders' equity													
1. Capital reserves transferred to share capital													
2. Surplus reserves transferred to share capital (share capital)													
3. Loss set-off by surplus reserves													
4. Changes in the defined benefit plan carried forward to retained earnings													
5. Other comprehensive income earned forward to retained earnings													
6. Others													
E. Designated reserves													
1. Withdrawal during the current period													
2. Usage during the current period													
F. Others													
IV. Closing balance of the current year	873,370,000.00						996,869,700.23		108,537,124.40			-2,176,909,486.63	-198,082,662.00

Company Officers: Zhu Xinguang

Chief Financial Officer: Liu Kejia

Head of Financial Department: Lin Bin



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國誠會計師事務所有限公司

香港上環皇后大道中 181 號

新紀元廣場 15 樓 1503 室

Independent auditor's report

To the shareholders of

Northeast Electric Development Company Limited

(Incorporated in the People's Republic of China with limited liability)

Disclaimer of opinion

We were engaged to audit the consolidated financial statements of Northeast Electric Development Company Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 134 to 264, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

We do not express an opinion on the consolidated financial statements of the Group. Because of the potential interaction of the multiple uncertainties relating to going concern and their possible cumulative effect on the consolidated financial statements as described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements. In all other respects, in our opinion, the consolidated financial statements have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

Basis for Disclaimer of Opinion

Multiple uncertainties relating to going concern

As set out in note 3.1 to the consolidated financial statements, the Company was involved in a litigation during the year as a defendant in relation to an original loan of RMB35 million that originated in 1997. The loan was subsequently transferred pursuant to a "Debt Transfer Agreement" dated 1 June 2005 and settled through the use of stocks to offset the then outstanding balance of approximately RMB31.52 million. On 3 July 2025, the Company received the Notice of Appearance, the bill of indictment, and other related litigation materials served by the People's Court of Heping District, Shenyang City of Liaoning Province* (遼寧省沈陽市和平區人民法院, the "Court")(the "Litigation").

Basis for Disclaimer of Opinion (Continued)**Multiple uncertainties relating to going concern (Continued)**

On 27 September 2025, the Court rendered a first-instance judgment in the civil action brought by Liaoning Trust and Investment Company* (遼寧信託投資公司) (“Liaoning Trust”), holding the Debt Transfer Agreement dated 1 June 2005 invalid and ordering the Company to pay compensation of approximately RMB31.52 million plus occupation fees. The Company appealed, but on 30 January 2026 the Intermediate People’s Court of Shenyang City, Liaoning Province* (遼寧省沈陽市中級人民法院) dismissed the appeal and affirmed the lower court’s findings, ruling the contract void ab initio.

Pursuant to the effective judgment, the Company is liable for compensation of RMB31.52 million and interest provisionally calculated at RMB32.45 million as at 31 December 2025, totaling approximately RMB63.97 million, which has been recognised in its consolidated financial statements.

On 16 March 2026, the Company filed a petition for retrial with the Higher People’s Court of Liaoning Province* (遼寧省高級人民法院, the “Higher Court”). The outcome remains uncertain, and enforcement proceedings may follow. If enforced, the Company would be required to settle the total amount of approximately RMB63.97 million.

The Group is currently in a net current liabilities and net liabilities position as at 31 December 2025. In certain prior litigation cases, courts have suspended enforcement until the conditions for execution are fulfilled. It remains uncertain whether the Higher Court will grant such a suspension in this Litigation. In the event that enforcement proceeds and the Company is placed into liquidation, the Group’s assets, including property, plant and equipment held by 阜新封閉母線有限責任公司 Fuxin Enclosed Busbar Co., Ltd.*, a wholly-owned subsidiary, may be subject to seizure. This would adversely affect the continued operating capabilities of the Group’s principal subsidiaries. While the Litigation has not yet impacted the Group’s production and operations, the ultimate effects will depend on the enforcement decisions of the Higher Court and Liaoning Trust.

The Group recorded net current liabilities of approximately RMB277,628,000 and net liabilities of approximately RMB276,261,000 as at 31 December 2025. The Group also reported a loss of approximately RMB82,755,000 and had a net operating cash outflow of approximately RMB16,760,000 for the year ended 31 December 2025. These conditions, together with other matters disclosed in note 3.1 to the consolidated financial statements, indicate the existence of material uncertainties that may cast significant doubt upon the Group’s ability to continue as a going concern and the Group may be unable to realise its assets and discharge its liabilities in the normal course of business.

Basis for Disclaimer of Opinion (Continued)

Multiple uncertainties relating to going concern (Continued)

The Group has made certain assumptions on the Litigation and certain prior litigation cases, and has taken plans and measures to mitigate its liquidity pressure and improve its financial position, which are set out in note 3.1 to the consolidated financial statements. The validity of the going concern assumptions on which the consolidated financial statements have been prepared depends on the outcome of these assumptions, plans and measures, which are subject to multiple uncertainties, including: (1) the Company has filed a petition for retrial of the Litigation with the Higher Court and the outcome will result in favour of the Company, no enforcement of the judgment will be taken; (2) although the second-instance judgment has taken effect of the Litigation, enforcement action has not been taken by Liaoning Trust and the Company has filed a retrial petition, the Group does not need to discharge the compensation and the related interest, and its cash resources will remain unaffected; (3) if enforcement of the Litigation proceeds, the court will order suspension of enforcement until the conditions for execution are fulfilled, thereby preserving the Group's liquidity and working capital; (4) the Company will not be placed into liquidation by Liaoning Trust, and its assets will not be subject to seizure; the Group's subsidiaries will continue to operate without interruption, ensuring production and operations remain unaffected; (5) successfully obtain fundings and financial support from substantial shareholders to meet in full its financial obligations as they fall due; (6) successful negotiation with banks for a new loan facility; (7) settlement of compensation for a prior litigation case will not happen within the twelve months; (8) order to repay liabilities arising from prior litigations on guarantees issued to bankers of a former subsidiary will not happen within the twelve months; and (9) the Group will maintain operational stability, optimize resources and costs, and expand into new markets through product innovation, diversification into higher margin businesses, and streamlined management. The Company will also utilize capital market financing to secure strategic investors.

Should the Group fail to achieve the above-mentioned assumptions, plans and measures, it might not be able to continue to operate as a going concern, and adjustments might have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to reclassify non-current assets and non-current liabilities as current assets and current liabilities respectively, or to recognise a liability for any contractual commitments that may have become onerous, where appropriate. The effects of these adjustments have not been reflected in the consolidated financial statements.

Given the uncertain outcomes of the assumptions and the execution of the above plans and measures by the Group are in progress as at the date of the approval for issuance of the consolidated financial statements with details as set out in note 3.1 to the consolidated financial statements, and in view of the potential interaction of the multiple uncertainties relating to going concern and their possible cumulative effect on the consolidated financial statements, we are unable to obtain sufficient appropriate audit evidence to provide a basis for an opinion as to whether the going concern basis of preparation of the consolidated financial statements of the Group is appropriate and we disclaim our opinion on the consolidated financial statements of the Group in respect of year ended 31 December 2025.

* The English name is for identification purpose only.

Responsibilities of Directors and Those Charged with Governance for the Consolidated Financial Statements

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibility is to conduct an audit of the Group's consolidated financial statements in accordance with Hong Kong Standards on Auditing as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and to issue an auditor's report solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. However, because of the matters described in the Basis for Disclaimer of Opinion section of our report, we were not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements.

We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code, as applicable to audits of financial statements of public interest entities.

The engagement director on the audit resulting in this independent auditor's report is Lau Chi Kin, Kinson.

Wilson & Partners CPA Limited

Certified Public Accountants

Lau Chi Kin, Kinson

Practising Certificate Number: P05613

Hong Kong

31 March 2026

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	<i>Notes</i>	2025 RMB'000	2024 <i>RMB'000</i>
Revenue	5	164,170	156,441
Cost of sales and services		(113,928)	(110,359)
Gross profit		50,242	46,082
Other income	7	4,516	3,038
Other gains and losses	8	(72,067)	1,760
Distribution and selling expenses		(29,194)	(25,896)
Administrative and other operating expenses		(30,663)	(31,136)
Impairment losses (including reversals of impairment losses) on financial assets	9	(4,980)	(3,400)
Finance costs	10	(292)	(517)
Loss before tax		(82,438)	(10,069)
Income tax expense	12	(317)	-
Loss for the year	11	(82,755)	(10,069)
Other comprehensive income (expense)			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Fair value gain on investments in equity instruments at fair value through other comprehensive income (“FVTOCI”)		3,580	-
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Exchange difference arising on translation of foreign operations		106	(131)
Reclassification of cumulative translation reserve upon disposal of a foreign operation		12,234	-
		12,340	(131)
Other comprehensive income (expense) for the year		15,920	(131)
Total comprehensive expense for the year		(66,835)	(10,200)

Consolidated Statement of Profit or Loss and Other Comprehensive Income (Continued)

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

		2025	2024
	<i>Note</i>	<i>RMB'000</i>	<i>RMB'000</i>
(Loss) profit for the year attributable to:			
Owners of the Company		(82,696)	(10,111)
Non-controlling interests		(59)	42
		(82,755)	(10,069)
		(82,755)	(10,069)
Total comprehensive (expense) income for the year attributable to:			
Owners of the Company		(66,776)	(10,242)
Non-controlling interests		(59)	42
		(66,835)	(10,200)
		(66,835)	(10,200)
Loss per share	15	RMB cents	RMB cents
Basic		(9.47)	(1.16)
		(9.47)	(1.16)

Consolidated Statement of Financial Position

At 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	<i>Notes</i>	2025 RMB'000	2024 <i>RMB'000</i>
Non-current assets			
Property, plant and equipment	16	30,143	32,678
Right-of-use assets	17	16,353	18,011
Interest in an associate	18	-	-
Financial assets at fair value through profit or loss	19	19,060	19,071
Equity instruments at FVTOCI	20	-	-
Contract assets	24	1,296	-
Deferred tax assets	35	1,399	1,747
		68,251	71,507
Current assets			
Inventories	21	39,281	32,560
Trade and bills receivables	22	52,764	34,822
Prepayments, deposits and other receivables	23	16,665	16,774
Contract assets	24	9,019	7,959
Pledged bank deposits	25	1,619	3,620
Cash and cash equivalents	25	8,951	15,215
		128,299	110,950
Current liabilities			
Trade payables	26	43,472	43,004
Contract liabilities	27	38,912	24,929
Other payables and accruals	28	312,311	246,642
Bank borrowing	29	1,380	-
Deferred income	32	1,925	1,925
Tax payables		2,332	2,332
Lease liabilities	30	5,595	6,989
		405,927	325,821
Net current liabilities		(277,628)	(214,871)
Total assets less current liabilities		(209,377)	(143,364)

Consolidated Statement of Financial Position (Continued)

At 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

		2025	2024
	<i>Notes</i>	<i>RMB'000</i>	<i>RMB'000</i>
Non-current liabilities			
Contract liabilities	27	4,721	1,625
Provisions	31	34,355	34,355
Deferred income	32	26,409	28,335
Deferred tax liabilities	35	1,399	1,747
		66,884	66,062
NET LIABILITIES		(276,261)	(209,426)
Capital and deficits			
Share capital	33	873,370	873,370
Reserves and accumulated losses	34	(1,151,606)	(1,084,830)
		(278,236)	(211,460)
Deficits attributable to owners of the Company		(278,236)	(211,460)
Non-controlling interests		1,975	2,034
		(276,261)	(209,426)
TOTAL DEFICITS		(276,261)	(209,426)

The consolidated financial statements on pages 134 to 264 were approved and authorised for issue by the Board of Directors on 31 March 2026 and signed on its behalf by:



Zhu Xinguang

Executive Director



Mi Hongjie

Executive Director

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	Attributable to owners of the Company							Non-Controlling interests	Total deficits
	Share capital	Capital reserve	Surplus reserve	Revaluation reserve	Translation reserve	Accumulated losses	Sub-total		
	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000
At 1 January 2025	873,370	1,083,997	108,587	(231,194)	(27,297)	(2,018,923)	(211,460)	2,034	(209,426)
Loss for the year	-	-	-	-	-	(82,696)	(82,696)	(59)	(82,755)
Other comprehensive income for the year:									
Fair value gain on investments in equity instruments at FVTOCI (Note 20)	-	-	-	3,580	-	-	3,580	-	3,580
Exchange difference arising on translation of foreign operations	-	-	-	-	106	-	106	-	106
Reclassification of cumulative translation reserve upon disposal of a foreign operation (Note 44)	-	-	-	-	12,234	-	12,234	-	12,234
Total comprehensive income (expense) for the year	-	-	-	3,580	12,340	(82,696)	(66,776)	(59)	(66,835)
Reclassification upon disposal of equity instruments at FVTOCI (Note 20)	-	-	-	197,900	-	(197,900)	-	-	-
Disposal of a subsidiary (Note 44)	-	-	-	29,714	-	(29,714)	-	-	-
At 31 December 2025	873,370	1,083,997	108,587	-	(14,957)	(2,329,233)	(278,236)	1,975	(276,261)

Consolidated Statement of Changes in Equity (Continued)

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	Attributable to owners of the Company						Non-Controlling interests	Total deficits
	Share capital	Capital reserve	Surplus reserve	Revaluation reserve	Translation reserve	Accumulated losses		
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
At 1 January 2024	873,370	1,083,997	108,587	(231,194)	(27,166)	(2,008,812)	(201,218)	1,992 (199,226)
(Loss) profit for the year	-	-	-	-	-	(10,111)	(10,111)	42 (10,069)
Other comprehensive expense for the year:								
Exchange difference arising on translation of foreign operations	-	-	-	-	(131)	-	(131)	- (131)
Total comprehensive (expense) income for the year	-	-	-	-	(131)	(10,111)	(10,242)	42 (10,200)
At 31 December 2024	873,370	1,083,997	108,587	(231,194)	(27,297)	(2,018,923)	(211,460)	2,034 (209,426)

Consolidated Statement of Cash Flows

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	Notes	2025 RMB'000	2024 RMB'000
OPERATING ACTIVITIES			
Loss before tax		(82,438)	(10,069)
Adjustments for:			
Interest income		(32)	(90)
Finance costs		292	517
Impairment losses (including reversals of impairment losses) on financial assets		4,980	3,400
Loss on disposal of a subsidiary	44	9,041	-
Compensation for litigation	28(a)	63,973	-
Depreciation and amortisation		10,275	10,350
Gain on disposal of property, plant and equipment		(1)	(4)
Government grants	32	(1,926)	(1,925)
		<hr/>	<hr/>
Operating cash inflows before movements in working capital		4,164	2,179
Increase in inventories		(6,721)	(11,374)
(Increase) decrease in trade and bills receivables		(20,081)	2,739
(Increase) decrease in prepayments, deposits and other receivables		(5,388)	2,187
Increase in contract assets		(2,479)	(3,481)
Increase (decrease) in trade payables		468	(1,968)
Increase in contract liabilities		17,079	13,553
Decrease in other payables and accruals		(3,485)	(9,434)
		<hr/>	<hr/>
Cash used in operations		(16,443)	(5,599)
Income tax paid		(317)	-
		<hr/>	<hr/>
NET CASH USED IN OPERATING ACTIVITIES		(16,760)	(5,599)
		<hr/> <hr/>	<hr/> <hr/>

Consolidated Statement of Cash Flows (Continued)

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

	Notes	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
INVESTING ACTIVITIES			
Withdrawal of pledged bank deposits		3,620	2,095
Net cash inflow on disposal of a subsidiary	44	350	-
Interest received		32	90
Proceeds from disposal of property, plant and equipment		16	15
Redemption of financial assets at fair value through profit or loss		11	13
Placement of pledged bank deposits		(1,619)	-
Purchase of property, plant and equipment		(502)	(189)
Proceed from disposal of interest in an associate		-	9,100
		1,908	11,124
FINANCING ACTIVITIES			
Advance from related companies		7,142	4,485
New bank borrowing raised		1,380	-
Advance from a substantial shareholder	37	69	-
Advance from an associate		29	8
Interest paid		(138)	(118)
Repayment of bank borrowing		-	(1,000)
		8,482	3,375
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		(6,370)	8,900
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		15,215	6,444
Effect of foreign exchange rate changes		106	(129)
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR,			
represented by bank balances and cash		8,951	15,215

1. CORPORATE INFORMATION

Northeast Electric Development Company Limited (the “**Company**”) was formerly known as Northeast Electricity Transmitting & Transformation Machinery Manufacturing Ltd. The Company is a company limited by shares established by directed placement initiated by Northeast Electrical Transmission and Transformation Equipment Company Corporation Limited (“**NET**”), which was approved by the Shenyang Corporate System Reformation Commission under approval: Shen Ti Gai Fa [1992] 81. The Company was officially founded on 18 February 1993. Its substantial shareholder is 北京海鴻源企業管理諮詢有限公司 Beijing Haihongyuan Enterprise Management Consulting Co., Ltd.* (“**Beijing Haihongyuan**”). Details of the holding companies and beneficial owners of the Company are disclosed in the **SHAREHOLDING STRUCTURE AND SHAREHOLDERS** section to the annual report.

The Company, a joint stock company incorporated in the People’s Republic of China (the “**PRC**”) with limited liability, whose shares are listed on the main board of The Stock Exchange of Hong Kong Limited (the “**Hong Kong Stock Exchange**”) (“**H shares**”).

The addresses of the registered office and the principal place of business of the Company are located at Room A1-1077, 5th Floor, Building A, Entrepreneurship Incubation Center of Haikou National High-tech Zone, No.266 Nanhai Avenue, Haikou City, Hainan Province and 3503, Building A, Internet Finance Building, No.3 Guoxing Avenue, Haikou City, Hainan Province, respectively.

The consolidated financial statements are presented in Renminbi (“**RMB**”), which is also the functional currency of the Company.

The principal activity of the Company is investment holding. The Company and its subsidiaries (collectively referred to as the “**Group**”) are principally engaged in the production and sales of power transmission equipment and related accessories; hotel operations and provision of related catering services; and investment holding. Details of the principal subsidiaries of the Company and their principal activities are disclosed in Note 43.

* The English name is for identification purpose only.

2. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS**Amendments to an IFRS Accounting Standard that are mandatorily effective for the current year**

In the current year, the Group has applied the following amendments to an IFRS Accounting Standard as issued by the International Accounting Standards Board (“IASB”) for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to IAS 21 *Lack of Exchangeability*

The application of the amendments to an IFRS Accounting Standard in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

New and amendments to IFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

Amendments to IFRS 9 and IFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments²</i>
Amendments to IFRS 9 and IFRS 7	<i>Contracts Referencing Nature-dependent Electricity²</i>
Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture¹</i>
Amendments to IFRS Accounting Standards IFRS 18	<i>Annual Improvements to IFRS Accounting Standards — Volume 11² Presentation and Disclosure in Financial Statements³</i>
IFRS 19	<i>Subsidiaries without Public Accountability: Disclosures³</i>
Amendments to IFRS 19	<i>Amendments to Subsidiaries without Public Accountability: Disclosures³</i>
Amendments to IAS 21	<i>Translation to a Hyperinflationary Presentation Currency³</i>

¹ Effective for annual periods beginning on or after a date to be determined.

² Effective for annual periods beginning on or after 1 January 2026.

³ Effective for annual periods beginning on or after 1 January 2027.

2. APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS (Continued)

New and amendments to IFRS Accounting Standards in issue but not yet effective (Continued)

Except for the new IFRS Accounting Standard mentioned below, the directors of the Company anticipate that the application of all new and amendments to IFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 *Presentation and Disclosure in Financial Statements*, which sets out requirements on presentation and disclosures in financial statements, will replace IAS 1 *Presentation of Financial Statements*. This new IFRS Accounting Standard, while carrying forward many of the requirements in IAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some IAS 1 paragraphs have been moved to IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* (the title of which will be changed to *Basis of Preparation of Financial Statements* upon effective of IFRS 18) and IFRS 7. Minor amendments to IAS 7 *Statement of Cash Flows* and IAS 33 *Earnings per Share* are also made.

IFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. IFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the IASB. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“**Listing Rules**”) and by the Hong Kong Companies Ordinance.

Going concern basis

The following conditions indicate the existence of material uncertainties that may cast significant doubt upon the Group’s ability to continue as a going concern and the Group may be unable to realise its assets and discharge its liabilities in the normal course of business.

The Company was involved in a litigation during the year as a defendant in relation to an original loan of RMB35 million that originated in 1997. The loan was subsequently transferred pursuant to a “Debt Transfer Agreement” dated 1 June 2005 and settled through the use of stocks to offset the then outstanding balance of approximately RMB31.52 million. On 3 July 2025, the Company received the Notice of Appearance, the bill of indictment, and other related litigation materials served by the People’s Court of Heping District, Shenyang City of Liaoning Province* (遼寧省沈陽市和平區人民法院, the “Court”)(the “**Litigation**”).

On 27 September 2025, the Court rendered a first-instance judgment in the civil action brought by Liaoning Trust and Investment Company* (遼寧信託投資公司)(“**Liaoning Trust**”), holding that the Debt Transfer Agreement dated 1 June 2005 was invalid. The Court ordered the Company to pay compensation of approximately RMB31.52 million to the plaintiff and to pay occupation fees calculated on that amount, from 2 June 2005 to 19 August 2019 at the People’s Bank of China loan interest rate, and from 20 August 2019 to the actual settlement date at the Loan Prime Rate published by the National Interbank Funding Center.

The Company, together with its legal representative, has filed an appeal with the Intermediate People’s Court of Shenyang City, Liaoning Province* (遼寧省沈陽市中級人民法院, the “**Intermediate Court**”) on 11 October 2025. On 30 January 2026, the Intermediate Court issued its civil judgment, dismissing the appeal and affirming the first-instance judgment. The Intermediate Court held that the contract was void ab initio and that the lower court’s findings were factually and legally sound.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.1 Basis of preparation of consolidated financial statements (Continued)

Going concern basis (Continued)

Pursuant to the effective final judgment, the Company is required to pay compensation of approximately RMB31.52 million and interest provisionally calculated at approximately RMB32.45 million as at 31 December 2025, which amounts to a total of approximately RMB63.97 million. The Company has recognized a provision for this amount in its consolidated financial statements.

The Company is subject to several uncertainties in relation to this Litigation. The Company, together with its legal representative, has filed a petition for retrial with the Higher People's Court of Liaoning Province* (遼寧省高級人民法院, the “**Higher Court**”) on 16 March 2026; however, the outcome of such a petition cannot be reliably assessed at this stage. As the second-instance judgment has already taken effect, the next procedural stage would be court-ordered enforcement. If such enforcement is issued, the Company would be required to settle compensation of approximately RMB31.52 million in principal together with interest provisionally calculated at approximately RMB32.45 million as at 31 December 2025, amounting to approximately RMB63.97 million in total. Although no enforcement order has yet been received, the timing of such issuance remains uncertain.

The Group is currently in a net current liabilities and net liabilities position as at 31 December 2025. In certain prior litigation cases, courts have suspended enforcement until the conditions for execution are fulfilled. It remains uncertain whether the Higher Court will grant such a suspension in this Litigation. In the event that enforcement proceeds and the Company is placed into liquidation, the Group's assets, including property, plant and equipment held by 阜新封閉母線有限責任公司 Fuxin Enclosed Busbar Co., Ltd.* (“**Fuxin Enclosed Busbar**”), a wholly-owned subsidiary, may be subject to seizure. This would adversely affect the continued operating capabilities of the Group's principal subsidiaries. While the Litigation has not yet impacted the Group's production and operations, the ultimate effects will depend on the enforcement decisions of the Higher Court and Liaoning Trust.

The Group recorded net current liabilities of approximately RMB277,628,000 and net liabilities of approximately RMB276,261,000 as at 31 December 2025. The Group also reported a loss of approximately RMB82,755,000 and had a net operating cash outflow of approximately RMB16,760,000 for the year ended 31 December 2025.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.1 Basis of preparation of consolidated financial statements *(Continued)*

Going concern basis *(Continued)*

In view of such circumstances, the directors of the Company have given careful consideration to the future liquidity and the financial position of the Group and the Group's available sources of financing in assessing whether the Group will have sufficient financial resources to continue as a going concern. The Group has made certain assumptions on the Litigation and certain prior litigation cases, and has taken plans and measures to mitigate its liquidity pressure and improve its financial position, including:

1. On 16 March 2026, the Company, together with its legal representative, has filed a petition for retrial with the Higher Court on the Litigation, the outcome of the petition for retrial with the Higher Court is expected to be favourable to the Company. Accordingly, the judgment will not be enforced against the Company, and no adverse impact on the Group's financial position or operations is expected;
2. The second-instance judgment of the Litigation has taken effect, and the next procedural stage would be court-ordered enforcement. At present, Liaoning Trust has not issued any enforcement order in respect of the second-instance judgment, and the Company has filed an application with the Higher Court for a retrial, which is pending acceptance by the Higher Court. Accordingly, the Group currently does not anticipate any obligation to discharge the compensation or related interest, and its cash resources will remain available for normal business operations;
3. In the event that enforcement of the Litigation proceeds, it is assumed that the courts will order suspension of enforcement until the conditions for execution are fulfilled. This assumption ensures that the Group will continue to have access to adequate working capital and financing support, without disruption to its liquidity position during the forecast period;

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.1 Basis of preparation of consolidated financial statements (Continued)

Going concern basis (Continued)

4. In the event that enforcement of the Litigation proceeds, it is assumed that Company will not be placed into liquidation by Liaoning Trust and the Group's assets, including property, plant and equipment held by Fuxin Enclosed Busbar, will not be subject to seizure. The Group's principal subsidiaries will therefore continue to operate without interruption, and production and operations will remain unaffected throughout the forecast period;
5. The substantial shareholder of the Company, Beijing Haihongyuan, has agreed to provide financial support and adequate funds to enable the Group to meet in full its financial obligations as they fall due for a period of up to twelve months from the end of the reporting period, if required;
6. The Group is currently negotiating with a local bank for a new loan facility amounted to RMB30 million. Such new loan facility is currently undergoing the final internal approval procedures of the local bank, based on the best estimate of the directors of the Company, the approval for the loan facility will be obtained in the near future;
7. Regarding the settlement of compensation for litigation amounted to RMB94,078,000 as set out in Note 28(a), on 10 March 2023, the First Intermediate People's Court of Hainan Province ruled that the execution procedures cannot be proceeded, due to after the financial due diligence process, the Group has no assets available for execution and the remaining assets are not eligible for disposal. The execution procedures can be resumed only when the conditions for execution are fulfilled. The First Intermediate People's Court of Hainan Province then ruled the execution procedures are terminated and the execution procedures can be resumed when the Group has assets available for execution. Based on the best estimate of the directors of the Company, the compensation for litigation is not expected to be repaid within twelve months from the end of the reporting period;

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.1 Basis of preparation of consolidated financial statements (Continued)

Going concern basis (Continued)

8. Regarding the liabilities arising from guarantees issued to bankers of a former subsidiary amounted to RMB14,465,000 and RMB19,890,000 as set out in Note 31(a) and 31(b), respectively, on 12 December 2024, the Intermediate People's Court of Jinzhou City Liaoning Province ruled that the execution procedures by BOC (as defined in Note 31(a)) cannot be proceeded, due to after the financial due diligence process, the Group has no assets available for execution and the remaining assets are not eligible for disposal. The execution procedures can be resumed only when the conditions for execution are fulfilled. The Intermediate People's Court of Jinzhou City Liaoning Province then ruled the execution procedures are terminated and the execution procedures can be resumed when the Group has assets available for execution. Based on the best estimate of the directors of the Company, the compensation for these litigations are not expected to be repaid within twelve months from the end of the reporting period;
9. The Group will pursue long-term sustainable growth by maintaining operational stability, optimizing resources and cost efficiency, and expanding into new markets. It will balance cash flow and strengthen profitability through sound operational objectives, product innovation, and diversification into higher-margin businesses. At the same time, the Group will enhance organizational effectiveness by reasonably allocating human resources, streamlining headquarters staffing, and transitioning toward a flatter management structure to reduce costs and improve agility. By integrating financial discipline, talent optimization, and market expansion, the Group aims to reinforce resilience, sustain competitiveness, and secure future transformation. The Company will also optimize access to the capital markets to broaden financing channels and actively pursue the introduction of strategic investors, with the objective of enhancing its capital structure and supporting long-term sustainable growth.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.1 Basis of preparation of consolidated financial statements (Continued)

Going concern basis (Continued)

The directors of the Company have prepared the Group's cash flow projections which cover a period of not less than twelve months from 31 March 2026. The directors of the Company are of the opinion that, taking into account of the above-mentioned assumptions, plans and measures, the Group will have sufficient working capital to finance its operations and to meet its financial obligations as they fall due for the foreseeable future. Accordingly, the consolidated financial statements have been prepared on a going concern basis.

Notwithstanding the above, given the uncertain outcomes of the assumptions on the Litigation and certain prior litigation cases, and the execution of the above plans and measures by the Group are in progress as at the date of the approval for issuance of the consolidated financial statements, material uncertainties exist as to whether the management of the Group will be able to achieve its assumptions, plan and measures as mentioned above. Whether the Group will be able to continue as a going concern would depend upon the outcome of these assumptions, and the Group's ability to mitigate its liquidity pressure and improve the financial position of the Group through the followings:

1. The Company has filed a petition for retrial of the Litigation with the Higher Court, and the outcome will result in favour of the Company, no enforcement of the judgment will be taken;
2. Although the second-instance judgment has taken effect of the Litigation, enforcement action has not been taken by Liaoning Trust and the Company has filed a retrial petition; the Group does not need to discharge the compensation and the related interest, and its cash resources will remain unaffected;
3. If enforcement of the Litigation proceeds, the court will order suspension of enforcement until the conditions for execution are fulfilled, thereby preserving the Group's liquidity and working's capital;

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.1 Basis of preparation of consolidated financial statements *(Continued)*

Going concern basis *(Continued)*

4. The Company will not be placed into liquidation by Liaoning Trust, and its assets will not be subject to seizure; the Group's subsidiaries will continue to operate without interruption, ensuring production and operations remain unaffected;
5. Successfully obtain funding and financial support from substantial shareholders to meet in full its financial obligations as they fall due;
6. Successful negotiation with banks for a new loan facility;
7. Settlement of compensation for a prior litigation case will not happen within the twelve months;
8. Order to repay liabilities arising from prior litigations on guarantees issued to bankers of former subsidiaries will not happen within the twelve months; and
9. The Group will maintain operational stability, optimize resources and costs, and expand into new markets through product innovation, diversification into higher margin businesses, and streamlined management. The Company will also utilize capital market financing to secure strategic investors.

Should the Group fail to achieve a combination of the abovementioned assumptions, plans and measures, it might not be able to continue to operate as a going concern, and adjustments might have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to reclassify non-current assets and non-current liabilities as current assets and current liabilities respectively, or to recognise a liability for any contractual commitments that may have become onerous, where applicable. The effects of these adjustments have not been reflected in the consolidated financial statements.

* The English name is for identification purpose only.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Basis of consolidation *(Continued)*

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Investment in an associate

An associate is an entity over which the Group 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 results and assets and liabilities of associates are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is or the portion so classified is accounted for in accordance with IFRS 5. Any retained portion of an investment in an associate that has not been classified as held for sale continues to be accounted for using the equity method until disposal of the portion that is classified as held for sale takes place. If the Group has lost significant influence over the associates after the disposal takes place, the Group accounts for any retained interest in the associates in accordance with IFRS 9. If the Group has retained significant influence/joint control over the associates after the disposal takes place, the Group continues to account for the remaining interest using equity method. The financial statements of associates used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an investment in an associate is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. Changes in net assets of the associate other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group. When the Group's share of losses of an associate exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognising its share of further losses. Additional losses are provided for, and a liability recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Investment in an associate (Continued)

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate and the retained interest is a financial asset within the scope of IFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate is included in the determination of the gain or loss on disposal of the associate. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would be required if that associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant associate.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Investment in an associate (Continued)

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

The group applies IFRS 9, including the impairment requirements, to long-term interests in an associate to which the equity method is not applied and which form part of the net investment in the investee. Furthermore, in applying IFRS 9 to long-term interests, the group does not take into account adjustments to their carrying amount required by IAS 28 (i.e. adjustments to the carrying amount of long-term interests arising from the allocation of losses of the investee or assessment of impairment in accordance with IAS 28).

Revenue from contracts with customers

Information about the Group's accounting policies relating to contracts with customers is provided in Notes 5, 24 and 27.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Leases

The Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as a lessee

Allocation of consideration to components of a contract

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

Short-term leases

The Group applies the short-term lease recognition exemption to leases office premises that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Leases (*Continued*)

The Group as a lessee (*Continued*)

Right-of-use assets

The cost of right-of-use assets includes:

- the amounts of the initial measurement of the lease liabilities;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

Refundable rental deposits

Refundable rental deposits paid are accounted under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Leases *(Continued)*

The Group as a lessee (Continued)

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs.

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, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise the option; and
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising an option to terminate the lease.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Leases (*Continued*)

The Group as a lessee (*Continued*)

Lease liabilities (*Continued*)

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review/ expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for “**lease modifications**”).

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Leases *(Continued)*

The Group as a lessee (Continued)

Lease liabilities *(Continued)*

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability, less any lease incentives receivable, based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset.

When the modified contract contains one or more additional lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component. The associated non-lease components are included in the respective lease components.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of that entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's operations are translated into the presentation currency of the Group (i.e. RMB) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve (attributed to non-controlling interests as appropriate).

Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under “**other income**”.

Employee benefits

Retirement benefit costs

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

Termination benefits

A liability for a termination benefit is recognised at the earlier of when the Group entity can no longer withdraw the offer of the termination benefit and when it recognises any related restructuring costs.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Employee benefits (*Continued*)

Short-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another IFRS requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deducting any amount already paid.

Taxation

Income tax expense represents the sum of current and deferred income tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit/(loss) before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and at the time of the transaction does not give rise to equal taxable and deductible temporary differences.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Taxation *(Continued)*

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Taxation (*Continued*)

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies IAS 12 requirements to the lease liabilities and the related assets separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised and a deferred tax liability for all taxable temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority on either:

- (a) the same taxable entity; or
- (a) different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise 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.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes. Property, plant and equipment are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as “**right-of-use assets**” in the consolidated statement of financial position. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognised so as to write off the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Impairment on property, plant and equipment and right-of-use assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets, to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amount of property, plant and equipment and right-of-use assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

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

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated statement of financial position include:

- (a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and
- (a) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Cash and cash equivalents (Continued)

Bank balances for which use by the Group is subject to third party contractual restrictions are included as part of cash unless the restrictions result in a bank balance no longer meeting the definition of cash. Contractual restrictions affecting use of bank balances are disclosed in Note 25. If the contractual restrictions to use the cash extend beyond 12 months after the end of the reporting period, the related amounts are classified as non-current in the consolidated statement of financial position.

Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a weighted average method. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs necessary to make the sale include incremental costs directly attributable to the sale and non-incremental costs which the Group must incur to make the sale.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Contingent liabilities

Contingent liabilities

A contingent liability is a present obligation arising from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

Where the Group is jointly and severally liable for an obligation, the part of the obligation that is expected to be met by other parties is treated as a contingent liability and it is not recognised in the consolidated financial statements.

The Group assesses continually to determine whether an outflow of resources embodying economic benefits has become probable. If it becomes probable that an outflow of future economic benefits will be required for an item previously dealt with as a contingent liability, a provision is recognised in the consolidated financial statements in the reporting period in which the change in probability occurs, except in the extremely rare circumstances where no reliable estimate can be made.

Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at fair value through profit or loss (“FVTPL”)) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Financial assets

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Classification and subsequent measurement of financial assets *(Continued)*

All other financial assets are subsequently measured at FVTPL, except that at initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 *Business Combinations* applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a designated and effective as a hedging instrument.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

Financial assets (*Continued*)

Classification and subsequent measurement of financial assets (*Continued*)

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

(i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost and debt instruments/receivables subsequently measured at FVTOCI. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Classification and subsequent measurement of financial assets *(Continued)*

(ii) Equity instruments designated as at FVTOCI

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, and will be transferred to accumulated losses.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group's right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the "other income" line item in profit or loss.

(iii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend or interest earned on the financial asset and is included in the "other gains and losses" line item.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

Financial assets (*Continued*)

Impairment of financial assets and other items subject to impairment assessment under IFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including trade and bills receivables, deposits and other receivables, pledged bank deposits and cash and cash equivalents) and contract assets which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of past events and current conditions at the reporting date as well as the forecast of future economic conditions.

The Group always recognises lifetime ECL for trade receivables and contract assets.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Impairment of financial assets and other items subject to impairment assessment under IFRS 9 *(Continued)*

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, 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. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

Financial assets (*Continued*)

Impairment of financial assets and other items subject to impairment assessment under IFRS 9 (*Continued*)

(i) **Significant increase in credit risk** (*Continued*)

- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if (i) it has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a debt instrument to have low credit risk when it has an internal or external credit rating of “**investment grade**” as per globally understood definitions.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

3.2 Material accounting policy information *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Impairment of financial assets and other items subject to impairment assessment under IFRS 9 *(Continued)*

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) Credit-impaired financial assets

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:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

Financial assets (*Continued*)

Impairment of financial assets and other items subject to impairment assessment under IFRS 9 (*Continued*)

(iii) Credit-impaired financial assets (*Continued*)

- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- (e) the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets and other items subject to impairment assessment under IFRS 9
(Continued)

(v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and forward looking information, including time value of money where appropriate, that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for certain trade receivables and contract assets are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets and other items subject to impairment assessment under IFRS 9 (Continued)

(v) Measurement and recognition of ECL

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables, contract assets and other receivables and deposits where the corresponding adjustment is recognised through a loss allowance account.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period. Specifically:

- For financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the 'Other gains and losses' line item (Note 8) as part of the net foreign exchange gains/(losses);
- For financial assets measured at FVTPL that are not part of a designated hedging relationship, exchange differences are recognised in profit or loss in the 'Other gains and losses' line item as part of the gain/(loss) from changes in fair value of financial assets (Note 8);
- For equity instruments measured at FVTOCI, exchange differences are recognised in other comprehensive income in the fair value through other comprehensive income/revaluation reserve.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.2 Material accounting policy information (Continued)

Financial instruments (Continued)

Financial assets (Continued)

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to accumulated losses.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (*Continued*)

3.2 Material accounting policy information (*Continued*)

Financial instruments (*Continued*)

Financial liabilities and equity (*Continued*)

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Financial liabilities at amortised cost

Financial liabilities including trade payables, other payables and accruals, bank borrowing and lease liabilities are subsequently measured at amortised cost, using the effective interest method.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the 'Other gains and losses' line item (Note 8) in profit or loss as part of net foreign exchange gains/(losses) for financial liabilities that are not part of a designated hedging relationship.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3, the directors of the Company are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Fair value measurement of financial instruments

As at 31 December 2025, certain of the Group's financial assets, unquoted equity instruments amounting to RMB19,060,000 (2024: RMB19,071,000) are measured at fair value with fair value being determined based on significant unobservable inputs using valuation techniques. Judgement and estimation are required in establishing the relevant valuation techniques and the relevant inputs thereof. Changes in assumptions relating to these factors could result in material adjustments to the fair value of these instruments. See Note 41 for further disclosures.

Provision of ECL for trade receivables and contract assets

Trade receivables and contract assets with significant balances and credit-impaired are assessed for ECL individually.

In addition, the Group uses practical expedient in estimating ECL on trade receivables and contract assets which are not assessed individually using a provision matrix. The provision rates are based on aging of debtors as groupings of various debtors taking into consideration the Group's historical default rates and forward-looking information that is reasonable and supportable available without undue costs or effort. At every reporting date, the historical observed default rates are reassessed and changes in the forward-looking information are considered.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade receivables and contract assets are disclosed in Notes 41, 22 and 24, respectively.

4. KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

Estimated impairment of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, which is the higher of fair value less costs of disposal and value in use. In the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; in the case of fair value less costs of disposal, independent property valuer is engaged to estimate the fair value less cost of disposal; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the cash generating unit to which the assets belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts.

As at 31 December 2025, the carrying amounts of property, plant and equipment and right-of-use assets subject to impairment assessment were RMB29,706,000 and RMB16,353,000 (2024: RMB32,190,000 and RMB18,011,000), respectively. Details of the impairment of property, plant and equipment and right-of-use assets are disclosed in Notes 16 and 17, respectively.

5. REVENUE

(i) Disaggregation of revenue for contracts with customers

Segments	For the year ended 31 December 2025		
	Production and sales of power transmission equipment and related accessories <i>RMB'000</i>	Hotel operations and provision of related catering services <i>RMB'000</i>	Total <i>RMB'000</i>
Types of goods and services			
Sales of enclosed busbars	107,992	-	107,992
Hotel operations			
- Hotel rooms revenue	-	28,809	28,809
- Catering and other ancillary services	-	27,369	27,369
Total	107,992	56,178	164,170
Geographical markets			
The PRC	107,992	56,178	164,170
Timing of revenue recognition			
At a point in time	107,992	27,369	135,361
Over time	-	28,809	28,809
Total	107,992	56,178	164,170

5. REVENUE (Continued)

(i) Disaggregation of revenue for contracts with customers (Continued)

Segments	For the year ended 31 December 2024		
	Production and sales of power transmission equipment and related accessories <i>RMB'000</i>	Hotel operations and provision of related catering services <i>RMB'000</i>	Total <i>RMB'000</i>
Types of goods and services			
Sales of enclosed busbars	99,253	-	99,253
Hotel operations			
- Hotel rooms revenue	-	29,632	29,632
- Catering and other ancillary services	-	27,556	27,556
Total	99,253	57,188	156,441
Geographical markets			
The PRC	99,253	57,188	156,441
Timing of revenue recognition			
At a point in time	99,253	27,556	126,809
Over time	-	29,632	29,632
Total	99,253	57,188	156,441

5. REVENUE (Continued)

(ii) Performance obligations for contracts with customers and revenue recognition policies

Sales of enclosed busbars

For sales of enclosed busbars, revenue is recognised when control of the goods has been transferred, being when the goods have been shipped to the customer's specific location (delivery). Transportation and handling activities that occur before customers obtain control are considered as fulfilment activities. Following the delivery, the customer has full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when on selling the goods and bears the risks of obsolescence and loss in relation to the goods. The normal credit term is 5 to 90 days upon delivery.

Hotel operations

For income from hotel rooms revenue, revenue is recognised over time using output method when the service and facilities are provided. The Group allows an average credit period of not more than 30 days to travel agents and corporate customers.

For income from provision of catering and other ancillary services, revenue is recognised when control of the goods has transferred to customers, being at the point the goods are delivered to the customer.

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) and the expected timing of recognising revenue are as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Provision of sales of enclosed busbars		
-Within one year	130,121	123,481
-More than one year	126,735	101,027
	<u>256,856</u>	<u>224,508</u>

All the hotel operation services are for periods of one year or less. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

6. OPERATING SEGMENTS

Information reported to the management, being the chief operating decision maker (“CODM”), for the purposes of resource allocation and assessment of segment performance focuses on types of goods or services delivered or provided.

Specifically, the Group’s reportable segments under IFRS 8 *Operating Segments* are as follows:

1. Production and sales of power transmission equipment and related accessories
2. Hotel operations and provision of related catering services
3. Investment holding

Segment revenues and results

The following is an analysis of the Group’s revenue and results from continuing operations by reportable segments:

For the year ended 31 December 2025

	Production and sales of power transmission equipment and related accessories RMB'000	Hotel operations and provision of related catering services RMB'000	Investment holding RMB'000	Total RMB'000
Revenue	<u>107,992</u>	<u>56,178</u>	<u>-</u>	<u>164,170</u>
Segment results	<u>1,111</u>	<u>(5,882)</u>	<u>(202)</u>	<u>(4,973)</u>
Compensation for litigation				(63,973)
Loss on disposal of a subsidiary				(9,041)
Unallocated corporate expenses				<u>(4,451)</u>
Loss before tax				<u>(82,438)</u>

6. OPERATING SEGMENTS (Continued)

Segment revenues and results (Continued)

For the year ended 31 December 2024

	Production and sales of power transmission equipment and related accessories RMB'000	Hotel operations and provision of related catering services RMB'000	Investment holding RMB'000	Total RMB'000
Revenue	99,253	57,188	–	156,441
Segment results	1,850	(5,503)	(916)	(4,569)
Unallocated corporate expenses				(5,500)
Loss before tax				(10,069)

The accounting policies of the operating segments are the same as the Group's accounting policies described in the consolidated financial statements. Segment results represents the profit/loss from each segment without allocation of compensation for litigation, loss on disposal of a subsidiary, central administration costs and directors' emoluments. This is the measure reported to the CODM for the purposes of resource allocation and performance assessment.

6. OPERATING SEGMENTS (Continued)**Segment assets and liabilities**

The following is an analysis of the Group's assets and liabilities by operating and reportable segments:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Segment assets		
Production and sales of power transmission equipment and related accessories	138,498	121,062
Hotel operations and provision of related catering services	37,293	37,075
Investment holding	20,741	23,350
Total operating and reportable segment assets	196,532	181,487
Unallocated assets	18	970
Consolidated assets	<u>196,550</u>	<u>182,457</u>
Segment liabilities		
Production and sales of power transmission equipment and related accessories	105,414	88,447
Hotel operations and provision of related catering services	90,627	81,402
Total operating and reportable segment liabilities	196,041	169,849
Unallocated liabilities	276,770	222,034
Consolidated liabilities	<u>472,811</u>	<u>391,883</u>

6. OPERATING SEGMENTS (Continued)**Segment assets and liabilities (Continued)**

For the purpose of monitoring segment performances and allocating resources between segments:

- all assets are allocated to operating and reportable segments other than unallocated corporate assets.
- all liabilities are allocated to operating and reportable segments other than other unallocated corporate liabilities.

Other segment information**For the year ended 31 December 2025**

	Production and sales of power transmission equipment and related accessories <i>RMB'000</i>	Hotel operations and provision of related catering services <i>RMB'000</i>	Investment holding <i>RMB'000</i>	Unallocated <i>RMB'000</i>	Total <i>RMB'000</i>
Additions to property, plant and equipment	502	-	-	-	502
Impairment losses (including reversals of impairment losses) on financial assets	274	(5,254)	-	-	(4,980)
Research and development expenses	(5,178)	-	-	-	(5,178)
Short-term leases – office premises	-	-	-	(39)	(39)
Depreciation and amortisation of					
- property, plant and equipment	(3,022)	-	-	-	(3,022)
- right-of-use assets	(264)	(6,989)	-	-	(7,253)
Finance costs	(135)	(154)	(3)	-	(292)

6. OPERATING SEGMENTS (Continued)**Other segment information (Continued)****For the year ended 31 December 2024**

	Production and sales of power transmission equipment and related accessories <i>RMB'000</i>	Hotel operations and provision of related catering services <i>RMB'000</i>	Investment holding <i>RMB'000</i>	Unallocated <i>RMB'000</i>	Total <i>RMB'000</i>
Additions to property, plant and equipment	189	-	-	-	189
Impairment losses (including reversals of impairment losses) on financial assets	(1,842)	(1,558)	-	-	(3,400)
Research and development expenses	(3,148)	-	-	-	(3,148)
Short-term leases – office premises	-	-	-	(58)	(58)
Depreciation and amortisation of					
- property, plant and equipment	(3,176)	-	-	-	(3,176)
- right-of-use assets	(264)	(6,910)	-	-	(7,174)
Finance costs	(167)	(233)	(117)	-	(517)

Geographical information

Geographical information is not presented since the Group's operations are principally located in the PRC that all the Group's revenue from external customers is generated in the PRC and 100% (2024: over 99%) of the non-current assets, excluding financial instruments, of the Group are located in the PRC. Accordingly, in the opinion of the directors, the presentation of geographical information would provide no additional useful information to the users of these consolidated financial statements.

6. OPERATING SEGMENTS (Continued)**Information about major customers**

Revenue from customers individually contributing over 10% of the total revenue of the Group during the year is as follow:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Customer I	<u>26,379</u> ¹	<u>N/A</u> ²

¹ Revenue from production and sales of power transmission equipment and related accessories.

² Revenue did not contribute over 10% of the total revenue of the Group for the corresponding reporting period.

7. OTHER INCOME

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Interest income from banks	32	90
Government grants (Note)	2,104	2,913
Technical service income	2,339	-
Sundry income	41	35
	<u>4,516</u>	<u>3,038</u>

Note: During the current year, the Group recognised government grants amounted to i) RMB178,000 (2024: RMB988,000) in respect of subsidies received for technology-based small and medium-sized enterprises in the PRC; and ii) RMB1,926,000 (2024: RMB1,925,000) in respect of deferred income amortised relating to cost of acquisition and construction of the Group's factory based in Fuxin of the PRC. Details of government grants in respect of deferred income are set out in Note 32.

8. OTHER GAINS AND LOSSES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Compensation for litigation (Note 28(a))	(63,973)	–
Loss on disposal of a subsidiary (Note 44)	(9,041)	–
Gain from deregistration of branches	946	1,756
Gain on disposal of property, plant and equipment	1	4
	<u>(72,067)</u>	<u>1,760</u>

9. IMPAIRMENT LOSSES (INCLUDING REVERSALS OF IMPAIRMENT LOSSES) ON FINANCIAL ASSETS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Impairment losses recognised on		
– trade receivables	2,139	2,960
– contract assets	123	39
– deposits and other receivables	2,718	401
	<u>4,980</u>	<u>3,400</u>

10. FINANCE COSTS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Interest expenses on		
– bank borrowing	3	118
– other payables	135	166
– lease liabilities	154	233
	<u>292</u>	<u>517</u>

11. LOSS FOR THE YEAR

Loss for the year has been arrived at after charging:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Staff costs, including directors' emoluments		
Salaries and other benefits	21,849	26,500
Contributions to defined contribution retirement schemes	2,140	3,344
Total staff costs	<u>23,989</u>	<u>29,844</u>
Auditor's remuneration	900	900
Cost of inventories recognised as an expense	91,095	86,760
Depreciation and amortisation of		
– Property, plant and equipment	3,022	3,176
– Right-of-use assets	7,253	7,174
Research and development costs recognised as an expense	<u>5,178</u>	<u>3,148</u>

12. INCOME TAX EXPENSE**(a) Taxation in the consolidated statement of profit or loss represents:**

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Current tax		
PRC Enterprise Income Tax	<u>317</u>	<u>–</u>

Hong Kong Profits Tax is calculated at 16.5% on the estimated assessable profit for both years.

Under the Law of the PRC on Enterprise Income Tax (the “**EIT Law**”) and Implementation Regulation of the EIT Law, the tax rate of the PRC subsidiaries is 25% for both years. As Fuxin Enclosed Busbar has been accredited as a “**High and New Technology Enterprise**” by the relevant authorities in Liaoning province for a term of three years which will be expired in 2026 (2024: 2026), it is entitled to a reduced tax rate of 15%. Accordingly, the PRC EIT is calculated at 15% on the assessable profit of Fuxin Enclosed Busbar for both years.

12. INCOME TAX EXPENSE (Continued)

- (b) The income tax expense for the year can be reconciled to the loss before tax per the consolidated statement of profit or loss and other comprehensive income as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Loss before tax	<u>(82,438)</u>	<u>(10,069)</u>
Tax calculated at the domestic income tax rates of 25% (2024: 25%)	(20,610)	(2,517)
Tax effect of expenses not deductible for tax purpose	305	209
Tax effect of tax losses not recognised	19,969	2,654
Tax effect of deductible temporary differences not recognised	935	583
Utilisation of tax losses previously not recognised	–	(278)
Effect of different tax rates of subsidiaries operating in other jurisdictions	1	7
Income tax at concessionary rate	(143)	(185)
Others	<u>(774)</u>	<u>(473)</u>
Income tax expense for the year	<u><u>(317)</u></u>	<u><u>–</u></u>

13. DIRECTORS' AND SUPERVISORS' EMOLUMENTS AND FIVE HIGHEST PAID EMPLOYEES**(a) Directors' and supervisors' emoluments**

Directors' and supervisors' remunerations for the year, disclosed pursuant to the applicable Listing Rules and the Hong Kong Companies Ordinance, are as follows:

	2025			
	Fees	Salaries	Retirement	Total
		and benefits in	benefit scheme	
		kind	contributions	
<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	
Supervisors				
Yang Qing	–	259	18	277
Fan Siyao	–	–	–	–
Xing Meixia	–	94	7	101
Executive directors				
Mi Hongjie	–	–	–	–
He Wei	–	–	–	–
Liu Jiangmei (Note (i))	–	–	–	–
Ding Jishi	–	–	–	–
Zhu Xinguang	–	527	21	548
Liu Kejia (Note (ii))	–	172	11	183
Independent non-executive directors				
Fang Guangrong	–	–	–	–
Li Zhengning	96	–	–	96
Wang Hongyu	96	–	–	96
	192	1,052	57	1,301

13. DIRECTORS' AND SUPERVISORS' EMOLUMENTS AND FIVE HIGHEST PAID EMPLOYEES

(Continued)

(a) Directors' and supervisors' emoluments (Continued)

	2024			
	Fees	Salaries		Total
		allowances	Retirement	
		and benefits	benefit scheme	
	in kind	contributions		
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Supervisors				
Yang Qing	–	211	11	222
Fan Siyao	–	–	–	–
Xing Meixia	–	83	6	89
Executive directors				
Mi Hongjie	–	–	–	–
Su Weiguo (Note (iii))	–	456	–	456
He Wei	–	–	–	–
Liu Jiangmei	–	–	–	–
Ding Jishi	–	–	–	–
Zhu Xinguang	–	420	21	441
Independent non-executive directors				
Fang Guangrong	–	–	–	–
Li Zhengning	96	–	–	96
Wang Hongyu	96	–	–	96
	192	1,170	38	1,400

Note:

- (i) Liu Jiangmei resigned as executive director of the Company with effect from 15 April 2025.
- (ii) Liu Kejia appointed as executive director of the Company with effect from 26 June 2025.
- (iii) Su Weiguo resigned as executive director of the Company with effect from 30 October 2024.

13. DIRECTORS' AND SUPERVISORS' EMOLUMENTS AND FIVE HIGHEST PAID EMPLOYEES*(Continued)***(a) Directors' and supervisors' emoluments (Continued)**

There were no arrangements under which a director waived or agreed to waive any emoluments during both years. In addition, no emoluments were paid by the Group to any of the directors as an inducement to join, or upon joining the Group or as a compensation for loss of office during both years.

(b) Five highest paid employees

The five highest paid employees of the Group during the year included two (2024: two) directors, details of whose remuneration are set out in this note above. Details of the remuneration for the year of the remaining three (2024: three) highest paid employees who are not a director of the Company are as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Salaries, allowances and benefits in kind	1,008	992
Retirement benefits	35	57
	<u>1,043</u>	<u>1,049</u>

13. DIRECTORS' AND SUPERVISORS' EMOLUMENTS AND FIVE HIGHEST PAID EMPLOYEES*(Continued)***(b) Five highest paid employees (Continued)**

The number of the highest paid employees who are not the directors of the Company whose remuneration fell within the following bands is as follows:

	2025	2024
	Number of	Number of
	individuals	individuals
Nil to HK\$1,000,000	3	3

During the years ended 31 December 2025 and 2024, no emoluments were paid by the Group to the five highest paid individuals (including directors and employees) as an inducement to joint or upon joining the Group or as compensation for loss of office.

14. DIVIDENDS

No dividend was paid or proposed for ordinary shareholders of the Company during 2025 and 2024, nor has any dividend been proposed since the end of the reporting period.

15. LOSS PER SHARE

The calculation of the basic loss per share attributable to owners of the Company is based on the following data:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Loss		
Loss attributable to owners of the Company for the purpose of calculation of basic loss per share	(82,696)	(10,111)
	2025	2024
	<i>'000</i>	<i>'000</i>
Number of shares		
Number of ordinary shares for the purpose of calculation of basic loss per share	873,370	873,370

No diluted loss per share for both years were presented as there were no potential ordinary shares in issue during both years.

16. PROPERTY, PLANT AND EQUIPMENT

	Buildings	Machinery and other equipment	Motor vehicles	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
COST				
At 1 January 2024	39,539	16,684	2,118	58,341
Additions	–	147	42	189
Disposals	–	(268)	(45)	(313)
Exchange adjustments	–	–	23	23
At 31 December 2024	39,539	16,563	2,138	58,240
Additions	–	502	–	502
Disposals	–	(241)	(652)	(893)
At 31 December 2025	<u>39,539</u>	<u>16,824</u>	<u>1,486</u>	<u>57,849</u>
DEPRECIATION AND IMPAIRMENT				
At 1 January 2024	11,019	10,053	1,591	22,663
Provided for the year	1,990	1,117	69	3,176
Eliminated on disposals	–	(267)	(35)	(302)
Exchange adjustments	–	–	25	25
At 31 December 2024	13,009	10,903	1,650	25,562
Provided for the year	1,990	981	51	3,022
Eliminated on disposals	–	(226)	(652)	(878)
At 31 December 2025	<u>14,999</u>	<u>11,658</u>	<u>1,049</u>	<u>27,706</u>
CARRYING VALUES				
At 31 December 2025	<u>24,540</u>	<u>5,166</u>	<u>437</u>	<u>30,143</u>
At 31 December 2024	<u>26,530</u>	<u>5,660</u>	<u>488</u>	<u>32,678</u>

16. PROPERTY, PLANT AND EQUIPMENT (Continued)

The above items of property, plant and equipment are depreciated, after taking into account of their estimated residual values, on a straight-line method, at the following rates per annum:

Buildings	5%
Machinery and other equipment	5% to 33.3%
Motor vehicles	5.9% to 16.7%

Impairment assessment

As at 31 December 2025 and 2024, in view of the unsatisfied performance of the production and sales of power transmission equipment and related accessories segment; and the hotel operations and provision of related catering services segment for the periods, the management of the Group concluded there was indication for impairment and conducted impairment assessment on certain property, plant and equipment and right-of-use assets of the sales of power transmission equipment and related accessories segment with the carrying amounts of approximately RMB29,706,000 and RMB10,758,000 (2024: RMB32,190,000 and RMB11,022,000), respectively, and certain right-of-use assets of the hotel operations and provision of related catering services segment with the carrying amount of approximately RMB5,595,000 (2024: RMB6,989,000). The Group estimates the recoverable amounts of the cash generating unit of the production and sales of power transmission equipment and related accessories business (the “**Power Transmission CGU**”), and cash generating unit of the hotel operations and provision of related catering services (the “**Hotel CGU**”), to which the asset belongs when it is not possible to estimate the recoverable amount individually. The Power Transmission CGU represents the Group’s owned properties, machinery and other equipment, and related leasehold lands in Fuxin. The Hotel CGU represents the Group’s leased properties in Dalian.

16. PROPERTY, PLANT AND EQUIPMENT *(Continued)****Impairment assessment*** *(Continued)**The Power Transmission CGU*

The recoverable amounts of the Power Transmission CGU are determined based on their fair value less costs of disposal. The Group engaged an independent qualified professional valuer to estimate the fair value less cost of disposal using market approach and depreciated replacement cost approach based on an estimation of the market value for the existing structures less deductions for physical deterioration and all relevant forms of obsolescence and optimization. The fair value measurement is categorised into Level 3 fair value hierarchy. The carrying amounts of the relevant assets does not exceed the recoverable amounts based on fair value less costs of disposal and no impairment has been recognised during the year ended 31 December 2025 (2024: RMBnil).

Hotel CGU

The recoverable amounts of the Hotel CGU are determined based on their value-in-use calculation. The value in use calculations used discounted future cash flow model based on financial budgets approved by management covering the remaining lease period and expected average growth rate on revenue during the remaining lease period, which were determined based on past performance of the Hotel CGU and the management's expectations for the market development. The carrying amounts of the relevant assets does not exceed the recoverable amounts based on value in use and no impairment has been recognised during the year ended 31 December 2025 (2024: RMBnil).

17. RIGHT-OF-USE ASSETS

	Leasehold lands	Leased properties	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
As at 31 December 2025			
Carrying amounts	10,758	5,595	16,353
As at 31 December 2024			
Carrying amounts	11,022	6,989	18,011
For the year ended 31 December 2025			
Depreciation charges	264	6,989	7,253
For the year ended 31 December 2024			
Depreciation charges	264	6,910	7,174
		2025	2024
		<i>RMB'000</i>	<i>RMB'000</i>
Expense related to short-term leases		39	58
Total cash outflows for leases		39	58
Addition to right-of-use assets		<u>5,595</u>	<u>6,989</u>

17. RIGHT-OF-USE ASSETS (Continued)

For both years, the Group leases hotel and land use right for its operations. Lease contracts for hotel are entered into for fixed term of 1 year (2024: 1 year). The Group does not have the option to purchase the leased properties for a nominal amount at the end of the relevant lease terms or any extension/termination options which are solely at the Group's discretion. The Group's obligations are secured by the rental deposits for such leases. Lease terms are negotiated on an individual basis and contain different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

The Group has obtained the land use right certificates for all leasehold lands in the PRC.

Restrictions or covenants on leases

In addition, lease liabilities of RMB5,595,000 are recognised with related right-of-use assets of RMB5,595,000 as at 31 December 2025 (2024: lease liabilities of RMB6,989,000 and related right-of-use assets of RMB6,989,000). The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Details of the lease maturity analysis of lease liabilities are set out in Notes 30 and 41.

Details of impairment of right-of-use assets are set out in Note 16.

Notes to the Consolidated Financial Statements (Continued)

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

18. INTEREST IN AN ASSOCIATE

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Cost of investments in associates	42,847	42,847
Share of post-acquisition losses and other comprehensive expense	(42,847)	(42,847)
	-	-

Details of the Group's associate at the end of the reporting period are as follows:

Name of entity	Place of incorporation/ kind of legal entity	Issued and fully paid share capital/ registered capital	Proportion of ownership interest held by the Group	Principal activities
Great Power Technology Limited ("Great Power")	BVI/ Limited liability company	12,626 ordinary share of US\$1 each	20.8%	Trading of transformers and capacitors

18. INTEREST IN AN ASSOCIATE (Continued)**Summerised financial information of an associate**

The associate is accounted for using the equity method in these consolidated financial statements.

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Great Power		
At 31 December		
Current assets	<u>97</u>	<u>97</u>
Current liabilities	<u>(2,839)</u>	<u>(2,839)</u>
Net liabilities	<u>(2,742)</u>	<u>(2,742)</u>
Year ended 31 December		
Revenue	<u>-</u>	<u>-</u>
Profit for the year	<u>-</u>	<u>-</u>
Other comprehensive income for the year	<u>-</u>	<u>-</u>
Total comprehensive income for the year	<u>-</u>	<u>-</u>

18. INTEREST IN AN ASSOCIATE (Continued)**Summerised financial information of an associate (Continued)**

Reconciliation of the above summarised financial information to the carrying amount of the interest in an associate recognised in the consolidated financial statements:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Great Power		
Net liabilities	(2,742)	(2,742)
Proportion of the Group's ownership interest	20.8%	20.8%
The Group's share of net liabilities	(570)	(570)
Cumulative unrecognised share of loss	570	570
Carrying amount of the Group's interest	—	—
The unrecognised share of profit for the year	—	—

19. FINANCIAL ASSETS AT FVTPL

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Unlisted equity investment Ordinary trust shares (Note)	<u>19,060</u>	<u>19,071</u>

Note:

As at 31 December 2021, the Group's deposit in HNA Group Finance Co., Ltd. and rental and other receivable from the companies included in the scope of bankruptcy reorganisation plan of HNA Group (“**Reorganisation Plan**”) amounted to RMB18,788,000 (net of loss allowances). In April 2022, the Court ruled on the completion of the Reorganisation Plan, HNA Group Bankruptcy Reorganisation Specialised Service Trust (the “**Trust**”) is created for the implementation of the Reorganisation Plan and for the benefit of all the creditors of the 321 companies of HNA Group. Hainan HNA No.2 Information Management Service Co., Ltd., is established as the holding company of 321 companies pursuant to the Reorganisation Plan and the Trust is the controlling shareholder of Hainan HNA No.2 Information Management Service Co., Ltd.

According to the outcome of the Reorganisation Plan, being one of the approved creditors as approved by the Court, the Group had received unlisted ordinary trust shares with a fair value of approximately RMB19,084,000 in June 2022 for settlement of the Group's deposit in HNA Group Finance Co., Ltd. (i.e. cash at a financial institution) and rental and other receivables owed by the companies included in the Reorganisation Plan. The difference amounted to approximately RMB296,000 between the total carrying amounts of cash at a financial institution, rental and other receivables of RMB18,788,000 and the fair value of the unlisted ordinary trust shares was recognised as income from reorganisation of HNA Group during the year ended 31 December 2022.

During the year ended 31 December 2025, there was redemption of the unlisted equity investment Ordinary trust shares amounted to RMB11,000 (2024: RMB13,000).

The fair value of the unlisted ordinary trust shares is measured at Level 3 fair value hierarchy with reference to the underlying assets and liabilities held by the Trust as at the end of the reporting period. During the year ended 31 December 2025, there was no material change in the fair value of the underlying assets and liabilities held by the Trust.

Details of the fair value measurement are set out in Note 41(c).

20. EQUITY INSTRUMENTS AT FVTOCI

	<i>Notes</i>	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Unlisted equity securities, at fair value:			
Shenyang Zhaoli High-voltage Electric			
Equipment Co., Ltd (“ Shenyang Zhaoli ”)	(a)	-	-
HNA Tianjin Center Development Co., Ltd. (“ Tianjin Center ”)	(b)	-	-
		<u>-</u>	<u>-</u>

The above unlisted equity investments represent the Group’s equity interest in a private entity established in the PRC. These investments are not held for trading, instead, they are held for long-term strategic purposes. The directors of the Company have elected to designate these investments in equity instrument as at FVTOCI as they believe that recognising short-term fluctuations in these investments’ fair value in profit or loss would not be consistent with the Group’s strategy of holding these investments for long-term purposes and realising their performance potential in the long run.

Name of investee company	Place of incorporation/kind of legal entity	Class of shares held	Proportion of value of registered capital held indirectly by the Company		Principal activities
			2025	2024	
Shenyang Zhaoli	The PRC/ Limited liability company	Registered capital	-	6.9%	Production and sales of high-voltage electrical equipment and other accessories
				(Note a)	
Tianjin Center	The PRC/ Limited liability company	Registered capital	-	10.5%	Properties investment
				(Notes b and c)	

20. EQUITY INSTRUMENTS AT FVTOCI (Continued)

Notes:

- (a) The fair value of the unlisted equity securities is determined by the management based on the net asset value of Shenyang Zhaoli. In the current year, the Group disposed the indirectly held investment in Shenyang Zhaoli through a disposal of a subsidiary. A cumulative loss on disposal of RMB29,714,000 has been transferred from revaluation reserve to accumulated losses.
- (b) The fair value of the unlisted equity securities is determined by the management based on the net asset value of Tianjin Center. As at 31 December 2024, the net asset value of Tianjin Center was RMB90,990,000, however, the investment properties and property, plant and equipment with carrying amount of RMB2,275,635,000 and RMB259,692,000 were pledged for the borrowings and facilities granted to the companies of HNA Group. As a result of the default of loans repayment by the companies of HNA Group, the directors considered the pledged assets are to be confiscated for settlement of borrowings. In the opinion of directors, the recoverable amounts of investment properties and property, plant and equipment are considered to be minimal as at 31 December 2024. In the current year, the Group disposed of the investment in Tianjin Center, at a consideration of RMB3,580,000, which was also the fair value as at the date of disposal as the investment no longer meets the investment objective of the Group after group restructuring carried out by the investee. A cumulative loss on disposal of RMB197,900,000 has been transferred from revaluation reserve to accumulated losses.
- (c) As at 31 December 2024, the Group's entire equity interest in Tianjin Center with a carrying amount of RMB nil was pledged to obtain a loan from a substantial shareholder, Beijing Haihongyuan, and details are set out in Note 28(d). In the current year, the amount is settled upon the disposal of investment in Tianjin Center.

Details of the fair value measurements are set out in Note 41(c).

Notes to the Consolidated Financial Statements (Continued)

For the year ended 31 December 2025 (Prepared in accordance with IFRS Accounting Standards)

21. INVENTORIES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Raw materials	11,604	10,935
Work-in-progress	10,917	16,438
Finished goods	16,760	5,187
	<u>39,281</u>	<u>32,560</u>

22. TRADE AND BILLS RECEIVABLES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Trade receivables	61,022	42,446
Less: allowances for expected credit losses	(9,638)	(7,624)
	51,384	34,822
Bills receivable	1,380	–
	<u>52,764</u>	<u>34,822</u>

22. TRADE AND BILLS RECEIVABLES (Continued)

As at 1 January 2024, trade receivables from contracts with customers amounted to RMB38,330,000.

The Group normally grants a credit period of 5 days to 90 days to its customers.

The following is an aged analysis of trade and bills receivables, net of allowance for credit losses, presented based on the invoice dates.

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
0-365 days	36,886	18,639
1-2 years	11,852	7,925
2-3 years	3,588	5,737
3-4 years	426	2,501
Over 4 years	12	20
	<u>52,764</u>	<u>34,822</u>

22. TRADE AND BILLS RECEIVABLES (Continued)

As at 31 December 2025, included in the Group's trade receivables balance are debtors with aggregate carrying amount of RMB50,475,000 (2024: RMB33,029,000) which are past due as at the reporting date. Out of the past due balances, RMB15,878,000 (2024: RMB7,650,000) has been past due 90 days or more and is not considered as in default based on good payment history and the Group is still engaging with the debtor in an active project. The Group does not charge interest nor hold any collateral over the balances.

At 31 December 2025, bills receivable of RMB1,380,000 (2024: RMBNil) were further discounted to a bank and corporates with full recourse. The Group continues to recognise their full carrying amounts at the end of the reporting period and details are disclosed below.

As at 31 December 2025, other than bills receivable amounting to RMB1,380,000 (2024: RMBNil), the Group did not hold any collateral or other credit enhancements over these balances nor did it has a legal right of offset against any amounts owed by the Group to the counterparty.

Transfer of financial assets

The following were the Group's bills receivable that were transferred to a bank by discounting those trade bills received on a full recourse basis. As at 31 December 2025, the Group had not transferred the significant risks and rewards relating to these receivables, it continues to recognise the full carrying amount of the bills receivable and had recognised the cash received on the transfer as another bank borrowing amounting to RMB1,380,000 (2024: Nil).

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Carrying amount of bills receivable discounted	1,380	–
Carrying amount of associated liabilities	(1,380)	–
Net position	–	–

23. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Deposits and other receivable (Note)	97,095	95,252
Loss allowance	(84,572)	(82,971)
	12,523	12,281
Prepayments	3,268	3,535
Other tax receivable	874	958
	16,665	16,774

Note: Included in deposits and other receivables as at 31 December 2025 and 2024 was a loan of RMB76,090,000 due from a borrower in 1999 which was subsequently assigned to another third party in 2005. The Liaoning High People's Court made a final ruling in 2005 that the Company has right to enforce the settlement of the loan from the assignee. However, the judgement made in 2005 was finally dismissed by the Supreme People's Court of the PRC in 2010. Accordingly, the Group made a full provision of loss allowances in previous year.

Included in deposits and other receivables as at 31 December 2025 and 2024 was amount due from a former related party of RMB3,500,000. Owing to prolonged outstanding and lost contact with the former related party, the Group made a full provision of loss allowances in previous year.

Details of impairment assessment of deposits and other receivables are set out in Note 41(b).

24. CONTRACT ASSETS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Sales of enclosed busbars	10,576	8,097
Less: Impairment loss allowance	(261)	(138)
	<u>10,315</u>	<u>7,959</u>
Less: amount classified as non-current assets	(1,296)	–
	<u>9,019</u>	<u>7,959</u>

As at 1 January 2024, contract assets amounted to RMB4,517,000.

The contract assets primarily relate to the Group's right to consideration for work completed and not billed because the rights are conditioned on the Group's future performance. The customers withhold certain amounts payable to the Group as retention money to secure the due performance of the contracts for a period of generally 12 months (defect liability period) after completion of the relevant works. The contract assets are transferred to trade receivables when the rights become unconditional.

25. CASH AND CASH EQUIVALENTS/PLEDGED BANK DEPOSITS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Pledged bank deposits	1,619	3,620
Bank balances and cash	8,951	15,215
	<u>10,570</u>	<u>18,835</u>

Pledged bank deposits

Pledged bank deposits represent deposits pledged to banks to secure the banking facilities (including performance guarantee) granted to the Group, and carry interest at prevailing market rate. Pledged bank deposits are classified as current assets.

Cash and cash equivalents

Cash and cash equivalents include demand deposits for the purpose of meeting the Group's short term cash commitments, which carry interest at prevailing market rates.

Details of impairment assessment of bank balances and pledged bank deposits are set out in Note 41(b).

26. TRADE PAYABLES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Trade payables	<u>43,472</u>	<u>43,004</u>

The following is an aged analysis of trade payable presented based on the invoice dates at the end of each reporting period.

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
0-365 days	29,940	30,588
1-2 years	2,593	1,594
2-3 years	1,051	8,539
Over 3 years	9,888	2,283
	<u>43,472</u>	<u>43,004</u>

The average credit period is 15 days to 120 days and certain suppliers grant longer credit period on a case-by-case basis.

27. CONTRACT LIABILITIES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Sales of enclosed busbars	39,865	20,868
Hotel rooms operation	3,768	5,686
	<u>43,633</u>	<u>26,554</u>
Current	38,912	24,929
Non-current	4,721	1,625
	<u>43,633</u>	<u>26,554</u>

As at 1 January 2024, contract liabilities amounted to RMB13,001,000.

The following table shows how much of the revenue recognised relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied (or partially satisfied) in prior periods.

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Revenue recognised that was included in the contract liabilities balance at the beginning of the year:		
Sales of enclosed busbars	19,244	7,582
Hotel rooms operation	4,720	4,799
	<u>23,964</u>	<u>12,381</u>

28. OTHER PAYABLES AND ACCRUALS

	Notes	2025 RMB'000	2024 RMB'000
Compensation for litigations	(a)	158,051	94,078
Amounts due to former subsidiaries	(b)	49,596	49,596
Amount due to a director	(c)	–	4
Amount due to an associate	(c)	392	363
Amount due to a substantial shareholder, Beijing			
Haihongyuan	(d)	1,894	4,405
Amounts due to related companies	(e)	46,051	38,909
Accrued charges and other payables		45,683	50,776
Other tax payables		5,988	4,699
Employment benefits payables		4,656	3,812
		<u>312,311</u>	<u>246,642</u>

Notes:

- (a) Shenyang High-voltage Switches Co., Ltd. (hereafter “**Shenyang High-volt**”) has acquired bank loan from China Development Bank (hereafter “**CDB**”) in 1998 by Agreement of Bank Loan, which was guaranteed by other companies with Agreement of Guarantee. In 2003 and 2004, with its assets in kind and land use rights, Shenyang High-volt joined with other companies in setting up subsidiaries including New Northeast Electric (Shenyang) High-voltage Switches Co., Ltd. (hereafter “**New Northeast High-volt**”), New Northeast Electric (Shenyang) High-voltage Insulation Switches Co., Ltd. (hereafter “**New Northeast Insulation**”), Shenyang Dongli Logistics Co., Ltd.(formerly Shenyang Xintai Warehouse & Logistics Co., Ltd., hereafter “**Dongli Logistics**”)and Shenyang Beifu Machinery Manufacturing Co., Ltd. (formerly Shenyang Chengtai Energy Power Co., Ltd., hereafter “**Beifu Machinery**”). In 2004, the Company acquired shares of New Northeast Insulation, Dongli Logistics and Beifu Machinery with transfer of creditor’s rights and share swaps. In May 2004, CDB filed a lawsuit with Beijing Higher People’s Court (hereafter “**Beijing Higher Court**”), demanding Shenyang High-volt to repay the overdue loan principal of RMB150,000,000 and the interest incurred, and the Company, New Northeast High-volt, New Northeast Insulation, Dongli Logistics and Beifu Machinery to take up joint and several guarantees for the aforesaid principal and interest. CDB also asked the Court to rule the share transfer agreement between Shenyang High-volt and the Company on purchase of shares of New Northeast Insulation, Dongli Logistics and Beifu Machinery to be void.

28. OTHER PAYABLES AND ACCRUALS (Continued)

Notes: (continued)

(a) (continued)

The case went through trial by Beijing Higher Cour and the Supreme People’s Court. Eventually, the Supreme People’s Court ruled in September 2008 with Ruling (2008) Min Er Zhong Zi No.23, that

- (i) Cancel the agreement by which the Company swapped 95% of Beifu Machinery shares and 95% of Dongli Logistics shares held by Shenyang High-volt with obligation of RMB76,660,000 and interest incurred of Northeast Electric Power Transmission and Transformation Equipment Group Co., Ltd. (hereafter “**Northeast Electric PT&T**”) held by the Company. The Company should return the aforesaid shares to Shenyang High-volt within 10 days of the Ruling, or should compensate Shenyang High-volt within the limit of RMB247,117,000 if unable to return those shares; Shenyang High-volt should return the obligation of RMB76,660,000 of Northeast Electric PT&T and interest incurred to the Company within 10 days of the Ruling, or should compensate the Company within the limit of RMB76,660,000 if unable to return;
- (ii) Cancel the share swap agreement between Shenyang High-volt and the Company for 74.4% of New Northeast Insulation shares held by Shenyang High-volt and 98.5% of Shenyang Taisheng Industry &Trade Co., Ltd. (formerly Shenyang Tiansheng Communication Equipment Co., Ltd., hereafter “**Taisheng Industry &Trade**”) shares held by the Company. Shenyang High-volt should return 98.5% of Taisheng Industry &Trade shares to the Company within 10 days of the Ruling and the Company should return 74.4% of New Northeast Insulation shares to Shenyang High-volt within 10 days of the Ruling. The Company should compensate Shenyang High-volt within the limit of RMB130,000,000 after deducting RMB27,879,000 if shares return is not possible.

28. OTHER PAYABLES AND ACCRUALS (Continued)

Notes: (continued)

(a) (continued)

The Company carried out the Ruling in 2007 and 2008. However, CDB filed with Beijing Higher Court for execution in 2009 by the Ruling (2008) Min Er Zhong Zi No. 23, and consequently, the Court froze 10% of Shenyang Kaiyi Electric (a wholly owned subsidiary of the Company) shares held by the Company according to law. The Company appealed against such execution and the Beijing Higher Court dismissed the appeal in October 2013 with Ruling (2013) Gao Zhi Yi Zi No.142. Then the Company filed for retrial with the Supreme People's Court, for which the Court dismissed Beijing Higher Court's ruling with Ruling (2013) Gao Zhi Yi Zi No.142 and ruled for retrial with Ruling (2014) Zhi Fu Zi No.9 in March 2015. Beijing Higher Court issued Ruling (2015) Gao Zhi Yi Zi No.52 in December 2016, ruled the Company's appeal was lack of evidence, did not sustain the claim of shares return already carried out, and held that the Company should carry out compensation. The Company again appealed to the Supreme People's Court, and the Supreme People's Court made final Ruling (2017) Zui Gao Fa Zhi Fu No.27 in August 2017 to dismiss the Company's appeal and sustain Beijing Higher Court's Ruling (2015) Gao Zhi Yi Zi No.52. The Company accordingly recognised liabilities of RMB272,628,000 in 2017 as the Group claimed back RMB104,489,000 from Shenyang High-volt. Consequently, the Company recognised the obligations due to Shenyang High-volt in aggregate of RMB377,167,000, after netting off the compensation due from Shenyang High-volt of RMB104,539,000, total liabilities for the compensation of this litigation of RMB272,628,000 were recognised since 2017.

In another legal proceeding involving this subsidiary, Fuxin Enclosed Busbar, held 74.4% of the equity in New Northeast Electric (Shenyang) High-voltage Insulated Switchgears Co., Ltd. (formerly known as Shenyang Suntime High Voltage Electric Co., Ltd.) (the "Underlying Equity") prior to 22 September 2008. Due to the enforcement of the final judgment (2008) Min Er Zhong Zi No.23 made by the Supreme People's Court on 5 September 2008 for the case of China Development Bank and under the coordination, Fuxin Enclosed Busbar returned the Underlying Equity to Shenyang High-volt free of charge, and completed the change of equity registration on 22 September 2008 as required by the local industrial and commercial administration. Therefore, the Underlying Equity held by Fuxin Enclosed Busbar was returned to Shenyang High-volt free of charge. However, according to the enforcement ruling issued by the Supreme People's Court on 31 August 2017 (2017) Zui Gao Fa Zhi Fu No.27), the fact that the return of the Underlying Equity for free of charge under the coordination of the Company cannot be ascertained. Given the failure of Shenyang High-volt to pay the outstanding consideration of USD16,000,000 for equity transfer constituted a breach of contract, the plaintiff, Fuxin Enclosed Busbar, in order to protect its interests, raised litigation against the above two defendants, namely, Shenyang High-volt and the Company (collectively referred to "Defendants"), claiming for the return of the consideration for the transfer of the Underlying Equity.

28. OTHER PAYABLES AND ACCRUALS (Continued)

Notes: (continued)

(a) (continued)

The Higher People's Court of Hainan Province accepted the case in November 2018 with Civil Ruling (2018) Qiong Min Chu No.69, and delivered the documents such as pleadings to Shenyang High-volt in January 2019. The case was tried in March 2019 and the written judgment of the first instance was received in May 2019. As the Defendants did not appeal within the announcement period, the judgment of the first instance has come into effect since August 2019 and the Company will not bear joint and several liability.

With reference to the announcements on litigation progress of the Company dated 10 September 2020, pursuant to the Civil Ruling (2018) Qiong Min Chu No.69 issued by the Hainan Provincial Higher People's Court, as of 7 September 2020, the Group is legally entitled to claim Shenyang High-volt's matured debt totalling RMB178,550,000, including equity transfer payment and interest on debt during the period of delayed performance. In accordance with Article 99 of the Contract Law of the People's Republic of China and other relevant laws, the Company has notified Shenyang High-volt by post on 7 September 2020 that the aforesaid matured debt due from Shenyang High-volt of RMB178,550,000 would be offset against the Company's matured debt due to Shenyang High-volt of the same amount arising from the Civil Ruling (2004) Gao Min Chu Zi No.802 issued by the Beijing Municipal Higher People's Court and the Civil Ruling (2008) Min Er Zhong Zi No.23 issued by the Supreme People's Court, namely, the offset amount was RMB178,550,000. When the Company published an announcement in an influential newspaper in Liaoning Province on 11 September 2020, the debt offset became effective on 11 September 2020 and the amount of RMB178,550,000 ruled to be offset against compensation payable to Shenyang High-volt.

On 10 March 2023, the First Intermediate People's Court of Hainan Province ruled that the execution procedures cannot be proceeded, due to after the financial due diligence process, the Group has no assets available for execution and the remaining assets are not eligible for disposal. The execution procedures can be resumed only when the conditions for execution are fulfilled. The First Intermediate People's Court of Hainan Province then ruled the execution procedures are terminated and the execution can be resumed when the Group has assets available for execution.

As at the end of the reporting period, the remaining obligation due to Shenyang High-volt amounted to RMB94,078,000 (2024: RMB94,078,000) relating to the above litigations.

28. OTHER PAYABLES AND ACCRUALS (Continued)

Notes: (continued)

(a) (continued)

The Company was involved in a litigation during the year ended 31 December 2025 as a defendant in relation to an original loan of RMB35 million that originated in 1997. The loan was subsequently transferred pursuant to a “Debt Transfer Agreement” dated 1 June 2005 and settled through the use of stocks to offset the then outstanding balance of approximately RMB31.52 million. On 3 July 2025, the Company received the Notice of Appearance, the bill of indictment, and other related litigation materials served by the People’s Court of Heping District, Shenyang City of Liaoning Province* (遼寧省沈陽市和平區人民法院, the “Court”)(the “Litigation”).

On 27 September 2025, the Court rendered a first-instance judgment in the civil action brought by Liaoning Trust and Investment Company* (遼寧信託投資公司)(“Liaoning Trust”), holding that the Debt Transfer Agreement dated 1 June 2005 was invalid. The Court ordered the Company to pay compensation of approximately RMB31.52 million to the plaintiff and to pay occupation fees calculated on that amount, from 2 June 2005 to 19 August 2019 at the People’s Bank of China loan interest rate, and from 20 August 2019 to the actual settlement date at the Loan Prime Rate published by the National Interbank Funding Center;

The Company, together with its legal representative, has filed an appeal with the Intermediate People’s Court of Shenyang City, Liaoning Province* (遼寧省沈陽市中級人民法院, the “Intermediate Court”) on 11 October 2025. On 30 January 2026, the Intermediate Court issued its civil judgment, dismissing the appeal and affirming the first-instance judgment. The Intermediate Court held that the contract was void ab initio and that the lower court’s findings were factually and legally sound.

Pursuant to the effective final judgment, the Company is required to pay compensation of approximately RMB31.52 million and interest provisionally calculated at approximately RMB32.45 million as at 31 December 2025, which amounts to a total of approximately RMB63.97 million. The Company has recognized a provision for this amount in its consolidated financial statements.

28. OTHER PAYABLES AND ACCRUALS (Continued)

Notes: (continued)

- (b) Included in other payables as at 31 December 2024 was the amount due to a former subsidiary of the Group, New Northeast Electric (Jinzhou) Power Capacitor Company Limited (“**NNE (Jinzhou)**”) which was arising from the receipt of RMB22,900,000 in 2018 from NNE (Jinzhou) (2025: RMBnil).

Included in other payables as at 31 December 2025 and 2024 was the amount due to another former subsidiary of RMB26,696,000. The amount is unsecured, interest-free and has no fixed repayment term.

- (c) The amounts are unsecured, interest-free and have no fixed repayment terms.
- (d) As at 31 December 2024, the amount of RMB2,484,000 was secured by the Group’s entire equity interest in Tianjin Center, interest-bearing at 4.35% per annum and repayable on demand (2025: RMBnil). As at 31 December 2025, the remaining balance of RMB1,894,000 (2024: RMB1,921,000) is unsecured, interest-bearing at 4.35% per annum and repayable on demand (2024: unsecured, interest-bearing at 4.35% per annum and repayable on demand).
- (e) The amounts are unsecured, interest-free and repayable on demand.

29. BANK BORROWING

The exposure of the Group's bank borrowing is as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Secured bank borrowing	1,380	–

As at 31 December 2025, the bank borrowing was secured by bills receivable as set out in Note 22. The effective interest rates on bank borrowing was 1.35% per annum (2024: Nil).

30. LEASE LIABILITIES

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Lease liabilities payable:		
Within one year	5,595	6,989

The weighted average incremental borrowing rate applied to lease liabilities is 3.90% (2024: 4.03%).

31. PROVISIONS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Liabilities arising from guarantees issued to bankers of a former subsidiary	34,355	34,355

- (a) The Company has provided guarantee for the bank loan of RMB13,000,000 lent by Bank of China Jinzhou Branch (“**BOC**”) to the then subsidiary, Jinzhou Power Capacitor Co. Ltd (“**Jinrong**”), and thus undertake obligation of joint guarantee. Bank of China Jinzhou Branch has filed a lawsuit in February 2005 to the district court of Jinzhou City Liaoning Province, asking for Jinrong’s repayment of RMB13,000,000 and the accrued interests, along with the request that the Company undertakes joint obligation of repayment. The district court ruled in May 2005 that the Company should undertake the joint obligation of repayment of the captioned loan principal and interests. The Company has not filed an appeal and the Ruling has been effective. Intermediate Court of Liaoning Province Jinzhou City issued Enforcement Notice (2005) Jin Zhi Zi No.89 in September 2005. On 23 June 2010, the Court made Enforcement Ruling (2005) Jin Zhi Yi Zi Di No.89, sealing up high-voltage parallel connection capacitors owned by Jinrong, including 35 boxes of 140 sets of BFM6.61-299IW, 24 boxes totaling 96 sets of BFM2.11.5J3- 300IW, 65 boxes of 240 sets of BFM3.11.5J3-300TW. The Company has accordingly recognised estimated liabilities of RMB14,465,000.

With reference to the announcements on litigation progress of the Company dated 26 September 2024, pursuant to the (2024) Liao 07 Zhi Hui 69 execution notice issued by the Intermediate People’s Court of Jinzhou City Liaoning Province, regarding the dispute over the loan contract between Jinrong and BOC, the Intermediate People’s Court of Jinzhou City Liaoning Province (2005) Jin Min San he Chu Zi No. 21 judgment has taken legal effect. The applicant for enforcement, BOC, applied to this Court for enforcement, and this Court filed the case on 5 September 2024. According to Articles 247 and 260 of the Civil Procedure Law of the People’s Republic of China and Article 482 of the Interpretation of the Supreme People’s Court on the Application of the Civil Procedure Law of the People’s Republic of China, Jinrong and the Company are ordered to immediately fulfill the litigation obligations.

31. PROVISIONS (Continued)

(a) (Continued)

On 12 December 2024, the Intermediate People's Court of Jinzhou City Liaoning Province ruled that the execution procedures cannot be proceeded, due to after the financial due diligence process, the Group has no assets available for execution and the remaining assets are not eligible for disposal. The execution procedures can be resumed only when the conditions for execution are fulfilled. The Intermediate People's Court of Jinzhou City Liaoning Province then ruled the execution procedures are terminated and the execution can be resumed when the Group has assets available for execution. Based on the best estimate of the directors of the Company, the estimated liability is not expected to be repaid within twelve months from the end of the reporting period and the amount is classified as non-current in the consolidated financial statements.

- (b) The Company has provided another guarantee for loans of RMB17,000,000 between Jinrong and Jinzhou City Commercial Bank. The bank has launched lawsuit to the Intermediate Court of Jinzhou City against Jinrong for repayment of principal of RMB17,000,000 and accrued interests of RMB2,890,000 and asking for the Company to assume joint obligation of repayment. The court ordered the Company to assume joint liability for repayment of RMB17,000,000 and accrued interests of RMB2,890,000 by Civil Judgment (2007) Jin Min San Chu Zi Di No.00049 in June 2007. The Company did not appeal. Intermediary Court of Jinzhou City issued an order of Enforcement to the Company on 5 March 2008, ordering execution of obligations. The Company therefore has recognised an estimated liability of RMB19,890,000. Up to the date of this report, the Company has not settled the above mentioned liability. Based on the best estimate of the directors of the Company, the estimated liability is not expected to be repaid within twelve months from the end of the reporting period and the amount is classified as non-current in the consolidated financial statements.

32. DEFERRED INCOME

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Conditional government grants	28,334	30,260
Less: Current portion	(1,925)	(1,925)
Non-current portion	<u>26,409</u>	<u>28,335</u>

The deferred income represented conditional government grants towards the cost of acquisition and construction of the Group's new factory in Fuxin. The amount is transferred to income over the useful lives of the relevant assets. As at 31 December 2025, an amount of RMB28,334,000 (2024: RMB30,260,000) remains to be amortised.

33. SHARE CAPITAL

	2025		2024	
	Number of shares	<i>RMB'000</i>	Number of shares	<i>RMB'000</i>
Ordinary shares of RMB1 each authorised and fully paid:				
At the beginning and the end of the reporting period	873,370,000	873,370	873,370,000	873,370

34. RESERVES

(a) Capital reserve

Capital reserve represents i) premium on issue of shares net of issuing expenses and an amount arising as a result of the original restructuring of the Group and the impact arising from the changes in non-controlling interests without loss of control, ii) the Group acquired equity instruments at FVTOCI at zero consideration during the year ended 31 December 2018. The fair value of equity instruments at FVTOCI at the date of acquisition was RMB191,406,000. Capital reserve can only be used to increase share capital.

(b) Surplus reserve

Pursuant to applicable PRC regulations, certain PRC subsidiaries are required to appropriate 10% of their profit-after-tax (after offsetting prior year losses) to the reserve until such reserve reaches 50% of the registered capital. The transfer to the reserve must be made before distribution of dividends to shareholders. The statutory reserve can be utilised, upon approval by the relevant authorities, to offset accumulated losses or to increase registered capital of the subsidiary, provided that the balance after such issue is not less than 25% of its registered capital.

(c) Revaluation reserve

The revaluation reserve represents cumulative gains and losses arising from revaluation of equity instruments at FVTOCI that have been recognised in other comprehensive income. Gains and losses arising from revaluation of equity instruments at FVTOCI will not be reclassified to profit or loss in subsequent periods.

(d) Translation reserve

The translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of companies outside the PRC. The reserve is dealt with in accordance with the accounting policy set out in Note 3.

35. DEFERRED TAX ASSETS/LIABILITIES

The following is the analysis of the deferred tax balances for financial reporting purposes:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Deferred tax assets	1,399	1,747
Deferred tax liabilities	(1,399)	(1,747)
	<u> </u>	<u> </u>
	<u> </u>	<u> </u>
	-	-

The following are the major deferred tax assets/(liabilities) recognised and movements thereon during the current and prior years:

	Right-of-use assets	Lease liabilities	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
At 1 January 2024 and 31 December 2024	(1,747)	1,747	-
Credit (charge) to profit or loss	348	(348)	-
	<u> </u>	<u> </u>	<u> </u>
At 31 December 2025	<u>(1,399)</u>	<u>1,399</u>	<u>-</u>

35. DEFERRED TAX ASSETS/LIABILITIES (Continued)

At the end of the reporting period, the Group has unused tax losses of approximately RMB209,594,000 (2024: RMB155,382,000) available for offset against future profits. No deferred tax asset has been recognised in respect of these unused tax losses due to the unpredictability of future profit streams. Included in unrecognised tax losses are losses of approximately RMB204,014,000 (2024: RMB139,408,000) with expiry dates as disclosed in the following table. Other losses may be carried forward indefinitely.

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
2025	–	15,271
2026	21,342	21,342
2027	87,175	87,175
2028	5,057	5,057
2029	10,563	10,563
2030	79,877	–
	<u>204,014</u>	<u>139,408</u>

At the end of the reporting period, the Group has deductible temporary differences of RMB95,104,000 (2024: RMB91,366,000). No deferred tax asset has been recognised in relation to such deductible temporary difference as it is not probable that taxable profit will be available against which the deductible temporary differences can be utilised.

At the end of the reporting period, the aggregate amount of temporary differences associated with undistributed earnings of subsidiaries for which deferred tax liabilities have not been recognised was approximately RMB98,000 (2024: RMB100,000). No deferred tax liability has been recognised in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Due to an associate RMB'000	Due to a substantial shareholder RMB'000	Due to related companies RMB'000	Bank borrowing RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1 January 2024	355	4,239	34,424	1,000	6,910	46,928
Financing cash flows	8	–	4,485	(1,118)	–	3,375
New lease modified	–	–	–	–	6,989	6,989
Interest expenses	–	166	–	118	233	517
Reclassified to other payables	–	–	–	–	(7,143)	(7,143)
At 31 December 2024	363	4,405	38,909	–	6,989	50,666
Financing cash flows	29	(66)	7,142	1,377	–	8,482
New lease modified	–	–	–	–	5,595	5,595
Interest expenses	–	135	–	3	154	292
Reclassified to other payables	–	–	–	–	(7,143)	(7,143)
Non-cash transaction (Note 37)	–	(2,580)	–	–	–	(2,580)
At 31 December 2025	<u>392</u>	<u>1,894</u>	<u>46,051</u>	<u>1,380</u>	<u>5,595</u>	<u>55,312</u>

37. MAJOR NON-CASH TRANSACTIONS

During the year, the Group entered into new lease agreement for the use of hotel for 1 year. On the lease commencement, the Group recognised right-of-use assets and lease liabilities of RMB5,595,000 and RMB5,595,000 (2024: RMB6,989,000 and RMB6,989,000), respectively.

During the year, the Group disposed of the investment in Tianjin Center, at a consideration of RMB3,580,000, which RMB2,580,000 is offset with amount due to a substantial shareholder.

38. RELATED PARTY TRANSACTIONS

Other than disclosed elsewhere in these consolidated financial statements, the Group had the following transactions and balances during the year.

Relationship	Nature of transactions	2025	2024
		RMB'000	RMB'000
A substantial shareholder	Interest expenses	(135)	(166)
Companies controlled by holding company of the substantial shareholder	Addition/modification of right-of-use assets (Note 17)	5,595	6,989
	Trade and other receivables	11,905	211
	Trade and other payables	68,056	61,545
	Lease liabilities	5,595	6,989
A related party	Consideration for disposal of Chongqing HNA Hotel	-	9,100
	Consideration for disposal of Tianjin Center (Note 20)	3,580	-

38. RELATED PARTY TRANSACTIONS (Continued)**Compensation of key management personnel**

The remuneration of directors and other members of key management during the year is as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Salaries, bonus, allowances and other short-term benefits	1,553	2,266
Contributions to defined contribution plans	63	183
	<u>1,616</u>	<u>2,449</u>

39. RETIREMENT BENEFITS PLANS**Defined contribution plans**

The employees of the PRC subsidiaries are members of the state-managed retirement benefits scheme operated by the PRC government. The PRC subsidiaries are required to contribute 1% to 16% (2024: 1% to 16%) of basic salaries of the employees to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefits scheme is to make the required contributions under the scheme.

40. CAPITAL MANAGEMENT

The objectives of the Group's capital management are to safeguard its ability to continue as a going concern and to provide returns for shareholders. The Group manages its capital structure to maintain a balance between liquidity, investment and borrowings, and makes adjustments, including payment of dividends to shareholders or issues new shares in the light of changes in the economic environment. No changes were made in the Group's objectives, policies or processes in managing capital during the years ended 31 December 2025 and 2024.

41. FINANCIAL INSTRUMENTS**41(a). Categories of financial instruments**

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Financial assets		
Financial assets of FVTPL	19,060	19,071
Amortised cost	75,857	65,938
Financial liabilities		
Amortised cost	356,770	291,936

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's major financial instruments include financial assets at FVTPL, equity instruments at FVTOCI, trade and bills receivables, deposits and other receivables, pledged bank deposits, cash and cash equivalents, trade payables, other payables and accruals, bank borrowing and lease liabilities. Details of the financial instruments are disclosed in respective notes. The risks associated with these financial instruments include market risk (interest rate risk), credit risk, and liquidity risk. The policies on how to mitigate these risks are set out below. The management of the Group manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

41. FINANCIAL INSTRUMENTS (Continued)**41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)****Market risk****Interest rate risk**

The Group is exposed to fair value interest rate risk in relation to interest bearing other payable (see Note 28(d) for details), bank borrowing (see Note 29 for details) and lease liabilities (see Note 30 for details). The Group is also exposed to cash flow interest rate risk in relation to variable-rate bank balances and pledged bank deposits (see Note 25 for details). The Group cash flow interest rate risk is mainly concentrated on the fluctuation of interest rates on bank balances. The Group aims at keeping borrowings at variable rates. The Group manages its interest rate exposures by assessing the potential impact arising from any interest rate movements based on interest rate level and outlook.

Total interest income from financial assets that are measured at amortised cost is as follows:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Other income		
Financial assets at amortised cost	32	90

Interest expense on financial liabilities not measured at FVTPL:

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Financial liabilities at amortised cost	292	517

No sensitivity analysis is presented as the management considers that the exposure of cash flow interest rate risk arising from variable-rate bank balances and pledged bank deposits is insignificant.

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment

Credit risk refers to the risk that the Group's counterparties default on their contractual obligations resulting in financial losses to the Group. The Group's credit risk exposures are primarily attributable to trade and bills receivables, other receivables and deposits, contract assets, pledged bank deposits and bank balances. The Group does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

Trade receivables arising from contracts with customers/bills receivables/contract assets

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group uses an internal credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. Limits and scoring attributed to customers are reviewed and approved twice a year. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In this regard, the management considers that the Group's credit risk is significantly reduced.

The Group's concentration of credit risk by geographical locations is mainly in the PRC, which accounted for 100% (2024: 100%) of the total trade receivables and contract assets as at 31 December 2025. In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals.

In addition, the Group performs impairment assessment under ECL model on trade receivables with significant balances and credit-impaired individually and/or collectively. Except for items that are subject to individual evaluation, which are assessed for impairment individually, the remaining trade and bills receivables and contract assets are grouped based on shared credit risk characteristics by reference to the Group's ageing of outstanding balances. Impairment of RMB2,694,000 is recognised (2024: RMB2,999,000 was recognised) during the year. Details of the quantitative disclosures are set out below in this note.

41. FINANCIAL INSTRUMENTS (*Continued*)**41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES** (*Continued*)***Credit risk and impairment assessment*** (*Continued*)**Pledged bank deposits/bank balances**

Credit risk on pledged bank deposits/bank balances is limited because the counterparties are reputable banks with high credit ratings assigned by international credit agencies. The Group assessed 12m ECL for pledged bank deposits/bank balances by reference to information relating to probability of default and loss given default of the respective credit rating grades published by external credit rating agencies. Based on the average loss rates, the 12m ECL on pledged bank deposits/bank balances is considered to be insignificant and therefore no loss allowance was recognised/to specify the amount of impairment made.

Other receivables and deposits

For other receivables and deposits, the management makes periodic individual assessment on the recoverability of other receivables and deposits based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. Except for the other receivables and deposits amounted to approximately RMB84,488,000 (2024: RMB82,439,000) that are considered credit-impaired, the management believes that there is no significant increase in credit risk of the remaining amounts since initial recognition and the Group provided impairment based on 12m ECL. For the year ended 31 December 2025, the Group recognised provision of loss allowance of approximately RMB2,718,000 (2024: RMB401,000).

41. FINANCIAL INSTRUMENTS (Continued)**41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)***Credit risk and impairment assessment (Continued)***Other receivables and deposits (Continued)**

The Group's internal credit risk grading assessment comprises the following categories:

Internal credit rating	Description	Trade receivables/ contract assets	Other financial assets
Low risk	The counterparty has a low risk of default and does not have any past-due amounts	Lifetime ECL – not credit-impaired	12-month ECL
Watch list	Debtor frequently repays after due dates but usually settle in full	Lifetime ECL – not credit-impaired	12-month ECL
Doubtful	Amount is >30 days past due or there have been significant increases in credit risk since initial recognition through information developed internally or external resources	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
Loss	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery	Amount is written off	Amount is written off

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

The tables below detail the credit risk exposures of the Group's financial assets, which are subject to ECL assessment:

	Notes	Internal credit rating	12m or lifetime ECL	2025 Gross carrying amount		2024 Gross carrying amount	
				RMB'000	RMB'000	RMB'000	RMB'000
Financial assets at amortised cost							
Trade receivables – production and sales of power transmission equipment and related accessories (Note 1)	22	Low risk	Lifetime ECL (not credit-impaired)	31,564		14,328	
		Watch list	Lifetime ECL (not credit-impaired)	10,502		6,411	
		Doubtful	Lifetime ECL (not credit-impaired)	3,012		7,055	
		Loss	Lifetime ECL (credit-impaired)	2,209	47,287	1,697	29,491
Trade receivables – hotel operations and provision of related catering services (Note 1)	22	Low risk	Lifetime ECL (not credit-impaired)	6,856		7,132	
		Watch list	Lifetime ECL (not credit-impaired)	-		-	
		Doubtful	Lifetime ECL (not credit-impaired)	1,910		5,583	
		Loss	Lifetime ECL (credit-impaired)	4,969	13,735	240	12,955
Bills receivable	22	Low risk	Lifetime ECL (not credit-impaired)		1,380		-
Contract assets (Note 1)	24	Low risk	Lifetime ECL (not credit-impaired)		10,576		8,097
Deposits and other receivables	23	(Note 2)	12m ECL	12,607		12,813	
			Lifetime ECL (credit-impaired)	84,488	97,095	82,439	95,252
Pledged bank deposits	25	Low risk	12m ECL		1,619		3,620
Bank balances	25	Low risk	12m ECL		8,951		15,215

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

Notes:

1. For trade receivables and contract assets, the Group has applied the simplified approach in IFRS 9 to measure the loss allowance at lifetime ECL. Except for debtors with significant balances or credit impaired, the Group determines the expected credit losses on these items by using a provision matrix, grouped by past due status.

As part of the Group's credit risk management, the Group uses debtors' aging to assess the impairment of trade receivables from customers and contract assets because these customers consist of a large number of customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The following table provides information about the Group's exposure to credit risk for trade receivables and contract assets which are assessed on a collective basis by using provision matrix within lifetime ECL (not credit-impaired).

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

Notes: (Continued)

1. (Continued)

Trade receivables – production and sales of power transmission equipment and related accessories

Gross carrying amount

	2025		2024	
	Average loss rate	Trade receivables <i>RMB'000</i>	Average loss rate	Trade receivables <i>RMB'000</i>
Within 1 year past due	2.1%	31,564	2.8%	14,328
1-2 years past due	4.3%	10,502	6.8%	6,411
2-3 years past due	8.4%	2,457	12.8%	3,613
3-4 years past due	20.9%	555	27.4%	3,442
		<u>45,078</u>		<u>27,794</u>

Contract assets

Gross carrying amount

	2025		2024	
	Average loss rate	Contract assets <i>RMB'000</i>	Average loss rate	Contract assets <i>RMB'000</i>
Within 1 year past due	2.5%	10,576	1.7%	8,097

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

Notes: (Continued)

1. (Continued)

Trade receivables – hotel operations and provision of related catering services

Gross carrying amount

	2025		2024	
	Average loss rate	Trade receivables RMB'000	Average loss rate	Trade receivables RMB'000
Not yet past due	2.0%	909	5.0%	1,887
Less than 3 months past due	2.0%	849	5.0%	657
3-12 months past due	3.4%	3,097	10.0%	2,420
1-2 years past due	19.8%	2,001	28.0%	2,168
2-3 years past due	25.1%	1,910	44.5%	5,583
		8,766		12,715

The estimated loss rates are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information that is available without undue cost or effort. The grouping is regularly reviewed by management to ensure relevant information about specific debtors is updated.

As at 31 December 2025, the Group provided RMB1,444,000, RMB1,016,000 and RMB261,000 (2024: RMB2,246,000, RMB3,461,000 and RMB138,000) impairment allowance for trade receivables for production and sales of power transmission equipment and related accessories, trade receivables for hotel operations and provision of related catering services and contract assets, respectively, based on collective assessment. Impairment allowance of RMB7,178,000 (2024: RMB1,917,000) were made on credit-impaired debtors based on the historical settlement history.

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

Notes: (Continued)

2. For the purposes of internal credit risk management, the Group uses past due information to assess whether credit risk has increased significantly since initial recognition.

2025

	Past due <i>RMB'000</i>	Not past due/ No fixed repayment terms <i>RMB'000</i>	Total <i>RMB'000</i>
Deposits and other receivables	84,488	12,607	97,095

2024

	Past due <i>RMB'000</i>	Not past due/ No fixed repayment terms <i>RMB'000</i>	Total <i>RMB'000</i>
Deposits and other receivables	82,439	12,813	95,252

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

The following table shows the movement in lifetime ECL that has been recognised for trade receivables and contract assets under the simplified approach.

	Trade receivables - lifetime ECL (not credit- impaired) <i>RMB'000</i>	Trade receivables - lifetime ECL (credit- impaired) <i>RMB'000</i>	Contract assets - lifetime ECL (not credit- impaired) <i>RMB'000</i>	Total <i>RMB'000</i>
As at 1 January 2024	3,969	1,762	99	5,830
– Transfer to credit-impaired	(938)	938	–	–
– Impairment losses recognised	2,676	284	39	2,999
– Write-offs	–	(1,067)	–	(1,067)
As at 31 December 2024	5,707	1,917	138	7,762
– Transfer to credit-impaired	(2,815)	2,815	–	–
– Impairment losses recognised	–	2,571	123	2,694
– Impairment losses reversal	(432)	–	–	(432)
– Write-offs	–	(125)	–	(125)
As at 31 December 2025	2,460	7,178	261	9,899

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk and impairment assessment (Continued)

The following tables show reconciliation of loss allowances that has been recognised for deposits and other receivables.

	12m ECL	Lifetime ECL (credit- impaired)	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
As at 1 January 2024	11	82,559	82,570
– Impairment losses (reversed) recognised	521	(120)	401
As at 31 December 2024	532	82,439	82,971
– Transfer to credit-impaired	(356)	356	–
– Impairment losses (reversed) recognised	(92)	2,810	2,718
– Write-offs	–	(1,117)	(1,117)
As at 31 December 2025	84	84,488	84,572

41. FINANCIAL INSTRUMENTS (Continued)

41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

*Credit risk and impairment assessment (Continued)***Liquidity risk**

Liquidity risk is the risk that the Group will encounter difficulties in meeting its financial obligations as and when they fall due. In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

The following table details the remaining contractual maturity of the Group for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the relevant market rates as at the reporting date) of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows, where applicable.

Liquidity table

	Weighted average interest rate %	On demand RMB'000	Within 1 year RMB'000	Total undiscounted cash flows RMB'000	Carrying amount RMB'000
31 December 2025					
Trade payables	–	43,472	–	43,472	43,472
Other payables and accruals	–	306,323	–	306,323	306,323
Bank borrowing	1.35	1,380	–	1,380	1,380
Lease liabilities	3.90	–	5,714	5,714	5,595
		<u>351,175</u>	<u>5,714</u>	<u>356,889</u>	<u>356,770</u>

41. FINANCIAL INSTRUMENTS (Continued)**41(b). FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)***Credit risk and impairment assessment (Continued)**Liquidity table (Continued)*

	Weighted average interest rate %	On demand RMB'000	Within 1 year RMB'000	Total undiscounted cash flows RMB'000	Carrying amount RMB'000
31 December 2024					
Trade payables	–	43,004	–	43,004	43,004
Other payables and accruals	–	241,943	–	241,943	241,943
Lease liabilities	4.03	–	7,143	7,143	6,989
		<u>284,947</u>	<u>7,143</u>	<u>292,090</u>	<u>291,936</u>

41(c). FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS

Some of the Group's financial instruments are measured at fair value for financial reporting purposes. The directors of the Company have set up a valuation committee, which is headed up by the Chief Financial Officer of the Company, to determine the appropriate valuation techniques and inputs for fair value measurements.

In estimating the fair value, the Group uses market-observable data to the extent it is available. For instruments with significant unobservable inputs under Level 3, the Group instructs its internal investment team to perform the valuation. The valuation committee works closely with the investment team to establish the appropriate valuation techniques and inputs to the model. The Chief Financial Officer reports the valuation committee's findings to the directors of the Company every quarter to explain the cause of fluctuations in the fair value.

41. FINANCIAL INSTRUMENTS (*Continued*)

41(c). FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (*Continued*)

Fair values are categorised into different fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3 fair value measurements are those derived from valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable (significant unobservable input).

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

41. FINANCIAL INSTRUMENTS (Continued)

41(c). FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Continued)

(i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis (Continued)

Financial assets/financial liabilities	Fair value as at 31 December		Fair value hierarchy	Valuation technique(s) and key inputs	Relationship of key inputs to fair value
	2025 RMB'000	2024 RMB'000			
Assets					
Unlisted equity investment – Ordinary trust shares	19,060	19,071	Level 3	Fair values are derived from the fair value of the underlying assets and liabilities held by the Trust	The higher the fair value of the underlying assets and liabilities, the higher the fair value
Unlisted equity securities – Shenyang Zhaoli	-	-	Level 3	Net assets values as assessed by management	The higher the net asset value, the higher the fair value
Unlisted equity securities – Tianjin Center	-	-	Level 3	Adjusted net asset values as reported by management	The higher the adjusted net asset value, the higher the fair value

There were no transfers in different levels of the fair value hierarchy between Level 1, 2 and 3 during the reporting period.

41. FINANCIAL INSTRUMENTS (Continued)

41(c). FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Continued)

(ii) Reconciliation of Level 3 fair value measurements

	Financial assets at FVTPL – Ordinary trust shares RMB'000	Equity instruments at FVTOCI - Shenyang Zhaoli RMB'000	Equity instruments at FVTOCI - Tianjin Center RMB'000	Total RMB'000
At 1 January 2024	19,084	-	-	19,084
Redemption	(13)	-	-	(13)
At 31 December 2024	<u>19,071</u>	<u>-</u>	<u>-</u>	<u>19,071</u>
Redemption	(11)	-	-	(11)
At 31 December 2025	<u>19,060</u>	<u>-</u>	<u>-</u>	<u>19,060</u>

41. FINANCIAL INSTRUMENTS *(Continued)*

41(c). FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS *(Continued)*

(iii) Fair value of the Group's financial assets and financial liabilities that are not measured at fair value on a recurring basis (but fair value disclosures required)

The Directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements approximate their fair values based on discounted cash flows analysis.

42. CONTINGENT LIABILITIES

At 31 December 2025, performance guarantees of approximately RMB8,000,000 (2024: RMB8,000,000) were given by bank in favour of the Group's customers as security for the due performance and observance of the Group's obligations under the contracts entered into between the Group and their customers. If the Group fails to provide satisfactory performance to its customers to whom performance guarantee have been given, such customers may demand the banks to pay to them the sum or sum stipulated in such demand. The Group will become liable to compensate such banks accordingly. The performance guarantee will be released upon completion of the service contracts.

At the end of the reporting period, the management of the Group does not consider it is probable that a claim will be made against the Group.

43. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY**43(a). General information of subsidiaries**

Details of the subsidiaries directly and indirectly held by the Company at the end of the reporting period are set out below.

Details of the principal subsidiaries of the Company at the end of the reporting period are as follows:

Name of subsidiaries	Place of incorporation/ kind of legal entity	Issued and fully paid share capital/ registered capital	Portion of ownership interest and voting rights held by the Group		Principal activities
			2025	2024	
Northeast Electric Development (Hong Kong) Company Limited	Hong Kong/Limited liability company	20,000,000 ordinary shares of US\$1 each	-	100%	Investment holding
Great Talent Technology Limited	British Virgin Islands ("BVI")/ Limited liability company	1 shares of US\$1 each	100%	100%	Investment holding
Shenyang Kaiyi Electric Co. Ltd.	The PRC/Limited liability company	RMB1,000,000	100%	100%	Investment holding
Fuxin Enclosed Busbar	The PRC/Limited liability company	US\$8,500,000	100%	100%	Production and sales of power transmission equipment and related accessories
Hainan Garden Lane Flight Hotel Management Co., Ltd. ("Hainan Garden")	The PRC/Limited liability company	RMB50,000,000	99%	99%	Hotel operations and provision of catering service
Northeast Electric (Chengdu) Electric Engineering Design Co. Ltd ("Northeast Electric (Chengdu)")	The PRC/Limited liability company	RMB10,000,000	51%	51%	Investment holding

None of the subsidiaries had issued any debt securities of the end of the year.

43. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

43(b). Details of non-wholly owned subsidiaries that have material non-controlling interests

The table below shows details of non-wholly-owned subsidiaries of the Group that have material non-controlling interests:

Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		Profit allocated to non-controlling interests		Accumulated non-controlling interests	
		31/12/2025	31/12/2024	31/12/2025	31/12/2024	31/12/2025	31/12/2024
				RMB'000	RMB'000	RMB'000	RMB'000
Hainan Garden	The PRC	1%	1%	(58)	37	(1,434)	(1,376)
Northeast Electric (Chengdu)	The PRC	49%	49%	(1)	5	3,409	3,410
						<u>1,975</u>	<u>2,034</u>

Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

43. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

43(b). Details of non-wholly owned subsidiaries that have material non-controlling interests (Continued)

Financial information of subsidiaries with individually material non-controlling interest (“NCI”)

The following table shows the information relating to each of the non-wholly owned subsidiaries that has material NCI. The summarised financial information represents amounts before inter-company eliminations.

	2025		2024	
	Hainan Garden RMB'000	Northeast Electric (Chengdu) RMB'000	Hainan Garden RMB'000	Northeast Electric (Chengdu) RMB'000
Current assets	<u>34,500</u>	<u>7,033</u>	<u>33,429</u>	<u>13,263</u>
Non-current assets	<u>29,756</u>	<u>–</u>	<u>31,166</u>	<u>–</u>
Current liabilities	<u>(204,200)</u>	<u>(145)</u>	<u>(202,237)</u>	<u>(6,374)</u>
Net (liabilities) assets	<u>(139,944)</u>	<u>6,888</u>	<u>(137,642)</u>	<u>6,889</u>
Non-controlling interests	<u>(1,434)</u>	<u>3,409</u>	<u>(1,376)</u>	<u>3,410</u>

43. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued)

43(b). Details of non-wholly owned subsidiaries that have material non-controlling interests (Continued)

*Financial information of subsidiaries with individually material non-controlling interest ("NCI")
(Continued)*

	2025		2024	
	Hainan Garden RMB'000	Northeast Electric (Chengdu) RMB'000	Hainan Garden RMB'000	Northeast Electric (Chengdu) RMB'000
Revenue	<u>56,178</u>	<u>–</u>	<u>57,189</u>	<u>–</u>
Expenses	<u>(62,060)</u>	<u>(1)</u>	<u>(53,977)</u>	<u>–</u>
Profit (loss) and total comprehensive income (expense) for the year	<u>(5,882)</u>	<u>(1)</u>	<u>3,212</u>	<u>11</u>
Attributable to non-controlling interests				
Profit (loss) and total comprehensive income (expense) for the year	<u>(58)</u>	<u>(1)</u>	<u>37</u>	<u>5</u>
Net cash inflow (outflow) from				
– operating activities	<u>(7,118)</u>	<u>–</u>	<u>(12,110)</u>	<u>–</u>
– investing activities	<u>40</u>	<u>–</u>	<u>9,168</u>	<u>–</u>
– financing activities	<u>7,142</u>	<u>–</u>	<u>4,485</u>	<u>–</u>
Net cash inflow	<u>64</u>	<u>–</u>	<u>1,543</u>	<u>–</u>

44. DISPOSAL OF A SUBSIDIARY

During the year ended 31 December 2025, the Group had entered into a sales and purchase agreement with an independent third party to dispose of its entire equity interests in Northeast Electric Development (Hong Kong) Company Limited at a consideration of RMB4,000,000. The disposal was completed on 17 January 2025, on which date control of Northeast Electric Development (Hong Kong) Company Limited passed to the acquirer. The net liabilities of Northeast Electric Development (Hong Kong) Company Limited at the date of disposal were as follows:

	2025
	RMB'000
Analysis of assets and liabilities over which control was lost:	
Cash at banks and in hand	339
Prepayments, deposits and other receivables	2,165
Equity instruments at FVTOCI (Note)	–
Other payables	(3,311)
	<u>(807)</u>
Net liabilities disposed of a subsidiary	<u><u>(807)</u></u>
Consideration received:	
Cash received	689
Settlement of other payable	3,311
	<u>4,000</u>
Total consideration received	<u><u>4,000</u></u>
Loss on disposal of a subsidiary:	
Consideration received	4,000
Net assets disposed of a subsidiary	(807)
Release of exchange reserve upon disposal of a subsidiary	(12,234)
	<u>(9,041)</u>
Loss on disposal of a subsidiary	<u><u>(9,041)</u></u>
Net cash inflow arising on disposal:	
Cash received	689
Less: cash and cash equivalents disposed of	(339)
	<u>350</u>
	<u><u>350</u></u>

Note: A cumulative loss on disposal of investment in Shenyang Zhaoli amounted RMB29,714,000 has been transferred from revaluation reserve to accumulated losses.

45. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Non-current assets		
Property, plant and equipment	7	10
Interests in subsidiaries	2,679	37,004
	<u>2,686</u>	<u>37,014</u>
Current assets		
Prepayments and other receivables	–	638
Amounts due from subsidiaries	10,936	1,212
Cash and cash equivalent	12	–
	<u>10,948</u>	<u>1,850</u>
Current liabilities		
Other payables and accruals	230,839	169,057
Amounts due to a director	–	4
	<u>230,839</u>	<u>169,061</u>
Net current liabilities	<u>(219,891)</u>	<u>(167,211)</u>
Total assets less current liabilities	<u>(217,205)</u>	<u>(130,197)</u>
Non-current liability		
Provisions	34,355	34,355
NET LIABILITIES	<u><u>(251,560)</u></u>	<u><u>(164,552)</u></u>

45. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY (Continued)

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Capital and Deficits		
Share capital	873,370	873,370
Reserves and accumulated losses	(1,124,930)	(1,037,922)
TOTAL DEFICITS	(251,560)	(164,552)

Movement in the Company's reserves and accumulated losses

	Capital reserve	Surplus Accumulated reserve losses		Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
	<i>(Note 34(a))</i>	<i>(Note 34(b))</i>		
At 1 January 2024	996,870	108,587	(2,137,555)	(1,032,098)
Loss and total comprehensive expense for the year	–	–	(5,824)	(5,824)
At 31 December 2024	996,870	108,587	(2,143,379)	(1,037,922)
Loss and total comprehensive expense for the year	–	–	(87,008)	(87,008)
At 31 December 2025	996,870	108,587	(2,230,387)	(1,124,930)

	Results of the Group for the five years ended 31 December				
	IFRS Accounting Standards				
	2025	2024	2023	2022	2021
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Revenue	164,170	156,441	110,430	161,003	119,485
(Loss) profit before taxation	(82,438)	(10,069)	(5,997)	(25,515)	17,466
Income tax (expenses) credit	(317)	-	-	246	133
(Loss) profit for the year	(82,755)	(10,069)	(5,997)	(25,269)	17,599
	<i>RMB cents</i>	<i>RMB cents</i>	<i>RMB cents</i>	<i>RMB cents</i>	<i>RMB cents</i>
(Loss) earnings per share					
Basic	(9.47)	(1.16)	(0.68)	(2.88)	2.02

Summary of Results, Assets and Liabilities of the Group

For the year ended 31 December 2025

	Assets and liabilities of the Group as at 31 December				
	IFRS Accounting Standards				
	2025	2024	2023	2022	2021
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Non-current assets	68,251	71,507	74,685	78,399	73,756
Current assets	128,299	110,950	106,845	104,809	123,483
Total assets	196,550	182,457	181,530	183,208	197,239
Non-current liabilities	66,884	66,062	66,342	68,267	70,390
Current liabilities	405,927	325,821	314,414	307,971	294,386
Total liabilities	472,811	391,883	380,756	376,238	364,776
Net liabilities	(276,261)	(209,426)	(199,226)	(193,030)	(167,537)

LIST OF DOCUMENTS AVAILABLE FOR INSPECTION

The following documents are available at the Office of the Board of Directors for inspection:

- (1) Originals of Accounting Statements bearing signatures and seals of the Legal Representative, Chief Financial Officer and Head of Financial Department (Accounting supervisor) of the Company;
- (2) Originals of auditors' reports bearing seals of the accounting firm and signatures and seals of the certified public accountants;
- (3) Originals of all the Company's documents and originals of announcements, which have been disclosed during the reporting period;
- (4) Original of the annual report of the Company.



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